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6-6-2019

Message from the President

Georgia Southern University

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Recommended Citation

Georgia Southern University, "Message from the President" (2019). *Messages from the President (2016-present)*. 47.

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[GSNEWS] Message from the President: CAR Update

1 message

GS President <president@georgiasouthern.edu>
To: GS-FacStaff <gs-facstaff@georgiasouthern.edu>

Thu, Jun 6, 2019 at 11:51 AM

Colleagues:

As you may remember, approximately two years ago Chancellor Steve Wrigley announced a Comprehensive Administrative Review (CAR) of the system office and all 26 USG institutions. Consultants from Huron visited Georgia Southern and produced a [report](#) of our non-faculty administrative operations based on interviews, focus groups and data we provided. Georgia Southern's CAR team then formed and started looking at how our university could provide quality education in the most cost-effective manner.

The goals were to:

- identify ways that administrative functions can be conducted more efficiently and effectively;
- enhance support for delivering on the global, statewide, and local missions of USG institutions;
- achieve opportunities for savings to provide greater affordability and access for students; and
- strengthen the core academic enterprise and improve student support services.

Our CAR team did amazing work and I thank them for their earnest care and depth of analysis they demonstrated during this process. Their recommendations are designed to make our university run more efficiently and effectively, with a focus on student success and our core academic mission. While the CAR effort was *not* a budget exercise, the work did assist and inform our recent budget redirection/reduction efforts. In addition, it provided an opportunity to assess and provide improvement recommendations to organizational decisions made during consolidation.

Much of the work we did during the budget redirection efforts is now being included in our CAR report. Specifically, any vacant positions not directly tied to instruction that were eliminated during budget redirection are included in CAR as an identified efficiency as well as the identified operational savings. The detailed funding amounts listed below as part of CAR overall savings are not in addition of budget redirection but reported in this manner to ensure future assessment of operational efficiency and effectiveness as a result of these actions.

The quantitative impact for all outcomes of the CAR process at Georgia Southern is approximately \$19,722,742 in savings for FY20. This includes 154 positions identified for redirection or elimination, totaling \$7,611,723 and \$12,111,019 in operational savings via strategic reorganization, modification of processes, and annual expenditure assessment and sustainability. These savings will be strategically redirected to institutional budget deficit FY20 projections (\$13,102,257) - backfilling and ensuring continued delivery of curriculum and student support; enhanced student success, support, and programs (\$1,768,700); investment in retaining and recruiting quality faculty and staff via equity salary adjustments

(\$1,698,863); \$513,614 for recurring investment for faculty promotion and tenure; and \$2,639,308 to prepare the institution for FY21 projected allocation reduction.

All employees who are part of reorganizations have been notified in person, and now we are able to provide a wider announcement of planned changes. Meetings are being planned in each division and on all our campuses to further explain this process and answer any questions that employees may have. Background on CAR is also available at <https://president.georgiasouthern.edu/car-report/>

Here is an overview of the approved organizational recommendations from CAR:

- Create an Enrollment Services Center to better assist entering students
- Centralize advising services
- Centralize Foundation Accounting units from Business & Finance and Athletics to Advancement
- Centralize Senior Leadership responsibility and accountability to include all aspects of Armstrong and Liberty Campus operations thus eliminating the organizational structure of the Office of Armstrong and Liberty Campus Operations
- Centralize service functions - including student wellness, information technology, facilities, military and veterans' affairs, and marketing and communications
- Realignment of personnel and operations - including Advancement and the Office of Development, the First-Year Experience & Second-Year Experience programs, and four academic outreach centers to better connect with subject matter specialists

The CAR effort continues to be a search for efficiency and effectiveness, with our students' success as the outcome of any action. While phase one of CAR recommendations are now complete, this will be a continuous process of assessment and improvement.

If you have any questions, please direct them to your divisional vice presidents. We also will be posting updates on CAR website <https://president.georgiasouthern.edu/car-report/>.

Sincerely,

Kyle Marrero