



USG Consolidations: Phase IV

November 10, 2015



Objective

The University System of Georgia is preparing students for the 21st century economy and citizenship. Today the System must look internally to ensure that it has a 21st century structure, providing a network of institutions offering the proper range of degrees and opportunities in research and service to students and faculty.

The purpose of campus consolidation is to increase the system's overall effectiveness in creating a more educated Georgia.



Guiding Principles

The following principles guided the consolidation analysis; each principle was considered equally in this analysis:

1. Increase opportunities to raise education attainment levels.
2. Improve accessibility, regional identity, and compatibility.
3. Avoid duplication of academic programs while optimizing access to instruction.
4. Create significant potential for economies of scale and scope.
5. Enhance regional economic development.
6. Streamline administrative services while maintaining or improving service level and quality.



Albany State University and Darton State College Profiles

ASU

- Established 1903
- Fall 2015 Enrollment: 3,492
- Students from SW Georgia
- First-Year Retention: 55.2%
- 6-Year Graduation: 39.7%
- 42% of transfers come from DSC
- FY 16 Original Budget: \$83,302,204

DSC

- Established 1963
- Fall 2015 Enrollment: 5,471
- Students from SW Georgia
- First-Year Retention: 68.7%
- 3-Year Graduation: 10.4%
- ASU is #1 transfer choice of students from DSC
- FY 16 Original Budget: \$61,264,039



ASU & DSC Opportunities

- Creates a university of nearly 9,000 students; largest institution of higher education in southwest Georgia
- Builds on Albany State's HBCU mission and DSC's access mission
- Creates a larger university that serves the needs of the community and region with a range of degrees
- Establishes a simpler path for associate-degree students to achieve bachelor's degrees
- Builds on recent agreements between ASU and Darton in areas like criminal justice, forensic science, and music education



ASU & DSC Opportunities

- Builds on the education collaborative among the public education organizations in the community
- Allows one institution to focus economic impact in the region and update curriculum to address regional workforce needs, for example, the recently approved logistics program at ASU.
- Responds to enrollment challenges by concentrating recruitment and retention resources in a single institution
- Reinvests savings from administrative efficiencies in programs to support student success



ASU & DSC Challenges

- Blending of institutional missions and cultures
- Declining enrollment and financial resources on each campus
- Modernizing academic offerings and administrative processes

Trends in Fall Headcount

| Institution | Fall 2008 | Fall 2009 | Fall 2010 | Fall 2011 | Fall 2012 | Fall 2013 | Fall 2014 | Fall 2015 | % Change from Highest Headcount to Fall 2015 Headcount |
|--------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---|
| ASU | 4,176 | 4,473 | 4,653 | 4,663 | 4,275 | 4,260 | 3,910 | 3,492 | (25.11%) |
| DSC | 5,019 | 5,854 | 5,879 | 6,097 | 6,396 | 6,195 | 5,623 | 5,471 | (14.46%) |



ASU & DSC Challenges

- Blending of institutional missions and cultures
- Declining enrollment and financial resources on each campus
- Modernizing academic offerings and administrative processes



Implementation Principles

- Leadership – A clear, unified leadership structure shall be established and maintained
- Simplicity – Consolidated institutions will merge functions and merge leadership positions; inefficient and complex reporting relationships will be avoided
- Transparency – Consolidation results will be monitored and presented to interested parties
- Lessons learned will be actively shared with all participating institutions
- Maximize use of technology



Initial Steps

- Board action to approve implementation
- Name new institution Albany State University
- Designate President Dunning as implementation leader and President of New ASU
- Create Campus Implementation Committee
 - Key stakeholders to include faculty, staff, students, administrators
 - USO Point of Contact
- Establish Reporting Format / Key Indicators