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CIC Meeting Consent Agenda

Georgia Southern University Consolidation Implementation Committee

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June 28, 2017 RECOMMENDATIONS (CONSENT AGENDA)

OWG 3-1: Organization and Structure:
(reviewed & supported by Diana Cone and Chris Curtis):

1. **Recommends that membership on academic area RACs (Regents Advisory Committees) be determined by the Provost for the new university, in collaboration with the academic deans:**

   This is essentially the current process utilized at both GSU and ASU and the recommendation is to continue the current practices.

2. **Recommends that the new Georgia Southern follow the current GASOU model, by fully participating in eCore:**

   The current Georgia Southern is a full participant in eCore, while Armstrong is not. However, students from both universities routinely take eCore classes and faculty from both institutions currently teach eCore classes. After consolidation, the students of the new GSU are expected to continue to take and the faculty are expected to continue teaching eCore classes. As a result, it is recommended that the new university participate fully, in order to be a full partner in the development and evaluation of eCore classes and in order to receive the tuition revenue generated by our students taking eCore classes.

3. **Recommends that BA degree programs in the new Georgia Southern require either a minor or equivalent approved concentration of 15 semester hours (including a minimum of 9 upper division credits). Further, recommends that BA degree programs include a foreign language requirement (corresponding to the 2nd semester of intermediate level in a language) or equivalent proficiency in a computer programming language, consistent with the current USG freshman entrance requirements:**

   Current GSU and ASU polices on overarching requirements for Bachelor of Arts degrees currently differ. GSU presently specifies that every BA degree program requires a minor, while ASU does not. Similarly, GSU currently requires that every BA degree program require foreign language proficiency equivalent to the 2nd semester of intermediate foreign language, while ASU does not. Allowing a concentration in lieu of a minor will enable students to continue to pursue the professionally-focused tracks developed in the Armstrong curriculum without adding requirements or time to the degree.

OWG 3-2: Science:
(reviewed & supported by Diana Cone and Chris Curtis):

1. **Recommends that the consolidated Georgia Southern University use Georgia Southern courses (prefixes, numbering), degree programs (BA/BS with a major in Geology, BA/BS with a major in Geography), and Minors in Geology, Geography, and**

Geographic Information Science. One Armstrong course will be retained in the Geography electives/minor:

Armstrong only had minors and a few courses in these areas where as Georgia Southern has well established degree programs. Course equivalencies are listed below:

Course Cross Walk/Equivalencies
Armstrong Courses should be removed from the new catalog, with the following equivalencies for students previously taking Armstrong courses:

Armstrong Course	Equivalent GSU Course
GEOL 2010	GEOL 1121
GEOL 2010H	GEOL 1121H
GEOL 3100	GEOL 1122
GEOG 1100	GEOG 1130
GEOG 2120	GEOG 5530
GEOG 3111	GEOG 1111
GEOG 3112	GEOG 3440
GEOG 3500	GEOG 5090
GEOG 3800	GEOG 5540
GEOG 4811	GEOG 5890
GEOG 5530U	GEOG 5435
GEOG 5550U	GEOG 4131
METR 3100	GEOG 3330

Retain the following Armstrong Course:
GEOG 5860U Tourism Geographies

No Equivalent at GS* (Keep as GEOG 5860 and GEOG 5860G) - Remove the U section designation, but allow a G section for Graduate students as is the convention at Georgia Southern.

2. **Recommends that the consolidated Georgia Southern University use Georgia Southern courses (prefixes, numbering) for the courses and Minor in Military Science:**

GSU has been the lead institution in the area for the Military Science program. Course equivalencies are listed below:

Course Cross Walk/Equivalencies
Armstrong Courses should be removed from the new catalog, with the following equivalencies for students previously taking Armstrong courses:

GSU Course	Equivalent Armstrong Course
MSCI 1111	MILS 1101
MSCI 1122	MILS 1102

MSCI 2121	MILS 2201
MSCI 2122	MILS 2202
MSCI 2731	MILS 2250
MSCI 3131	MILS 3301
MSCI 3132	MILS 3302
MSCI 3731	MILS 3350
MSCI 4131	MILS 4401
MSCI 4132	MILS 4402

OWG 3-3: Computer Sciences:
(reviewed & supported by Diana Cone and Chris Curtis):

1. **Recommends that the consolidated Georgia Southern's Bachelor of Science in Information Technology degree contain three tracks and retain the course prefixes (IT) and numbering of the current Georgia Southern. Some courses will be merged and new courses created in the combined program of study. The Bachelor's of Information Technology (BIT) on the Armstrong campus will be taught out. The new Program of Study for the BSIT is attached:**

   Georgia Southern's current IT prefix was chosen over Armstrong's ITEC because GSU uses ITEC as the prefix for Education Technology courses. The chosen degree name chosen is the ABET-accredited IT degree at Georgia Southern, whereas Armstrong's degree was not ABET accredited.

   The program of study, detailed below, includes courses whose prerequisites and descriptions are described as "TBD". They will be determined throughout the course of this summer and fall terms.
   (Program of study information available for review)

2. **Recommends that the consolidated Georgia Southern University retain the Armstrong Associates of Science with Cybersecurity track, undergraduate certificate in cybersecurity and the minor in cybersecurity. Armstrong courses will need new prefixes and numbers (IT xxxx). The program of study is below:**

   Cybersecurity is a growing field with significant potential. Both the Associates and the minor are stackable onto the BSIT degree in the new GSU.
   (Program of study information available for review)

OWG 3-4: Engineering:
(reviewed & supported by Diana Cone and Chris Curtis):

1. **Recommends that primary mode for all courses will be face-to-face with the potential for synchronous course offerings:**

Currently all Armstrong engineering courses are offered in face-to-face mode except for ENGR 2031 which is a hybrid course. All similar GSU engineering courses are only offered in a face-to-face mode. Offering a selected number of synchronous courses (at both the Armstrong and Statesboro campuses) might enable students to take a course offered at a campus other than at their main campus without requiring travel.

2. **Recommends that both campuses develop common protocol and disseminate the same information regarding REPP applications, advising and transfer:**

   There are viable populations of students on both campuses – 150 students at the Armstrong campus and 400 students at the Statesboro campus. The Armstrong campus provides ease of access for students living in Savannah for financial, work, and family reasons. Some parents and students prefer to start their college education at a campus with a smaller student population and smaller class sizes that the Armstrong campus offers. Offering classes in Savannah enables students to take advantage of part-time internships in Savannah/surrounding areas and also allows for unique outreach opportunities (ex. Undergrad->High School student mentorship).

3. **Recommends that current REPP programs on both campuses have a large enrollment and neither is a low producing program:**

   Armstrong has approximately 150 students enrolled in their REPP program and GSU has approximately 400 students enrolled in their REPP program.

4. **Recommends continuing to offer REPP courses at both campuses with some course modifications which have been provided on a separate file (see below). All GSU engineering courses not addressed in this file should remain in GSU's catalog as part of a viable program at the Statesboro campus, while allowing for the possibility of being offered at the Armstrong campus. Terminate the engineering concentration within Armstrong's Associates of Science Degree:**

   REPP courses have been modified (name, number, etc.) such that both campuses will provide the same REPP curriculum for students who intend to transfer to Ga Tech, KSU, UGA or Mercer or continue engineering at GSU. These recommendations also allow for the possibility of offering additional engineering courses at the Armstrong campus that are currently only offered at the Statesboro campus, subject to ABET accreditation requirements. (Specific course recommendations available for review)

OWG 3-11: Nursing:
(reviewed & supported by Diana Cone and Chris Curtis):

1. **Recommends the following courses in Area F as pre-requisite courses for all undergraduate nursing programs:**

   1. **Anatomy and Physiology I**
   2. **Anatomy and Physiology II**

3. **Microbiology**
4. **Pathophysiology**
5. **Lifespan Development**

Following extensive discussion, consensus was reached. Experience and data have shown these courses prepare pre-nursing students to be successful in the nursing major. Additionally, these courses are consistent with the Board of Regents of the University System of Georgia Area F Guidelines: Nursing.

2. **Recommends the nursing programs be offered in the following delivery mode:**

   1. **Traditional Pre-licensure BSN – fully on campus**
   2. **Accelerated Pre-licensure BSN – hybrid/blended excluding lab and clinical experiences**
   3. **LPN – BSN Advanced Placement Track – fully on campus**
   4. **RN – BSN – 95% online excluding lab and clinical experiences**
   5. **MSN in Chronic Care Management – fully online excluding lab and clinical experiences**
   6. **BSN – DNP – 95% online excluding lab and clinical experiences**
   7. **Post Master's DNP – fully online excluding lab and clinical experiences**
   8. **Post Master's Certificates – 95% online excluding lab and clinical experiences**

Following extensive discussion, consensus was reached. Undergraduate programs require extensive supervision of students and opportunities for mentoring and development of the professional nurse role. Graduate programs are designed to meet current student work life schedules and be competitive with other graduate programs in nursing.

3. **Recommends a single traditional pre-licensure BSN curriculum:**

Following extensive discussion, consensus was reached on the program of study. The proposed curriculum represents a quality program of study incorporating both didactic and clinical experiences designed for student success and the role of the professional nurse in the current and future health care environment. It also meets all professional accreditation standards as stated in the Essentials of Baccalaureate Education for Professional Nursing Practice by the American Association of Colleges of Nursing (AACN, 2008).

4. **Recommends a single accelerated BSN (ABSN) option. Please see the attached program of study:**

Following extensive discussion, consensus was reached on the ABSN program of study. The proposed curriculum represents a quality program of study incorporating both didactic and clinical experiences designed for student success and the role of the professional nurse in the current and future health care environment. It also meets all professional nursing accreditation standards as stated in the Essentials of Baccalaureate Education for Professional Nursing Practice of the American Association of Colleges of Nursing (AACN, 2008).

5. **Recommends a single LPN – BSN track within the traditional BSN program:**

Following extensive discussion, consensus was reached on the ABSN program of study. The proposed curriculum represents a quality program of study incorporating both didactic and clinical experiences designed for Licensed Practical Nurses (LPN) success in the role of the professional nurse in the current and future health care environment. It also meets all professional nursing accreditation standards as stated in the Essentials of Baccalaureate Education for Professional Nursing Practice of the American Association of Colleges of Nursing (AACN, 2008).
(Program of study available for review)

6. **Recommends a single RN – BSN curriculum:**

Following extensive discussion, consensus was reached on the RN-BSN program of study. The proposed curriculum represents a quality program of study incorporating both didactic and clinical experiences designed for Registered Nurses (RN) in the role of the professional nurse in the current and future health care environment. It also meets all professional nursing accreditation standards as stated in the Essentials of Baccalaureate Education for Professional Nursing Practice of the American Association of Colleges of Nursing (AACN, 2008).
(Program of study available for review)

7. **Recommends a single MSN curriculum with a focus on Chronic Care Management:**

Following extensive discussion, consensus was reached on the RN-BSN program of study. The proposed curriculum represents a quality program of study designed to enhance the role of the professional nurse. Changing patient demographics required advanced expertise in coordinating and managing the needs of patients with multiple chronic conditions. It also meets all professional nursing accreditation standards as stated in the Essentials of Master's Education in Nursing of the American Association of Colleges of Nursing (AACN, 2011).
(Program of study available for review)

8. **Recommends eliminating the certificate program in Multiple Chronic Conditions and incorporating the core content in to the MSN in Chronic Care Management:**

Following extensive discussion, consensus was reached. Currently this certificate program is a low producing program; yielding 2 graduates in 4 years. Students found the content beneficial and often took the early courses as electives in the BSN – DNP program. Integration of the MCC Certificate content into the MSN in Chronic Care Management program permits student access to these courses as electives and it strengthens content of the MSN program. Additionally, it provides a growth opportunity which is resource neutral.

9. **Recommends eliminating the certificate program in Nursing Education and creating a nursing education track in the existing MSN program:**

Following extensive discussion, consensus was reached. Currently this certificate program is a low producing program; yielding 4 graduates in 8 years. Developing a track in the MSN

program permits students access to these courses as electives. An MSN in Nursing Education will attract professional nurses interested in nursing education an opportunity to obtain a graduate degree. It has significant potential for enrollment growth while addressing the nursing faculty shortage. Additionally, this option is resource neutral.

10. **Recommend continuing certificate programs in the following:**

   1. **Family Nurse Practitioner**
   2. **Acute Care Nurse Practitioner**
   3. **Adult Gero Primary Care Nurse Practitioner**
   4. **Psychiatric Mental Health Nurse Practitioner**

   Following extensive discussion, consensus was reached. The continuation of current certificate programs is resource neutral and provides Advanced Practice Nurses opportunities to enhance / expand their area of clinical expertise.

11. **Recommends continuing a single BSN – DNP program with the following tracks:**

   1. **Family Nurse Practitioner**
   2. **Acute Care Nurse Practitioner**
   3. **Adult Gero Primary Care Nurse Practitioner**
   4. **Psychiatric Mental Health Nurse Practitioner**

   Following extensive discussion, consensus was reached on the programs of study. The proposed curriculum represents a quality program of study incorporating both didactic and clinical experiences designed for student success and the role of the Advance Practice Registered Nurse in the current and future health care environment. It also meets all professional accreditation standards as stated in the Essentials of Doctoral Education for Advanced Nursing Practice by the American Association of Colleges of Nursing (AACN, 2006).
   (Program of study available for review)

12. **Recommends continuing a single Post Master's DNP program:**

   Following extensive discussion, consensus was reached on the programs of study. The proposed curriculum represents a quality program of study. Designed for the Advanced Practice Nurse working in the current and future health care environment who seeks a terminal degree. It also meets all professional accreditation standards as stated in the Essentials of Doctoral Education for Advanced Nursing Practice by the American Association of Colleges of Nursing (AACN, 2006).
   (Program of study available for review)

OWG 3-12: Education:
(reviewed & supported by Diana Cone and Chris Curtis):

1. **Recommends adopting a draft BSEd in Health and Physical Education program, which will be a blend of current programs at both institutions. Pending further curriculum development and review, the degree program will be offered on both campuses:**

   The newly developed program will benefit from the strengths of both the Armstrong State and Georgia Southern Health and Physical Education programs to provide an enhanced learning experience for teacher candidates.

OWG 4-1: Core Curriculum:
(reviewed & supported by Diana Cone and Chris Curtis):

1. **Recommends that in support of the new Georgia Southern University mission and the general education of our students, the new Georgia Southern University adopt the Core Curriculum Student Learning Outcomes (SLOs) listed below, pending the faculty approval process and subsequent approval by the Council on General Education. Area B for the new institution will be Global Perspectives:**

   A.1 Communication Skills
   Students will use research and analysis to produce written communication adapted appropriately for specific audiences, purposes, and rhetorical situations.

   A.2 Quantitative Skills

   Students will apply mathematical knowledge using analytical, graphical, written, or numerical approaches to interpret information or to solve problems.

   Area B: Institutional Options-Global Perspectives

   Students will recognize and articulate global perspectives across diverse societies in historical and cultural contexts.

   Area C: Humanities/Fine Arts and Ethics

   Students will identify and critically examine human values expressed in historical and contemporary cultural products.

   Area D: Natural Sciences, Mathematics and Technology

   Students will use scientific reasoning and methods, mathematical principles, or appropriate technologies to investigate natural phenomena.

   Area E: Social Sciences

   Students will articulate and analyze how political, historical, social, geographical, or economic forces have shaped and continue to shape human behaviors and experiences.

   The SLOs represent a reorganization and refinement of the best elements of the core at the current Armstrong and Georgia Southern universities. The committee considered BOR guidelines and recommendations for SLO language and examined the SLOS from other USG

institutions. Area B was chosen as "global perspectives" since both universities had a global focus in Area B, prior to consolidation. The committee felt strongly that this remain a key general education outcome for our students.

OWG 5-1: Faculty Governance:
(reviewed & supported by Diana Cone and Chris Curtis):

1. **Recommends that Sections 109.01 and 109.02 of the current GS Faculty Handbook be adopted for the combine Faculty Governance Structure for the new Georgia Southern University:**

    Statement on Shared Governance and establishment of College Governance Committees now in place at the current GS are not included in the ARM Handbook. OWG believes they are vital to ensure shared governance.
    (Language from handbook available for review)

OWG 5-3: Faculty Processes/Resources:
(reviewed & supported by Diana Cone and Chris Curtis):

1. **Recommends that faculty contracts will be administered through the Provost Office utilizing the current Georgia Southern University templates which align with the USG guidelines. Three copies of the contract will be mailed to each faculty member as soon as the Budget Office provides the salary data. Two signed copies will be returned to the Provost Office:**

    The faculty contract templates are available through the USG. Georgia Southern University is using the most recent templates so it is recommended that these templates be used in the consolidated institution. Georgia Southern University administers faculty contracts via mail in July. Armstrong State University administers contracts via email in June. Due to the high volume to be administered, it is recommended that contracts be issued via mail as soon as the salary data is released from the Budget Office. Faculty will receive three copies and asked to return two signed copies to the Provost Office.

2. **Recommends "checking off" task of Faculty Processes/Resources OWG to compare the Faculty Handbooks of Armstrong State University and Georgia Southern University with goal of producing one Faculty Handbook as a consolidated institution:**

    The Faculty Processes/Resources OWG met and compared the current Faculty Handbooks for Armstrong State University and Georgia Southern University. Where policy/procedural differences were identified, the Faculty Processes/Resources OWG reached out to other OWGs, requesting their assistance in reviewing and consolidating applicable policies/procedures under their areas. Consolidated policies/procedures should then be returned to the Faculty Processes/Resources OWG for inclusion into the first Faculty Handbook produced as a consolidated institution (for fall 2018). Attached are tables identifying which policies/procedures were sent out for review and to which OWG.

1. **Recommends using one graduate CRM (Customer Relationship Management) system for all campuses:**

   Hobsons Connect has been identified as the desired CRM to continue using across all campuses. It is currently used by both Georgia Southern and Armstrong, and we will conduct a thorough review of how each institution is utilizing it and combine best practices to create a standard set of modules and operational procedures for the new university.

2. **Recommends using a common graduate application for admission for the new university. This will exclude programs currently using third-party applications, as they will continue to utilize their current application systems:**

   The recommendation is to use Hobsons ApplyYourself (AY) for all campuses. Currently Hobsons AY is being used by Georgia Southern; Armstrong is using the Banner self-service application. Hobsons AY allows for integration with the Hobsons Connect CRM and a more self-guided experience for the applicant.

3. **Recommends the graduate admissions office is housed in the Jack N. Averitt College of Graduate Studies:**

   The Graduate Admissions structure will follow the current Georgia Southern graduate admissions model.

4. **Recommend the new Georgia Southern University Jack N. Averitt College of Graduate Studies have no minimum undergraduate Grade Point Average (GPA) for admission to the graduate college however, individual graduate programs will be allowed to establish minimum GPA requirements for admission into their respective programs:**

   Georgia Southern does not have a minimum GPA requirement for graduate admission while, Armstrong State requires prospective students to have a minimum 2.5 undergraduate GPA for admission into all graduate programs. This recommendation allows programs across the consolidated university flexibility relative to setting minimum GPA admission standards.

5. **Recommends having a single minimum TOEFL and IELTS admission requirement for all graduate programs:**

   Georgia Southern and Armstrong currently have different TOEFL and IELTS scores. The recommendation is to average the scores and set a standard score. The proposed new scores are TOEFL-75 and IELTS-6.0. Educational Testing Services equates a 6 IELTS score to a 60-78 TOEFL score. IELTS notes that a 6 is a Competent User.

1. **Recommends that Armstrong State University and Georgia Southern University consolidate university fundraising efforts:**

    The Georgia Southern University and Armstrong State University Divisions of Advancement have common goals and objectives that drive their operational models. Activities such as Annual Giving, Corporate and Foundation Relations, Major and Planned Giving, and Faculty/Staff Giving are essential parts of the Fundraising model of both offices. The process of consolidation of the two university offices began with the May presidential appointment announcement of Trip Addison as Vice President for University Advancement and External Affairs and Bill Kelso as Associate Vice President for University Advancement. Collaborative work has begun within Corporate and Foundation Relations staff on the submission of jointly-created single proposals to key partners; further opportunities for development staff to collaborate will be identified in the coming weeks and months.

2. **Recommends that the Georgia Southern University Athletic Foundation, Inc. and the operations of its Athletic development staff remain a separate 501© 3 organization. The Georgia Southern University Foundation and the Georgia Southern University Athletic Foundation will continue to collaborate with university development staff in the development of a strong donor-centered model:**

    The Georgia Southern University Athletic Foundation has a strong and successful history of fundraising for athletics, built in part upon the winning tradition of its football program and the affinity donors and alums have for its athletics. The development staff leaders of Armstrong, Georgia Southern Athletics and Georgia Southern University recognize the critical importance of working as a team to ensure donor cultivation, solicitation and stewardship processes remain centered on what is best for the donor. Structures and systems, formal and informal, to support a collaborative operational working relationship across both units post-consolidation is strongly encouraged.

OWG 11-1: University Foundations-Properties :
(reviewed & supported by Rob Whitaker and Christopher Corrigan):

1. **Recommends reconciliations for replacement reserves will continue to be performed in order to maintain current and accurate balances of available funds for potential PPV capital improvement programs:**

    Georgia Southern University and Armstrong State University currently reconcile and will continue to reconcile replacement reserve accounts. We will refer to the Facilities Condition Assessments that are performed for capital improvements or necessary maintenance on PPV projects.
    (Reconciliation Schedules available for review)

2. **Recommends continued compliance with all reporting requirements for tax exempt bonds. Both Universities are in compliance to date:**

Each institution has provided notice of intent to consolidate via the EMMA (Electronic Municipal Market Access) website for each CUSIP number and each will continue with required annual reporting until consolidation is complete. Upon completion, any recommended or required reporting related to the consolidation will be done for each bond series/CUSIP number in addition to continued required annual reporting.

3. **Recommends the list of properties owned by the Georgia Southern University Foundation and the Armstrong State University Foundation have been reviewed and identified:**

Armstrong State University Educational Properties Foundation, Inc. currently owns the following properties: ASU Student Recreation Center, Armstrong Center, 11 acres vacant land named Cedar Grove Property, ASU Student Union, and vacant land on Appache Ave.

Georgia Southern University Housing Foundation, Inc. and its related LLCs currently owns student housing complexes Southern Pines, Southern Courtyard, Eagle Village, University Villas, Centennial Place, and Freedom's Landing; dining facilities Dining Commons and Lakeside Dining Commons; athletics facilities J.I. Clements Baseball Facilities, Iron Works Athletic Training Center, and the Track/Soccer complex as well as the RAC (Student Recreation Activity Center). The Housing Foundation also owns two vacant lots on Highway 301 South across from the Southern Drive entrance of the University. These lots are in the process of being transferred to the University.

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

4. **Recommends continued compliance with required notification for tax-exempt debt outstanding for PPV projects. Both Universities are in compliance to date:**

Each institution has provided notice of intent to consolidate to EMMA for each bond series/CUSIP number and each will continue with required annual reporting until such time as consolidation is complete. When consolidation is complete, any recommended or required reporting related to the consolidation will be done in addition to continued annual reporting for all outstanding bond series/CUSIP numbers.

5. **Recommends continuation of current practice for Facility Condition Assessments as is in place at both Armstrong State University and Georgia Southern University:**

Facility Condition Assessments (FCAR) contracts are handled by Facilities with BoR approved vendors at intervals as stipulated by bond documents or by BoR Policy, which now requires FCAR reports for residential complexes to be done every 3 years. Reports are reviewed by all appropriate personnel and submitted to BoR as per guidelines and are used to make decisions regarding use of R&R funds to maintain the integrity of the facilities. (FCAR Schedule available for review).

6. **Recommends continued use the BoR Pooled Insurance Program as administered by Arthur J. Gallagher RMS to insure adequate continuous coverage:**
Both Universities currently insure PPV properties through the BoR Pooled Insurance Program. Insurance program meets all requirements specified in bond documents. Insured value is reviewed annually at renewal with appropriate industry guidelines and is reviewed for reasonableness with replacement values as specified in recent FCAR reports for facilities. Contents are insured through DOAS at both Universities.

7. **Recommends pursuing refinance of any bond series that are eligible for refinance and meet requirements for savings as specified by BoR policy:**

   There is one series of bonds for Georgia Southern that can be refinanced and indications are that savings will be sufficient to meet Board guidelines. GASOU has begun the process to refinance and it will be complete before consolidation is final. There are no other bond series at either University that are eligible at this time.

OWG 12-6: University Website:
(reviewed & supported by Jan Bond and Allison Hersh):

1. **Recommends revising key top-level pages and strategically redesigning the home page on the current Georgia Southern website by January 2018 in order to provide comprehensive information about the consolidated university :**

   A revised homepage layout and updates to approximately 50 top-level web pages will be ready to launch once consolidation is officially approved by the Board of Regents of the University System of Georgia. Areas to be updated include: About the University, Office of the President, Leadership, Facts, Points of Pride, History, Traditions, Maps, Visitor Information, Majors & Programs, Campus Life, Campuses & Locations, Alumni & Friends, etc. Input will be solicited from key internal stakeholders, including Georgia Southern's Web Advisory Group and Communications Officers, before the site updates go live.

2. **Recommends all existing essential content from Armstrong State University and Georgia Southern University be incorporated into the revised Georgia Southern site by July 2018, with any content that needs to be preserved to be migrated by end of 2018:**

   IT and Marketing teams will take lead creating a training and content update plan for all existing web content overseers at both institutions to start in January 2018. Includes revision of current guidance materials, such as External Web Presence Procedures and Guidelines. The current Armstrong site will remain in place, with a notice at the top of every page redirecting users to the new Georgia Southern website for the most up-to-date information, through 2018. WordPress will serve as the recommended Content Management Systems, per a CIC recommendation submitted by OWG 15-2.

3. **Recommends review of all existing microsite and vanity URLs to make sure they are integrated, redirected or discontinued by December 2018:**

It is important to allow time to reach out and create plans to bring microsites and vanity URLs into Georgia Southern University's web standards of practice. Current standards will be reviewed by both institutions and adjusted as needed.

4. **Recommends using and enhancing the current Armstrong State University archive site to archive Armstrong material that will not be migrated to the consolidated Georgia Southern University website:**

IT and Marketing teams will take lead creating a team, involving input from current archivists/students/faculty/staff/alumni, to make sure all needed information is preserved. Armstrong currently has archive site that was created in conjunction with Armstrong's current website redesign. Additionally, "About," "Traditions" and "History" areas of the main Georgia Southern site will reflect elements of Armstrong history as well as provide links to archived information. Consultation and coordination with OWG 17-3 Preserving Traditions and History is strongly recommended to ensure that key information will be migrated to the archive site.

OWG 12-7: Video and Photography:
(reviewed & supported by Jan Bond and Allison Hersh):

1. **Recommends analyzing and consolidating all existing video and photography assets at Armstrong State University and Georgia Southern University, including photo and video files, hardware, software and distribution systems, to create an integrated, efficient production model for the consolidated university:**

To properly consolidate both organizations, a full assessment of all resources will be conducted, including external streaming solutions such as photo sharing and video streaming sites. The implementation of an internal media management system that can be used at an enterprise level to facilitate search ability and uniform media management will be explored for all current and future assets.

OWG 14-1: Budget:
(reviewed & supported by Rob Whitaker and Christopher Corrigan):

1. **Recommends a common database system (PeopleSoft) will be used for the new Georgia Southern University:**

The A (Georgia Southern University) + B (Armstrong State University) = A (Consolidated Georgia Southern University) approach will be adopted. The People Soft Business Unit for the consolidated University will be the current Georgia Southern University Business Unit in People Soft.

2. **Recommends the President and his cabinet define the allocation process for the new consolidated University:**

The consolidated University's internal budget allocation process will be defined by the President and his cabinet. The process will align with the strategic mission and vision of the new consolidated University.

3. **Recommends utilizing PeopleSoft Budget Prep and Georgia Southern's institutional developed Budget Amendment System for the original budget preparation process:**

    Georgia Southern currently uses an institutional developed amendment system in conjunction with USO PeopleSoft Financials Budget Prep to develop the annual budget. Permanent amendments are tracked in the local amendment system throughout the year. The amounts are then loaded in the USG Budget Prep system for submission to the USO Budget Office.

OWG 14-2: Business Operations and Contracts:
(reviewed & supported by Rob Whitaker and Christopher Corrigan):

1. **Recommends that assets be transferred using the previously approved database consolidation model of A+B=A, meaning that Armstrong assets will be converted into Georgia Southern PeopleSoft Asset Management System following development of data mapping criteria by members of this workgroup in coordination with USG Financial contact staff members:**

    As stated in the recommendation the A+B=A model will be utilized for merging the assets of the two universities. We will follow the prescribed requirements by the USG Financial team for this task as well as all other related PeopleSoft Financial conversion tasks. The transfer of assets requires completed independent physical inventory of assets during fiscal year 2018.

2. **Recommends following the A (GA Southern) + B(Armstrong) = A (New Ga Southern) system conversion model for consolidating the PeopleSoft Financial System when the systems are consolidated effective July 2018:**

    The A+B=A system consolidation model has been approved for the Banner Student System and PeopleSoft HCM System consolidation. Following the same model for all three major database consolidations provides consistency, efficiency and accuracy in consolidating data.

3. **Recommends Vice President–Finance and Operations and Chief Business Officer to be the authorized signer for the new University operating and payroll bank accounts:**

    This recommendation is in compliance with University System policy stating that the institution's Chief Business Officer has signature authority of institution bank accounts.

4. **Recommends following USG finance consolidation contact guidance that as of January 2018 the two institutions will maintain separate BB&T bank accounts but the name of each account will be changed to Georgia Southern University utilizing institution A Federal ID number. In July 2018, when financial systems of the two universities are merged financial transactions will flow through the BB&T bank account of institution**

A. The bank account of institution B will remain open for a period of time to allow clearance of outstanding bank transactions. Following a short transition period the accounts of institution B will be closed:

As stated above this is the guidance for merging bank accounts provided by the USG Finance Office consolidation contact team. Due to the high risk nature of bank accounts this process will be carefully monitored, assuring timely bank reconciliation and oversight by financial management of the new university.

5. **Recommends following USG finance consolidation contact guidance that as of January 2018 the two institutions will maintain separate investment accounts with SunTrust in the USG Investment Pool but the name of each account will be changed to Georgia Southern University utilizing institution A Federal ID number. In July 2018, when financial systems of the two universities are merged financial transactions will flow through the SunTrust investment account of institution A and investment balances of institution B will be transferred to consolidated investment account:**

As stated above this is the guidance for merging investment accounts provided by the USG Finance Office consolidation contact team. Investment accounts will be carefully monitored, assuring timely bank reconciliation and oversight by financial management of the new university.

OWG 14-5: Bursar:
(reviewed & supported by Rob Whitaker and Christopher Corrigan):

1. **Recommends using Touchnet Information Systems, Inc. for IRS reporting and delivery to students the IRS 1098T tuition statement as currently utilized by Armstrong:**

Both institutions contract with Touchnet for electronic 1098T processing. Armstrong currently captures electronic approval from the student allowing the use of Touchnet for electronic 1098T student delivery and processing to the IRS. Implementation of the recommendation will require electronic collection of student approval to deliver IRS forms electronically.

2. **Recommends using Arctic International, LLC's software system, Glacier, to report taxable income as required on certain international contractors, students, staff and faculty:**

Both campuses currently utilize Glacier for reporting, filing and delivery of IRS form 1042 and 1042S for international contractors, students, staff and faculty. This system will continue to be used in the New University.

3. **Recommends that both campuses will enhance and expand the use of Touchnet Marketplace online receipting system for collection of non-tuition related miscellaneous charges:**

Touchnet Marketplace online receipting system is currently utilized by both institutions for collection of departmental charges and student charges not maintained on the Banner student account.

4. **Recommends that the Georgia Southern business process of not providing petty cash reimbursements from the Bursar's Cashier location will be implemented for the New University:**

Adopting the Georgia Southern business process for petty cash reimbursement will allow the New University to issue the funds through Accounts Payable providing greater internal control of disbursement of funds.

5. **Recommends that BDMS/App Extender, currently utilized by both campuses, continue to be the document archiving system used by the Bursar's Office in the New University:**

Both institutions are currently using the same software application for document imaging. The Banner OWG is addressing conversion of imaged documents for the entire institution.

OWG 15-1: Infrastructure:
(reviewed & supported by Ron Stalnaker and Tim Moody):

1. **Recommends adopting the existing Georgia Southern University Security Awareness Policy and prepare a new Security Awareness Program that will continue to meet or exceed the University System of Georgia IT Handbook:**

The new University will benefit from an existing policy that meets the USG IT Handbook requirements and allow the crafting of a new Security Awareness Program that will be better tailored to the multiple campus locations and the target audiences.

2. **Recommends a gap analysis of the University System of Georgia (USG) Information Technology (IT) Handbook be performed against the New University IT Systems and policies/standards:**

A gap analysis will provide the necessary information needed to determine the strengths and weaknesses of the New University IT Security posture.

3. **Recommends utilizing the existing Georgia Southern University Information IT System Security and Configuration Standard:**

The new University will benefit from utilization of existing, robust and successful Information Security System Standards and Processes.

4. **Recommends establishing a central data management program for critical university information held within Information Technology (IT) systems, including a Data Loss Prevention (DLP) system that will identify, locate, and manage sensitive/confidential university information held within IT systems:**

This recommendation defines the process to protect confidential/sensitive university information from unauthorized release or access by locating, tracking and managing the data.

5. **Recommends utilizing current malware prevention systems on each campus for years zero and one. In year one, the need for a DNS blackhole solution will be reviewed:**

   Both campuses currently have malware prevention and DNS protection solutions in place; therefore, the DNS Blackhole solution will not be implemented in year zero.

6. **Recommends establishing a central Domain Name System (DNS) for the Statesboro, Armstrong and Liberty campuses:**

   This recommendation will synchronize the main DNS systems of all campuses into one that will enable configuration and management of records between campuses and support DNS zones for all campuses.

7. **Recommends the Armstrong and Georgia Southern Information Technology (IT) system inventories be consolidated, then, high risk systems should be identified, security assessments should performed, risks should be identified and remediated:**

   An inventory and assessment of the IT systems is critical to continued protection of university information. Security assessments will identify risks to IT systems and help identify areas for improvement.

8. **Recommends utilizing the existing Georgia Southern Incident Response Process and Procedure for the new University:**

   This new University will benefit from an existing procedure and process that meets the USG IT Handbook requirements and has been successfully implemented. The recommendation also provides a mechanism to test the validity of the existing Procedure and Process.

9. **Recommends utilizing the existing Georgia Southern Incident Response Process and Procedure for the new University:**

   This new University will benefit from an existing procedure and process that meets the USG IT Handbook requirements and has been successfully implemented. The recommendation also provides a mechanism to test the validity of the existing Procedure and Process.

10. **Recommends utilizing the existing Georgia Southern University Information Technology Policies, Procedures, Standards and Processes:**

    The new University will benefit from utilization of existing, robust and successful Information Security Policies, Procedures, Standards and Processes.

11. **Recommends that all server and clusters remain compliant with all policies and meet the requirements as described in the in the USG IT Handbook:**

Servers and cluster systems will be reviewed and updated at all campuses in accordance to the technology needs at the new university. All server and cluster configurations will be adjusted to reflect the domain name of the university through service consolidation, service decommissioning, and service Life Cycle. This ensures that all IT systems maintain the best security, backups and reliability possible for the new university going forward.

12. **Recommends adopting the current Surveillance Policy in place at Georgia Southern University for the new University:**

This recommendation will insure that only users approved by Public Safety and a Vice President will have access to and utilize these systems. It will also protect the privacy of students, faculty, and staff of the University.

13. **Recommends establishing a Telecommunications solution that will facilitate inter-campus dialing between the Statesboro, Armstrong and Liberty campuses:**

To utilize the newly established network connects (2-10GB) between campuses to facilitate inter-campus dialing among the Statesboro, Armstrong and Liberty Campuses.

14. **Recommends utilizing the existing Georgia Southern Vulnerability Management Standard for the new University:**

This new University will benefit from an existing standard that meets the USG IT Handbook requirements and has been successfully implemented. The recommendation also expands the recommended infrastructure to the Armstrong Campus location to better facilitate expansion and implementation.

OWG 15-2: Enterprise Applications:
(reviewed & supported by Ron Stalnaker and Tim Moody):

1. **Recommends using existing Georgia Southern identity and access management systems and procedures for constituents of the New University. Armstrong employees and students will receive new Georgia Southern accounts to access Georgia Southern resources starting in Spring 2018:**

To facilitate critical path milestones and ensure services are available to students and employees in a timely manner, we will to use our existing processes and systems to create accounts for students and employees, and to provide authentication to GS resources. The Georgia Southern Active Directory instance will continue to serve as the primary attribute authority for authentication to GS resources via standard protocols currently in use. Armstrong employees will have new GS accounts in January 2018; students after Big Bang. ARM students and employees will continue to use Armstrong credentials to access legacy

systems until they no longer needed or are decommissioned. The committee recommends development of new identity and access management standards as needed.

2. **Recommends that the learning management system for the new university use the A instance. The LMS will provide an online course space for all Banner course sections and other online courses used by the new Georgia Southern University community:**

The recommendation centralizes the learning management system in one hosted environment and maintain USG's standards of utilizing Brightspace by D2L. The learning management system recommendation is A+B=A. This aligns with the Banner recommendation and would allow Georgia Southern University to maintain Banner integration for course creation and faculty and student enrollment. D2L hosted environment also currently supports D2L Insights that would allow additional data to be accessible to the new Georgia Southern University community.

3. **Recommends using the existing Georgia Southern University portal (MyGeorgiaSouthern) for students and employees of the New University. Recommendation is supported by the co-chairs of the following OWGs: 8-1, 8-2, 12-2, 14-2, 16-4, 16-5, 16-6, and 17-5:**

Armstrong had plans prior to consolidation to review and probably replace their Luminis portal implementation. Migrating the Armstrong content and users to Georgia Southern's in-house developed portal, MyGeorgiaSouthern, is an effective and logical solution. Armstrong employees will have access to the MyGS portal in January 2018; students will have access after Big Bang.

4. **Recommends consolidating all reservable space for the Georgia Southern and Armstrong/Liberty Center campuses into a single instance of the 25Live solution (A+B=A). This recommendation originated and is supported by Registration, Degree Audit, & Graduation OWG 8-3:**

Armstrong currently licenses a related scheduling optimizer application called Schedule25 - this product will be reviewed and evaluated by the Registration, Degree Audit, & Graduation OWG 8-3 to determine if it will be utilized in the consolidated university. An A+B=A model is proposed where space/event data stored in Armstrong's R25 instance will be transferred into Georgia Southern's hosted 25Live instance. This will allow reservable space data from all campuses to be available and usable by the consolidated Banner instance for academic scheduling.

5. **Recommends that the Georgia Southern Active Directory become the primary attribute authority for web and desktop authentication for constituents of the New University. Armstrong employees and students will receive new Georgia Southern credentials to access Georgia Southern resources in Spring 2018:**

Existing Georgia Southern processes and systems will be used to load Armstrong students and employees into the Georgia Southern's Active Directory instance which will be used for authentication to Georgia Southern web and desktop resources via standard protocols currently in use CAS, LDAP, ADFS, SAML. Armstrong employees will have new Georgia Southern Active Directory credentials to authenticate into Georgia Southern resources starting January 2018. Armstrong students will have new Georgia Southern credentials to authenticate to Georgia Southern resources after Big Bang. Armstrong students and employees will continue to use Armstrong Active Directory (AD) credentials to access legacy Armstrong systems until they no longer needed or are decommissioned.

6. **Recommends that the new University use Axiom Elite as the data management hub between 3rd party sources and Banner and between mission critical web forms and Banner. This recommendation originated in and is supported by the Admissions OWG 8-1 and would follow the A + B = A model. Both Georgia Southern University and Armstrong State University currently utilize Axiom Legacy:**

Only 1 instance of Axiom Elite will be necessary as this would best consolidate incoming data from outside data sources, simplify data management, and streamline workflows.

7. **Recommends that the new University use CampusLogic for Financial Aid's document collection and verification system. This recommendation originated and is supported by the Financial Aid OWG 8-2. This would be an adoption of an A+B=A model:**

Only Georgia Southern University is using CampusLogic. Armstrong does not have an electronic verification system. This recommendation would best support efficient retrieval of student confidential documentation and the verification of students.

8. **Recommends that the consolidated university continue using Respondus Lockdown Browser and ProctorU for online testing:**

Respondus Lockdown Browser and ProctorU are tools that can be used to facilitate a more secure testing environment. Both tools are opt-in and used at the discretion of the instructor, and both are currently used by Georgia Southern University and Armstrong State University. This recommendation is supported by Georgia Southern's ITAC Committee, and several Armstrong Faculty members, including Yvonne Roach.

9. **Recommends that the consolidated university utilize existing educational technologies under an A+B=A model, and that only one standard technology be identified for a given function. This recommendation includes Respondus, Instructional Video Streaming/Storage and Lecture Capture (Kaltura), Web Conferencing Tool (WebEx), Turnitin, Student Response (iClicker, etc.), and Qualtrics:**

The classroom technologies used at both campuses are consistent in that most centrally-supported tools used are the same, so this committee recommends that we continue using

these tools and to adopt an A+B=A model where data migration needs exist. In cases where a tool is used in only one academic area, this committee will provide assistance with making a recommendation but will rely on the functional area to provide a recommendation. This committee will coordinate with administrative academic areas to help plan implementations of their technology recommendations as well. This recommendation is supported by Georgia Southern's ITAC Committee, and several Armstrong Faculty members, including Yvonne Roach.

10. **Recommends that the new University utilize Gmail for email for faculty and staff. The adoption of an A+B=A solution will be used to provide email accounts for faculty and staff of the New Georgia Southern University. In person department engagements will be scheduled will all Armstrong departments between January and June of 2018 to migrate all emails and data into their new account. All Armstrong Faculty and Staff will receive their new georgiasouthern.edu email address in January 2018:**

    Both institutions use Gmail and the New University will continue to use the georgiasouthern.edu domain, it was determined that the Georgia Southern Gmail instance would be the most feasible solution for providing faculty and staff email accounts for the new University. Georgia Southern's naming convention for accounts and email is first initial, last name (i.e. flast, flast@georgiasouthern.edu respectively).

11. **Recommends that the new University utilize Gmail for email for students. The adoption of an A+B=A solution will be used to provide email accounts for students of the New Georgia Southern University. All Armstrong students will receive their new georgiasouthern.edu email address in late February 2018. Armstrong students will use their armstrong.edu account and email address through Spring and Summer 2018 for Armstrong resources, but they will use their new georgiasouthern.edu account and email address for Fall 2018 registration, financial aid, and other Georgia Southern resources:**

    Both institutions use Gmail and the New University will continue to use the georgiasouthern.edu domain, it was determined that the Georgia Southern Gmail instance would be the most feasible solution for providing student email accounts for the new University. Georgia Southern's student naming convention for accounts and email is first initial, last initial plus 5 random numbers (i.e. fl01234, fl01234@georgiasouthern.edu respectively).

12. **Recommends that the new University keep all three reporting solutions including Business Objects, Pyramid Analytics, and Argos Enterprise Reporting during consolidation. The new University will adopt the reporting solution that currently exists with each adopted consolidated business practice:**

    After evaluating the three tools used by both institutions, it was determined that each tool provided important features that can be used to meet different needs. By keeping all three

products, users from the different functional offices will be able to choose the tool that best supports their business process. Additionally, this would be the most efficient solution as it reduces the time spent migrating reports between tools.

13. **Recommends that the new University use EverFi digital course management software. This recommendation originated in and is supported by the Dean of Students OWG 16-6. This would be an adoption of an A+B=A model:**

Both Georgia Southern and Armstrong currently utilize EverFi for compliance education digital course management. It was decided the A+B=A model would be most efficient. Because Georgia Southern (instance A) leverages single sign on in its instance and Armstrong (instance B) does not, A+B=A will have the least impact on our student populations. There is no need for migrating data between instances.

14. **Recommends that the new University use VisualZen Orientation reservation software for orientation registration. This recommendation originated in and is supported by the Orientation & Family Programs OWG 8-4. This would be an adoption of an A+B=A model:**

Both Georgia Southern and Armstrong currently utilize VisualZen Orientation. All spring and summer 2018 admits will continue to be processed in separate instances. All fall 2018 admits will be processed in the Georgia Southern instance only and in conjunction with the Big Bang Banner consolidation in February 2018. At that time admitted Armstrong applicants will be loaded into Banner A and subsequently exported to the Georgia Southern VisualZen Orientation instance. This method prevents the need for migrating data between VisualZen Orientation instances.

15. **Recommends that the current Georgia Southern University WordPress Content Management System be used for the new University's consolidated website. This would be an adoption of an A+B=A. This recommendation is supported by marketing OWG 12-6:**

Utilizing Georgia Southern's WordPress Content Management System for the New University's web content will facilitate a more seamless and smoother transition of web pages. WordPress will require the least amount of time for training as both universities have experience with WordPress. The new University's domain name will be georgiasouthern.edu. Much of the content required for the new university is currently in the Georgia Southern instance of WordPress.

OWG 15-3: General Support:
(reviewed & supported by Ron Stalnaker and Tim Moody):

1. **Recommends that the new Georgia Southern University adopt a model of A+B=A where A is the current Georgia Southern University model for Desktop Management.**

The recommended model would utilize System Center Configuration Manager (SCCM) for Windows devices and JAMF for MAC devices:

The recommendation of management tools was made due to both institutions utilizing SCCM and there was no current solution for OSX Operating Systems at Armstrong State University. In addition, this model would also support the recommendation for Active Directory which would be of benefit to the new University.

2. **Recommends utilizing the current Georgia Southern University IT Device Standards Model for campus-wide IT equipment purchases. The adoption of an A+B=A model is proposed. Where A is the current Georgia Southern University device standard:**

   Adoption of the Georgia Southern current standards model provides an effective means to develop standards for all three campus locations. Device standards are defined as centrally managed systems which would currently include Windows and MAC systems along with printers.

3. **Recommends that the new Georgia Southern University adopt a model of A+B=A where A is the current Georgia Southern University model for Endpoint Security. The recommended model would utilize System Center Endpoint Protection (SCEP) for University devices (excluding mobile devices). All University devices will abide to the security standards set by the Information Security office:**

   The recommendation of endpoint security was made due to both institutions utilizing SCEP. In addition, this model would also support the recommendation for Active Directory which would be of benefit to the new University.

4. **Recommends that the new Georgia Southern University adopt a model of A+B=A where A is the current Georgia Southern University model for File services – File & Print Sharing. The model includes the current standards providing 1GB of personal network storage for faculty and staff; university departments would be allocated 10GB of network storage and that all departmental network printers and multifunction devices be registered into Microsoft Print Server Management:**

   The recommendation of File Services – File & Print Sharing was provided in that the standards for storage were similar on each campus and that both institutions utilize Microsoft Print Server Management. In addition, this recommendation supports others such as Active Directory which would provide benefit.

5. **Recommends that the new Georgia Southern University should adopt a model of A+B=A where A is the current GS Audio Visual Standard, Installation and Support model:**

   Both institutions have a similar AV standard existing so the decision was made to implement the AV standard currently in place at GS. The reason for choosing the GS standard is the standard is less expensive, includes simplified programing, higher-end projectors, and design in-house.

The decision was made to implement the current installation and support structure at GS. This structure is less expensive since installation and support relies on in-house staff. The structure also places support closest to the customer for quick resolution to any issues.

6. **Recommends using the current Georgia Southern University IT purchasing practices for the new university. The adoption of an A+B=A model is proposed:**

   Utilizing Georgia Southern University's current IT Purchasing Model provides an efficient means by which to maintain a standardized method of procuring IT related items across all three campus locations.

7. **Recommends that the new Georgia Southern University adopt a model of A+B=A where A is the current Georgia Southern University model for Lab Management. The recommended model would utilize System Center Configuration Manager (SCCM) as the solution for Windows devices and JAMF for MAC devices:**

   The recommendation of lab management was made due to both institutions utilizing SCCM and provide for a standardization of processes. In addition, this model would also support the recommendation for Active Directory and Desktop Management which would be of benefit to the new University.

8. **Recommends creating a consolidated single portfolio that captures all required license and maintenance agreements for the new University. The adoption of an A + B = C model is proposed:**

   Consolidating the existing two institutions license and maintenance agreements will allow for a more efficient use of E&G funds and Student Technology fees, and will facilitate a similar student experience across all three campuses.

9. **Recommends using the current Georgia Southern University Life Cycle Replenishment schedule guideline for computer replacements. The current guideline indicates refresh eligibility every four years for student technology fee funded computer labs and Faculty/Staff laptops and tablets. Faculty/staff workstations will be eligible for replacement every five years; or if the workstation is out of warranty and repair is not feasible; or if there is adequate justification that it does not meet the requirements of the user's job:**

   Reliable technology is important to maintaining smooth operations of University functions. The following schedule provides a guideline to follow for planning replacements of computer technology.
   ○ Computer Labs funded by Student Technology Fees will be eligible to be refreshed every four years.
   ○ Faculty/Staff laptops and tablets will be eligible to be refreshed every four years.
   ○ Faculty/Staff workstations will be will eligible to be replaced every five years; or if the workstation is out of warranty and repair is not feasible; or if there is adequate justification that the workstation does not meet the requirements for the user's job.

10. **Recommends that a unified service desk be located at the Statesboro campus with a single system to track and document customer requests at all campus locations. This model will utilize the current GSU MyTechHelp case management system:**

The recommendation of a centralized service desk was made as it would provide an efficient support model to best serve customer needs. The service desk would represent an A+B=C model as this recommendation means changes for both institutions. The ability to utilize one case management system, provide a focus on first call resolution, increase cross-training among our staff as well as other focuses would all assist in offering the best customer experience.

11. **Recommends that Georgia Southern University/Armstrong State University consolidate the virtual desktop services with an A+B= A model (where A=Georgia Southern University and B= Armstrong State University.):**

The decision to follow an A+B=A model mentioned above was due to Georgia Southern University having an established virtual desktop service and Armstrong State University not currently offering this service.

12. **Recommends the implementation of a single, consolidated outlet for the communication of technology training opportunities/materials for the New University. This recommendation represents an A+B=C model as this would be a new service initiative that does not currently exist:**
The development of a single outlet for technology training allows for standardization across all locations and provides a formal strategy specific to training as it relates to new and existing technologies.

13. **Recommends that Armstrong project management will be assimilated into the current project management processes for Georgia Southern. The project manager at from Armstrong will be placed under the PMO office of Georgia Southern. The PPM tool used by the new project office will be SmartSheets, currently used by Armstrong project management:**

Georgia Southern has more project management resources and more projects than Armstrong. Georgia Southern has an established project management office that is also positioned to be in direct contact with key stakeholders and project sponsors.

OWG 15-4: Research Computing:
(reviewed & supported by Ron Stalnaker and Tim Moody):

1. **Recommends continuing to support High Performance Research Computing with resources currently available at the Statesboro Campus, and expand the offering to the Armstrong and Liberty Campuses:**

This support model will provide researchers on all campuses access to the existing resources on the Statesboro campus.

OWG 15-5: Banner:
(reviewed & supported by Ron Stalnaker and Tim Moody):

1. **Recommends the consolidated Banner system retain the original Georgia Southern IDs, Third Party Sourced IDs, and PIDMs (spriden_id, gobsrid_sourced_id, spriden_pidm). Armstrong State students, faculty, staff, and alumni will be assigned a Georgia Southern ID. This recommendation supports the A + B = A consolidation model where A equals Georgia Southern University and B equals Armstrong State University:**

   The new Georgia Southern University has recommended an A + B = A consolidation model for Banner; meaning Armstrong's data (B) will be loaded into Georgia Southern's production Banner instance (A).   If records exist in both Georgia Southern (GS) and Armstrong State University (ASU) Banner systems, the ASU person records will be merged into the GS person records and will retain their previously assigned GS identifiers regardless if they are older or newer than ASU identifiers. If records exist in ASU Banner system and not in the GS Banner system, new records will be created and new identifiers assigned.

OWG 16-3: Disability Services and Testing:
(reviewed & supported by Teresa Thompson and Georj Lewis):

1. **Recommends consolidating the internal processes and operations of disability services at GSU and ASU:**

   The OWG will select a new mission and values, review assessment measures to determine if changes are needed, and establish consistent procedures for provision of services to students.

2. **Recommends identifying one student information database and one student accommodation interface for all three campuses. We recommend Student Accommodation Manager (SAM) for the student information database and Accommodate by Symplicity for the student accommodation interface:**

   The OWG evaluated the functionality of the student databases currently used by Georgia Southern University and Armstrong State University and identified one student information database and one student accommodation interface which we recommend to be utilized at all three campuses of the consolidated Georgia Southern University for the management of student accommodations.

OWG 16-4: Health Services:
(reviewed & supported by Teresa Thompson and Georj Lewis):

1. **Recommends complying with Board of Regents Policy for Health Insurance requirements and centralize and automate SHIP process, while maintaining individual campus contacts:**

Compliance with policy is critical. The centralization and automation of the process will increase efficiency as well as access for students. Maintaining individual campus contacts will help with customer service for those students impacted.

2. **Recommends consolidating the current Armstrong Immunization Compliance process into the current Georgia Southern process. All Georgia Southern students will submit immunization records through Eagle OSH – Health Center Online in the university:**

   The current Immunization Compliance process at Georgia Southern is more streamlined and efficient than the Armstrong process. Current staffing structures within the Student Health Center at Georgia Southern will allow for this transition.

OWG 17-1: Campus Recreation Programming & Facility Operations:
(reviewed & supported by Teresa Thompson and Georj Lewis):

1. **Recommends the continuation of recreation programs and facility offerings on both campuses. Align processes and policies that create efficiency, comply with general university procedures, and ensure quality customer service:**

   Recreation programs, facilities, and services currently exist on both campuses and play an integral role in student engagement and promote the values articulated in the mission of the university.

2. **Recommends offering services to all Georgia Southern students, faculty, staff, spouses/partners, and dependents regardless of campus affiliation as long as appropriate user fees are met:**

   The current principle of access to recreation services on each campus is that one must be a member of that university community and pay the appropriate fees associated with access. This recommendation simply extends that principle to all recreation facilities and services.

3. **Recommends that leadership, administration, and management of all Armstrong campus indoor and outdoor athletic facilities be transferred to the Department of Recreation and Wellness:**

   The Department of Recreation & Wellness already provides this role on campus with similar indoor and outdoor facilities. This transition will provide the opportunity to assure club sports' future facility space, the enhancement of recreation offerings, provide space for Physical Education academic classes and the potential to serve the university community and greater Savannah's needs with unique special event and program space.

OWG 17-2: Fraternity and Sorority Life:
(reviewed & supported by Teresa Thompson and Georj Lewis):

1. **Recommends adopting BANNER tracking currently used by the Georgia Southern Office of Fraternity and Sorority Life and implement on all campuses:**

Fraternity and Sorority Life on each campus will track fraternity and sorority members through BANNER in order to provide accurate reports.

2. **Recommends combining Fraternity and Sorority Life operating policies and procedures, while maintaining the integrity of chapters on each campus:**

   Due to the distance between campuses, we propose keeping current chapter charters and new and future expansion efforts attached to their current campus. To ensure consistency, we propose creating one set of operating policies and procedures that best fit the needs of students and chapters on each campus.

OWG 20-1: Public Safety:
(reviewed & supported by Rob Whitaker and Christopher Corrigan):

1. **Recommends maintaining existing ORI numbers assigned by GCIC at both campus locations and submit a request to have the agency name identifier changed to read Georgia Southern University Public Safety:**

   The GBI, administrators for GCIC, have advised that each location maintain their existing assigned ORI numbers. We should submit a letter requesting the agency name assigned to the Armstrong PD ORI be changed to read Georgia Southern University Public Safety to reflect one agency.

2. **Recommends maintaining current phone numbers and lines at both campus police departments:**

   Keep separate phone numbers for police departments located on the Statesboro and Armstrong campus so phone calls will be routed to and answered by members of the corresponding department. This will insure that the calls will be answered and responded to by the agency/officers located on that campus.

3. **Recommends having all P.O.S.T. certified members of Armstrong PD placed on the Georgia Southern PD roster with the Ga. P.O.S.T. Council:**

   Need to have all members of the Armstrong PD moved from the current Ga. P.O.S.T. council roster for Armstrong PD and placed onto the roster for Georgia Southern University PD. This will identify them with the correct agency and give them all powers granted by being a certified peace officer of a law enforcement agency.

4. **Recommends all two-way radios be programmed so they may be used at all campus locations as well as with all emergency responder agencies in the counties where the campuses are located:**

   Currently, Armstrong and Georgia Southern work off of different radio frequencies. In order to enable officers to work with each other or on multiple campuses, all radios must be

programmed so they may communicate on all 3 campuses and with all other local agencies where the campuses are located.

OWG 20-2: Emergency Planning and Communication:
(reviewed & supported by Rob Whitaker and Christopher Corrigan):

1. **Recommends implementing an interim crisis communication protocol, effective on the date the Armstrong and Georgia Southern University Police Departments consolidate. This interim protocol will integrate Georgia Southern's Chief of Police into Armstrong's existing Crisis Communication Plan and will strategically coordinate the flow of information at both universities in the event of a crisis at the Armstrong campus in Savannah or the Armstrong Liberty Center in Hinesville before the overall consolidation process is complete:**

    The University Police Departments at Armstrong State University and Georgia Southern University will consolidate several months before the Board of Regents votes on the consolidation. Historically, both universities have assigned the critical role of incident assessment and initial notification to the head administrator of the University Police Department (i.e. – Chief of Police). Due to the early integration of these two departments, it is imperative that both universities work together to implement an interim crisis communication process. This will ensure that a crisis at the current Armstrong campuses in Savannah and Hinesville have a coordinated response, incorporating the Georgia Southern Chief of Police into the process. A post-consolidation plan to fully combine crisis response protocol at both institutions will be developed at a later date and will be presented in a separate CIC recommendation.

2. **Recommends revising current Emergency Action Plans (EAP) at Armstrong State University and Georgia Southern University to correspond with the new framework, policies and procedures of the consolidated university:**

    Existing Emergency Action Plans at Armstrong and Georgia Southern address the unique hazards, characteristics and response capabilities at each university. Revision of plans, where appropriate, will ensure a seamless integration of the new response framework, policies and procedures for the Statesboro, Savannah and Hinesville campuses, thus eliminating potential gaps and conflicts.

3. **Recommends maintaining the existing framework and protocol for emergency operations at Armstrong State University and Georgia Southern University until the consolidation is approved by the Board of Regents of the University System of Georgia, except for one interim amendment to the current crisis communications protocol at Armstrong that has been submitted for CIC review:**

    To ensure a state of readiness at both universities until the consolidation has been approved, it is imperative to maintain current capabilities and continuity of emergency response protocol. The current framework and protocol will remain intact and operational while a

complete review process is conducted to determine any updates needed due to the consolidation.

4. **Recommends selecting a single, unified mass communication system vendor by January 2018 and launching the system, with users trained and ready, by August 2018:**

    A unified mass communication system will ensure consistency in emergency messages communicated to students, faculty and staff at all three campuses in the consolidated university. Existing mass communication contracts at Armstrong State University and Georgia Southern University will be extended until the new system launches in order to provide continuity in the event of a crisis at any campus location.

OWG 21: ERM, Ethics & Compliance:
(reviewed & supported by Jana Briley and Kelly Crosby):

1. **Recommends the role of Ethics and Compliance Reporting Hotline administrator remain with the position of Chief Auditor (CA) for the new university:**

    As noted in the University System of Georgia's Business Procedures Manual, Section 16.5.4 Administration and Responsibility for the Ethics and Compliance Hotline, the president of the institution shall appoint an administrator who will serve as the Ethics and Compliance Reporting Hotline Coordinator. Currently, the hotline administrators for both universities are the CAs.

2. **Recommends the list of Ethics and Compliance Reporting Hotline authorized users and their contact information be updated once the appropriate individuals have been identified and approved by the Triage Committee:**

    Currently, both institutions have authorized users consisting of various employees. The list of users for the new University will need to be identified and approved by the Triage Committee. Once completed, the hotline administrator or the USG's Director of Ethics and Compliance will update the names and contact information for the new hotline.

3. **Recommends the Triage Committee members consist of the following positions: Vice President for Finance and Operations, Associate Vice President for Human Resources, Executive Counsel, Chief Auditor, Chief of Police, or their approved delegates:**

    As noted in the University System of Georgia's Business Procedures Manual, Section 16.5.4 Administration and Responsibility for the Ethics and Compliance Hotline, each institution is encouraged to establish a triage committee to review and manage hotline reports. Triage committee members may include representatives from internal audit, legal affairs, compliance, human resources, public safety/campus police, information security, or other functions at the discretion of the institutional president. The knowledge of these individuals should ensure the allegations are properly investigated by the appropriate individuals.

4. **Recommends the escalation contacts (in order of priority) include the following: Chief of Police, Deputy Chief of Police, and Public Safety Dispatch:**

The escalation contacts are the individuals who are contacted in case of a critical Ethics and Compliance Reporting Hotline report. The list is periodically reviewed by the President, Chief of Police, and Triage Committee to ensure it is up-to-date.

OWG 22-2: Division of Responsibilities:
(reviewed & supported by Maura Copeland and Lee Davis):

1. **Recommends approving the individual MOU recommendations included in the attached Master Inventory of Memorandum of Understanding (MOU) document and the "ASU College of Health Professions" and ASU "Summary of OSP Managed Grants & Contracts that Extend Beyond 12/31/17" MOU listings:**

The Master Inventory of Memorandum of Understanding document includes, to the best of our knowledge, all of the existing MOUs currently held by Armstrong State University and Georgia Southern University. The OWG evaluated each academic MOU (i.e., articulation agreements, consortial relationships, international programs, and off-campus sites) making a recommendation to continue, discontinue, or continue with revisions. We were instructed to forward all clinical MOUs back to Legal Affairs for evaluation by the university attorneys. Finally, we were informed that all Georgia Southern grant MOUs are held by the Georgia Southern University Research and Service Foundation (GSURSF), which is not impacted by the consolidation. The Armstrong grants would need to be brought under the GSURSF. (Master Inventory of MOUs and the referenced grant and contracts available for review)

OWG 23-1: External Financial Engagement:
(reviewed & supported by Thomas Mikell and Jessica Henderson):

1. **Recommends both Universities adhere to the Georgia Department of Audits and Accounts financial engagement schedule and requirements:**

In a combined meeting, both Universities met with the Fiscal Affairs Office to map out the coordination of the FY2017 financial engagement process conducted by the Georgia Department of Audits and Accounts. The Fiscal Affairs Office will help with this coordination for FY2017 and FY2018.

2. **Recommends the preparation and timelines for Full Disclosure Management Reports (FDMRs) and consolidation of institutional reports be addressed with the Fiscal Affairs Office and Georgia Department of Audits and Accounts:**

Coordinate with the Fiscal Affairs Office and the Georgia Department of Audits and Accounts to address the financial engagement types, consolidation of reports, and the timeframes needed to meet Georgia Department of Audits and Accounts financial engagements and SACSCOC accreditation requirements for FY2017 and FY2018.

3. **Recommends the Universities coordinate the preparation of the State Comprehensive Annual Financial Report (CAFR), Schedule of Expenditures of Federal Funds (SEFA), Transparency in Government Act (TIGA), Corrective Action Plan (CAP), and other reporting with the appropriate state agency:**

The Universities will adhere to the timelines and directions from the Fiscal Affairs Office to meet the requirements of addressing the State CAFR, SEFA, TIGA, and CAP reporting. The Fiscal Affairs Office will provide instructions for successfully completing these tasks in an appropriate manner.

4. **Recommends each University evaluate open financial engagement deficiencies identified by the external auditors and ensure resolutions are addressed:**

Open financial engagement deficiencies will be appropriately addressed with the Georgia Department of Audits and Accounts while coordinating with the Fiscal Affairs Office. Currently, there are no open issues with each university. Any issues identified in FY2017 financial engagements will be managed jointly by both universities.

OWG 23-2: Internal Audit:
(reviewed & supported by Jana Briley and Kelly Crosby):

1. **Recommends continuing to use an 18-month rolling audit plan to ensure adequate internal audit coverage for the new University's campuses and centers:**

Currently, both institutions utilize a rolling audit plan for short-term (1-6 months), medium-term (7-12 months), and long-term (13-18 months) engagements. Plans are reviewed by the University System of Georgia's Office of Internal Audit, then submitted for review/approval by the Board of Regents' Committee on Internal Audit, Risk, and Compliance approximately twice a year (e.g. in May 2017 for the period July 1, 2017 – December 31, 2018, and November 2017 for the period January 1, 2018 – June 30, 2019).

2. **Recommends the internal audit staff at both institutions conduct follow-up work on open audit issues until January 1, 2018. Afterward, remaining open issues will be addressed by the consolidated internal audit department:**

Per The Institute of Internal Auditors' *International Standards for the Professional Practice of Internal Auditing Standard* 2500.A1 – The chief audit executive must establish a follow-up process to monitor and ensure management actions have been effectively implemented or senior management has accepted the risk of not taking action.

3. **Recommends the internal audit manuals for both institutions be merged into the University System of Georgia's System-Wide Audit Manual:**

The System-Wide Audit Manual (effective 11/18/16) is a comprehensive guide for internal audit throughout the USG. The new University's internal audit function will include institution-specific information in Appendices B–D of the manual.

4. **Recommends merging the separate internal audit charters for both institutions to create a new charter for the consolidated internal audit function:**

Both institutional charters are similar in nature and incorporate the mission, function, responsibilities, scope, procedures, and authorization of the internal audit departments. The content can be combined to create a new charter.

5. **Recommends naming the department Internal Audit, Risk, and Compliance:**

The name incorporates risk management and compliance functions with the internal audit function. These areas will work in a collaborative manner and help the University be more effective by identifying improvement opportunities to mitigate risk and drive operational efficiencies.

OWG 24: Economic Development, Government Relations and Community Engagement:
(reviewed & supported by Kendria Lee and Peter Hoffman):

1. **Recommends that the Center for Applied Cyber Education (CACE) be retained as an interdisciplinary center coordinating the University's economic partnership and workforce development efforts in the areas of cyber law, cyber warfare, cyber policy, digital forensics, cryptography, healthcare informatics, and social media analytics:**

CASE manages and facilitates the University's roles as a NSA/DHS Center of Academic Excellence in Cyber Defense Education and collaborates across the University to develop inclusive partnerships in academia, industry, and government. This includes agreements with the US Army Cyber Center of Excellence (COE) at Ft. Gordon, and other Department of Defense and industry partners. CACE provides direct supervision of the Cyber Digital Forensics (CDF) Division and the Cyber Intelligence Social Media Analysis (CISMA), and coordinates the efforts of all cyber related academic programs to maximize economic development and outreach.

2. **Recommends continuing to offer two-year degrees at the Liberty Campus in support of work-force development for the Fort Stewart/Liberty County and coastal region of Georgia, particularly in the fields of health professions and business:**

A high percentage of the student population at the Liberty Campus is military affiliated and non-traditional. Given the transient nature of this population and the time required to achieve a degree as a part-time student, two-year degrees are in high demand. These degree programs are attainable for military personnel and family members during a three-year duty station and are transferable into other four-year programs. More than half of the current campus population are enrolled in two-year health professions or business tracks degrees, which is both highly popular among military affiliated students and areas of priority for the local development authority.