GASOU/ARM Consolidation Implementation Committee Operational Working Groups: Leadership and Responsibilities

(Responsibilities are in Italics)

This document lists:

• the 93 Operational Working Groups (OWGs) where most of the work of consolidation will be accomplished, as well as the two co-chairs for each OWG, one each from GASOU and ARM;
• the 26 functional areas into which the OWGs are divided, as well as the functional area co-chairs;
• the points of contact in the University System of Georgia’s Central Office (USO) for the functional area leaders; and
• the division of the responsibilities identified on the USG’s Consolidation Tracker (shown in italics), to which more will undoubtedly be added by the OWGs as they pursue their work.
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A. **Overall University Structure**
   USO Contacts: John Fuchko III ([John.Fuchko@usg.edu](mailto:John.Fuchko@usg.edu)), Tricia Chastain ([Tricia.Chastain@usg.edu](mailto:Tricia.Chastain@usg.edu)), Linda Noble ([linda.noble@usg.edu](mailto:linda.noble@usg.edu)) Rob Anderson ([rob.anderson@usg.edu](mailto:rob.anderson@usg.edu))

   **Overall University Structure**
   GASOU Co-Chair-Dr. Hebert, President
   ARM Co-Chair-Dr. Bleicken, President

   1. Overall Structure-Consolidation Implementation Committee
      *Determine Campus-Wide Functional Units*
   2. Mission-Consolidation Implementation Committee
      *Develop New Mission Statement*

B. **Academic Degrees and Programs**
   USO Contacts: Rob Anderson ([rob.anderson@usg.edu](mailto:rob.anderson@usg.edu)), Joyce Jones ([Joyce.Jones@usg.edu](mailto:Joyce.Jones@usg.edu)), Marti Venn ([martha.venn@usg.edu](mailto:martha.venn@usg.edu)), Linda Noble ([linda.noble@usg.edu](mailto:linda.noble@usg.edu))

   3. Academic Degrees and Programs
      GASOU Co-Chair-Diana Cone, Interim Provost and VPAA
      ARM Co-Chair-Chris Curtis, Interim Provost and VPAA

   3-1. **Organization and Structure**
      GASOU Co-Chair-Christine Ludowise, Associate Dean Academics
      ARM Co-Chair-Chris Curtis, Interim Provost and VPAA
      *Identify eCore Participation*
      *Address Dept./Division/College Structure to Include Placement Programs/Departments in Colleges*
      *Include Representation from SACS/IE Team*
      *Consider Duplication, Complementing And Opportunities To Collaborate With Savannah State University Offerings*
      *Program Offerings at Each Campus Including Associate Degrees*
      *Determine Membership on Regents Administrative Advisory Committees*
      *Address Consolidation of and Requirements for Centers and Institutes*
      *Consolidation of and Requirements for Centers and Institutes*
      *Examine Possible Structures and Leadership to Support Interdisciplinary Studies*
Combine Articulation Agreements with TCSG, USG and Other Institutions

3-2. Science
GASOU Co-Chair-Martha Abell, Dean, College of Science and Mathematics
ARM Co-Chair-Delana Gajdosik-Nivens, Dean, College of Science and Technology

Duplicate Programs/Plan for Merging
Low Producing Programs—Verify If There Will Be Any After Merging Duplicative Programs
Program and Curriculum Differences, Including Area F
Delivery Mode/Online Education
Address Co-Remediation (Learning Support Courses)

3-3. Computer Sciences
GASOU Co-Chair-Mohammad Davoud, Dean, College of Engineering and Information Technology
ARM Co-Chair-Delana Gajdosik-Nivens, Dean, College of Science and Technology

Duplicate Programs/Plan for Merging
Low Producing Programs—Verify If There Will Be Any After Merging Duplicative Programs
Program and Curriculum Differences, Including Propose SLOs Area F
Delivery Mode/Online Education

3-4. Engineering
GASOU Co-Chair-Mohammad Davoud, Dean, College of Engineering and Information Technology
ARM Co-Chair-Cameron Coates, Head, Engineering Studies Program

Duplicate Programs/Plan for Merging
Low Producing Programs—Verify If There Will Be Any After Merging Duplicative Programs
Program and Curriculum Differences, Including Area F
Delivery Mode/Online Education

3-5. Business and Economics
GASOU Co-Chair-Allen Amason, Dean, College of Business Administration
ARM Co-Chair-Yassaman Saadatmand, Department Head/Professor

Duplicate Programs/Plan for Merging
Low Producing Programs—Verify If There Will Be Any After Merging Duplicative Programs
Program and Curriculum Differences, Including Area F
Delivery Mode/Online Education

3-6. Liberal Arts
GASOU Co-Chair-Curtis Ricker, Dean, College of Liberal Arts and Social Sciences
ARM Co-Chair-Teresa Winterhalter, Associate Dean, College of Liberal Arts

Duplicative Programs/Plan for Merging
Low Producing Programs—Verify If There Will Be Any After Merging Duplicative Programs
Program and Curriculum Differences, Including Area F
Delivery Mode/Online Education
Address Co-Remediation (Learning Support Courses)

3-7. Interdisciplinary Studies
GASOU Co-Chair-Chris Ludowise, Associate Dean, College of Liberal Arts and Social Sciences
ARM Co-Chair-Teresa Winterhalter, Associate Dean, College of Liberal Arts
Reconcile Bachelor of Interdisciplinary Studies (GSU)
and Bachelor of Liberal Studies (ASU) programs
Examine and Reconcile Africana Studies Minors
(GSU & ASU)
Examine Women’s & Gender Studies - Major
(ASU) and Minor (GSU)
For each interdisciplinary area listed above:
Duplicative Programs/Plan for Merging
Low Producing Programs—Verify If There Will Be Any After Merging Duplicative Programs
Delivery Mode/Online Education
Review of Interdisciplinary Minors, Especially Overlapping Courses to Optimize Rotation and Scheduling
Evaluate Opportunities to Merge IDs Minors Under IDs Department Structure

3-8. Social Sciences
GASOU Co-Chair-Curtis Ricker, Dean, College of Liberal Arts and Social Sciences
ARM Co-Chair-Teresa Winterhalter, Associate Dean, College of Liberal Arts
Duplicative Programs/Plan for Merging
Low Producing Programs—Verify If There Will Be Any After Merging Duplicative Programs
Program and Curriculum Differences, Including Area F
Delivery Mode/Online Education

3-9. Health Sciences
GASOU Co-Chair-Barry Joyner, Dean, College of Health and Human Sciences
ARM Co-Chair-Anne Thompson, Interim Dean College of Health Professions
Duplicative Programs/Plan for Merging
Low Producing Programs—Verify If There Will Be Any After Merging Duplicative Programs
3-10. Public Health  
GASOU Co-Chair-Greg Evans, Dean, Jing Ping Hsu College of Public Health  
ARM Co-Chair-Anne Thompson, Interim Dean College of Health Professions

Program and Curriculum Differences, Including Area F
Delivery Mode/Online Education

3-11. Nursing  
GASOU Co-Chair-Sharon Radzyminski, Chair, School of Nursing  
ARM Co-Chair- Catherine Gilbert, Director, School of Nursing

Program and Curriculum Differences, Including Area F
Delivery Mode/Online Education

3-11-a. Undergraduate BSN Program

Program and Curriculum Differences, Including Area F
Delivery Mode/Online Education

3-11-b. Graduate MSN Program

Program and Curriculum Differences, Including Area F
Delivery Mode/Online Education

3-11-c. Doctor of Nursing Practice Program

Program and Curriculum Differences, Including Area F
Delivery Mode/Online Education

3-12. Education  
GASOU Co-Chair-Thomas Koballa, Dean, College of Education  
ARM Co-Chair- Donna Brooks, Associate Provost

Program and Curriculum Differences, Including Area F
Delivery Mode/Online Education

Protect and Preserve “Adopt-a-School” Relationships
Consider Child Care Facility
Investigate Field/Internship Placement Processes and
Initiate Plans for Merging the Processes
Investigate Initial and Advanced Certification Processes
and Initiate Plans For Merging The Processes
Investigate Seminars Structures Associated with
Field/Internship Placements (E.G., Edtpa, Ethics,
Etc.) and Initiate Plans for Merging the Processes
Review Assessment Plans and Procedures, Key
Assessments, and Current Schedule for Program
Review and Accreditation; Initiate Plans for Merging
Assessment and Accreditation Efforts

C. Related Non-Degree Academic Responsibilities
USO Contacts: Rob Anderson (rob.anderson@usg.edu), Joyce Jones(Joyce.Jones@usg.edu)
Marti Venn (martha.venn@usg.edu), Linda Noble (linda.noble@usg.edu)

4. General Education and Core Curriculum
GASOU Co-Chair-Diana Cone, Interim Provost and VPAA
ARM Co-Chair-Chris Curtis, Provost and VPAA

4-1. Core Curriculum
GASOU Co-Chair-Curtis Ricker, Dean, College of Liberal Arts and
Social Sciences
ARM Co-Chair- Delana Gajdosik-Nivens, Dean, College of Science
and Technology
Merge Areas A
Merge Areas C, D, & E
Propose Area B for consolidated institution
Create Common Student Learning Outcomes for Gen Ed
and Area F
Submit Any Changes to USG Council on General Education

4-2. Non-Core Requirements
GASOU Co-Chair-Chris Caplinger, Director of First
Year Experience
ARM Co-Chair-Greg Anderson, Director First
Year Experience
Determine any Non-Core Requirements (Health, Phys. Ed., etc.)
Continuing Education-Address Continuing Education Functions

D. Faculty Affairs
USO Contacts: Linda Noble(linda.noble@usg.edu), Marion Fedrick
(Marion.Fedrick@usg.edu), Marti Venn (martha.venn@usg.edu)
Kimberly Ballard-Washington (Kimberly.Ballard-Washington@usg.edu)

5. Faculty Affairs
GASOU Co-Chair-Diana Cone, Interim Provost and VPAA
ARM Co-Chair-Chris Curtis, Interim Provost and VPAA
5-1. Faculty Governance  
GASOU Co-Chair-Richard Flynn, Moderator, Faculty Senate; Professor of Literature  
ARM Co-Chair-David Bringman, Faculty Senate President-Elect  
*Merge Faculty Governance*  
*Determine Structure*  
*Hold Elections*  

5-2. Faculty Welfare  
GASOU Co-Chair-Jim LoBue, Associate Professor of Physical Chemistry; Chair Faculty Welfare Committee  
ARM Co-Chair-Robert LeFavi, Head, Department of Health Sciences  
*Revise Faculty Performance Evaluation (including Annual Review, Pre-Tenure Review, Tenure, Promotion, and Post-Tenure Reviews)*  
*Evaluate and Determine Appropriate Levels of Consistency In Promotion and Tenure Policies and Procedures*  
*Address Faculty Workloads*  

5-3. Faculty Processes/Resources  
GASOU Co-Chair-Christine Ludowise, Associate Dean Academics  
ARM Co-Chair-Donna Brooks, Associate Provost for Academic Affairs and Graduate Studies  
*Revise Faculty Handbook (to include Academic Policies and Faculty Grievance Processes)*  
*Determine Processes and Procedures for Faculty Appointments*  
*Update Faculty Contracts*  
*Combine Faculty Grievance Processes*  

5-4. Faculty Development  
GASOU Co-Chair-Rachel Schwartz, Director, Center for Teaching and Technology (CT2)  
ARM Co-Chair- Nancy Remler, Director of Faculty Development  
Interim Director of the Office of Online and Blended Learning  
*Address faculty development & faculty awards*  
*Online Teaching Preparation for Faculty*  

E. Student Success  
USO Contacts: Rob Anderson (rob.anderson@usg.edu), Joyce Jones((Joyce.Jones@usg.edu)) Marti Venn (martha.venn@usg.edu), Linda Noble (linda.noble@usg.edu)  

6. Student Success  
GASOU Co-Chair-Diana Cone, Interim Provost  
ARM Co-Chair-Becky daCruz, Interim Associate Provost for Student Engagement and Success
6-1. Advising and Mentoring  
GASOU Co-Chair—Alan Woodrum, Assistant Provost  
ARM Co-Chair—Delana Nivens, Dean College of Science & Technology  
*Develop Common Advising Processes and Procedures*  

6-2. Tutoring and Testing  
GASOU Co-Chair—Cathy Roberts-Cooper, Director of Academic Success Center  
ARM Co-Chair—Pat Potter, Director of Testing Services  
*Ensure Academic Tutoring Services are Provided on All Campuses*  
*Services for Students on Academic Intervention*  
*Learning Support Services - Including Testing Services*  

6-3. First Year Programs  
GASOU Co-Chair—Chris Caplinger, Director of First Year Experience  
ARM Co-Chair—Greg Anderson, Director First Year Experience  
*Consolidate First Year Programs into One Admin. & Operating Structure*  

6-4. Honors Programs and UR  
GASOU Co-Chair—Steve Engel, Director of Honor’s Program  
ARM Co-Chair—Jonathan Roberts, Director of Honor’s Program  
*Consolidate Honors Programs into One Admin. & Operational Structure*  
*Combine Honors Day Activities*  
*Consolidate Undergraduate Research Including Research Conducted External to Honors*  

6-5. International Programs and Study Abroad  
GASOU Co-Chair—Danielle Smith, Director of International Programs  
ARM Co-Chair—Dorothee Mertz-Weigel, Director of International Education  
*Consolidate Intl. Programs into One Admin. & Operational Structure*  
*Coordinate with Homeland Security*  

6-6. Retention, Progression, & Graduation and Complete College Georgia  
GASOU Co-Chair—Christine Ludowise, Associate Dean CLASS and CCG Committee member  
ARM Co-Chair—Teresa Winterhalter, Associate Dean, College of Liberal Arts  
*Address Textbook Policies across Campus*  
*Revise Orientation Programs to be Appropriate for New University*  
*Develop Joint Complete College Georgia Submission*  
*Review and Address Retention, Progression, and Graduation Plans*  

6-7. MOWR  
GASOU Co-Chair—Chris Caplinger, Director of First Year Experience  
ARM Co-Chair—Shannon Vo, Senior Academic Advisor  
*Develop plan for recruiting and supporting MOWR Students*
F. Grants & Sponsored Programs
USO Contacts: Marti Venn (martha.venn@usg.edu), Linda Noble (linda.noble@usg.edu)

7. Grants & Sponsored Programs
GASOU Co-Chair-Diana Cone, Interim Provost and VPAA
ARM Co-Chair-Chris Curtis, Interim Provost and VPAA

7-1. Research Services and Sponsored Programs
GASOU Co-Bruxanne Hein, Director, Research Services and
Sponsored Programs
ARM Co-Chair-Brent Feske, Associate Dean, College of Science
and Technology Interim Director of Grants and
Sponsored Programs
*Consolidate Processes/Policies for Research Services*
*Administration*
*Consolidate Research Offices into One Administrative*
& Operational Structure
*Identify Policies/Processes and Needs For Intellectual*
Property Administration
* Remain Aware of and Track Intellectual Property*

7-2. Research Integrity
GASOU Co-Bruxanne Hein, Director, Research Services and
Sponsored Programs
ARM Co-Chair-Brent Feske, Associate Dean, College of Science
and Technology Interim Director of Grants and
Sponsored Programs
*Consolidate Processes/Policies for Research Integrity*
and Compliance Activities/Committees
*Consolidate ORSSP/OSP Research Integrity Offices*
into One Administrative and Operational Structure
*Identify Policies, Processes and Needs for the*
Administration of Export Controls

G. Enrollment Services
USO Contacts: Joyce Jones(Joyce.Jones@usg.edu), Rich Loftus (rich.loftus@usg.edu),
Tracy Ireland (Tracy.Ireland@usg.edu)

8. Enrollment Services:
GASOU Co-Chair-Teresa Thompson, Vice President for Student Affairs
& Enrollment Management
ARM Co-Chair-Georj Lewis, Vice President for Student Affairs

8-1. Admissions
GASOU Co-Chair-Amy Smith, Director of Admissions,
ARM Co-Chair-Tobe Frierson, Director of Admissions and Recruitment

- Determine Admission Requirements (Including Test Scores)
- Develop Common Admission Practices & Policies
- Integrate Recruiting Practices and Materials
- Consolidate Admissions Policies and Procedures,
  Including Use of Banner SIS and Other IT Related Processes
- Establish Criteria and Procedures for Graduate Admissions
- Determine GRE/GMAT and TOEFL/IELTS Requirements
  (Graduate Adm)
- Determine Need to Integrate Recruiting Practices and Materials (Graduate Adm)
- Integrate Recruiting Practices and Materials

8-2. Financial Aid
GASOU Co-Chair-Tracey Mingo, Director of Financial Aid
ARM Co-Chair: Samantha Hutto, Assistant Director of Financial Aid

- Consolidate Financial Aid Functions and Coordinate with U.S. DOE
- Begin Preparing the Eapp
- Make decision on Perkins Portfolio Liquidation or Adoption
- Reconcile Financial Aid ASAP
- Coordinate Funding Streams and Scholarship Funding
- Coordinate with Veterans Services with OWG 8-3
- Consolidate Financial Aid Policies and Procedures (including IT and Security related)
- Athletic Aid (Where are the Athletic Scholarships Being Honored for Armstrong Students Going to be Awarded? By What Office(S))
- Crossover to IT BANNER OWG for Processes/Efficiencies/Automated Issues
- Coordinate with GSFC

8-3. Registration, Degree Audit, & Graduation
GASOU Co-Chair-Velma Burden, Registrar
ARM Co-Chair-Kathy Platt, University Registrar

- Create a Common Academic Calendar
- Develop Common Class Schedule
- Ensure a Unified Course Schedule is Prepared by Upcoming Semester
- Consolidate Admissions, Registrations, and Graduation Policies & Procedures
- Determine Grade Reporting Processes
Address Student Records Policies and Procedures
Develop Transcript Specifications
Consolidate FERPA Training
Address Security Issues - Records
Determine Location and Frequency of Graduation Ceremonies
Merge College Catalogs
Coordinate with Veterans Services with OWG 8-2
Establish Criteria and Procedures for Graduate Graduation
Develop a Plan for Consolidating the Scribe in DegreeWorks
Determine Software Needs/Resources
Integration of Veteran/Military Services

8-4. Orientation & Family Programs
GASOU Co-Chair-Amy Smith, Director of Admissions
ARM Co-Chair-Andrew Dies, Interim AVP/Dean of Students
Revise Orientation Programs to be Appropriate for New University
Revise Family Programs to be Appropriate for New University

H. Advancement, Development, and Alumni Affairs
USO Contacts: Charlie Sutlive (Charles.Sutlive@usg.edu), Kimberly Ballard-Washington (Kimberly.Ballard-Washington@usg.edu), Margo Wolanin (Margo.Wolanin@usg.edu)

9. Advancement, Development, and Alumni Affairs
GASOU Co-Chair-Trip Addison, Vice President for University Advancement & External Affairs
ARM Co-Chair-William Kelso, Vice President for Advancement

9-1. Advancement Services, including Donor Relations
GASOU Co-Chair-Trip Addison, Vice President for University Advancement and External Affairs
ARM Co-Chair-William Kelso, Vice President for Advancement
Consolidate Advancement Services and Donor Relations

9-2. Alumni Affairs
GASOU Co-Chair-Wendell Tompkins, Senior Director of Alumni Relations and Annual Giving
ARM Co-Chair-Cheryl Ciucevich, Senior Director of Alumni Development
Merge or Retain Separate Alumni Associations

9-3. Fund-Raising
GASOU Co-Chair-Kevin Bostian, Senior Associate Athletic Director for Development/Executive Director Athletic Foundation.
ARM Co-Chair-Julie Gerbsch, Assistant Vice President for Development
Consolidate Fund-Raising Efforts

9-4. Data Systems
I. Athletics
USO Contact: John Fuchko III (John.Fuchko@usg.edu), Tricia Chastain (Tricia.Chastain@usg.edu), Shelley Nickel (Shelley.Nickel@usg.edu), Rob Anderson (rob.anderson@usg.edu) & Athletic Review Committee

10. Athletics
GASOU Co-Chair-Tom Kleinlein, Director of Athletics
ARM Co-Chair-Lisa Sweany, Director of Athletics

GASOU Co-Chair-Keith Roughton, Director, NCAA Compliance
ARM Co-Chair-Jennifer Rushton, Associate Director of Athletics
for Compliance

Determine Future State and Configuration of Athletic Programs

J. University Foundations
USO Contact: Susan Ridley (Susan.Ridley@usg.edu), Daryl Griswold (Daryl.Griswold@usg.edu)

11. University Foundations Operations and Integration
GASOU Co-Chair-Rob Whitaker, Vice President for Business and Finance
ARM Co-Chair-Christopher Corrigan, Vice President for Business and Finance

11-1. Properties (Housing)
GASOU Co-Chair-Tina Adams, Director of Accounting, Housing/Athletic Foundation
ARM Co-Chair-Jessica Henderson, Interim Director of Budget and Financial Analysis, Controller for Foundations

Merge or Retain Separate Foundations
Address Endowment Restrictions
Identify Cost/Funding Sources for Changes Foundation Must Make on PPVs
Consider Responsibility of 5 Year Facilities Condition Assessments
Analyze of PPV Insurance Coverage to Insure Adequate Continuous Coverage
Consider Refinancing to Lower Cost to Students
Discern any Change to Foundation Impact on Existing PPVs or FInancing
Determine Enrollment Projections Impact on PPV Pro Formas
Send Notice to MSRB and Others as Required for PPVs
Understand What Real Property Foundations Own
Reconcile Replacement Reserves Accounts for PPV Capital Improvements Programs
Determine if 8038 Filings Need to Be Amended for PPVs
Understand How Debt Ratios get Calculated (for PPVs projects)
Provide Required Notice on All PPVs to EMMA and Others
Make Changes to Existing Bonds/Warranties
Identify Restrictions on Real Property Deeds
Identify any Reversionary Language in Property Deeds
Consider moving PPV in Athletic Foundation (GASOU) to Properties Foundation

11-2. Research
GASOU Co-Chair-Krista Briel, Associate Director, External Affairs
ARM Co-Chair-Jessica Henderson, Interim Director of Budget and Financial Analysis, Controller for Foundations

Identify any Policies/Processes and Needs Not Already Accomplished by the GSU Research and Service Foundation, Inc.

11-3. University Philanthropic
GASOU Co-Chair-Melanie Mosely, Assistant VP for Advancement
ARM Co-Chair- Jessica Henderson, Interim Director of Budget and Financial Analysis, Controller for Foundations

Merge or Retain Separate Foundations
Address Endowment Restrictions
Discern any Impact on Foundation Bylaws
Understand What Real Property Foundations Own
Identify Restrictions on Donations for Naming

11-4. Athletic Foundation
GASOU Co-Chair-Kevin Bostian, Executive Director of the Athletic Foundation
ARM Co-Chair- Jessica Henderson, Interim Director of Budget and Financial Analysis, Controller for Foundations

Address Endowment Restrictions
Discern any Impact on Foundation Bylaws
Consider Moving Athletic Endowments from Armstrong State to Georgia Southern Athletic Foundation
Consider Moving Athletic Endowments from Georgia Southern University Foundation to Georgia Southern Athletics Foundation
Consider Moving PPV to Property Foundation
Understand What Real Property Foundation Owns

K. Media and Marketing
USO Contact: Sonja Roberts (Sonja.Roberts@usg.edu)
12. Media and Marketing

GASOU Co-Chair-Jan Bond, Associate Vice President, Marketing & Communications
ARM Co-Chair-Allison Hersh, Director of Marketing and Communications

12-1. Ongoing Consolidation Communications
GASOU Co-Chair-Jan Bond, Associate Vice President, Marketing and Communications
ARM Co-Chair-Allison Hersh, Director of Marketing and Communications

- Coordinate Communications on Consolidation Announcements
- Coordinate Communications to Announce Regents’ Actions on Mission and Name Changes
- Coordinate and Review News Releases on Consolidation
- Create Communications Plan to Get Messaging Out Internally and Externally
- Conduct Monthly Meetings with all PR Personnel to Assess Communications Needs and Actions and Share “Best Practices”

12-2. Marketing
GASOU Co-Chair-Jan Bond, Associate Vice President, Marketing and Communications
ARM Co-Chair-Allison Hersh, Director of Marketing and Communications

- Create New Messaging
- Develop Marketing Plan and Strategy as New University
- Combine Advertising
- Create Expanded Plan for Marketing Specialists and Communication Officers
- Develop Plan for Licensing, Merchandise, etc.
- Combine Digital Signage

12-3. Public Relations and Media
GASOU Co-Chair-Jennifer Wise, Director of Communications
ARM Co-Chair-Melanie Simon, Public Relations Manager

- Create Integrated Public Relations Plan
- Combine Crisis Communication Plans and Systems
- Develop Plan for Expanding Markets (Savannah, Hinesville)
- Manage Internal Communications

12-4. Brand and Identity
GASOU Co-Chair-Gregg Sekscienski, Director of Creative Services
ARM Co-Chair-Wes Johnson, Graphic Designer & Production Manager

- Print Campus Maps and Promotional Materials
- Develop Rebranding Initiatives and Revised College Seal
- Merge Identity Marks/Logos
- Combine Magazine, Recruitment Materials, Campus Maps and Other Major Publications
Letterhead and Business Cards As Well As Intake System
Oversee Design Integration
Update Campus Signage

12-5. Social Media
GASOU Co-Chair-Jennifer Wise, Director of Communications
ARM Co-Chair- Allison Hersh, Director of Marketing and Communications
Consolidate and Invigorate Social Media Presence and Impact

12-6. University Website
GASOU Co-Chair-Gregg Sekscienski, Director of Creative Services
ARM Co-Chair-Janice Stanford, Website Manager
Create a New Website, Photo, and President’s Letter
Finalize Creation of Joint Website
Determine How to Combine Microsites And Vanity URLS
Develop a Plan to Archive Armstrong Material on the Web

12-7. Video and Photography
GASOU Co-Chair- Gregg Sekscienski, Director of Creative Services
ARM Co-Chair-Bruce Habersham, Manager of Media Production
Consolidate Existing Workflows and Organizational Structures That Ensures Best Integration into New University’s Communication And Marketing Priorities
Determine Best Platforms for Photo And Video Moving Forward and Combine Current Archives

L. Human Resources
USO Contact: Marion Fedrick (Marion.Fedrick@usg.edu), Kimberly Ballard-Washington (Kimberly.Ballard-Washington@usg.edu), Quint Hill (quint.hill@usg.edu), Julie Harris (jharris@ssc.usg.edu), Becky Prince (bprince@ssc.usg.edu)

13. HR, including Position Descriptions and Salary Bands
GASOU Co-Chair-Rob Whitaker, Vice President for Business and Finance
ARM Co-Chair-Christopher Corrigan, Vice President for Business and Finance

GASOU Co-Chair-Rebecca Carroll, Associate Vice President for Human Resources
ARM Co-Chair-Willette Stevens, Interim Director of Human Resources
Establish Process and Procedures for Hiring and RIFs
Combine Org Charts
Create New Position Descriptions for Select Positions to Reflect Multi-Campus Institution
Establish Workweek Schedule for 12-Month Faculty And Staff
Create Common Holiday Calendar
Determine Need for Salary Adjustments
Ensure Effective Implementation of Controls
(Flowcharts, Segregated Duties)
Consolidate all IDs: Employee, Student, Parking Decals, etc.
Establish Process and Procedures for Determining Staff Seniority
Staff Governance-Determine Structure and Policies

M. Business and Finance
USO Contacts: Shelley Nickel(Shelly.Nickel@usg.edu), Claire Arnold(Claire.Arnold@usg.edu), Debbie Lasher (Debra.Lasher@usg.edu), Tracey Cook (Tracey.Cook@usg.edu), Susan Ridley (Susan.Ridley@usg.edu), Julie Harris (jharris@ssc.usg.edu), Becky Prince (bprince@ssc.usg.edu), Marty Nance (Marty.Nance@usg.edu), Rich Loftus (rich.loftus@usg.edu)

14. Business & Finance
GASOU Co-Chair-Rob Whitaker, Vice President for Business and Finance
ARM Co-Chair-Christopher Corrigan, Vice President for Business and Finance

14-1. Budget
GASOU Co-Chair-Connie Clark, Director of Budgets
ARM Co-Chair-Jessica Henderson, Interim Director of Budget and Financial Analysis, Controller for Foundations

Address Budget Preparation Process (PeopleSoft)
Determine Whether A Common or Separate Database Will Be Used (PeopleSoft)
Consolidate iStrategy Systems (PeopleSoft)
Address Allocations
Budget Amendment System Including Position Management

14-2. Business Operations and Contracts
GASOU Co-Chair-Kim Brown, Sr. Associate VP for Finance
ARM Co-Chair-Jessica Henderson, Interim Director of Budget and Financial Analysis, Controller for Foundations

Transfer Assets
Transfer Bank Accounts
OST: Address Bank Accounts and Other Banking Matters
Federal: Coordinate with IRS, Grants, Foundations DUNS, FEI, etc.

Coordinate with Georgia Department of Revenue
Coordinate with Rating and Lending Agencies
Address Insurance & Benefits Vendors (Develop Communications & Standardization within Consolidated Institution)

Determine Authorized Signatures
Create New Checks
Address Investment Accounts
Standardize Business Procedures and Processes
Develop Accounting Processes and Procedures
Merge Financial Systems (PeopleSoft)
Set Business Unit Number (Create New One? Keep Old One?) (PeopleSoft)
Determine Changes to Delivered Reports (PeopleSoft)
Ensure Integrity of Financial Information (PeopleSoft)
Determine Changes to PeopleSoft Trees (PeopleSoft)
Address Non-Standard Chartfields (Dept., Account, Project, etc.) (PeopleSoft)
Address Data Feeds into Consolidated Financial System (BANNER)
Determine Use of ADP by Consolidated University
Address Issues Related to Historical & New Access and Retention (PeopleSoft)
Address Credit Card and Merchant Accounts
DOAS: Address Insurance and Purchasing
Coordinate with DOAS to Revise Compensation Claims
Understand How Debt Ratios get Calculated
Touchnet MarketPlace Maintenance – Timeline
Address Consolidated Travel Expense and Reimbursement Processes

14-3. Procurement
GASOU Co-Chair-Houston Kirkland, Assistant Director – Business
ARM Co-Chair-Daphne Burch, Purchasing Manager
Merge Purchasing Process and Procedures
Address Purchase Orders- Existing, New, and Encumbrances (PeopleSoft)
Address Vendor Codes (PeopleSoft)
Address State Approvals for RFPs- Purchasing Issue
Merge Common Purchasing Systems
Transfer of Multi-Year Contracts
Merge Pcard Plans and Policies
Address Central Receiving and Shipping

14-4. Tuition and Fees
GASOU Co-Chair-Rob Whitaker, Vice President for Business and Finance
ARM Co-Chair-Chris Corrigan, VP for Business & Finance
Merge Student Fee Structure
Develop Tuition Structure
Determine Student Fee Charges between Institutions
Determine Student Cohorts that will be Charged Fees Related to PPVs
Revise Student Fee Committee Bylaws
Merge Banner Fee Tables
Determine Timeline for Fee/Tuition Merger
Implementation

Determine Waiver Rules /Cohorts

14-5. Bursar
GASOU Co-Chair-Cindy Durden, Bursar
ARM Co-Chair-Patrice Kerner, Bursar
  Address Detail Codes- Student Registration System
    (BANNER)
  Bursar Timelines and Major Processes
  Software/Systems Usage
  Banking Procedures
  Collections
  Invoicing
  Student Accounts Contracts and Exemptions
  Taxes
  Refunding
  Receipting
  Miscellaneous (Non-Tuition Related) Charges
  Petty Cash
  Document Archiving
  Detail Codes and Banner AR setup
  1098T Processing

14-6. Payroll
GASOU Co-Chair-Thomas Mikell, Director of Financial Accounting
ARM Co-Chair-Sissy Capron, Payroll Manager
  Develop/Merge Payroll Processing Procedures and Policies
    Including Non-SSC Local University Processes
  Address Issues with PeopleSoft/OneUSG Conversion
  Determine Summer Faculty Pay Processes
  Address GL and any Banking Issues
  Determine Payroll Deduction and Payment Processes
    including Local Non-Standard Items

N. Information Technology
USO Contacts: Bobby Laurine (Bobby.Laurine@usg.edu), Lectra Lawhorne (llawhorn@kennesaw.edu), Jeff Delaney (Jeff.Delaney@usg.edu), Doug Hyche (Doug.Hyche@usg.edu)

15. Information Technology:
GASOU Co-Chair-Ron Stalnaker, Chief Information Officer
ARM Co-Chair-Tim Moody, Chief Information Officer

15-1. Infrastructure
GASOU Co-Chair-Mike Fox, Chief Information Security Officer
ARM Co-Chair-Angel Howard, Senior Director, Enterprise Systems, Security and Quality
    Site to Site Connectivity established (Dedicated Path or VPN)
Logical Network Design and Implementation
Physical Network Design and Implementation (LAN/WAN)
Enterprise Network Firewalls
University Domain Name Space - DNS/DHCP/IPAM
Wi-Fi Network
Telecommunications - Phone Systems
Servers and Clusters
Server Operating Systems
Data Centers
Databases and Data Stores
Life Safety and Security
IT Policy and Security - Research Technology Standard
ISO-DNS Blackhole Implementation
ISO-IT Policy
ISO-Enterprise Elevated Risk Areas
ISO-Termination Process
ISO-Configuration Standards
ISO-System Scanning Remediation and Reporting
ISO-Confidential Data Management Scanning DLP
ISO-Patch Management and Validation
ISO-Incident Response
ISO-Security Education and Awareness
ISO USG Handbook Compliance

15-2. Enterprise Applications
GASOU Co-Chair-Ryan Richardson, Director of Enterprise Applications
ARM Co-Chair-Eric Lance, Enterprise Applications Developer
Identity and Access Management
Email-Supporting Systems
Implementation Milestones for USG reporting
Email-Faculty and Staff
Email-Students
Email-Additional Groups (Alumni, Graduate Programs)
Website/Content Management System
Implementation Milestones for USG Reporting
IT Engagement with Business Partners (Marketing/University Relations)
Look and Feel for New University Website Established
Site Launch for New University for Top Tier and Second Tier Pages
IT Student/Faculty Services - Educational Technologies
Desire2Learn-Brightspace
Start D2L Conversations for Consolidation with USG
D2L Data Feed Testing
D2L Content Testing
Configuration Review
D2L Production Move
Academic Scheduling Software
Transaction System (Ex. Blackboard Transact)
Card Printing Application (Ex. ID Works)
Bookstore (Ex. MBS)
Parking Enforcement Citations and Appeals (Ex. T2Flex)
Payment Processing for Auxiliary (Ex. Touchnet)
POS and Merchant Accounts Systems (Ex. Sequoia)
Access Control Systems for a “One Card” Campus
Culinary Services (Food Service Vendor and Meal Plans)
Continuing Education Technologies
Facilities Ticketing and Maintenance Software
(Ex. AIM/School Dude)
Enterprise Appointment Scheduling Software (Ex. Appt Plus)
University Development Constituent / Alumni Software
(Ex. Blackbaud Raiser’s Edge)
Faculty Annual Review (Ex. Digital Measures - Activity Insight)
Digital Course Evaluations (Ex. Digital Measures-Course Response)
Faculty/Staff Hiring Software (Ex. Hire Touch/PeopleSoft)
Student Athlete Recruitment Software (Ex. JumpForward)
Document Repository (Ex. Nolij or BDMS)
Student Life Organization Software (Ex. Collegiate Link)
Accounting Software for Individual Departments
(Ex. Peachtree Accounting)
Grant Management Software (Ex. SmartGrant)
Distance Learning Testing Software
Housing Software (Ex. StarRez)
Grievance Software (Ex. Symplicity)
Judicial Action Software (Ex. Symplicity)
Payment Processing (Ex. Touchnet)
Tax Software (Ex. Windstar Tax Navigator)
Business Intelligence Applications (Ex. SAS)
Human Resources (HR) System Consolidation
(Date for consolidated records is critical to know)
File Services-Document Management and Collaboration Tools
Authentication (AD, LDAP, CAS, GLUU, SAML, etc.)

15-3. General Support
GASOU Co-Chair- Ashlea Anderson, Assistant Director of
Academic Technology Support
ARM Co-Chair-Pam Culberson, Senior Director of Support
and Project Management
Service Desk
Establish Memorandum of Agreement to Facilitate the Working
Relationship Between Institutions Prior to BOR
Consolidation Vote (as possible)
Desktop Management - Domain Integration
Endpoint Security
Licensing and Maintenance
File Services-File and Print Sharing
Virtual Desktop Infrastructure
IT Inventory Control
Lab Management
Technology Training
Device Standards
Project Management Software (Ex.TeamDynamix/MS Project)
Audio Visual
Life Cycle Replenishment - Identify Funding
IT Purchasing Process
Printing and Print Release (Ex. Pharos)

15-4. Research Computing
GASOU Co-Chair-Brandon Kimmons, Director of Research Computing
ARM Co-Chair-Pam Culberson, Senior Director of Support and
Project Management

High Performance Computing

15-5. Banner
GASOU Co-Chair- Ted Williams, Director of IT for Student Affairs
and Enrollment Management
ARM Co-Chair-Chris Yarborough, Manager of Enterprise Applications
Decision on Model (A+B=?)
Banner Consultant First Meeting
Decision on Student/Faculty/Staff ID Numbers (if fed from Banner)
Banner Test System Established
Banner Consultant Visits, Validations and Script Testing Person,
Overall, International, Medical
  Admissions, General, Faculty, Location Management and
  Housing Catalog, Schedule, General Student, Registration
  Academic History, Transfer Articulation and Graduation
  AR and Financial Aid
Identify Business Process Decision and Implement Where
Applicable in Key Functional Areas
  (Ex. Who administers schedule building, advising holds,
  start date for combined admissions application for new
  university)
Identify and Code Reports Required Based on Business Process
Decisions
Course Listing Available for Fall 2018
Testing: Banner Pre-Big Bang Full Dress Rehearsal /Walkthrough
Modify Datafeeds etc for all Dependent Systems
Testing: Consolidated Reports for Business Process Decisions
Fall Financial Aid Process Updates Applied
Big Bang Occurs (a separate project plan needs to be created for this based on the institution’s processes)
Implement all Modified Datafeeds
Daily Syncs Begin to Bring Data to the Consolidated Database
Fall 2018 Early Registration Begins
D2L Data Syncs Begin
Spring “Small Bang” (Primarily Brings Over Spring Grades)
AR “Small Bang” (Financial Transactions are Consolidated)
Summer “Small Bang” (Primarily Brings Over Summer Grades and Other Pending Items)
DegreeWorks System

O. Student Services
USO Contacts: Joyce Jones (joyce.jones@usg.edu)
Kimberly Ballard-Washington (Kimberly.Ballard-Washington@usg.edu)

16. Student Services
GASOU Co-Chair-Teresa Thompson, Vice President for Student Affairs
& Enrollment Management
ARM Co-Chair-Georj Lewis, Vice President for Student Affairs

16-1. Career Services
GASOU Co-Chair-Philip Bruce, Director of Career Services
ARM Co-Chair-Glenn Gibney, Director of Career Service
Combine Career Services, including Interest Assessment
and Placement

16-2. Counseling
GASOU Co-Chair-Jodi Caldwell, Director of Counseling Center
ARM Co-Chair-Jeanne McGowan, Director of Counseling Center
Combine Counseling Centers

16-3. Disability Services and Testing
GASOU Co-Chair-Debbie Perez-Lopez, Director of Student Disability
Resource Center
ARM Co-Chair-Kelly Woodruff, Director of Disability Services
Combine Disability Services and Resources
Coordinate with Vocational Rehabilitation

16-4. Health Services
GASOU Co-Chair-Diane Norris, Director of Health Services
ARM Co-Chair-Andrew Dies, Interim AVP/Dean of Students
Combine Health Centers and Services
Determine Requirements to Participate in Student Health
Insurance Program
Merge and consolidate Immunization Compliance and Tracking
Program

16-5. Student Conduct and Academic Integrity
GASOU Co-Chair-Zwisel Gandia, Associate Dean for Student Conduct
ARM Co-Chair-Andrew Dies, Interim AVP/Dean of Students

Combine Student Disciplinary Report Databases
Revise Judiciary Processes
Merge Student Handbooks

16-6. Dean of Students
GASOU Co-Chair-Patrice Jackson, Dean of Students
ARM Co-Chair-Andrew Dies, Interim AVP/Dean of Students

Combine Behavioral Response Teams and Notification Systems
Consolidate and Integrate Dean of Students Policies and Procedures
Consolidate Student Complaint Procedures for SACSCOC Submission

16-7. Multicultural Affairs & Diversity Programs
GASOU Co-Chair-Takeshia Brown, Director of Multicultural Student Center
ARM Co-Chair-Nashia Whittenburg, Director of Multicultural Affairs

Combine Services and Resources for Multicultural and Diversity Education

16-8. Military and Veteran Services
GASOU Co-Chair-LTC Bill Roberts, Associate Dean of Students for Military Affairs
ARM Co-Chair-Phil Gore, Military Education Coordinator

Combine Military and Veteran Student Services and Resources

16-9. TRiO Programs
GASOU Co-Chair-Leslie Harris, Coordinator for Academic Success
ARM Co-Chair-Corine Ackerson-Jones, Director, TRiO Student Support Services

Combine TRiO Program and Resources

P. Student Organizations and Student Life
USO Contact: Joyce Jones (Joyce.Jones@usg.edu)

17. Student Organizations and Student Life
GASOU Co-Chair-Teresa Thompson, Vice President for Student Affairs & Enrollment Management
ARM Co-Chair-Georj Lewis, Vice President for Student Affairs

17-1. Campus Recreation Programming & Facility Operations
GASOU Co-Chair-Gene Sherry, Executive Director of Campus Recreation & Intramurals
ARM Co-Chair-Megan Feasel, Director of Recreation & Wellness
Consolidate and Integrate
Club Sports, Intramurals, and Recreational Sports - Consolidate and Integrate

17-2. Fraternity and Sorority Life
GASOU Co-Chair-Francisco Lugo, Director of Fraternity & Sorority Life
ARM Co-Chair-Lucero Aradillas, Interim Director of Student Life
Maintain, Consolidate and Integrate

17-3. Preserving Traditions & History
GASOU Co-Chair-Michelle Davis, Executive Director of Student Activities
ARM Co-Chair-Jason Salzer, Associate Director of Recreation & Wellness
Maintain, Consolidate, and Integrate
Identify and Promote Key Issues and Items in GASOU and ARM History

17-4. Student Activities/ Student Life and Registered Student Organizations
GASOU Co-Chair-Michelle Davis, Executive Director of Student Activities
ARM Co-Chair-Lucero Aradillas, Interim Director of Student Life
Maintain, Consolidate, and Integrate Student Activities and Student Life
Maintain, Consolidate, and Integrate Registered Student Organizations

17-5. Student Government Association
GASOU Co-Chair: Patrice Jackson, Dean of Students
ARM Co-Chair: Andrew Dies, Interim AVP/Dean of Students
Combine SGA
Consolidate SGA Constitution and By-laws
Revise SGA Student Organization Funding Process

17-6. Leadership & Volunteer Programs
GASOU Co-Chair-Todd Deal, Executive Director of Leadership & Community Engagement
ARM Co-Chair-Lucero Aradillas, Interim Director of Student Life
Revise and Consolidate Leadership & Community Engagement Programs to be Appropriate for the New University

17-8. Student Media
GASOU Co-Chair- David Simpson, Director of Student Media
ARM Co-Chair: Andrew Dies, Interim AVP/Dean of Students
Consolidate and Integrate Student Media

Q. Facilities and Physical Plant
USO Contact: Jim James (Jim.James@usg.edu), Alan S. Travis (Alan.Travis@usg.edu)

18. Facilities & Plant Operations
GASOU Co-Chair-Rob Whitaker, Vice President for Business and Finance
18-1. Campus Master Planning and Capital Projects
GASOU Co-Chair-Wendy Woodrum, Associate Vice President
ARM Co-Chair- Katie Twining, Director of Facilities
   Review and Evaluate Current Campus Master Plans to Transition
   to the New Consolidated Institution Mission
   Initiate Building Inventory Validation/Update for USG Space
   Utilization Study Coordinate Both Institution Efforts to
   Inform New President and Facilitate Data Merge
   Merge and Review Space Inventories
   Consider Cross Training for Smooth Transition & Higher
   Delegated Authority
   Develop Naming Protocols for Buildings
   Determine if Institutions Accept Pre-Funding Commitments
   to Begin Projects
   Work with GSFIC on Changes to Necessary Documentation (Letters)
   Understand What Real Property Campuses Own
   Evaluate Construction Projects
   Identify Restrictions on Real Property Deeds
   Identify any Reversionary Language in Property Deeds

18-2. Physical Plant
GASOU Co-Chair-Wendy Woodrum, Associate Vice President
ARM Co-Chair- Katie Twining, Director of Facilities
   Identify Responsibilities for GO Bonds Asset Tracking and
   Records Retention
   Revise Active Contracts once Consolidation is Completed
   Address Additional Satellite Campus Issues
   Address Use Restrictions in Rental Agreements
   Consider and Implement Consolidation of Rental Space
   Consolidate & Restructure Maintenance Depts., including
   Salary & Reporting
   Identify and Reconcile Differences in Handling M&O
   Change Signs on and off Campuses
   Address all Out-Sourced Services, and Make Them Coincide
   Identify Functional Duplication between Campuses
   (Supervisors, Tech., etc.)
   Re-implement Mgmt. Systems: M&O Billing/Accounting,
   Tracking, etc.)
   Address Maintenance Contracts for Plant Equipment,
   HVAC, Trash, etc. Consolidate Preventive Maintenance
   Programs
   Address Fleet Acquisition, Rental and Maintenance
   Address Variances in Event Management, Support and Logistics

18-3. Environmental, Health & Safety (EHS)
GASOU Co-Chair-Kelly Close, Director of EHS
ARM Co-Chair-Katie Twining, Director of Facilities
*Identify Environmental Compliance and Occupational Safety Issues*
*Identify Environmental Mgmt. System Requirements for Multiple Campuses*
*Integrate Environmental & Occupational Safety Policies, Plans, etc.*
*Decide Mgmt. and Reporting Structure for EHS, including Points of Contact*
*Address & Consolidate Service/Consulting Contracts (Waste, Lab Hoods, etc.)*
*Amend USG/EPA Self-Audit Agreement with Consolidation Changes*
*Consolidate Campus Safety Plans and Train Where Required*

R. **Auxiliary Services**
USO Contacts: Tracey Cook ([Tracey.Cook@usg.edu](mailto:Tracey.Cook@usg.edu)), Susan Ridley([Susan.Ridley@usg.edu](mailto:Susan.Ridley@usg.edu))

19. General Auxiliary Services
   GASOU Co-Chair-Rob Whitaker, Vice President for Business and Finance
   ARM Co-Chair-Christopher Corrigan, Vice President for Business and Finance
   GASOU Co-Chair-Eddie Mills, Associate Vice President, Auxiliary Services
   ARM Co-Chair- Greg Surrette, Interim Director, Auxiliary Services
   *Integrate Bookstores*
   *Integrate Copy Centers*
   *Integrate Parking & Transportation*
   *Integrate Campus Card/Badging*
   *Integrate Food Services*
   *Integrate Conference and Events*
   *Address Shipping & Receiving, including Inter-Campus Mail Courier Service*
   *Consolidate Preventive Maintenance Plans, including for PPVs*
   *Reconcile Differences in How Depts. Handle M&O of PPV/GHEFA Space*
   *Reassess Outsourced Functions for PPV/GHEFA (Mech., Elec., Fire, etc.)*

S. **Public Safety and Security**
USO Contact: Bruce Holmes ([Bruce.Holmes@usg.edu](mailto:Bruce.Holmes@usg.edu))

20. Public Safety and Security and Emergency Planning and Communication
   GASOU Co-Chair-Rob Whitaker, Vice President for Business and Finance
   ARM Co-Chair-Christopher Corrigan, Vice President for Business and Finance
20-1. Public Safety and Security
GASOU Co-Chair-Laura McCullough, Chief of Police
ARM Co-Chair- Tiffany Land, Interim Chief of Police
Consolidate Campus Security and Police Policy/Procedure Manual
Contact DOE to Address Clery Act Reporting Requirements
Coordinate Meeting with All Chiefs to Discuss Best Practices
Discuss Public Safety Responsibilities & Authorities for
Combined Operations
Identify new FTE Requirements for Dispatch, Patrol, and
Investigation
Make Decisions on Campus Police Management Structures
Plan Transition Training and Workshops to Assist Key Supervisors
Integrate Vehicle Fleet
Coordinate with POST Agency Name Changes and/or Close Outs
Identify Radio & Phone Communications Operations for
GCIC/NCIC Access
Review Mutual Aid Agreements with President; Present to
BOR for Approval

20-2. Emergency Planning and Communication
GASOU Co-Chair-Kelly Nilsson, Director, Emergency Management
ARM Co-Chair-Allison Hersh, Director of Marketing and Communications
Review/Unify Existing Mass Communication Systems
and Contracts
Maintain Existing Emergency Operations, and Put New
Plans in Place

T. Risk Management, Occupational Safety and Compliance
USO Contacts: Wesley Horne (Wesley.Horne@usg.edu),
Kenyatta Johnson (kenyatta.johnson@usg.edu)

21. Enterprise Risk Management (ERM), Ethics & Compliance
GASOU Co-Chair-Jana Briley, Chief Audit Officer
ARM Co-Chair-Kelly Crosby, Chief Audit Officer
Consolidate Enterprise Risk Management Operations
Notify Institutions about Consolidated Ethics Hotline
Determine a New Hotline URL
Determine Costs of Consolidating Hotline And How To
Budget It
Determine Conversion Process for Existing Hotline
Complaints, Triage, Etc.
Select Which Hotline Telephone Number to Use
Identify a Hotline Administrator
Select Individuals to Make Up Triage Committee And Who
Receives Case Reports
Select Escalation Contacts to Be Called In Case Of Critical
Report
Update User Names and Contact Info On Hotline Portal
Create New Hotline Awareness Materials
Develop Timeline for Distribution Of New Awareness Material
Convert Old Hotline Cases to New Hotline Vendor

U. Legal Affairs Issues
USO Contact: Kimberly Ballard-Washington (Kimberly.Ballard-Washingtomi@usg.edu)

22. Legal Affairs and Handbooks
GASOU Co-Chair-Maura Copeland, Associate Vice President for Legal Affairs
ARM Co-Chair-Lee Davis, University Counsel

22-1. University Policy Mergers and Handbooks
Staff Policy Mergers and Handbooks
Student Policy Mergers and Handbooks
GASOU Co-Chair-Geoff Carson, Associate University Attorney
ARM Co-Chair-Kelly Crosby, Chief Audit Officer
Merge University Handbooks
Merge Staff Handbooks
Merge Statutes/Bylaws
Develop Unified Policy on the Formulation of Policies

22-2. Division of Responsibilities
GASOU Co-Chair-Candace Griffith, Assistant Provost
ARM Co-Chair-Donna Brooks, Associate Provost
Review and Revise Institutional MOUs

22-3. Office of Legal Affairs
GASOU Co-Chair-Maura Copeland, Associate Vice President in
for Legal Affairs
ARM Co-Chair-Lee Davis, University Counsel
Transition Legal Agreements
Identify all Reporting Requirements and Develop
Plan to Ensure Compliance
Review Outstanding Contractual Obligations with
Vendors and Others
Review Levels of Authority Granted to Senior
Administrators
Get Info to Federal Agencies & Others re Cooperative
Organizations, MOUs

V. Audit
USO Contact: Terry Thompson (Terry.Thompson@usg.edu),
Claire Arnold(Claire.Arnold@usg.edu)

23. Audit
GASOU Co-Chair-Jana Briley, Chief Audit Officer
23-1. External Audits
GASOU Co-Chair-Thomas Mikell, Director, Financial Accounting
ARM Co-Chair- Jessica Henderson, Interim Director of Budget and Financial Analysis, Controller for Foundations

Coordinate with Georgia Department of Audits and Accounts
DOAA: Address FDMRs, full audits, consolidated reports, etc; set timeframes
Address State CAFR, reporting for SEFA, TIGA, CAP, et. al.
Evaluate Open Audit Issues for Completion

23-2. Internal Audits
GASOU Co-Chair-Jana Briley, Chief Audit Officer
ARM Co-Chair-Kelly Crosby, Chief Audit Officer
Ensure Adequate Internal Audit Coverage
Evaluate Open Audit Issues for Completion
Merge Audit Manuals
Merge Audit Charter
Determine Department Name

W. Economic Development, Government Relations and Community Engagement
USO Contacts: Charlie Sutlive (Charles.Sutlive@usg.edu), Sonja Roberts (Sonja.Roberts@usg.ed)

24. Economic Development, Government Relations and Community Engagement
GASOU Co-Chair-Kendria Lee, Executive Associate for Government and Community Relations
ARM Co-Chair-Peter Hoffman, Director of Government Relations and Community Engagement

GASOU Co-Chair Kendria Lee, Executive Associate for Government and Community Relations
ARM Co-Chair-Michael Toma, Fuller E. Calloway Professor of Economics

- Economic Development
  Align Institutional Economic Development Efforts with USG Efforts
  Identify Institutional Capabilities Most Likely to Aid Economic Development
  Develop Structure to Maximize “Marriage Making” Capabilities

- Government Relations
  Develop and Maintain Legislative Relationships and Support
• Community Engagement
   Identify Community Engagement Undertakings at Both Institutions
   Integrate Institutional Community Engagement Efforts
   Develop Structure to Maximize and Publicize Community Engagement

X. Housing
USO Contacts: Susan Ridley(Susan.Ridley@usg.edu), Joyce Jones(Joyce.Jones@usg.edu), Marty Nance (Marty.Nance@usg.edu).

25. Housing
   GASOU Co-Chair-Teresa Thompson, Vice President for Student Affairs & Enrollment Management
   ARM Co-Chair-Georj Lewis, Vice President for Student Affairs

   GASOU Pete Blutreich, Executive Director of Housing,
   ARM Nick Shreader, Director - Housing & Residence Life
   Address Housing Policies and Eligibility
   Determine How Operation and Mgmt. of Housing Will Be Conducted
   Determine Residency Requirements for Student Housing
   Ramp up Marketing Strategies for Housing

Y. Library
USO Contacts: Marti Venn (martha.venn@usg.edu), Linda Noble (linda.noble@usg.edu)

26. Library
   GASOU Co-Chair-Bede Mitchell, Dean, Henderson Library
   ARM Co-Chair-Doug Frazier, University Librarian

   GASOU Co-Chair-Clement Lau, Associate Director of Library
   ARM Co-Chair- Aimee Reist, Learning Commons Coordinator
   Merge Library Operations and Staffing
   Revise Library and Learning Resources Section for SACSCOC Prospectus
   Review, Reconcile, and Revise Library Policies
   Submit Updated Job Descriptions for Classified Positions to HR Review
   Reconcile, and Revise Library Goals and Develop Joint Goals
   Ensure library Systems and Client Interfaces are a Priority in IT Pipeline
   Review, Revise, and Consolidate Library Websites
   Negotiate with Vendors
27. Diversity & Inclusion Programs/Activities
   GASOU Co-Chair-Maura Copeland, Associate Vice President for Legal Affairs
   ARM Co-Chair-Deidra Dennie, Director of Equity, Diversity, and Inclusion

   GASOU Co-Chair-Joel Wright, Director, Equal Opportunity & Title IX
   ARM Co-Chair-Deidra Dennie, Director of Equity, Diversity, and Inclusion & Title IX

   Consolidate Diversity and Inclusion Programs and Activities

OTHER RESPONSIBLE GROUPS/INDIVIDUALS

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

Consolidation Implementation Committee
   Determine Campus-Wide Functional Units
   Develop New Vision and Mission Statements

Jaimie Hebert/Linda Bleicken
   Consider Inter-Institutional Transfer of Personnel Prior to Merger
   Remain Aware of and Track Conflicts of Interest
   Review Capital Projects for Alignment with New Institution

Randy Stuart
   Consultant on Coordination and Oversight of Consolidation Process

Ed Rugg
   Coordinate with SACS
   Address SACS Requirements for Faculty Governance