

Organizational Structure

Academic Administration

The President of Georgia Southern University is the executive head of the University and all of its departments and exercises such supervision and direction as promote the efficient operation of the institution. The President is responsible to the Chancellor for the operation and management of the institution and for the execution of all directives of the Board and the Chancellor. The President is the ex officio chair of the faculty and chair of the Faculty Senate and presides over meetings of both bodies (*Statutes*, Article II).

The Provost and Vice President for Academic Affairs is the chief academic officer of the University, an administrative member of the Faculty Senate, and an ex officio member of the faculty, graduate faculty, and committees charged with considering matters pertaining to the faculty and the curriculum. The Provost also holds administrative jurisdiction over academic matters and academic personnel and provides leadership in the development of proper academic goals of the institution and its colleges through college and faculty entities. In the absence of the President, the Provost is the presiding officer of all bodies over which the President normally presides (*Statutes*, Article III, § 2).

The chief executive officer of each college is the dean. Each dean is an administrative member of the Faculty Senate and an ex officio member of the faculty. Deans report to the Provost and are responsible for the development and coordination of the programs for their colleges. Deans recommend appointment, reappointment, promotion, tenure, and dismissal of faculty. They also prepare annual reports and budgets for their colleges (*Statutes*, Article III, § 3).

The dean of the Library and University Librarian is an administrative member of the faculty and has charge of the administration of the Zach S. Henderson Library, its materials, and its programs. Professional members of the library's staff hold faculty rank and have representation in the Faculty Senate. With the recommendation of the Library Committee, the University Librarian appropriates budgets to departments and is responsible for the proper administration of those and all library allocations (*Statutes*, Article III, § 4).

The dean of Graduate Studies provides direction and administrative supervision for the Jack N. Averitt college of Graduate Studies. The dean of Graduate Studies is responsible for providing academic leadership towards graduate teaching; integration of research and scholarly activity; graduate degree-granting functions of the academic colleges; and coordinating graduate initiatives with internal and external stakeholders to ensure efficient functioning of all aspects of the graduate education enterprise. The associate dean of Graduate Studies reports to the dean and provides academic and administrative support for the college and assists graduate students with matriculation and progression.

Department chairs, school chairs, and school directors are terms used to describe the heads of units who have direct supervision over faculty. The chair or director is appointed by the President after consultation with the appropriate faculty, the dean of the college, and the Provost. The chair or director represents the department or school in all official communications and is responsible for the general direction of the work of the department or school; the quality of instruction; the coordination of instruction; the preparation of a budget; the advisement of students who are majoring in the department; and the recommendation for appointment, promotion, tenure, dismissal, and salary increases (*Statutes*, Article VI, § 2).

Nonacademic Administrative Officers

Nonacademic administrative officers are those who report directly to the President (with the exception of the Provost) or to the Vice President for Business and Finance, the Vice President for Information Technology and Chief Information Officer, the Vice President for Research, the Vice President for Student Affairs and Enrollment Management, or the Vice President for University Advancement.

The Vice President for Business and Finance, an ex officio member of the faculty, is responsible for the business administration and physical property of the University.

Administrators who report directly are the Controller and the directors of Auxiliary Services, Human Resources, Physical Plant, Public Safety, and Athletics (*Statutes*, Article VII).

The Vice President for Information Technology and Chief Information Officer is responsible for providing leadership and direction for the University's computer/system infrastructure and oversight for operational functions encompassing systems acquisition, system support and maintenance, networking, campus-level web page development, second-level management, and direction of all Information Technology Services activities as they interface with other systems in the University.

The Vice President for Research has overall administrative responsibility for developing, coordinating, and stimulating research and creative activities at Georgia Southern University; for enhancing external funding; and for ensuring compliance with all applicable laws and regulations. The Vice President represents and advocates for the Georgia Southern research enterprise both nationally and internationally; manages the University's portfolio of grants and contracts for external funding to support research and scholarly pursuits; and manages technology transfer functions on behalf of the University. The primary units reporting to the Vice President for Research are the Office of Research, Office of Research Services and Sponsored Programs, and the Office of Research Compliance.

The Vice President for Student Affairs and Enrollment Management, an ex officio member of the faculty, is responsible for student support programs and services as well as enrollment services. Administrators who report directly are the Associate Vice President, the Dean of Students, the Registrar, and the directors of the Academic Success Center, Admissions, Campus Recreation and Intramurals, Career Services, Counseling Center, Financial Aid, Strategic Research and Analysis, Residence Life, the Russell Union, and University Housing (*Statutes*, Article VIII).

The Dean of Students reports to the Vice President for Student Affairs and Enrollment Management. Departments and areas that report to the Dean of Students are the Educational Opportunity Programs, Office of Student Conduct, the Multicultural Student Center, and the Office of Greek Life. The Dean of Students also provides leadership to the division on special projects and assists students and parents with problems.

The Vice President for University Advancement, an ex officio member of the faculty, reports directly to the President and is responsible for matters pertaining to institutional development, university relations, and such duties as assigned by the President (*Statutes*, Article IX).

Several of these officers serve on the President's Cabinet, which provides operational decision making including the operating budget. The President's Cabinet is comprised of the following individuals:

- President
- Provost and Vice President for Academic Affairs
- Vice President for Business and Finance
- Vice President for Information Technology and Chief Information Officer
- Vice President for Research and Dean of the Jack N. Averitt College of Graduate Studies
- Vice President for Student Affairs and Enrollment Management
- Vice President for University Advancement
- Executive Associate to the President

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Institutional planning facilitates and coordinates the development of ideas and programs, provides a process for determining institutional priorities that are mission-driven, and focuses the energies and resources of the institution on the accomplishment of agreed

upon goals. At Georgia Southern, the planning process is characterized by transparency and inclusiveness.

The University's strategic vision is to "be recognized as one of the best public doctoral-research universities in the country within the next ten years." To achieve this vision, planning focuses on four strategic themes: promote academic excellence; enhance student success; increase research, scholarship and creative achievement; and maintain fiscal sustainability. The President sets the University's vision and themes based upon input from numerous advisory groups, including, but not limited to, the University's leadership (vice presidents, deans, directors, and department chairs), Faculty Senate, the Staff Council, the Student Government Association, and the Graduate Student Organization.

Periodically, the University's leadership convenes to discuss and develop action items that advance the University's vision and goals. These discussions are shared by deans and department chairs with faculty, staff, and students as well as recorded in print and broadly disseminated for review and comments. Action steps are distilled from these discussions, and study teams formed and charged with moving the action step forward. These teams consist of faculty, staff, and where appropriate students. All constituencies are welcome and encouraged to participate in the University's planning process.

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Office	Mission/Services	URL/Contact Information
Academic Success Center	Provides student-centered academic support services to students.	<p>Additional information is available at http://academics.georgiasouthern.edu/success/. Contact at 478-5371.</p> <p>Tutoring Center: http://academics.georgiasouthern.edu/tutorial/Tutoring.htm Contact at 478-5371.</p> <p>Testing Office: http://academics.georgiasouthern.edu/testing/ Contact at 478-5415.</p>
Advisement Centers	<p>College of Business Administration</p> <p>College of Education</p> <p>College of Health and Human Sciences</p> <p>College of Information Technology</p> <p>College of Liberal Arts and Social Sciences</p> <p>Allen E. Paulson College of Science and Technology</p> <p>First Year Experience (undeclared students)</p> <p>Registrar's Office (transients, non-degree, Accel students)</p> <p>University Advisement Website</p>	<p>Additional information is available at http://coba.georgiasouthern.edu/services/advise/index.htm. Contact at 478-0085.</p> <p>http://coe.georgiasouthern.edu/advisement/ Contact at 478-0698.</p> <p>http://www.georgiasouthernhealthscience.com/student-services/ Contact at 478-1931.</p> <p>http://cit.georgiasouthern.edu/services/ Contact at 478-4877.</p> <p>http://class.georgiasouthern.edu/advisement/ Contact at 478-7740.</p> <p>http://cost.georgiasouthern.edu/Advisement_Center/ Contact at 478-0649.</p> <p>http://academics.georgiasouthern.edu/fye/undeclaredadv.htm Contact at 478-3939.</p> <p>http://students.georgiasouthern.edu/registrar/ Contact at 478-5152.</p> <p>http://academics.georgiasouthern.edu/advisement/</p>
Campus Life Enrichment Committee	Assists in presenting programs of academic enrichment to enhance the educational experience of Georgia Southern students.	<p>Additional information is available at http://ceps.georgiasouthern.edu/clec.html. Contact at 478-7434.</p>
Career Services	Assists students with establishing career objectives through advisement, education, and experiential education, and helps students find professional employment.	<p>Additional information is available at http://students.georgiasouthern.edu/career. Contact at 478-5197.</p>
Counseling and Career Development Center	Provides services to students in need of assistance with academic, personal, social, or career concerns.	<p>Additional information is available at http://students.georgiasouthern.edu/counseling. Contact at 478-5541.</p>
First Year Experience	Facilitates students' integration into the university community by promoting engagement and developing the skills students need to succeed.	<p>Additional information is available at http://academics.georgiasouthern.edu/fye/. Contact at 478-3939.</p>

Office	Mission/Services	URL/Contact Information
Honors Program	Fosters a critical sense of inquiry, a spirit of creativity, a global perspective, and an ethic of civic responsibility in students.	Additional information is available at http://academics.georgiasouthern.edu/honors/ . Contact at 478-7926.
Office of Institutional Effectiveness	Supports continuous improvement initiatives at Georgia Southern University by providing support for assessment, institutional effectiveness, planning, and accreditation activities to academic and administrative units, guided by a dedication to a culture of continuous improvement.	Additional information is available at http://academics.georgiasouthern.edu/vpie/ . Contact at 478-2484.
Office of Research Services and Sponsored Programs	Supports faculty, staff, and students in the acquisition and management of proposals and awards for research and scholarly pursuits.	Additional information is available at http://www.georgiasouthern.edu/research/ . Contact at 478-5465.
Office of Strategic Research and Analysis	Facilitates the collection, analysis, interpretation, and presentation of institutionally-related data on projects as identified; gathers and analyzes environmental information for the institution; provides staff support to facilitate the formulation and implementation of strategic and operational planning for the institution; prepares and publishes internal and external reports on the institution's performance and the environment in which it functions; performs and creates ad hoc studies and reports as requested; and conducts routine analyses of institutional operations.	Additional information is available at http://services.georgiasouthern.edu/osra/ . Contact at 478-5218.
Office of Student Conduct	Upholds the academic and behavioral standards of the University; challenges students to adopt an informed set of ethics and values; teaches students that they are responsible for their behavior; and communicates to students that there are consequences associated with behaviors that violate University and community standards.	Additional information is available at http://students.georgiasouthern.edu/judicial/ . Contact at 478-0059.
Registrar's Office	Administers registration, reports grades to students, maintains and provides transcripts of student records, clears students for graduation, certifies student enrollment, and handles veterans' affairs.	Additional information is available at http://students.georgiasouthern.edu/registrar/ . Contact at 478-5152.
Staff Council	Provides staff members with an opportunity to present issues or concerns to the President and Director of Human Resources.	Additional information is available at http://services.georgiasouthern.edu/ppac/ . Contact at 478-5468.

Office	Mission/Services	URL/Contact Information
Student Disability Resource Center	Provides services and support to ensure an equal educational opportunity to all qualified students with disabilities.	Additional information is available at http://students.georgiasouthern.edu/disability . Contact at 478-1566.
Student Leadership and Civic Engagement	Advances the leadership potential and civic engagement of students.	Additional information is available at http://students.georgiasouthern.edu/leadership . Contact at 478-1435.
University Athletics Committee	Oversees all athletic programs and recommends policies and procedures to the President on all aspects of intercollegiate athletics.	Additional information is available at http://welcome.georgiasouthern.edu/president/committee-athletic.htm . Contact at 478-5211.
University Wellness Program	Promotes strategies for enhancing the environmental, emotional, intellectual, occupational, physical, social, and spiritual wellness of students, staff, and faculty.	Additional information is available at http://welcome.georgiasouthern.edu/wellness/constitution.html . Contact at 478-5436.
Writing Center	Provides assistance to students who are working on writing projects in any course and at any stage of the writing process.	Additional information is available at http://class.georgiasouthern.edu/writing/ . Contact at 478-1413.

111.01 — Attributes of the Planning Process

Planning must facilitate the ongoing management of this institution. The process must provide the focus and structure necessary to encompass the entire spectrum of management from strategic planning, to operational planning, annual budget building, and monitoring and evaluation. The process must recognize and accommodate both external and internal environmental forces.

- Emphasis is on a management process, not a written plan. Schedules and documentation exist, but planning is considered to be more of a management mentality rather than a paper product.
- There is a deliberate consideration of the campus culture in the decision-making process.
- The strategic process is designed to respond to issues both current and future in a timely fashion, to be pragmatic and flexible. It does not exist as an entity unto itself.
- Other major institutional management activities are accommodated and integrated: enrollment management, assessment of institutional effectiveness, composition of the student body, acquisition and utilization of facilities, and implementation of technology in learning and administration.
- The planning process itself is regularly evaluated for effectiveness and need of revision.

111.02 — Planning Process

Institutional planning at Georgia Southern involves relationships between goals, plans, programs, budgets, and evaluation on a continuous basis.

Several basic assumptions and principles form the basis of this process:

- The success of a planning process depends on the active support of the President and the vice presidents, who must demonstrate support for the planning process by working with and within that process.
- The budget cycle at Georgia Southern is presently based on a University System of Georgia 12-month fiscal year. Key steps in the planning process must be designed to coincide with a System calendar. Development time

for specific plans, programs, and budgets, however, is not limited to 12 months.

- The ability to generate worthwhile projects and activities will always exceed the ability to fund them; therefore, selection and development of priorities are integral parts of planning.
- Rational decisions concerning choices between alternative projects cannot be made without clearly defined institutional goals. Universal agreement on actual priorities is not as important as a clear understanding of what the priorities are.
- Establishing institutional priorities is ultimately the responsibility of the President, who should, however, seek input from other sectors of the campus. The responsibility for implementing the priorities rests with administrators, the faculty, the staff, and the entire campus community.
- A successful planning process ensures that budget allocations are responsive to plans and programs and that departments and colleges are accountable for the implementation of plans.
- The Board of Regents requires that a number of reports and documents, such as the annual report, be submitted on specific calendar dates. The planning process must recognize, take advantage of, and be coordinated with these requirements to be most useful.
- The Southern Association of Colleges and Schools (SACS) serves as the general institutional accrediting agency. SACS has a 10-year cycle of accreditation involving a quality enhancement plan which is validated by a visiting committee. The methodology involves the assessment of institutional effectiveness. Procedures to evaluate the planning process should take this methodology into account.

111.01 Institutional Planning Groups

Planning at Georgia Southern is integrated into the usual campus structures and the decision process. The intent is a public, widely known process of total university planning, based on data, having explicit objectives, and utilizing rational strategies. The process is structured and iterative while at the same time flexible and continuous. Written documentation of the structure and scheme of planning serves primarily as a benchmark and reference point for the process. The essence of planning at Georgia Southern is encompassed in the cumulative management activities of individuals and groups and is further described by the roles and responsibilities of the following individuals and groups:

—The *Strategic Planning Council (SPC)* is charged with facilitating the strategic planning process by serving as advisor and articulator. The principle thrust of the SPC shall be to engage in collective strategic deliberation concerning the institution, generally for the benefit of the institution and specifically to advise the President. The SPC shall solicit and gather information, identify and evaluate strategic issues, recommend and reexamine priorities, and devise and review alternatives all within the scope of the strategic planning process. Specific responsibilities shall include the following:

- function as a two-way conduit for information, relating the general campus community to the strategic planning process, especially addressing the Faculty Senate through its elected representative to the SPC;
- upon request of the President, collect information, clarify and articulate strategic issues, consider alternatives, and suggest strategies for dealing with those issues;
- through its own initiative, identify and provide advice to the President on strategic issues;
- review and revise the University's mission statement as necessary, but not less than once every five years;
- The President and each vice president will regularly brief the SPC regarding their respective current programs and planned programs. The

SPC may request briefings from other campus representatives as considered necessary.

Membership and Activities

- Two faculty members shall be elected by and from the faculty at large.
- The Faculty Senate shall elect a representative to serve on the SPC, provided, however, that the Faculty Senate may have two representatives to the SPC in attendance in alternating years.
- Three faculty members shall be nominated by the Provost and appointed by the President.
- Two staff members from Business and Finance, two staff members from Student Affairs and Enrollment Management, one staff member from Information Technology, and one staff member from Academic Affairs shall be nominated by their respective vice presidents and appointed by the President.
- One staff person from among those units reporting directly to the President's Office or from Development shall be appointed by the President.
- Each member shall serve for three years. A member may be reappointed or reelected. The member succeeding the representative of the Faculty Senate shall begin his/her term when the preceding representative's term is one year from expiration. It is acknowledged that the Faculty Senate will have two representatives in attendance in alternating years.
- The chair of the SPC shall be elected annually by the council from among its members who are faculty other than representatives of the Faculty Senate. The Provost will review the teaching and administrative load of the chair for possible adjustments.
- A representative from the Office of Strategic Research and Analysis shall attend the meetings as staff support to the council, and that office shall provide administrative support to the council.
- The SPC will publish its minutes to the University.
- The member representing the Faculty Senate regularly shall inform that body of the SPC's activities.
- The term of each member will expire at the end of the academic year as follows:
 - _____ 2010 _____ Elected Faculty #1
 - _____ Appointed Faculty #3
 - _____ Business & Finance Staff #1
 - _____ Academic Affairs Staff
 - _____ Information Technology Staff
 - _____ 2011 _____ Appointed Faculty #1
 - _____ Faculty Senate #1
 - _____ Student Affairs & Enrollment Management Staff #1
 - _____ President's Staff
 - _____ 2012 _____ Elected Faculty #2
 - _____ Appointed Faculty #2
 - _____ Business & Finance Staff #2
 - _____ Student Affairs & Enrollment Management Staff #2
 - _____ [Cycle repeats every three years]

_____ *President* It is essential to the concept of planning at Georgia Southern that the President not only be an active participant, but also be recognized as the champion of the planning process. The President provides the vision and leadership that symbolizes the institution, coordinates strategic planning, informs the campus community of strategic plans, seeks the advice of the Strategic Planning Council and the Faculty Senate, and serves as chief advocate for Georgia Southern's strategic plan in the external environment.

— *All Administrators* Georgia Southern's policy is that planning is an integral part of each administrator's job. Each vice president, dean, director, and department chair is responsible for the development, documentation, implementation, and measurement of the plans necessary to achieve the mission and objectives of their area of responsibility.

— Each administrator is responsible for planning the work activities of the unit and for making certain that all affected employees understand and are committed to those plans. Communication of plans must also extend to all those departments that are affected by the plans or must provide support for their implementation. Documentation is an essential element of plan preparation. Each vice president is responsible for making certain that appropriate planning work has taken place in each college or department within his/her division.

In addition to these groups, the *Faculty Senate*, while not directly responsible for planning activities, is an important advisory and decision-making group interacting with the various planning bodies. The Faculty Senate is the representative and legislative agency of the faculty and is advisory to the President. As the forum of faculty governance, it advises the President and promotes input from faculty for academic and support planning. Several standing committees exist within the Senate's structure.

111.04 — Other Advisory Groups

— *Staff Council* meets monthly to give staff members a chance to present issues or concerns to the President or chief Human Resources officer. Staff Council membership is based on the best possible representation of staff by vice presidential area, college, division, geographic location, race, gender, and job classification. Representation reflects a balance of both the number and type of classified staff. Employees are invited to visit the web site at <http://services.georgiasouthern.edu/ppac/>.

— The *University Wellness Program* is housed within Campus Recreation & Intramurals being supervised by a full-time director and supported by an eight person Advisory Board. It is focused upon promoting strategies for enhancing the environmental, emotional, intellectual, occupational, physical, social, and spiritual wellness of students, staff, and faculty. To this goal, the University Wellness Program will work toward integrating wellness into the culture and curricula of the University by:

- working collaboratively with current university programming to integrate and emphasize wellness within these programs;
- promoting wellness activities both on and off campus;
- developing wellness programming, both collaboratively and independently, that complements and meets the wellness needs of students, staff, and faculty;
- supporting current wellness programs, activities, and resources on campus; and
- maintaining a wellness web page of resources and programming.

— *University Athletics Committee Purpose:* The responsibilities of the Athletics Committee include the following: (a) ensure continuing oversight of all athletic programs in four major areas: academics, health/medical, financial operations, and gender equity; (b) provide a copy of the minutes of all University Athletic Committee meetings to the Faculty Senate, including summaries of all reported infractions of NCAA and Southern Conference rules and regulations; (c) recommend to the President policy and procedures for all aspects of intercollegiate athletics; (d) respond to specific questions about intercollegiate athletics submitted in writing to the Chair of the Athletics Committee by the Chair of the Senate Executive Committee; and (e) report to the President of the University regarding any significant issues.

— *Membership:* Voting membership of the Athletics Committee will be composed of the Athletics Director, Vice President for Business and Finance, one faculty senator, one faculty member elected by and representing each college and the library, one undergraduate and one graduate student appointed by the Student Government Association (SGA), NCAA Faculty Athletics Representative (FAR), and the director of University Housing. Both the

Chair and the President of the Athletic Foundation are non-voting members. The chair of the Athletics Committee will be recommended by the Athletics Committee to the President, and the President will appoint the chair. The chair of the Athletics Committee reports to the President of the University. The term of the elected representatives shall be two years, beginning and ending on August 1st. Student members shall be appointed by the SGA annually with the term beginning and ending on August 1st.

————— The University's *Campus Life-Enrichment Committee (CLEC)* serves to implement policy and procedures for bringing to the campus programs of a cultural nature as well as lectures, both general and academic, on a campus-wide basis and for individual departments, divisions, and colleges. The Committee manages the entire budget allocated for these activities as well as coordinates all contracts, facilities, scheduling, and promotion for these activities. Any significant issues are reported to the President of the University.