

# Albany State University / Darton State College Consolidation

## **Operational Working Groups: Leadership and Responsibilities** **(Responsibilities are in Italics)**

This document lists:

- the 77 Operational Work Groups (OWG) where most of the work of consolidation will be accomplished, as well as the two co-chairs for each OWG, one each from DSC and ASU;
- the 22 functional areas into which the 77 OWGs are divided, as well as the functional area coordinators;
- the points of contact in the University System of Georgia's Central Office (USO) for the functional area coordinators; and
- the division of the over 700 responsibilities identified on the USG's Consolidation Tracker, to which more will undoubtedly be added by the OWGs as they pursue their work.

**A. Overall University Structure-** Coordinators: Art Dunning and Richard Carvajal, Presidents;  
USO Contacts: Shelley Nickel ([Shelley.Nickel@usg.edu](mailto:Shelley.Nickel@usg.edu)) and Michael Crafton ([Michael.Crafton@usg.edu](mailto:Michael.Crafton@usg.edu)),

1. Overall Structure-Consolidation Implementation Committee  
*Determine Campus-Wide Functional Units*
2. College Structure-Consolidation Implementation Committee  
*Determine College Structure and Address Department Locations*
3. Vision and Mission-Consolidation Implementation Committee  
*Develop New Vision and Mission Statements*

**B. Academic Degrees and Programs-** Coordinator: Funke Fontenot,  
Interim Provost and Vice President for Academic Affairs;  
USO Contacts: Marti Venn ([martha.venn@usg.edu](mailto:martha.venn@usg.edu)), Linda Noble ([linda.noble@usg.edu](mailto:linda.noble@usg.edu))

4. Business  
ASU Cochair- Alicia Jackson, Dean, College of Business  
DSC Cochair- Preston Sweet, Associate Professor of Computing  
Disciplines  
*Address Program and Curriculum Differences*  
*Streamline Program Offerings*  
*Combine Curriculums*
5. Education  
ASU Cochair- Thomas Thompson, Dean, College of Education  
DSC Cochair- Wendy Kennedy, Chair, Social Sciences  
*Address Program and Curriculum Differences*  
*Streamline Program Offerings*

*Combine Curriculum*

6. Humanities (including fine arts and social sciences)

ASU Cochair- Florence Lyons, Associate Professor and  
Coordinator of Speech & Theatre

DSC Cochair- Wendy Kennedy, Interim Dean of Humanities  
& Social Science

*Address Program and Curriculum Differences*

*Streamline Program Offerings*

*Combine Curriculum*

*Review funding structure for arts programs*

7. Math

ASU Cochair – Zephyrinus Okonkwo, Professor of Math & Computer  
Science

DSC Cochair – Anthony Smith, Chair of Math & Computing

*Address Program and Curriculum Differences*

*Streamline Program Offerings*

*Combine Curriculum*

8. Nursing, Health Sciences and Physical Education

ASU Cochair- Joyce Johnson, Dean, College of Sciences & Health  
Professionals

DSC Cochair- Kerri Johnson, Dean, School of Health Professionals

*Address Program and Curriculum Differences*

*Streamline Program Offerings*

*Combine Curriculum*

9. Sciences

ASU Cochair- Ashok Jain, Professor of Biology

DSC Cochair- George Flowers, Dean, School of Science, Math &  
Computing

*Address Program and Curriculum Differences*

*Streamline Program Offerings*

*Combine Curriculum*

**C. Academic Affairs-** Coordinator: Kimberly Holmes, Interim Associate Provost;  
USO Contacts: Joyce Jones ([joyce.jones@usg.edu](mailto:joyce.jones@usg.edu)), Linda Noble ([linda.noble@usg.edu](mailto:linda.noble@usg.edu)),  
Marti Venn ([martha.venn@usg.edu](mailto:martha.venn@usg.edu)), Rob Anderson ([Rob.anderson@usg.edu](mailto:Rob.anderson@usg.edu))

10. Unmet Regional Needs

ASU Cochair-Funke Fontenot, Interim Provost/VPAA

DSC Cochair- Kimberly Holmes, Interim Associate Provost

*Assess Regional Workforce Needs Not Currently Being Met by  
Either Institution*

*Develop Curriculum*

11. Graduate Admissions

ASU Cochair: Carolyn Rollins, Associate Professor, College of  
Education

DSC Cochair: Kerri Johnson, Dean, College of Health Professionals

- Establish Criteria and Procedures for Graduate Admissions and Graduation*
- Graduate Recruitment*
- Develop graduate transfer, transient, and other policies and procedures*
- Identify and recommend potential new graduate programs*
- 12. Inventory of Programs, Authorized Degrees, Delivery Modes, Assessment etc.
  - ASU Cochair- Frank Archer, Director of Institutional Research & Chief Data Officer
  - DSC Cochair- Victoria Smith-Butler, Chair of Humanities/Associate Professor of Communications
  - Develop Common Assessment Instruments and Cycles*
  - Develop Institutional Curriculum Approval Processes*
  - Develop a Uniform Course/Instructor Evaluation Instrument*
  - Determine Syllabi Requirements*
  - Coordinate with Program-Based Accreditation Entities*
  - Review Student Surveys & Revise Admin Processes*
  - Create Common Student Learning Outcomes Area F*
- 13. Library
  - ASU Cochair- LaVerne McLaughlin, Director of the Library
  - DSC Cochair- Mary Washington, Director, Learning Resource Center
  - Merge Library Operations and Staffing*
  - Revise Library and Learning Resources Section for SACSCOC Prospectus*
  - Review, Reconcile, and Revise Library Policies*
  - Submit Updated Job Descriptions for Classified Positions to HR*
  - Review, Reconcile, and Revise Library Goals and Develop Joint Goals*
  - Ensure Library Systems and Client Interfaces are a Priority in IT Pipeline*
  - Complete Changes Associated with Specialty Depts. Print Media, e-Resources*
  - Review, Revise, and Consolidate Library Websites*
  - Keep Planning to Consolidate Print and e-Resources*
  - Negotiate with Vendors*
  - Choose Best Option to Sustain & Garner Funds for Scholarly Commons*
  - Determine GALILEO database pricing models*
- 14. Online Education
  - ASU Cochair – LaQuata Sumter, Director of Academic Online Instruction
  - DSC Cochair – Renita Luck, Director of Online Learning
  - Address Program and Curriculum Differences*
  - Streamline Program Offerings*

*Combine Curriculums*  
*Identify eMajor Role*  
*Combine Online Course and Program Offerings*  
*Identify eCore Role*

15. Retention, Progression, and Graduation (RPG)

ASU Cochair- Danette Saylor, VP for Student Affairs & Success

DSC Cochair- Kimberly Holmes, Interim Associate Provost

*Develop Joint Complete College Georgia Submission*

*Address Textbook Policies across Campus*

*Revise Orientation Programs to be Appropriate for New University*

*Create professional development plan for faculty on retention, progression, and graduation*

19. General Education and Core Curriculum

ASU Co-Chair- Victoria Eiland, Registrar

DSC Cochair- Frances Carr, Registrar

*Combine Curriculums*

*Create Common Student Learning Outcomes for Gen Ed*

*Develop Common Area B Requirements*

*Submit Any Changes to USG Council on General Education*

*Determine any Non-Core Requirements (Health, Phys. Ed., etc.)*

**D. Student Success** - Coordinator: Danette Saylor, ASU VP for Student Affairs & Success;  
USO Contact(s): Linda Noble ([Linda.Noble@usg.edu](mailto:Linda.Noble@usg.edu)), Joyce Jones ([Joyce.Jones@usg.edu](mailto:Joyce.Jones@usg.edu))  
& Michael Crafton ([Michael.Crafton@usg.edu](mailto:Michael.Crafton@usg.edu)), Rob Anderson ([rob.anderson@usg.edu](mailto:rob.anderson@usg.edu)),  
Marti Venn ([Martha.venn@usg.edu](mailto:Martha.venn@usg.edu))

16. Advising, Mentoring, and Tutoring

ASU Cochair- Ouida McAfee, Director of Academic Advising

DSC Cochair- Pat Ridgeway, Assistant Dean of Student Success

*Develop Common Advising Processes and Procedures*

*Ensure Academic Tutoring Services are provided on Both Campuses*

*Ensure Mentoring Services/Opportunities are provided on Both Campuses*

17. Assessment of Institutional Effectiveness

ASU Cochair- Frank Archer, Director of Institutional Research & Chief Data Officer

DSC Cochair- Jason Goodner, Interim Chair of Social Sciences;  
Assistant Professor of Sociology

*Develop Assessment Methods to be Used after Consolidation is Finalized*

18. First Year Programs

ASU Cochair- Kevin Scott, Assoc Prof English & Modern Languages

DSC Cochair- Jeremiah Pitts, Assoc Prof of ESOL

*Consolidate First Year Programs into One Admin. & Operating Structure*

20. Honors Programs

ASU Cochair- Melvin Shelton, Honors Program Coordinator

DSC Cochair- Shani Clark, Honors Program Coordinator

*Consolidate Honors Programs into One Admin. & Operational Structure*

21. International Programs

ASU Cochair – Nneka N. Osakwe, Global Programs

DSC Cochair – Jeremiah Pitts, Assoc Prof of ESOL

*Consolidate Intl. Programs into One Admin. & Operational Structure*

*Coordinate with Homeland Security*

**E. Faculty Affairs-** Coordinator: Funke Fontenot,

Interim Provost and Vice President for Academic Affairs;

USO Contacts: Linda Noble ([linda.noble@usg.edu](mailto:linda.noble@usg.edu)), Marion Fedrick

([Marion.Fedrick@usg.edu](mailto:Marion.Fedrick@usg.edu)) & Kimberly Ballard-Washington ([Kimberly.Ballard-Washington@usg.edu](mailto:Kimberly.Ballard-Washington@usg.edu)), Marti Venn ([martha.venn@usg.edu](mailto:martha.venn@usg.edu))

22. Faculty Credentials, Rosters, Workloads, Pay

ASU Cochair- Kellei Samuels, Asst VP for Inst Research/Effectiveness

DSC Cochair- Stacey Marshall, Dir of Dental Hygiene Program

*Determine Processes and Procedures for Hiring Full and Part-time Faculty*

*Determine Need for Salary Adjustments*

*Merge Current Faculty Rosters*

*Transfer Faculty Files to One Location (near Consolidation Date)*

*Develop a Common Faculty Evaluation Process*

*Combine New Faculty Orientations and Fall Faculty Conferences*

*Determine Consolidation Impact on Faculty and Faculty Workloads*

*Update Faculty Contracts*

*Combine Faculty Grievance Processes*

*Establish Process and Procedures for Determining Faculty Seniority*

*Determine Faculty Membership on Regents Academic Advisory Committees*

23. Faculty Honors and Awards

ASU Cochair- George Thomas, Prof of Criminal Justice & Fac Liaison

DSC Cochair- Victoria Smith-Butler, Chair of Humanities

*Consolidate Faculty Honors and Awards Programs into a Single Program*

24. Promotion, Tenure, and Faculty Development

ASU Cochair- Erica Decuir, Asst Prof in the College of Education

DSC Cochair- Michael Keifer, Asst VP for Academic Affairs

*Combine Promotion and Tenure Policies and Procedures*  
*Address Faculty Development Opportunities and Requirements*

25. Research, Scholarship, Creative Activity, Grants, and Sponsored Operations

ASU Cochair- Louise Wrensford, Research & Dean of the Grad College

DSC Cochair- Ulf Kirchdorfer, Professor of English

*Remain Aware of and Track Intellectual Property*

*Address Consolidation of and Requirements for Centers and Institutes*

26. Technology Enhanced Education and Testing Center

ASU Cochair- Del Kimbrough, VP for IT

DSC Cochair- Renita Luck, Director of Online Learning

*Consolidate Testing Center*

**F. Student Enrollment-** Coordinator: Kimberly Holmes, Interim Associate Provost

USO Contacts: Joyce Jones ([Joyce.Jones@usg.edu](mailto:Joyce.Jones@usg.edu)), Rich Loftus

([rich.loftus@usg.edu](mailto:rich.loftus@usg.edu)), Tracy Ireland ([tracy.ireland@usg.edu](mailto:tracy.ireland@usg.edu)), Bobby Laurine

([bobby.laurine@usg.edu](mailto:bobby.laurine@usg.edu)), Doug Hyche ([doug.hyche@usg.edu](mailto:doug.hyche@usg.edu))

27A. Calendar and Schedule

ASU Cochair- Victoria Eiland, Registrar

DSC Cochair- Frances Carr, Registrar

*Review and Revise Faculty/Staff Surveys, and Determine Schedules*

*Create Common Holiday Calendar*

*Create a Common Academic Calendar*

*Develop Common Class Schedule*

*Ensure a Unified Course Schedule is prepared by Upcoming Semester*

27B. Registrar

*Consolidate Admissions, Registrations, and Graduation (undergraduate and graduate) Policies & Procedures*

*Determine Grade Reporting Processes*

*Address Student Records Policies and Procedures*

*Develop Transcript Specifications*

*Consolidate FERPA Training*

*Address Security Issues- Records*

28. Ceremonies

ASU Cochair- Gwen Hosley, University Events Coordinator

DSC Cochair- Frances Carr, Registrar

*Determine Location and Frequency of Graduation Ceremonies*

*Combine Honors Day Activities*

*Determine Founder's Day Convocation Traditions*

*Determine Homecoming Convocation Traditions*

29. Financial Aid

ASU Cochair- Stephanie Lawrence, Director of Financial Aid

DSC Cochair- Sybil Smith, Director of Financial Aid

*Consolidate Financial Aid Functions and Coordinate with U.S. DOE*

*Begin Preparing the eAPP*

*Make decision on Perkins Portfolio Liquidation or Adoption*

*Reconcile Financial Aid ASAP*

30. Preparation of Merged Catalogues

ASU Cochair- Victoria Eiland, Registrar

DSC Cochair- Nicole Horn, Assistant Registrar

*Merge Catalogues*

31. Recruitment

ASU Cochair- Dwana Trimble, University Admissions

DSC Cochair- Allan Case, Director of Admissions

*Integrate Recruiting Practices and Materials*

*CRM data integration and adoption of current or new CRM*

*Campus Visit & Event program integration*

*College Fair participation in 2016-2017*

*Search integration and list integration*

32. Undergraduate Admissions, Transfer, and Transient Policies

ASU Cochair- Detrenyona Chester, Enrollment Services Coordinator

DSC Cochair- Allan Case, Director of Admissions

*Combine Articulation Agreements with TCSG, USG and Other Institutions*

*Determine SAT/ACT Requirements*

*Develop Common Transfer, Transient, and Other Policies*

*Review additional Admission Requirements*

*Streamline Application Process & Decision Making*

**G. Advancement, Development, and Alumni Affairs- Coordinator: Randae**

Davis, DSC Director of Development;

USO Contacts: Charles Sutlive ([Charles.sutlive@usg.edu](mailto:Charles.sutlive@usg.edu)), Kimberly Ballard-Washington

([Kimberly.Ballard-Washington@usg.edu](mailto:Kimberly.Ballard-Washington@usg.edu))

33. Alumni Affairs

ASU Cochair- Sue Solomon, Director, Alumni Affairs

DSC Cochair- Jenny Collins, Communications Manager

*Merge or Retain Separate Alumni Associations*

34. Advancement Services, including Donor Relations

ASU Cochair- Clifford Porter, Director of Advancement Services

DSC Cochair- Randae Davis, Director of Development

*Consolidate Advancement Services and Donor Relations*

*Consolidate or retain Vendor Contracts*

*Coordinate Funding Streams and Scholarship Funding*



35. Fund-Raising

ASU Cochair- Andrew Floyd, Director of Development

DSC Cochair- Randae Davis, Director of Development

*Consolidate Fund-Raising Efforts*

**H. Athletics-** Coordinator: Lea Henry, DSC Interim Director of Athletics;

USO Contact: Michael Crafton ([Michael.Crafton@usg.edu](mailto:Michael.Crafton@usg.edu)), & Athletic Review Committee

36. Sports, Scheduling, and Scholarships

ASU Cochair- Richard Williams, Director of Athletics

DSC Cochair- Lea Henry, Interim Director of Athletics

*Combine Athletic Programs*

**I. Diversity & Inclusion Programs/Activities-** Coordinator: Wendy Wilson, ASU Special Assistant to the President;

USO Contacts: Felita Williams ([Felita.Williams@usg.edu](mailto:Felita.Williams@usg.edu)), Kimberly Ballard-Washington ([kimberly.ballard-washington@usg.edu](mailto:kimberly.ballard-washington@usg.edu)), Marti Venn ([martha.venn@usg.edu](mailto:martha.venn@usg.edu))

37. Programs and Activities

ASU Cochair- Rowena Daniels, Title IX and Interim Legal Counsel

DSC Cochair- Claudia Lysterly, Ethics & Compliance Coordinator

*Consolidate Diversity and Inclusion Programs and Activities*

**J. Economic Development and Community Relations-** Coordinator: Cynthia George, DSC Chief Advancement Officer;

USO Contacts: Charles Sutlive ([Charles.sutlive@usg.edu](mailto:Charles.sutlive@usg.edu)), Mark Lytle ([Mark.Lytlye@usg.edu](mailto:Mark.Lytlye@usg.edu)), Sonja Roberts ([Sonja.roberts@usg.edu](mailto:Sonja.roberts@usg.edu))

38. Government and Community Relations

Chair- Cynthia George, Chief Advancement Officer

*Develop and Maintain Legislative Relationships and Support*

39. Community Engagement

ASU Cochair- Wendy Wilson, Special Assistant to the President

DSC Cochair- Cynthia George, Chief Advancement Officer

*Identify Community Engagement Undertakings at Both Institutions*

*Integrate Institutional Community Engagement Efforts*

*Develop Structure to Maximize and Publicize Community*

*Engagement*

40. Economic Development

ASU Cochair- Alicia Jackson, Dean, College of Business

DSC Cochair- Mike Kiefer, Assistant Vice President for Academic Affairs

*Align Institutional Economic Development Efforts with USG Efforts*

*Identify Institutional Capabilities Most Likely to Aid Economic Development*

*Develop Structure to Maximize “Marriage Making” Capabilities*



**K. Media and Marketing-** Coordinator: Cynthia George, DSC Interim Chief Advancement Officer;  
USO Contact: Sonja Roberts ([Sonja.roberts@usg.edu](mailto:Sonja.roberts@usg.edu))

41. Marketing

ASU Cochair- Wendy Wilson, Special Asst to the President

DSC Cochair- Cynthia George, DSC Interim Chief Advancement Officer;

*Develop Rebranding Initiatives*

*Create Integrated Public Relations Plan*

42. Media Relations

ASU Cochair- Jianchuan "Henry" Zhou, Assoc Prof Mass Comm

DSC Cochair- Jenny Collins, Communications Manager

*Coordinate Communications on Consolidation*

*Announcements*

*Coordinate Communications to Announce Regents'*

*Actions*

*Coordinate and Review News Releases on Consolidation*

*Create Communications Plan to get Messaging out Internally and Externally*

*Conduct Monthly Meetings with all PR Personnel to Assess Communications*

*Combine Speakers Bureaus List*

*Assessing needs and avenues of communication during consolidation*

43. Publications and Collaterals

ASU Cochair- LaNedra Carroll, Director of Univ Communications

DSC Cochair- Jenny Collins, Communications Manager

*Production of internal and external promotional materials*

44. Social Media

ASU Cochair- Danyelle Gary, Univ Comm

DSC Cochair- Jenny Collins, Communications Manager

*Consolidate and Invigorate Social Media Presence and Impact*

45. University Website

ASU Cochair- LaQuata Sumter, Director of Academic Online Instruction

DSC Cochair- Jenny Collins, Communications Manager

*Create a new Website, Photo, and President's Letter*

*Finalize Creation of Joint Website*

*Explore Content Management Systems (CMS)*

*Explore Policy Creations with regard to content management and content style*

**L. University / College Foundations-** Coordinators: Art Dunning & Richard Carvajal, Presidents;  
USO Contacts: Susan Ridley ([Susan.Ridley@usg.edu](mailto:Susan.Ridley@usg.edu)) & Daryl Griswold ([daryl.griswold@usg.edu](mailto:daryl.griswold@usg.edu))

46. University Foundations Operations and Integration

ASU Cochair- Art Dunning, President

DSC Cochair- Richard Carvajal,

Interim President

*Merge or Retain Separate*

*Foundations*

*Address Endowment*

*Restrictions*

*Identify Cost/Funding Sources for Changes Foundation Must Make on PPVs*

*Consider Responsibility of 5 Year Facilities Condition*

*Assessments*

*Analyze PPV Insurance Coverage to Ensure Adequate Continuous Coverage*

*Consider Opportunities for Economy of Scale on PPV Projects*

*Consider Refinancing to Lower Cost to Students*

*Discern any Change to Foundation Impact on Existing PPVs or Financing*

*Discern any Impact on Foundation Bylaws*

*Make Changes to Existing Bonds/Warranties*

*Identify Responsibilities for GO Bonds Asset Tracking and Records Retention*

**M. Legal Affairs Issues-** Coordinator: Rowena Daniels, ASU Title IX Compliance & Interim Legal Counsel;  
USO Contacts: Kimberly Ballard-Washington ([Kimberly.Ballard-Washingtoni@usg.edu](mailto:Kimberly.Ballard-Washingtoni@usg.edu))

47. Division of Responsibilities and Faculty and Staff Policy Mergers and Handbooks

ASU Cochair- Rowena Daniels, Title IX & Interim Legal Counsel

DSC Cochair- Claudia Lyerly, Ethics & Compliance Coord

*Merge Statutes/Bylaws*

*Review and Revise Institutional MOUs*

*Transition Legal Agreements*

*Identify all Reporting Requirements and Develop Plan to Ensure Compliance*

*Review Outstanding Contractual Obligations with Vendors and Others*

*Review Levels of Authority Granted to Senior Administrators*

*Get Info to Federal Agencies & Others re Cooperative Organizations, MOUs*

*Merge Faculty Handbooks*

*Merge Staff Handbooks*

48. University Policy Mergers and Handbooks-**DELETE COMMITTEE**

***N/A: DSC does not have a University Handbook.***

ASU Cochair- Rowena Daniels, Title IX & Interim Legal Counsel

DSC Cochair- Kimberly Carter, Interim Director of HR

*Merge University Handbooks*

49. Faculty and Staff Policy Mergers and Handbooks-**DELETE COMMITTEE**

**Now with OWG 47**

50. Student Policy Mergers and Handbooks

ASU Cochair- Danette Saylor, VP for Student Affairs & Success

DSC Cochair- Rocco Cappello, Interim Assistant VP for Student Affairs

*Merge Student Handbooks*

**N. Auxiliary Services-** Coordinator: Shawn McGee ASU/DSC Vice President for Fiscal Affairs;

USO Contacts: Joyce Jones ([Joyce.Jones@usg.edu](mailto:Joyce.Jones@usg.edu)) & Susan Ridley ([susan.ridley@usg.edu](mailto:susan.ridley@usg.edu))

51. General Auxiliary Services

ASU Cochair- Lori Burnett, Director of Business Services

DSC Cochair- Martha Snow, Events Coordinator

*Determine Bookstore Policies*

*Consider Child Care Facility*

*Integrate Copy Centers*

*Develop Shuttle/Parking Program*

*Integrate Campus Card/Badging*

*Integrate Food Services*

*Address Mail Services between Campuses*

*Integrate Bookstore Operations*

*Address Point of Sale Systems*

*Determine Food Service Policies*

*Integrate Vending Operations & Determine Policies*

*Address ATM Operations/Integrate*

*Address Events/Space Use/Utilization in Auxiliaries*

52. Health Services

ASU Cochair- Stephanie Harris-Jolly, Director of Counseling

DSC Cochair- Susan Askew, Nurse Practitioner

*Combine Health Centers and Services*

*Determine Requirements to Participate in Student Health*

*Insurance Program*

**O. Business and Finance-** Coordinator: Shawn McGee ASU/DSC Vice President for Fiscal Affairs;

USO Contacts: Shelley Nickel ([shelley.nickel@usg.edu](mailto:shelley.nickel@usg.edu)) Claire Arnold ([claire.arnold@usg.edu](mailto:claire.arnold@usg.edu)), Debbie J. Lasher ([debra.lasher@usg.edu](mailto:debra.lasher@usg.edu)), Tracey Cook ([tracey.cook@usg.edu](mailto:tracey.cook@usg.edu)) Susan Ridley ([susan.ridley@usg.edu](mailto:susan.ridley@usg.edu)), Julie Harris ([jharris@ssc.usg.edu](mailto:jharris@ssc.usg.edu)), Becky Prince ([bprince@ssc.usg.edu](mailto:bprince@ssc.usg.edu))

53. Budget

ASU Cochair- Marion Ryant, Director, Office of Budget & Contracts

DSC Cochair- Stan Brown, Asst VP Business & Financial Services

*Address Budget Preparation Process (PeopleSoft)*

*Determine whether a common or separate database will be used (PeopleSoft)*

*Consolidate iStrategy Systems (PeopleSoft)*

*Address Allocations*

54. Business Operations and Contracts

ASU Cochair- John Clemens, Interim CBO, ASU/DSC

DSC Cochair- Stan Brown, Asst VP Business & Financial Services

*Transfer Assets*

*Transfer Bank Accounts*

*Send Notice to MSRB and Others as Required for PPVs*

*Coordinate with Georgia Department of Audits and Accounts*

*DOAA*

*Address FDMRs, full audits, consolidated reports, etc; set timeframes*

*SAO: Address State CAFR, reporting for SEFA, TIGA, CAP, et. al.*

*OST: Address Bank Accounts and Other Banking Matters*

*Federal: Coordinate with IRS, Grants, Foundations, DUNS, FEI, etc.*

*Coordinate with Georgia Department of Revenue*

*Coordinate with Rating and Lending Agencies*

*Address Insurance & Benefits Vendors (Communications & Standardization)*

*Determine Authorized Signatures*

*Create New Checks*

*Address Investment Accounts*

*Standardize Business Procedures and Processes*

*Develop Accounting Processes and Procedures*

*Merge Financial Systems (PeopleSoft)*

*Set Business Unit Number (Create New One? Keep Old One?) (PeopleSoft)*

*Determine Changes to Delivered Reports (PeopleSoft)*

*Ensure Integrity of Financial Information (PeopleSoft)*

*Determine Changes to PeopleSoft Trees (PeopleSoft)*

*Address Non-Standard Chartfields (Dept., Account, Project, etc.) (PeopleSoft)*

*Address Detail Codes- Student Registration System (BANNER)*  
*Address Data Feeds into Consolidated Financial System (BANNER)*  
*Determine Use of ADP by Consolidated University*  
*Address Issues Related to Historical & New Access and Retention (PeopleSoft)*  
*Address Credit Card and Merchant Accounts*  
*1099/1098T/1042 Reporting*  
*Sales Tax Reporting*  
*Record Retention Location Access*  
*MRR, GSFIC Accounting*  
*Agency Accounts*  
*Travel*  
*Coordinate with Veterans Services*  
*Coordinate with Vocational Rehabilitation*

55. Procurement

ASU Cochair- Loretta Harris, Business Services Lead Accountant  
DSC Cochair- Joy Causey, Purchasing Director  
*Merge Purchasing Process and Procedures*  
*Address Purchase Orders- Existing, New, and Encumbrances (PeopleSoft)*  
*Address Vendor Codes (PeopleSoft)*  
*Address State Approvals for RFPs- Purchasing Issue*  
*Merge Common Purchasing Systems*  
*DOAS: Address Insurance and Purchasing*  
*Address all Out-Sourced Services and Make Them Coincide*  
*Address Shipping & Receiving, including Inter-Campus Mail Courier Service*

56. Tuition and Fees

ASU Cochair- Marion Ryant, Director, Office of Budget & Contracts  
DSC Cochair- Pam Colston, Senior Accountant  
*Merge Student Fee Structure*  
*Develop Tuition Structure*  
*Determine Student Fee Charges between Institutions*  
*Determine Student Cohorts that will be Charged Fees Related to PPVs*  
*Determine Enrollment Projections Impact on PPV Pro Formas*

**P. Facilities and Physical Plant-** Coordinator: Lee Howell, DSC Director of Plant Operations;  
USO Contact: Alan Travis ([alan.travis@usg.edu](mailto:alan.travis@usg.edu))

57. Campus Master Planning

ASU Cochair- Robert Lawson, Interim Dir of Facilities  
DSC Cochair- Lee Howell, Director of Plant Operations  
*Review and Evaluate Current Campus Master Plans*

## 58. Physical Plant

ASU Cochair- Robert Lawson, Interim Dir of Facilities

DSC Cochair- Lee Howell, Director of Plant Operations

*Initiate Building Inventory Validation*

*Merge and Review Space Inventories*

*Work with GSFIC on Changes to Necessary Documentation (Letters)*

*Revise Active Contracts once Consolidation is Completed*

*Consider Cross Training for Smooth Transition & Higher Delegated Authority*

*Identify Restrictions on Real Property Deeds*

*Identify any Reversionary Language in Property Deeds*

*Understand What Real Property Campuses Own*

*Address Use Restrictions in Rental Agreements*

*Identify Restrictions on Donations for Naming*

*Consider and Implement Consolidation of Rental Space*

*Understand What Real Property Foundations Own*

*Consolidate & Restructure Maintenance Depts, including Salary & Reporting*

*Identify and Reconcile Differences in Handling M&O*

*Develop Naming Protocols for Buildings*

*Change Signs on and off Campuses*

*Address all Out-Sourced Services, and Make Them Coincide*

*Consolidate Preventive Maintenance Plans, including for PPVs*

*Identify Functional Duplication between Campuses (Supervisors, Tech., etc.)*

*Re-implement Mgmt. Systems (M&O Billing/Accounting, Tracking, etc.)*

*Reconcile Differences in How Depts. Handle M&O of PPV/GHEFA Space*

*Reassess Outsourced Functions for PPV/GHEFA (Mech., Elec., Fire, etc.)*

*Reconcile Replacement Reserves Accounts for PPV Capital Improvements*

*Address Maintenance Contracts for Plant Equipment, HVAC, Trash, etc.*

*Consolidate Preventive Maintenance Programs*

*Determine if 8038 Filings Need to Be Amended for PPVs*

*Understand How Debt Ratios get Calculated*

*Determine if Institutions Accept Pre-Funding Commitments to Begin Projects*

*Provide Required Notice on All PPVs to EMMA and Others*

*Decide Mgmt. and Reporting Structure for EHS, including Points of Contact*

*Identify Environmental Compliance and Occupational Safety Issues*

*Address & Consolidate Service/Consulting Contracts (Waste, Lab Hoods, etc.)*  
*Amend USG/EPA Self-Audit Agreement with Consolidation Changes*  
*Identify Environmental Mgmt. System Requirements for Multiple Campuses*  
*Integrate Environmental & Occupational Safety Policies, Plans, etc.*

**Q. Human Resources-** Coordinator: Kimberly Carter, DSC Interim Director of HR;  
USO Contact: Marion Fedrick ([Marion.Fedrick@usg.edu](mailto:Marion.Fedrick@usg.edu)) Kimberly Ballard-Washington ([kimberly.ballard-washington@usg.edu](mailto:kimberly.ballard-washington@usg.edu))

59. HR, including Position Descriptions and Salary Bands  
ASU Cochair- Cassandra Alexander, Interim Director of HR  
DSC Cochair- Kimberly Carter, Interim Director of Human Resources  
*Establish Process and Procedures for Hiring and RIFs*  
*Combine Org Charts*  
*Create New Position Descriptions*  
*Establish Workweek Schedule for 12 Month Faculty and Staff*  
*Determine Need for Salary Adjustments*  
*Ensure Effective Implementation of Controls (Flowcharts, Segregated Duties)*  
*Establish Process and Procedures for Determining Staff Seniority*

**R. Information Technology-** Coordinator: Del Kimbrough, ASU Vice President for Information Technology;  
USO Contacts: Bobby Laurine ([bobby.laurine@usg.edu](mailto:bobby.laurine@usg.edu)), Alan Travis ([alan.travis@usg.edu](mailto:alan.travis@usg.edu)), Becky Prince ([bprince@ssc.usg.edu](mailto:bprince@ssc.usg.edu)), Julie Harris ([jharris@ssc.usg.edu](mailto:jharris@ssc.usg.edu)), Claire Arnold ([claire.arnold@usg.edu](mailto:claire.arnold@usg.edu)), Debbie J. Lasher ([debra.lasher@usg.edu](mailto:debra.lasher@usg.edu))

60. IT: Back-End Systems (Networking, Wireless, Telecom, Hardware, Servers, etc.)  
ASU Co-chair- ASU Co-Chair - Jordan Beard, Network Administrator I  
DSC Co-Chair – Gay Tate, IT Systems Support Professional  
61. IT: Business Services (Financial and Personnel Systems)  
ASU Chair- Cathy Tinney-Easley, System Analyst I  
DSC Co-Chair - Gabrielle Roberts, Applications Support Specialist  
62. IT: General Support (Website, Drupal, File Services, Training, Service Desk, etc.)  
ASU Cochair- Noore Ghunaym, Infrastructure Services Manager  
DSC Cochair- Jodie Kretzer, Instructional Tech Specialist



63. IT: Research Computing  
 ASU Cochair- Noore Ghunaym, Infrastructure Services Manager  
 DSC Cochair- Darryn Ostrander, Project Manager
- 64A. IT: Student/Faculty Services (Authentication, E-Mail, Banner, D2L, AV, etc.)  
 ASU Cochair- Noore Ghunaym, Infrastructure Services Manager  
 DSC Cochair- Isaac J. Dixon, II IT Systems Support Professional
- 64B. IT: Student/Faculty Services (Banner, DegreeWorks)  
 ASU Cochair- Sekar Ponnar - System Analyst III  
 DSC Cochair- Darryn Ostrander, Project Manager

**S. Risk, Audits, Safety, and Security-** Coordinator: Katherine Laster, ASU Director of Internal Audits;  
 USO Contacts: John Fuchko III ([John.Fuchko@usg.edu](mailto:John.Fuchko@usg.edu)), Mike Foxman ([michael.foxman@usg.edu](mailto:michael.foxman@usg.edu)), Bruce Holmes ([Bruce.Holmes@usg.edu](mailto:Bruce.Holmes@usg.edu))

65. Public Safety and Security  
 Chair – John Fields, ASU Chief of Police  
*Consolidate Campus Security and Police Policy/Procedure Manual*  
*Contact DOE to Address Clery Act Reporting Requirements*  
*Coordinate Meeting with All Chiefs to Discuss Best Practices*  
*Discuss Public Safety Responsibilities & Authorities for Combined Operations*  
*Identify new FTE Requirements for Dispatch, Patrol, and Investigation*  
*Make Decisions on Campus Police Management Structures*  
*Plan Transition Training and Workshops to Assist Key Supervisors*  
*Integrate Vehicle Fleet*  
*Consolidate Campus Safety Plans and Train Where Required*  
*Coordinate with DOAS to Revise Compensation Claims Goals*  
*Coordinate with POST Agency Name Changes and/or Close Outs*  
*Identify Radio & Phone Communications Operations for GCIC/NCIC Access*  
*Crisis Communication*  
*Review Mutual Aid Agreements with President; Present to BOR for Approval*  
*Consolidate all IDs: Employee, Student, Parking, etc.*
66. Risk Management, Audits, and Occupational Safety/Compliance  
 Chair – Katherine Laster, ASU Director of Internal Audits  
*Ensure Adequate Internal Audit Coverage*  
*Evaluate Open Audit Issues for Completion*  
*Consolidate Risk Management Operations*  
*Notify Institutions about Consolidated Ethics Hotline*  
*Determine a new Hotline URL*

*Determine Costs of Consolidating Hotline and How to Budget it*  
*Determine Conversion Process for Existing Hotline Complaints, Triage, etc.*  
*Select Which Hotline Telephone Number to Use*  
*Identify a Hotline Administrator*  
*Select Individuals to make up Triage Committee and who Receives Case Reports*  
*Select Escalation Contacts to be called in Case of Critical Report*  
*Update User Names and Contact Info on Hotline Portal*  
*Create New Hotline Awareness Materials*  
*Develop Timeline for Distribution of New Awareness Material*  
*Convert Old Hotline Cases to New Hotline Vendor*

**T. Shared Governance-** Coordinator: Kevin Scott, ASU Assistant Professor in English & Modern Languages;  
 USO Contacts: Marti Venn ([martha.venn@usg.edu](mailto:martha.venn@usg.edu)), Kimberly Ballard-Washington ([Kimberly.ballard-washington@usg.edu](mailto:Kimberly.ballard-washington@usg.edu)), Marion Fedrick ([Marion.Fedrick@usg.edu](mailto:Marion.Fedrick@usg.edu))

67. Faculty Governance

ASU Cochair- Walter Bowers, Chair, Faculty Senate  
 DSC Cochair- Jeremiah Pitts, Chair, Faculty Senate  
*Determine Structure*  
*Determine Membership on Regents Administrative Advisory Committees*  
*Hold Elections*  
*Determine Constitution and Bylaws*

68. Staff Governance

ASU Cochair- Geraldine Winns, President, Staff Council  
 DSC Cochair- Shalonda Heard, President, Staff Council  
*Determine Structure and Policies*  
*Hold Elections*

**U. Student Organizations and Student Life-** Coordinator: Danette Saylor, ASU VP for Student Affairs & Success;  
 USO Contact: Joyce Jones ([Joyce.Jones@usg.edu](mailto:Joyce.Jones@usg.edu))

69. Competition Teams (Non-Sports)-**NOW PART OF OWG 73 RSO**

ASU Cochair- Danette Saylor, VP for Student Affairs & Success  
 DSC Cochair- Rocco Cappello, Interim Asst VP for Student Affairs

70. Club Sports, Intramurals, and Recreational Sports

ASU Cochair- Danette Saylor, VP for Student Affairs & Success  
 DSC Cochair- Gill Moura, Interim Dir of Campus Life  
*Consolidate and Integrate*

71. Greek Life

Chair- Danette Saylor, ASU VP for Student Affairs & Success  
*Consolidate and Integrate*

72. Preserving Traditions and History

ASU Cochair- LaVerne McLaughlin, Library Services

DSC Cochair- Mary Washington, Director of Learning Resource Center

*Maintain, Consolidate, and Integrate*

*Identify and Promote Key Issues and Items in ASU and DSC History*

73. Registered Student Organizations

ASU Cochair- Danette Saylor, VP for Student Affairs & Success

DSC Cochair- Gill Moura, Interim Dir of Campus Life

*Determine Faculty Leadership of Student Organizations and Clubs*

*Develop and/or Integrate*

*Process for Establishing*

*Registered Student*

*Organizations*

*Develop & Define Categories of Registered Student*

*Organizations:*

*(Competitive Teams- Non Sport, Service, Academic, Honor Society, Cultural/Religious, etc.)*

*Develop Policies for Clubs & Organizations to Maintain Active Status*

*Develop Code of Conduct for Clubs and Organizations*

*Develop Advisor Guidelines and Best Practices*

*Integrate OrgSync System for both campuses*

74. Student Government Association

ASU Cochair- Maya Palmer, President, SGA

DSC Cochair- Chantal Johnson, President SGA

*Combine SGA and Other Student Activities*

*Revise SGA and Student Fee Committee Bylaws*

**V. Student Services-** Coordinator: Rocco Cappello, DSC Interim Ass't VP for Student Affairs;  
USO Contacts: Joyce Jones ([Joyce.Jones@usg.edu](mailto:Joyce.Jones@usg.edu)), Susan Ridley ([susan.ridley@usg.edu](mailto:susan.ridley@usg.edu))

75. Career Services

ASU Cochair- Florence Lyons, Assoc Prof & Coord of Speech & Theatre

DSC Cochair- Pat Ridgeway, Asst Dean Stu Success/Dir of Career Svcs

*Combine Career Services, including Interest Assessment and Placement*

76. Counseling Services

ASU Cochair- Stephanie Harris-Jolly, Director of Counseling

DSC Cochair- Ryan Tindell, Counseling Coordinator

*Combine Counseling Centers*

77. Disability Services

ASU Cochair- Stephanie Harris-Jolly, Director of Counseling

DSC Cochair- Santee D. W. Archer Student Success Advisor

*Combine Disability Services and Resources*

78. Housing

ASU Cochair- Danette Saylor, VP for Student Affairs & Success

DSC Cochair- Rocco Cappello, Interim Asst VP for Student Affairs

*Address Housing Policies and Eligibility*

*Determine How Operation and Mgmt. of Housing Will Be Conducted*

*Determine Residency Requirements for Student Housing*

*Ramp up Marketing Strategies for Housing*

*Combine/Procure Software and Information Systems with regard to Housing*

*Rezoning of Housing Districts/Facility Designation*

*Renaming of Residence Halls*

79. Student Conduct and Academic Integrity

ASU Cochair- Danette Saylor, VP for Student Affairs & Success

DSC Cochair- Rocco Cappello, Interim Asst VP for Student Affairs

*Combine Student Disciplinary Report Databases*

*Revise Judiciary Processes*

**OTHER RESPONSIBLE GROUPS/INDIVIDUALS**

**Board of Regents**

*BOR Approval for Consolidation Prior to Submission of Prospectus to SACS*

*BOR Approval to Consolidate Post-Submission of Prospectus*

*Provide Letter on BOR Letterhead to New Institution to submit to SACS with Prospectus*

*Select University Name, Mascot, and Colors*

*Coordinate Communications on Final Name Changes*

*BOR and Using Agency are Additional Insured for All Consultants*

**Consolidation Implementation Committee**

*Determine Campus-Wide Functional Units*

*Determine College Structure and Address Department Locations*

*Develop New Vision and Mission Statements*

**Art Dunning/Richard Carvajal**

*Consider Inter-Institutional Transfer of Personnel Prior to Consolidation*

*Remain Aware of and Track Conflicts of Interest*

*Review Capital Projects for Alignment with New Institution*

**Randy Stuart**

*Consultant on Coordination and Oversight of Consolidation Process*

**Ed Rugg**

*Coordinate with SACS*

*Address SACS Requirements for Faculty Governance*