



*Southern Association of Colleges and Schools  
Commission on Colleges*

## **INSTITUTIONAL SUMMARY FORM PREPARED FOR COMMISSION REVIEWS**

### **GENERAL INFORMATION**

**Name of Institution:** Proposed Consolidation of Georgia State University and Georgia Perimeter College to become the new and expanded Georgia State University

**Name, Title, Phone number, and email address of Accreditation Liaison:**

Peter Lyons, Ph.D.

Associate Provost for Institutional Effectiveness and SACS Accreditation Liaison

Office number: (404) 413-2578

E-mail: lyonsp@gsu.edu

**Name, Title, Phone number, and email address of Technical Support person for the Consolidation Prospectus:**

Mary McLaughlin, LCSW

Director, Administrative Assessment

Office of Institutional Effectiveness

Office number: (404) 413-2583

Email: mmclaughlin@gsu.edu

**IMPORTANT:**

**Accreditation Activity (*check one*):**

- Submitted at the time of Reaffirmation Orientation Submitted with
- Compliance Certification for Reaffirmation Submitted with
- Materials for an On-Site Reaffirmation Review
- Submitted with Compliance Certification for Fifth-Year Interim Report
- Submitted with Compliance Certification for Initial Candidacy/Accreditation Review
- Submitted with Merger/Consolidations/Acquisitions
- Submitted with Application for Level Change

**Submission date of this completed document:** September 15, 2015

## EDUCATIONAL PROGRAMS

### 1. Level of offerings (Check all that apply)

- Diploma or certificate program(s) requiring less than one year beyond Grade 12
- Diploma or certificate program(s) of at least two but fewer than four years of work beyond Grade 12
- Associate degree program(s) requiring a minimum of 60 semester hours or the equivalent designed for transfer to a baccalaureate institution
- Associate degree program(s) requiring a minimum of 60 semester hours or the equivalent not designed for transfer
- Four or five-year baccalaureate degree program(s) requiring a minimum of 120 semester hours or the equivalent
- Professional degree program(s) Master's degree program(s)
- Work beyond the master's level but not at the doctoral level (such as Specialist in Education)
- Doctoral degree program(s)
- Other (Specify) \_

### 2. Types of Undergraduate Programs (Check all that apply)

- Occupational certificate or diploma program(s)
- Occupational degree program(s)
- Two-year programs designed for transfer to a baccalaureate institution
- Liberal Arts and General Teacher Preparatory
- Professional
- Other (Specify) \_
- 

## GOVERNANCE CONTROL

Check the appropriate governance control for the institution:

- Private (*check one*)
  - Independent, not-for-profit
    - Name of corporation OR
    - Name of religious affiliation and control: \_\_\_\_\_
  - Independent, for-profit \*
    - If publicly traded, name of parent company: \_\_\_\_\_

- Public state \* (*check one*)
- Not part of a state system, institution has own independent board
  - Part of a state system, system board serves as governing board
  - Part of a state system, system board is super governing board, local governing board has delegated authority
  - Part of a state system, institution has own independent board

*\* If an institution is part of a state system or a corporate structure, a description of the system operation must be submitted as part of the Compliance Certification for the decennial review. See Commission policy "Reaffirmation of Accreditation and Subsequent Reports" for additional direction."*

**INSTITUTIONAL INFORMATION  
FOR REVIEWERS**

**Directions:**

Please address the following and attach the information to this form.

**1. History and Characteristics**

***Provide a brief history of the institution, a description of its current mission, an indication of its geographic service area, and a description of the composition of the student population. Include a description of any unusual or distinctive features of the institution and a description of the admissions policies (open, selective, etc.). If appropriate, indicate those institutions that are considered peers. Please limit this section to one-half page.***

**The Proposed Consolidated Georgia State University**

Pending December 2015 SACSCOC approval and subsequent January 2016 approval by its governing board, the Board of Regents of the University System of Georgia (USG), an expanded Level VI Georgia State University (GSU) will be formed by the consolidation of two independent and largely complementary SACSCOC-accredited USG public universities, Georgia Perimeter College (GPC) (Level I) and Georgia State University (Level VI).

The consolidated university's main campus will be GSU's current campus in Atlanta, Georgia (Fulton County), which will continue to be home for GSU's existing eight colleges. GPC's current five sites throughout metro Atlanta will be off-campus instructional sites of the consolidated GSU and continue to function largely as they do now, but collectively as the consolidated GSU's ninth college, to be named Perimeter College. Most current GPC degree programs will continue to be offered though Perimeter College at their current locations.

The consolidated university will have approximately 54,000 traditional and non-traditional students. The consolidated institution will retain GSU's existing focus on selective admissions, but will also continue the access mission of GPC through the new Perimeter College of GSU.

Admissions from Perimeter College to the other GSU colleges for baccalaureate studies will be selective and comparable to undergraduate transfer standards.

Georgia State University received initial accreditation in 1952; Georgia Perimeter College received initial accreditation in 1967.

#### Georgia State University (prior to consolidation)

Georgia State University is a public doctoral research institution that was founded in 1913 in Atlanta, GA. It is one of four major research universities in the 30-member University System of Georgia, along with the University of Georgia, Georgia Institute of Technology, and Georgia Regents University. The institution began as an outgrowth of the Georgia Institute of Technology called, The Evening School of Commerce, and was later incorporated into the University of Georgia as The Atlanta Division of UGA. As an urban university, GSU encapsulates the expansion, cooperative efforts, and spirit of civic engagement unique to downtown Atlanta. It became an independent institution in 1961 as Georgia State College, grew rapidly, and was elevated to Georgia State University in 1969, GSU continues to grow and evolve while retaining the university's core commitments to teaching, research, and public service.

Georgia State University's mission is to offer educational opportunities for traditional and nontraditional students at both the graduate and undergraduate levels by blending the best of theoretical and applied inquiry, scholarly and professional pursuits, and scientific and artistic expression. As an urban research university with strong disciplinary-based departments and a wide array of problem-oriented interdisciplinary programs, the goal of the university is to develop, transmit, and utilize knowledge in order to provide access to quality education for diverse groups of students, to educate leaders for the State of Georgia, the nation and the world, and to prepare citizens for lifelong learning in a global society.

Approximately 32,500 undergraduate and graduate students were enrolled as of fall 2014. Full-time undergraduate, graduate, and professional students totaled 24,195 and part-time undergraduate, graduate, and professional students totaled 8,346. Out of the total students enrolled, 19,201 were female and 13,340 were male. Students who identified as American Indian totaled 63, as Asian totaled 3,394, as Black/African-American totaled 11,873, as Hawaiian/Pacific Islander totaled 27, as Hispanic totaled 2,664, as Multiracial totaled 1,334, as White totaled 10,865, as Non-resident alien totaled 1,490, and students who chose not to report their race totaled 933. The total undergraduate enrollment was 25,314 students, the total graduate enrollment was 6,338 students, and the total professional enrollment was 641 students..

Eight schools and colleges constitute the university: The Andrew Young School of Policy Studies, the Byrdine F. Lewis School of Nursing and Health Professions, the College of Arts and Sciences, the College of Education and Human Development, the College of Law, the Honors College, the School of Public Health, and the J. Mack Robinson College of Business. GSU offers nearly 300 degree and certificate programs in over 100 fields of study. In FY 2014, GSU conferred 7,404 degrees, contributing to a total of 222,593 degrees conferred since 1913.

#### Georgia Perimeter College (prior to consolidation)

Founded by the citizens of DeKalb County and the DeKalb Board of Education, Georgia Perimeter College (GPC) opened as DeKalb College at its Clarkston location in 1964. Other

campuses were subsequently added as follows: Decatur in 1972, Dunwoody in 1979, Rockdale in 1993 (relocated to what is now the Newton Campus in 2007) and Alpharetta in 2000 (as a “site” in a building owned by Georgia State and later acquired by GPC in 2010). In 2001, Georgia Perimeter College was approved by SACSCOC for a substantive change, adding distance learning to the scope of its accreditation.

The college joined the University System of Georgia in 1986. In November 1997, the name of the college was changed from DeKalb College to Georgia Perimeter College to reflect its expanding mission and its service throughout metropolitan Atlanta.

Georgia Perimeter College is considered an “access” institution in the University System of Georgia, granting admission to traditional and non-traditional students with a high school college preparatory diploma and a GPA of 2.0, or a technical/career diploma with a 2.2 GPA, or a GED. Serving students in the greater Atlanta metropolitan area (mainly outside the “perimeter”), GPC has four campuses and a center as well as a large online operation. Student enrollment at GPC is just over 21,000. Approximately two-thirds of GPC’s students are classified as minority students. Approximately 1,400 students are classified non-resident out of country students for tuition purposes.

## **2. List of Degrees**

***List all degrees currently offered (A. S., B.A., B.S., M.A., Ph.D., for examples) and the majors or concentrations within those degrees, as well as all certificates and diplomas. For each credential offered, indicate the number of graduates in the academic year previous to submitting this report. Indicate term dates.***

USG Degrees and Awards Conferred for Fiscal Year 2014 is included below.

**University System of Georgia  
Degrees and Awards Conferred  
Fiscal Year 2014**

**Georgia State University**

CIP Codes and Program Title	Undergraduate Award Levels					Graduate/Professional Award Levels					Totals		
	Under 1 Year Cert.	1 Year Cert.	Assoc. Degree	Career Assoc.	Bach. Degree	Adv. Cert.	Mast.	Ed. Spec.	Doct.	First Prof.	Total Under Grads	Total Grad./ Prof.	Total Awards
05.0107 Latin American Studies	0	0	0	0	0	1	0	0	0	0	0	1	1
05.0201 African-American/Black Studies	0	0	0	0	6	0	2	0	0	0	6	2	8
05.0207 Women's Studies	0	0	0	0	11	4	9	0	0	0	11	13	24
<i>* 05.xxxx CIP Sub Totals ****</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>17</i>	<i>5</i>	<i>11</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>17</i>	<i>16</i>	<i>33</i>
09.0101 Speech Communication and Rhetoric.	0	0	0	0	71	0	25	0	5	0	71	30	101
09.0401 Journalism	0	0	0	0	200	0	0	0	0	0	200	0	200
<i>* 09.xxxx CIP Sub Totals ****</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>271</i>	<i>0</i>	<i>25</i>	<i>0</i>	<i>5</i>	<i>0</i>	<i>271</i>	<i>30</i>	<i>301</i>
11.0101 Computer and Information Sciences, General.	0	0	0	0	188	0	62	0	1	0	188	63	251
11.0701 Computer Science.	0	0	0	0	70	0	42	0	8	0	70	50	120
11.1003 Computer and Information Systems Security/Information Assurance.	0	0	0	0	0	0	10	0	0	0	0	10	10
<i>* 11.xxxx CIP Sub Totals ****</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>258</i>	<i>0</i>	<i>114</i>	<i>0</i>	<i>9</i>	<i>0</i>	<i>258</i>	<i>123</i>	<i>381</i>

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**Georgia State University**

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	Under 1 Year Cert.	1 Year Cert.	Assoc. Degree	Career Assoc.	Bach. Degree	Adv. Cert.	Mast.	Ed. Spec.	Doct.	First Prof.	Total Under Grads	Total Grad./ Prof.	Total Awards
13.0101 Education, General	0	0	0	0	0	0	0	0	6	0	0	6	6
13.0401 Educational Leadership and Administration, General	0	0	0	0	0	0	1	19	0	0	0	20	20
13.0499 Educational Administration and Supervision, Other	0	0	0	0	0	0	7	0	0	0	0	7	7
13.0501 Educational/Instructional Technology.	0	0	0	0	0	0	4	0	6	0	0	10	10
13.0603 Educational Statistics and Research Methods	0	0	0	0	0	5	3	0	0	0	0	8	8
13.0901 Social and Philosophical Foundations of Education	0	0	0	0	0	0	3	0	0	0	0	3	3
13.1001 Special Education and Teaching, General	0	0	0	0	0	0	0	0	5	0	0	5	5
13.1007 Education/Teaching of Individuals with Multiple Disabilities	0	0	0	0	0	0	27	0	0	0	0	27	27
13.1008 Education/Teaching of Individuals with Orthopedic and Other Physical Health Impairments	0	0	0	0	0	0	16	0	0	0	0	16	16
13.1012 Education/Teaching of Individuals with Speech or Language Impairments	0	0	0	0	0	0	23	0	0	0	0	23	23

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13.1101 Counselor Education/School Counseling and Guidance Services	0	0	0	0	0	0	42	7	4	0	0	53	53
13.1203 Junior High/Intermediate/Middle School Education and Teaching	0	0	0	0	0	0	34	0	0	0	0	34	34
13.1209 Kindergarten/PreSchool Education and Teaching	0	0	0	0	189	0	47	0	4	0	189	51	240
13.1210 Early Childhood Education and Teaching	0	0	0	0	0	0	13	0	0	0	0	13	13
13.1302 Art Teacher Education	0	0	0	0	15	0	6	0	0	0	15	6	21
13.1305 English/Language Arts Teacher Education	0	0	0	0	0	0	13	0	0	0	0	13	13
13.1311 Mathematics Teacher Education	0	0	0	0	0	0	20	0	0	0	0	20	20
13.1314 Physical Education Teaching and Coaching	0	0	0	0	123	0	17	0	0	0	123	17	140
13.1315 Reading Teacher Education	0	0	0	0	0	0	25	0	0	0	0	25	25
13.1316 Science Teacher Education/General Science Teacher Education	0	0	0	0	0	0	26	0	0	0	0	26	26

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13.1318 Social Studies Teacher Education	0	0	0	0	0	0	23	0	0	0	0	23	23
13.1399 Teacher Education and Professional Development, Specific Subject Areas, Other	0	0	0	0	0	0	0	0	11	0	0	11	11
13.1401 Teaching English as a Second or Foreign Language/ESL Language Instructor	26	0	0	0	0	0	23	0	3	0	26	26	52
<i>* 13.xxxx CIP Sub Totals *****</i>	<i>26</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>327</i>	<i>5</i>	<i>373</i>	<i>26</i>	<i>39</i>	<i>0</i>	<i>353</i>	<i>443</i>	<i>796</i>
14.3701 Operations Research	0	0	0	0	0	0	1	0	0	0	0	1	1
<i>* 14.xxxx CIP Sub Totals *****</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1</i>	<i>1</i>
16.0102 Linguistics	0	0	0	0	40	0	0	0	0	0	40	0	40
16.0103 Language Interpretation and Translation	0	0	0	0	0	14	0	0	0	0	0	14	14
16.0501 German Language and Literature.	0	0	0	0	9	0	1	0	0	0	9	1	10
16.0901 French Language and Literature	0	0	0	0	11	0	3	0	0	0	11	3	14
16.0905 Spanish Language and Literature	0	0	0	0	35	0	6	0	0	0	35	6	41

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	Under 1 Year Cert.	1 Year Cert.	Assoc. Degree	Career Assoc.	Bach. Degree	Adv. Cert.	Mast.	Ed. Spec.	Doct.	First Prof.	Total Under Grads	Total Grad./ Prof.	Total Awards
<i>* 16.xxxx CIP Sub Totals ****</i>	0	0	0	0	95	14	10	0	0	0	95	24	119
19.0702 Adult Development and Aging	7	0	0	0	0	2	0	0	0	0	7	2	9
<i>* 19.xxxx CIP Sub Totals ****</i>	7	0	0	0	0	2	0	0	0	0	7	2	9
22.0101 Law (LL.B., J.D.)	0	0	0	0	0	0	0	0	0	219	0	219	219
<i>* 22.xxxx CIP Sub Totals ****</i>	0	0	0	0	0	0	0	0	0	219	0	219	219
23.0101 English Language and Literature, General	0	0	0	0	115	0	13	0	13	0	115	26	141
23.1302 Creative Writing	0	0	0	0	0	0	1	0	0	0	0	1	1
<i>* 23.xxxx CIP Sub Totals ****</i>	0	0	0	0	115	0	14	0	13	0	115	27	142
26.0101 Biology/Biological Sciences, General	0	0	0	0	305	0	79	0	10	0	305	89	394
26.1501 Neuroscience	0	0	0	0	21	0	4	0	2	0	21	6	27
<i>* 26.xxxx CIP Sub Totals ****</i>	0	0	0	0	326	0	83	0	12	0	326	95	421

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	Under 1 Year Cert.	1 Year Cert.	Assoc. Degree	Career Assoc.	Bach. Degree	Adv. Cert.	Mast.	Ed. Spec.	Doct.	First Prof.	Total Under Grads	Total Grad./ Prof.	Total Awards
27.0101 Mathematics, General	0	0	0	0	26	0	21	0	0	0	26	21	47
27.9999 Mathematics and Statistics, Other	0	0	0	0	0	0	0	0	4	0	0	4	4
<i>* 27.xxxx CIP Sub Totals ****</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>26</i>	<i>0</i>	<i>21</i>	<i>0</i>	<i>4</i>	<i>0</i>	<i>26</i>	<i>25</i>	<i>51</i>
30.1101 Gerontology	0	0	0	0	0	0	9	0	0	0	0	9	9
30.9999 Multi-/Interdisciplinary Studies, Other	0	0	0	0	37	1	20	0	0	0	37	21	58
<i>* 30.xxxx CIP Sub Totals ****</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>37</i>	<i>1</i>	<i>29</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>37</i>	<i>30</i>	<i>67</i>
31.0504 Sport and Fitness Administration/Management	0	0	0	0	0	0	40	0	0	0	0	40	40
31.0505 Kinesiology and Exercise Science	0	0	0	0	0	0	0	0	1	0	0	1	1
<i>* 31.xxxx CIP Sub Totals ****</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>40</i>	<i>0</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>41</i>	<i>41</i>
38.0101 Philosophy	0	0	0	0	33	0	19	0	0	0	33	19	52
38.0201 Religion/Religious Studies	0	0	0	0	16	0	9	0	0	0	16	9	25

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	Under 1 Year Cert.	1 Year Cert.	Assoc. Degree	Career Assoc.	Bach. Degree	Adv. Cert.	Mast.	Ed. Spec.	Doct.	First Prof.	Total Under Grads	Total Grad./ Prof.	Total Awards
<i>* 38.xxxx CIP Sub Totals ****</i>	0	0	0	0	49	0	28	0	0	0	49	28	77
40.0201 Astronomy	0	0	0	0	0	0	0	0	1	0	0	1	1
40.0501 Chemistry, General	0	0	0	0	56	0	19	0	18	0	56	37	93
40.0601 Geology/Earth Science, General	0	0	0	0	27	0	6	0	0	0	27	6	33
40.0699 Geological and Earth Sciences/Geosciences, Other	0	0	0	0	0	0	8	0	0	0	0	8	8
40.0801 Physics, General	0	0	0	0	22	0	18	0	6	0	22	24	46
<i>* 40.xxxx CIP Sub Totals ****</i>	0	0	0	0	105	0	51	0	25	0	105	76	181
42.0101 Psychology, General	0	0	0	0	426	0	17	0	16	0	426	33	459
42.2805 School Psychology	0	0	0	0	0	0	10	10	8	0	0	28	28
42.2806 Educational Psychology	0	0	0	0	0	0	11	0	3	0	0	14	14
<i>* 42.xxxx CIP Sub Totals ****</i>	0	0	0	0	426	0	38	10	27	0	426	75	501

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	Under 1 Year Cert.	1 Year Cert.	Assoc. Degree	Career Assoc.	Bach. Degree	Adv. Cert.	Mast.	Ed. Spec.	Doct.	First Prof.	Total Under Grads	Total Grad./ Prof.	Total Awards
43.0104 Criminal Justice/Safety Studies	0	0	0	0	140	0	11	0	1	0	140	12	152
<i>* 43.xxxx CIP Sub Totals ****</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>140</i>	<i>0</i>	<i>11</i>	<i>0</i>	<i>1</i>	<i>0</i>	<i>140</i>	<i>12</i>	<i>152</i>
44.0401 Public Administration	0	0	0	0	0	0	51	0	0	0	0	51	51
44.0501 Public Policy Analysis, General.	0	0	0	0	73	0	0	0	3	0	73	3	76
44.0701 Social Work	0	0	0	0	83	0	48	0	0	0	83	48	131
44.0799 Social Work, Other	0	0	0	0	0	4	0	0	0	0	0	4	4
<i>* 44.xxxx CIP Sub Totals ****</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>156</i>	<i>4</i>	<i>99</i>	<i>0</i>	<i>3</i>	<i>0</i>	<i>156</i>	<i>106</i>	<i>262</i>
45.0201 Anthropology	0	0	0	0	41	0	5	0	0	0	41	5	46
45.0601 Economics, General	0	0	0	0	112	0	47	0	7	0	112	54	166
45.0605 International Economics	0	0	0	0	13	0	0	0	0	0	13	0	13
45.0701 Geography	0	0	0	0	11	5	3	0	0	0	11	8	19

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	Under 1 Year Cert.	1 Year Cert.	Assoc. Degree	Career Assoc.	Bach. Degree	Adv. Cert.	Mast.	Ed. Spec.	Doct.	First Prof.	Total Under Grads	Total Grad./ Prof.	Total Awards
45.0702 Geographic Information Science and Cartography.	5	0	0	0	0	0	0	0	0	0	5	0	5
45.1001 Political Science and Government, General	1	0	0	0	190	0	9	0	4	0	191	13	204
45.1101 Sociology	0	0	0	0	181	0	14	0	5	0	181	19	200
45.1201 Urban Studies/Affairs	0	0	0	0	0	1	30	0	0	0	0	31	31
45.9999 Social Sciences, Other	0	0	0	0	0	5	0	0	0	0	0	5	5
<i>* 45.xxxx CIP Sub Totals ****</i>	<i>6</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>548</i>	<i>11</i>	<i>108</i>	<i>0</i>	<i>16</i>	<i>0</i>	<i>554</i>	<i>135</i>	<i>689</i>
50.0601 Film/Cinema/Video Studies.	0	0	0	0	144	0	0	0	0	0	144	0	144
50.0703 Art History, Criticism and Conservation	0	0	0	0	0	0	5	0	0	0	0	5	5
50.0705 Drawing	0	0	0	0	148	0	11	0	0	0	148	11	159
50.0903 Music Performance, General	0	0	0	0	39	0	33	0	0	0	39	33	72
50.0999 Music, Other	0	0	0	0	0	5	0	0	0	0	0	5	5

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**Georgia State University**

CIP Codes and Program Title	Undergraduate Award Levels					Graduate/Professional Award Levels					Totals		
	Under 1 Year Cert.	1 Year Cert.	Assoc. Degree	Career Assoc.	Bach. Degree	Adv. Cert.	Mast.	Ed. Spec.	Doct.	First Prof.	Total Under Grads	Total Grad./ Prof.	Total Awards
<i>* 50.xxxx CIP Sub Totals *****</i>	0	0	0	0	331	5	49	0	0	0	331	54	385
51.0701 Health/Health Care Administration/Management	0	0	0	0	0	0	50	0	0	0	0	50	50
51.0908 Respiratory Care Therapy/Therapist	0	0	0	0	26	0	0	0	0	0	26	0	26
51.2201 Public Health, General.	0	0	0	0	0	10	57	0	0	0	0	67	67
51.2308 Physical Therapy/Therapist	0	0	0	0	0	0	0	0	31	0	0	31	31
51.2310 Vocational Rehabilitation Counseling/Counselor.	0	0	0	0	0	0	14	0	0	0	0	14	14
51.3101 Dietetics/ Dietitian (RD)	0	0	0	0	25	0	0	0	0	0	25	0	25
51.3801 Registered Nursing/Registered Nurse	0	0	0	0	120	0	75	0	0	0	120	75	195
51.3803 Adult Health Nurse/Nursing	0	0	0	0	0	7	0	0	0	0	0	7	7
51.3805 Family Practice Nurse/Nursing	0	0	0	0	0	4	0	0	0	0	0	4	4

**University System of Georgia  
Degrees and Awards Conferred  
Fiscal Year 2014**

**Georgia State University**

CIP Codes and Program Title	Undergraduate Award Levels					Graduate/Professional Award Levels					Totals		
	Under 1 Year Cert.	1 Year Cert.	Assoc. Degree	Career Assoc.	Bach. Degree	Adv. Cert.	Mast.	Ed. Spec.	Doct.	First Prof.	Total Under Grads	Total Grad./ Prof.	Total Awards
51.3809 Pediatric Nurse/Nursing	0	0	0	0	0	1	0	0	0	0	0	1	1
51.3810 Psychiatric/Mental Health Nurse/Nursing	0	0	0	0	0	2	0	0	0	0	0	2	2
51.9999 Health Professions and Related Sciences, Other	0	0	0	0	0	0	40	0	0	0	0	40	40
<i>* 51.xxx CIP Sub Totals *****</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>171</i>	<i>24</i>	<i>236</i>	<i>0</i>	<i>31</i>	<i>0</i>	<i>171</i>	<i>291</i>	<i>462</i>
52.0101 Business/Commerce, General	0	0	0	0	0	0	392	0	0	0	0	392	392
52.0201 Business Administration and Management, General	0	0	0	0	273	0	13	0	0	0	273	13	286
52.0206 Non-Profit/Public/Organizational Management	0	0	0	0	0	1	0	0	0	0	0	1	1
52.0299 Business/Managerial Operations, Other	0	0	0	0	0	0	0	0	14	0	0	14	14
52.0301 Accounting	0	0	0	0	273	0	122	0	2	0	273	124	397
52.0601 Business/Managerial Economics	0	0	0	0	64	0	4	0	0	0	64	4	68
52.0801 Finance, General	0	0	0	0	229	0	42	0	3	0	229	45	274

**University System of Georgia  
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Fiscal Year 2014**

**Georgia State University**

CIP Codes and Program Title	Undergraduate Award Levels					Graduate/Professional Award Levels					Totals		
	Under 1 Year Cert.	1 Year Cert.	Assoc. Degree	Career Assoc.	Bach. Degree	Adv. Cert.	Mast.	Ed. Spec.	Doct.	First Prof.	Total Under Grads	Total Grad./ Prof.	Total Awards
52.0804 Financial Planning and Services	0	0	0	0	0	0	4	0	0	0	0	4	4
52.0901 Hospitality Administration/Management, General	18	0	0	0	84	0	0	0	0	0	102	0	102
52.1101 International Business/Trade/Commerce	9	0	0	0	0	0	27	0	0	0	9	27	36
52.1304 Actuarial Science	0	0	0	0	33	0	31	0	0	0	33	31	64
52.1401 Marketing/Marketing Management, General	0	0	0	0	253	0	32	0	2	0	253	34	287
52.1501 Real Estate	0	0	0	0	22	1	7	0	1	0	22	9	31
52.1601 Taxation	0	0	0	0	0	0	60	0	0	0	0	60	60
52.1701 Insurance	0	0	0	0	34	0	21	0	2	0	34	23	57
52.1801 Sales, Distribution and Marketing Operations, General	7	0	0	0	0	0	0	0	0	0	7	0	7
52.1899 General Merchandising, Sales and Related Marketing Operations, Other	0	0	0	0	3	0	0	0	0	0	3	0	3

**University System of Georgia  
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**Georgia State University**

CIP Codes and Program Title	Undergraduate Award Levels					Graduate/Professional Award Levels					Totals		
	Under 1 Year Cert.	1 Year Cert.	Assoc. Degree	Career Assoc.	Bach. Degree	Adv. Cert.	Mast.	Ed. Spec.	Doct.	First Prof.	Total Under Grads	Total Grad./ Prof.	Total Awards
52.1999 Specialized Merchandising, Sales, and Marketing Operations, Other	0	0	0	0	0	1	0	0	0	0	0	1	1
<i>* 52.xxxx CIP Sub Totals ****</i>	<i>34</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1,268</i>	<i>3</i>	<i>755</i>	<i>0</i>	<i>24</i>	<i>0</i>	<i>1,302</i>	<i>782</i>	<i>2,084</i>
54.0101 History, General	0	0	0	0	77	0	22	0	6	0	77	28	105
<i>* 54.xxxx CIP Sub Totals ****</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>77</i>	<i>0</i>	<i>22</i>	<i>0</i>	<i>6</i>	<i>0</i>	<i>77</i>	<i>28</i>	<i>105</i>
<b>***Georgia State University Totals</b>	<b>73</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,743</b>	<b>74</b>	<b>2,118</b>	<b>36</b>	<b>216</b>	<b>219</b>	<b>4,816</b>	<b>2,663</b>	<b>7,479</b>

**University System of Georgia  
Degrees and Awards Conferred  
Fiscal Year 2014**

**Georgia Perimeter College**

CIP Codes and Program Title	Undergraduate Award Levels					Graduate/Professional Award Levels					Totals		
	Under 1 Year Cert.	1 Year Cert.	Assoc. Degree	Career Assoc.	Bach. Degree	Adv. Cert.	Mast.	Ed. Spec.	Doct.	First Prof.	Total Under Grads	Total Grad./ Prof.	Total Awards
16.1603 Sign Language Interpretation and Translation	0	0	0	14	0	0	0	0	0	0	14	0	14
<i>* 16.xxxx CIP Sub Totals ****</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>14</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>14</i>	<i>0</i>	<i>14</i>
24.0101 Liberal Arts and Sciences/Liberal Studies	0	0	1,674	0	0	0	0	0	0	0	1,674	0	1,674
<i>* 24.xxxx CIP Sub Totals ****</i>	<i>0</i>	<i>0</i>	<i>1,674</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1,674</i>	<i>0</i>	<i>1,674</i>
25.0301 Library and Archives Assisting.	1	0	0	5	0	0	0	0	0	0	6	0	6
<i>* 25.xxxx CIP Sub Totals ****</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>5</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>6</i>	<i>0</i>	<i>6</i>
43.0201 Fire Prevention and Safety Technology/Technician.	1	0	0	1	0	0	0	0	0	0	2	0	2
<i>* 43.xxxx CIP Sub Totals ****</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>2</i>	<i>0</i>	<i>2</i>
51.0602 Dental Hygiene/Hygienist	0	0	0	23	0	0	0	0	0	0	23	0	23
51.0907 Medical Radiologic Technology/Science - Radiation Therapist	0	0	11	0	0	0	0	0	0	0	11	0	11
51.3801 Registered Nursing/Registered Nurse	0	0	0	157	0	0	0	0	0	0	157	0	157

**University System of Georgia  
Degrees and Awards Conferred  
Fiscal Year 2014**

**Georgia Perimeter College**

CIP Codes and Program Title	Undergraduate Award Levels					Graduate/Professional Award Levels					Totals		
	Under 1 Year Cert.	1 Year Cert.	Assoc. Degree	Career Assoc.	Bach. Degree	Adv. Cert.	Mast.	Ed. Spec.	Doct.	First Prof.	Total Under Grads	Total Grad./ Prof.	Total Awards
<i>* 51.xxx CIP Sub Totals ****</i>	0	0	11	180	0	0	0	0	0	0	191	0	191
<b>***Georgia Perimeter College Totals</b>	2	0	1,685	200	0	0	0	0	0	0	1,887	0	1,887

### 3. Off-Campus Instructional Locations and Branch Campuses

**List all locations where 50% or more credit hours toward a degree, diploma, or certificate can be obtained primarily through traditional classroom instruction. Report those locations in accord with the Commission’s definitions and the directions as specified below.**

**Off-campus instructional sites—a site located geographically apart from the main campus at which the institution offers 50 % or more of its credit hours for a diploma, certificate, or degree. This includes high schools where courses are offered as part of dual enrollment. For each site, provide the information below. The list should include only those sites reported and approved by SACSCOC. Listing unapproved sites below does not constitute reporting them to SACSCOC. In such cases when an institution has initiated an off-campus instructional site as described above without prior approval by SACSCOC, a prospectus for approval should be submitted immediately to SACSCOC.**

The main campus of the proposed consolidated institution will be GSU’s current location in Atlanta, Georgia. The current GPC campuses in metro Atlanta will become full-service off-campus instructional sites of the consolidated GSU where one of the university’s nine colleges will have its home base of operations and program delivery. All sites will be coordinated by the centralized administrative support services of the main campus.

#### **Proposed Off-Campus Instructional Sites Offering 50% or More of a Degree Program**

Name of Site:	Alpharetta Campus
Physical Address:	3705 Brookside Parkway, Alpharetta, GA 30022-4408
Currently Active?	Yes

Name of Site:	Clarkston Campus
Physical Address:	55 North Indian Creek Drive, Clarkston, GA 30021-2361
Currently Active?	Yes

Name of Site:	Decatur Campus
Physical Address:	3251 Panthersville Road, Decatur, GA 30034-3832
Currently Active?	Yes

Name of Site:	Dunwoody Campus
Physical Address:	2101 Womack Road, Dunwoody, GA 30338-4435
Currently Active?	Yes

Name of Site:	Newton Campus
Physical Address:	239 Cedar Lane, Covington, Georgia 30014
Currently Active?	Yes

Name of Site:	Bermuda College
Physical Address:	West Hall, W254, Stonington Avenue, South Road, Paget, PG04, Bermuda
Currently Active?	Yes

Name of Site:	Bermuda Insurance Institute
Physical Address:	4 <sup>th</sup> Floor Sofia House, 48 Church Street, Hamilton HM11, Bermuda
Currently Active?	Yes

Name of Site:	Buckhead Center
Physical Address:	Tower Place 200, 3348 Peachtree Road NE, Atlanta, GA 30326
Currently Active?	Yes

Name of Site:	Palisades (Peachtree-Dunwoody Center)
Physical Address:	Palisades Building D, Ste. 100 5909 Peachtree Dunwoody Road NE Atlanta, GA 30328
Currently Active?	Yes

Name of Site:	WellStar Kennestone Hospital
Physical Address:	677 Church Street, Marietta, GA 30060
Currently Active?	Yes

***Institutions with off-campus instructional sites at which the institution offers 25-49% credit hours for a diploma, certificate, or degree—including high schools where courses are offered as dual enrollment—are required to notify SACSCOC in advance of initiating the site. For each site, provide the information below.***

**Proposed Off-Campus Instructional Sites Offering 25-49% or More of a Degree Program**

Georgia State University will not have any off-campus instructional sites offering 25-49% of a degree program at this time.

***Branch campus—an instructional site located geographically apart and independent of the main campus of the institution. A location is independent of the main campus if the location is (1) permanent in nature, (2) offers courses in educational programs leading to a degree, certificate, or other recognized educational credential, (3) has its own faculty and administrative or supervisory organization, and (4) has its own budgetary and hiring authority. The list should include only those branch campuses reported and approved by SACSCOC. Listing unapproved branch campuses below does not constitute reporting them to SACSCOC. A prospectus for an unapproved branch campuses should be submitted immediately to SACSCOC.***

Georgia State University will not have any branch campuses at this time.

**4. Distance and Correspondence Education**

***Provide an initial date of approval for your institution to offer distance education. Provide a list of credit-bearing educational programs (degrees, certificates, and diplomas) where 50% or more of the credit hours are delivered through distance education modes. For each educational program, indicate whether the program is delivered using synchronous or asynchronous technology, or both. For each educational program that uses distance education technology to deliver the program***

**at a specific site (e.g., a synchronous program using interactive videoconferencing), indicate the program offered at each location where students receive the transmitted program. Please limit this description to one page, if possible.**

GSU was approved to offer distance education June 17, 2008, and GPC in 2001. In the last five years on the GSU Atlanta campus, 559 faculty have taught 2300 fully online and hybrid courses. As the list below demonstrates, the GSU Atlanta campus offers 2 endorsements, 1 bachelor of science degree, 6 fully online master's, 2 hybrid master's, 1 hybrid doctorate, and an expanding array of fully online and hybrid courses that are both synchronous and asynchronous. Perimeter College's Online Campus offers 18 fully online associate's degrees and 58 fully online core courses. The Online Campus has 82 full time online faculty, 72 full time faculty with split loads, and 141 adjuncts teaching 158 different online courses.

<b>Continuing Active Programs Taught Via Distance Education Post-Consolidation</b>	<b>Originating Institution</b>	<b>Synchronous (S) Asynchronous (A) Or Both (B)</b>
Doctorates		
Ph.D. Nursing	GSU	B
Education Specialists		
None		
Masters		
M. Global Hospitality Management	GSU	B
M.A.T ESOL	GSU	B
M.Ed. Science Education	GSU	B
M.Ed. Mathematics Education	GSU	B
M.Ed. Reading, Language, and Literacy Education	GSU	B
M.S. Educational Research	GSU	B
M.S. Instructional Design and Technology	GSU	S
M.S. Advanced Practice Nursing Specialties	GSU	B
Bachelors		
B.S. Nursing	GSU	B
Associates		
AA with 18 curriculum maps	GPC	A
AS	GPC	A
Advanced Certificates (Post-Baccalaureate Less than One Year)		
None		
Certificates Less than One Year		
None		

**5. Accreditation**

- (1) List all agencies that currently accredit the institution and any of its programs and indicate the date of the last review by each.**
- (2) If SACS Commission on Colleges is not your primary accreditor for access to USDOE Title IV funding, identify which accrediting agency serves that purpose.**
- (3) List any USDOE recognized agency (national and programmatic) that has terminated the institution’s accreditation (include the date, reason, and copy of the letter of termination) or list any agency from which the institution has voluntarily withdrawn (include copy of letter to agency from institution).**
- (4) Describe any sanctions applied or negative actions taken by any USDOE-recognized accrediting agency (national, programmatic, SACSCOC) during the two years previous to the submission of this report. Include a copy of the letter from the USDOE to the institution.**

SACSCOC is the primary accreditor for both Georgia State University and Georgia Perimeter College. It serves as the gatekeeper for federal funding. At the time of this report, no sanctions or negative actions have been taken by accrediting bodies, no agencies have terminated accreditation, and no programs have voluntarily withdrawn accreditation within the two years prior to the submission of this report. The table below identifies the accrediting agency, programs accredited, date of last review, and any associated findings.

Accrediting Agency (Acronym)	Programs Accredited	GSU or GPC	Year of Last	Determination of Accreditation Review	Findings (if any)
Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)	Georgia State University	GSU	2008	Reaffirmed	None
SACSCOC	Georgia Perimeter College	GPC	2012	Reaffirmed	None
AACSB	Accounting	GSU	2010	Reaffirmed	None
Accreditation Commission for Education in Nursing	Nursing	GPC	2010	Reaffirmed	None
Accreditation Council for Education in Nutrition and Dietetics	Nutrition and Dietetics	GSU	2008, 2011	Reaffirmed	None

American Bar Association	Law	GSU	2010	Reaffirmed	None
American Medical Association (AMA)	Cardiopulmonary Care/Respiratory	GSU	2010	Reaffirmed	None
American Psychological Association (APA)	Psychology (clinical)	GSU	2012	Reaffirmed	None
American Speech-Language-Hearing Association (ASHA)	Communication Disorders	GSU	2014	Reaffirmed	None
APA	Counseling Psychology	GSU	2013	Reaffirmed	None
APA	School Counseling	GSU	2011	Reaffirmed	None
APA	School Psychology	GSU	2007-2008	Reaffirmed	None
Association of American Law	Law	GSU	2014	Reaffirmed	None
Association to Advance Collegiate Schools of Business International	Business Administration	GSU	2014/2015	Reaffirmed	None
Commission on Accreditation for Respiratory Care (CAAHEP/CoARC)	Cardiopulmonary Care/Respiratory	GSU	2010	Reaffirmed	None
Commission on Accreditation Healthcare	Health Administration	GSU	2013	Reaffirmed	None
Commission on Accreditation in Physical Therapy Education (CAPTE)	Physical Therapy	GSU	2014	Reaffirmed	None
Commission on Collegiate Nursing and Dietetics (CCNE)	Nursing	GSU	2014	Reaffirmed	None
Commission on Dental Accreditation (CODA)/American Dental Association (ADA)	Dental Hygiene	GPC	2008	Reaffirmed	None

Council for the Accreditation of Counseling and Related Education Programs (CACREP)	Counseling	GSU	2011	Reaffirmed	None
Council for the Accreditation of Counseling and Related Education Programs (CACREP)	School Counseling	GSU	2011	Reaffirmed	None
Council on Education for Public Health (CEPH)	Public Health	GSU	2012	Reaffirmed	None
Council on Rehabilitation Education (CORE)	Rehabilitation Counselor Education	GSU	2008	Reaffirmed	None
Counseling on Social Work Education	Social Work	GSU	2012	Reaffirmed	None
National Association of School Psychology	School Psychology	GSU	2007-2008	Reaffirmed	None
National Association of Schools of Art and Design (NASAD)	Art	GSU	2011	Reaffirmed	None
National Association of Schools of Music (NASM)	Music	GSU	2014-2015	Reaffirmed	None
National Association of Schools of Public Affairs	Public Administration	GSU	2015	Reaffirmed	None
National Council for Accreditation of Teacher Education	Teacher Education and Teacher Certification	GSU	2013	Reaffirmed	None
Professional Standards Commission	Teacher Education and Teacher Certification	GSU	2013	Reaffirmed	None

**6. Relationship to the U.S. Department of Education**

***Indicate any limitations, suspensions, or termination by the U.S. Department of Education in regard to student financial aid or other financial aid programs during the previous three years. Report if on reimbursement or any other exceptional status in regard to federal or state financial aid.***

The consolidating institutions, Georgia State University and Georgia Perimeter College, have  
 Substantive Change Prospectus: GSU and GPC  
 Institutional Summary

not had any limitations, suspensions, or terminations by the U.S. Department of Education with regard to student financial aid programs during the previous three years. In addition, there have not been any issues regarding reimbursement or any other exceptional status in regard to federal or state financial aid.

## 1. Abstract

Describe the proposed change, the location, the projected date of implementation and factors affecting the final date, and the organizational structure of the current institution. The date of implementation listed in the prospectus shall be the official effective date of change approved by the SACSCOC Board of Trustees. This date should take into consideration the proposed date of approval by the Commission's Board, the date of approval by the institution's governing board, and U.S. Department of Education reporting timelines affecting Title IV funding. The date may not exceed 30 days beyond approval by the SACSCOC Board of Trustees.

This Substantive Change Prospectus seeks review and approval by the SACS Commission on College's Board of Trustees at its annual meeting in December 2015, of the proposed consolidation of Georgia State University (GSU) and Georgia Perimeter College (GPC) into Georgia State University on the official effective date of January 12, 2016.

Pending SACSCOC approval for the proposed consolidation, the Board of Regents (BOR) of the University System of Georgia (USG) will vote on January 12, 2016 to finalize the consolidation of GSU and GPC, effective immediately, in accordance with SACSCOC Substantive Change policy.

The primary reason for proposing this consolidation to have a January rather than a July 2016 effective date is to avoid disruptive delays that could occur in the allocation of federal financial aid to the new institution. Previous experience with institutional consolidations in the USG and the U.S. Department of Education (USDOE) suggests that the July option would likely lead to federal financial aid not being available to students in August for fall semester 2016 registration. Such federal funding delays are less likely if the USDOE and the consolidated institution have more time between January and August to process the paperwork required to shift accounts and allocate FY 2016-17 funds to the new institution in a timely manner. Every effort is being made to ensure a smooth and positive transition for students throughout this institutional consolidation process. The January effective date is one example of that commitment.

Acting within its constitutional authority as the governing board, the BOR of the University System of Georgia approved at its January 6, 2015 meeting the System Chancellor's proposal to pursue consolidation of GSU and GPC. Georgia's weakened economic condition caused by the deep national recession that began in 2008 resulted in substantial operating budget cutbacks and demands for improved efficiency in all state agencies, including the USG during the ensuing five years. Georgia's public technical college system previously completed a number of institutional consolidations to conserve resources and improve the efficiency and effectiveness of the affected technical colleges. In 2011, a new chancellor of the USG and the BOR determined that institutional consolidations were also necessary in the USG to achieve improved institutional efficiencies and effectiveness. Toward that end, the first round of four pairs of institutional consolidations in the USG was initiated early in 2012, was approved by the Commission in December of that year and became effective in January, 2013. A second round of one paired institutional consolidation was initiated late in 2013, and was approved by the Commission in December 2014, effective in January 2015. Under the BOR's consolidation initiative, the governing board and the chancellor have instructed consolidating institutions to redirect their freed resources from administrative consolidations to strengthen instructional services, expand academic offerings, optimize access to instruction, and concentrate on other USG strategic imperatives. The proposed GSU/GPC consolidation constitutes a third phase of USG consolidations and follows in the footsteps of five previous successful institutional

consolidations in the USG.

This proposed consolidation involves two public institutions accredited by SACSCOC. Georgia State University is a Level VI institution and Georgia Perimeter College is a Level I institution. The consolidated GSU will continue to be a Level VI institution that offers certificates and associates, bachelors, masters, specialists, and doctoral degrees. Under the proposed consolidation, duplicative educational programs of the two institutions, which are minimal beyond the general education Core Curriculum, will be consolidated, with little or no reduction in degree program offerings, faculty staffing, instructional sites, or modes of instructional delivery. Budgetary savings from administrative consolidation will come primarily from economies of scale and discontinuation of positions that are either duplicative, vacant, or that will become vacant from retirements or resignations in the future. The design of the new organizational structure capitalizes on and advances the complementary strengths of GSU and GPC to support and administer a large comprehensive university of students that continues to evolve and grow in size, service, and quality. As this is a proposed consolidation of two USG institutions currently controlled by the same governing board, no changes in BOR membership, structure, or policies are involved.

The main campus of GSU and the 5 campuses of GPC are located in Metropolitan Atlanta, Georgia, within a radius of 43 miles of each other. All campuses are close to a major highway and/or public transportation for easy access.

GSU has over 32,000 students (head count) and is the second largest and one of four public doctoral research universities in the state of Georgia. It has about 9.8 million gross square feet of space in over 60 buildings. While the majority of these buildings are located in downtown Atlanta, it also has facilities (not all are instructional sites) at North Metro Campus (Alpharetta, Fulton County), Panthersville (DeKalb County) and Mt. Wilson (California). Its curriculum is comprehensive in baccalaureate and graduate degree offerings and includes a law school. Its admissions are competitive and selective. Research productivity is high.

GPC has approximately 21,400 students and has served as an access, two-year, largely transfer-oriented institution. Curricula feature transfer, learning support, career, continuing and distance education programs, as well as joint educational offerings with other system institutions and state-supported technical institutes. Associate degrees are awarded to graduates who complete the two-year transfer and career programs. Research productivity is low.

While the degree programs of the two institutions are largely complementary and non-duplicative, the differing missions will require some organizational separation between the access and transfer mission of the continuing educational programs of GPC and the selective, research university mission of the main campus of GSU. The consolidation and retention of both institutions' instructional strengths will yield a strong, comprehensive array of educational opportunities. Resolution of the consolidation of the instructional programs was not difficult to achieve. The complementary nature of the two pre-consolidation institutions will likely mean fewer changes than may have been necessary in previous consolidations in which there were departments competing to offer the same programs at the same level. Deans, chairs and faculty at the current GSU will continue to offer four-year degree programs and above. Faculty in the divisions in GPC will continue to offer associate degree programs, certificates, etc., as they have in the past. This reflects the new institutional mission statement previously approved by the Board of Regents.

The consolidated institution will offer a range of programs, from the access mission of Perimeter College with its primary emphasis on teaching through the Georgia State University undergraduate and graduate programs with a balanced emphasis on research, service and teaching. The promotion and tenure requirements for both colleges reflect those different emphases as does the hiring of faculty.

The main campus of the consolidated Georgia State University will be at GSU's current downtown Atlanta location. For DOE purposes, the consolidated institution will use the existing institutional identification number of GSU. The current GPC campuses will be identified as suburban campuses (off campus instructional sites) of Georgia State University by their location (off-campus instructional sites by definition for the Commission). The existing degree programs offered on those campuses will continue to reside there. However, the 5 campuses of GPC in Decatur, Clarkston, Dunwoody, Alpharetta and Newton will not have the budgetary or administrative independence of a "branch campus" by SACSCOC definition. Budgetary and administrative control for all campuses will be consolidated under a single administrative entity of the new Georgia State University.

Constituent participation in the planning and implementation of the consolidation was wide ranging and highly representative of all who were affected. Following the BOR action, the chancellor assigned Shelley Nickel, Vice Chancellor for Strategic Planning, to coordinate system-level and oversee institution-level planning and preparations for implementing the consolidation and securing necessary approvals from SACSCOC and the USDOE. The Vice Chancellor formed a USG Consolidation Working Group composed of key system-level administrators from all functional areas of the University System Office (USO) who met weekly to review consolidation issues and progress from the System perspective. The chancellor also identified a lead president for this institutional consolidation, Dr. Mark Becker of Georgia State University. Dr. Becker and Rob Watts, GPC interim president, co-chair the Campus Consolidation Implementation Committee (CIC) composed of constituent representatives from both institutions to work through major coordination and implementation issues of consolidation. The CIC created 43 Operational Working Groups (OWGs) including 38 sub-committees with co-chairs and representatives from both institutions in all functional areas of institutional operation to facilitate a successful and smooth transition to institutional consolidation of educational programs, support services, and administrative operations.

Major accomplishments of readiness for consolidation that were achieved from January 2015 through September 2015 include:

- BOR approval of the consolidated institution's name: Georgia State University;
- Chancellor's identification of the recommended president for the consolidated institution: Dr. Mark Becker;
- Presidential notification to SACSCOC of the proposed substantive change involving institutional consolidation, request for a deferral of GSU's 10 year reaffirmation review, and the preparation of this Prospectus for review and approval by the Commission's board in December 2015;
- Notification to the U.S. Department of Education of the intended institutional consolidation, effective for DOE purposes in Spring 2016, between federal fiscal years for financial aid distributions;
- Agreement of state auditors to produce FY 2015 Full Disclosure Management Audit Reports for GPC and GSU as required by SACSCOC for consolidation prospectus review and approval. (An extension to October 9, 2015 was subsequently granted by Dr. Wheelan for submission of that audit.);

- BOR approval of the vision and mission statement for the consolidated institution;
- Administrative approval of the consolidated BOR-authorized list of degree programs and their instructional locations/delivery modes;
- Chancellor's approval of the upper-level organizational structure for the consolidated institution;
- Administrative approval of the department-level organizational structure of the consolidated Georgia State University;
- Presidential approval for filling all senior administrative positions in the consolidated institution's organizational structure;
- Chief academic officer approval of the consolidated roster of full-time and part-time faculty and their teaching assignments, justified by academic qualifications on a course- by-course basis;
- Chief business officer approval for budgeting and staffing the consolidated institution's support services personnel;
- Preparation of a draft first-year budget for the consolidated institution that takes into account necessary fiscal separation of FY 2016 income and expenditures for the consolidating institutions through the end of the fiscal year on June 30, 2016, before a fully consolidated annual budget for FY 2017 takes effect on July 1, 2016;
- Completion of the required business plan for the consolidated institution;
- Completion of the inventory of library resources to support the consolidated institution;
- Impact assessment of the consolidation on physical facilities and equipment;
- Clarification of the consolidated institution's institutional effectiveness processes; and
- Adoption of the GSU Strategic Plan for the consolidated Georgia State University.

In addition, a number of key consolidation initiatives were launched prior to submission of this prospectus. Most of these initiatives are expected to be completed before the Substantive Change Committee visit in September 2016, including:

- Implementation and publication of consolidated faculty governance/curriculum approval processes and associated policy manuals;
- Curriculum consolidation at the course level for all educational programs, including general education;
- Consolidation of the BANNER student records system, the PeopleSoft Financial Accounting system (for FY 2017), and the ADP Payroll system;
- Preparations to implement early registration in April 2016 for Fall Semester 2016 classes in the newly consolidated curriculum, including advisement crosswalks from the former program requirements prior to consolidation to the consolidated program requirements effective Fall 2016;
- Online publication of 2016-17 catalog material on admission requirements, consolidated degree program offerings and course requirements, and other pertinent policies and information needed to demonstrate compliance to the visiting Substantive Change Committee;
- Preparation and BOR approval of the first operating budget for the consolidated Georgia State University for FY 2017, beginning July 1, 2016; and
- Creation of a new Campus Master Plan for the consolidated Georgia State University.

Many people involved in advancing this institutional consolidation have worked very hard on this task since January 2015. They are confident that the accomplishments listed above comprise a strong and sound foundation of readiness to implement the proposed institutional consolidation on January 12, 2016 and respectfully request approval to proceed.

## 2. Background Information

Provide a clear statement of the nature and purpose of the change in the context of the institution's mission and goals and provide evidence of the legal authority for the change (if authorization is required by the governing board or the state).

### **Nature and Purpose of Consolidation in the Context of the Governing Board's Strategic Initiatives**

In his September 14, 2011, report to the University System of Georgia (USG) Board of Regents (BOR), Chancellor Henry (Hank) Huckaby announced that a study would be conducted to determine if "any campus consolidations would further our teaching, research, and service missions in a more fiscally prudent way." On November 8, 2011, the USG Board of Regents formed a Special Consolidation Committee of board members and approved six principles for assessing potential institutional consolidations:

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; and
6. Streamline administrative services while maintaining or improving service level and quality.

In January 2012, the USG announced the proposed consolidation of eight of the 35 public institutions in the USG based on the findings from the BOR's 2011 study and the principles for assessing potential consolidations (See Appendix 2.1). By December 2012, the prospectuses for all four proposed institutional consolidations were approved by SACSCOC, effective January 2013. By the end of 2013, all four of the newly consolidated institutions had successfully completed their SACSCOC Substantive Change Committee visits and compliance reviews and were operating as fully consolidated institutions. A fifth institutional consolidation was initiated by the governing board of the USG in 2013 and was approved by the Commission effective January 2015. Following the success of five prior institutional consolidations and with an eye on improving student success, in January 2015, Chancellor Huckaby publicly announced his recommendation to the governing board for the consolidation of Georgia State University (GSU) and Georgia Perimeter College (GPC) (See Appendix 2.2).

At the January 6, 2015 BOR meeting, the Chair of the Board of Regents Neil L. Pruitt, Jr. stated three priorities for the BOR in 2015: ensure more students graduate, bolster the University System of Georgia's role in economic development, and be the best stewards of state resources possible. These priorities are reflected in the spirit and intention of the consolidation of GSU and GPC.

Executive Vice Chancellor for Academic Affairs Houston Davis noted benefits to the consolidation and difficulties in realizing it. The consolidated institution would be able to serve students with very intentional advisement. There is a firm foundation and flow between the two institutions for those pursuing degrees and very intentional pathways could be established moving forward. Among the challenges is a reduction in state budgetary contributions however budget concerns are not the driver for consolidation, though that will be addressed in the coming years.

At this same meeting it was announced that Georgia State President Mark Becker will serve as the president of the new institution.

Following these critical decisions, a consolidation timeline was created. This timeline called for the approval of the plan by the board of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) by the end of this year, followed by Board of Regents (BOR) approval of the new institution in January 2016. An implementation team was formed which includes representatives from both institutions.

GSU and GPC have operated under BOR-approved vision and mission statements (noted below). Their respective vision and missions as well as vision and mission for the new consolidated university are in line with the strategic imperatives identified by the University System of Georgia. To know where the new university is going, it is important to see where it has been.

#### Georgia State University Mission Statement:

Georgia State University—a doctoral research institution—offers educational opportunities for traditional and nontraditional students at both the graduate and undergraduate levels by blending the best of theoretical and applied inquiry, scholarly and professional pursuits, and scientific and artistic expression.

As an urban research university with strong disciplinary-based departments and a wide array of problem-oriented interdisciplinary programs, the goal of the university is to develop, transmit, and utilize knowledge in order to provide access to quality education for diverse groups of students, to educate leaders for the State of Georgia and the nation, and to prepare citizens for lifelong learning in a global society.

#### Georgia Perimeter College Mission Statement:

Georgia Perimeter College transforms the lives of our students to thrive in a global society.

As a diverse, multi-campus college offering onsite and distance learning opportunities, we provide relevant, responsive, learner-centered higher education that facilitates the achievement of academic, professional and personal goals.

We embrace excellence, teamwork and quality services that link the college's human capital with our communities to enhance economic, social and cultural vitality.

A key point of entry for students into higher education in Georgia and in order to support the Strategic Plan of the University System of Georgia, Georgia Perimeter College is committed to maintaining our role as the major provider of associate degrees and student transfer opportunities in the state and to broadening our contribution to the educational aspirations of our communities by offering select baccalaureate programs in areas of need for the citizens of Georgia.

One of the first consolidation tasks was to create the Consolidation Implementation Committee (CIC) with broad representation from GSU and GPC constituents, including faculty, staff, students, and community members, to create a new vision and mission statement for the consolidated GSU. The CIC proposed a consolidated vision and mission statement that retained

the major areas of emphasis from each institution's mission, including offering a comprehensive range of professional and technical academic programs (associate through doctoral) and serving traditional and non-traditional students. The mission statement for the consolidated GSU, which was approved by the Board of Regents of the University System of Georgia at its March 18, 2015 meeting (See Appendix 2.3), is:

*Georgia State University, an enterprising public research university, transforms the lives of students, advances the frontiers of knowledge and strengthens the workforce of the future. The university provides an outstanding education and exceptional support for students from all backgrounds. Georgia State readies students for professional pursuits, educates future leaders, and prepares citizens for lifelong learning. Enrolling one of the most diverse student bodies in the nation at its urban research campus, at its vibrant branch campuses, and online, the university provides educational opportunities for tens of thousands of students at the graduate, baccalaureate, associate, and certificate levels.*

*Georgia State's scholarship and research focus on solving complex issues ranging from the most fundamental questions of the universe to the most challenging issues of our day. The scholarly work and artistic expression of the university's faculty create new knowledge, extend the boundaries of imagination, and enhance student learning. The university's presence in the Atlanta metropolitan area provides extraordinary experiential learning opportunities and supports the work of faculty tackling the challenges of an urbanizing nation and world.*

The new mission statement is guiding the decisions of the CIC and all 43 Operational Working Groups and their 38 sub-committees as they complete assigned consolidation tasks in preparation for SACSCOC approval to consolidate in January 2016, the full implementation of consolidated institution operations at the beginning of fall semester 2016, and the required Substantive Change Committee visit at that time. It is important to note that no substantive reduction is expected in the types and delivery locations of existing degree programs or the quality of support services as a result of this consolidation. There is an expectation that the institutional consolidation will facilitate the offering of expanded educational opportunities through the new Georgia State University and will significantly enhance student support and advisement in Perimeter College. The consolidation is expected to achieve substantial savings in expenditures for administrative overhead of the new institution.

The new GSU will house nine colleges, serve approximately 54,000 students, employ 2,700 full time and part time teaching faculty, and is expected to confer approximately 9,000 degrees annually, to offer approximately 250 degree programs, and to operate with an annual budget of at least \$920 million. As a result, the consolidated university will be well positioned to fulfill the mission of the new GSU.

### **Legal Authority for Institutional Consolidation**

The Board of Regents is the governing board for the 30 institutions of the University System of Georgia, which includes GSU and GPC. The Board of Regents was created by the Georgia Legislature in 1931 as "Regents of the University System of Georgia" to oversee and manage all state colleges and universities. The Board of Regents of the University System of Georgia has the legal authority to consolidate GSU and GPC based on authority vested in them as stated in the Official Code of Georgia Annotated (OCGA), Section 20-3-31 (See Appendix 2.4):

The Board of Regents shall have power:

- (1) To make such reasonable rules and regulations as are necessary for the performance of its duties;
- (2) To elect or appoint professors, educators, stewards, or any other officers necessary for all of the schools in the university system, as may be authorized by the General Assembly; to discontinue or remove them as the good of the system or any of its schools or institutions or stations may require; and to fix their compensations;
- (3) To establish all such schools of learning or art as may be useful to the state and to organize them in the way most likely to attain the ends desired; and
- (4) To exercise any power usually granted to such corporation, necessary to its usefulness, which is not in conflict with the constitution and laws of this state.

In addition, Article I, Section 2 of the Board of Regents Bylaws (See Appendix 2.5) clearly articulates the authority of the Board over its member institutions:

The charter of the Board of Regents consists of the original charter of the Trustees of the University of Georgia embodied in the Act of the General Assembly of the State of Georgia approved January 27, 1785, and modified by a subsequent Act of the General Assembly of Georgia in 1931, as follows:

Be it further enacted by the Authority aforesaid, that there is hereby set up and constituted a department of the State Government of Georgia, to be known as the “Board of Regents of the University System of Georgia.” The name of the corporation heretofore established and existing under the name and style, “Trustees of the University of Georgia” be and the same is hereby changed to “Regents of the University System of Georgia.”

The government, control, and management of the University System of Georgia and each of its institutions are vested by the people of Georgia exclusively with the Board of Regents of the University System of Georgia. The Board of Regents possesses such other authority as is granted by the Constitution of the State of Georgia and by acts of the General Assembly.

As noted above, the Board of Regents has exercised its legal authority to pursue consolidation of GSU and GPC. However, as documented in Section 3 (Assessment of Need) of this prospectus, the governing board delegated substantial responsibility and authority to the chancellor and his staff, who in turn charged the institutions’ presidents, faculty, staff, and administrators to devise and take appropriate actions to implement this institutional consolidation. With this delegated authority, the chancellor expects the implementation of this consolidation to occur in a manner consistent with the Board’s intent, the best interests of the citizens of Georgia, and the policies, requirements, and standards of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

Substantive changes relating to actions required to consolidate these two institutions and form the new Georgia State University have emerged from collaborations among USG and campus governance processes and the authorities delegated to the individuals involved in them, with approvals of the governing board where needed.

### **Location of Proposed Degree Programs**

The main campus of GSU, located at 33 Gilmer Street in Atlanta, Georgia, will be the main campus of the new Georgia State University. The central administration will reside on the main campus. Each of the other five current campuses of Georgia Perimeter College and the North

Metro Center of Georgia State University will be known as “GSU at [location],” and in accordance with definitions determined by SACSCOC, will be labeled “off-campus instructional sites” of GSU to offer specific degree and certificate programs. The new GSU will also have a consolidated virtual campus for its digital distance learning opportunities, which will offer students both electronic and on-site proctored testing facilities.

### **Evidence of Compliance**

- Appendix 2.1 Regents Principles for Consolidation
- Appendix 2.2 USG Consolidations: Phase III
- Appendix 2.3 Regents Approve Consolidation of Georgia State University and Georgia Perimeter College
- Appendix 2.4 Georgia Code 20-3-21
- Appendix 2.5 Bylaws of the Board of Regents
- Appendix 2.6 Minutes from January 6, 2015 Board of Regents meeting
- Appendix 2.7 Minutes from Consolidation Implementation Committee meetings

### 3. Assessment of Need and Program Planning/Approval

Briefly discuss the rationale for the change, including an assessment of need; evidence of inclusion of the change in the institution's ongoing planning and evaluation processes; and documentation that faculty and other groups were involved in the review and approval of the change, where appropriate.

#### **Rationale for Change – Assessment of Need**

As with the previous five institutional consolidations in the University System of Georgia (USG) completed in 2015 the confluence of four major developments led the USG's new chancellor and its Board of Regents (BOR) to conclude in fall 2011 that they needed to seriously consider consolidating multiple USG institutions. Chief among these major developments was the deep economic impact of the 2008 national recession. The slow recovery from that recession continues to significantly restrict Georgia's economy and has resulted in a sustained loss of state funding for the USG and its institutions.

The second major development was the repeated calls by Georgia's governor and Legislature for more cost-efficient operations within all state agencies, including the technical college system and the USG. Pressure to increase cost efficiencies was compounded by the state and federal governments' calls for slowing college tuition increases. Consequently, achieving cost efficiencies involved both adapting to restrictions and cuts in annual operating budgets and consolidating a number of public technical colleges and universities in Georgia. Encouraged by the successes of the first five consolidations in the USG, the BOR took action to consolidate Georgia State University (GSU) and Georgia Perimeter College (GPC).

A third development was the projected increase in public demand for higher education opportunities and services throughout the state, which the BOR are mission-bound to support. The reallocation and re-investment of administrative cost savings resulting from the GSU-GPC consolidation into expanded GSU educational programs and support will allow the BOR to respond to public demand for more efficient and accessible higher education services in the GSU service area.

The fourth development was the emergence in 2009 of the national Complete College America initiative, intended to improve post-secondary degree completion and educational attainment levels in the nation's workforce and meet projected employment demands in 2020. In 2011, Georgia launched its Complete College Georgia (CCG) initiative aligned with the Complete College America initiative. CCG calls for action plans to improve institutional rates of student retention, progression, and graduation. The comprehensiveness of a university is a key factor in ensuring CCG success. The GSU-GPC consolidation provides the opportunity for the new university to capitalize on its expanded comprehensiveness to address the needs of undergraduate students to produce higher retention, progression, and graduation rates.

In short, there were both public demands for expanded and increased higher education opportunities in Georgia and increasing constrictions in state funding to support those programs and services. The chancellor and BOR concluded that the structure of the USG was not sustainable long term; it had to change if the BOR's vision, mission, and goals were to be realized. Institutional consolidation was the best solution for meeting those challenges by strengthening and expanding educational services in areas that might not be funded otherwise.

On the January 6, 2015 meeting of the BOR, Vice Chancellor for Strategic Planning, Shelly Nickel addressed the Board of Regents regarding the proposed consolidation of GSU and GPC. Ms. Nickel shared brief highlights of the two institutions' histories and profiles, and stated that the primary purpose for this consolidation was to ensure continued student success. The total student population of GSU and GPC tops 53,000. GPC has for years functioned as a feeder school to GSU – GSU is the #1 transfer destination for GPC students, and 44% of GSU's transfers come from GPC. The two institutions already share a campus in Alpharetta. While GSU's one year retention rate for first-time, full-time freshmen is 82.3%, GPC's hovers substantially lower, around 61%.

The following opportunities and challenges were identified as likely results from the consolidation of GSU and GPC:

#### Opportunities:

- Creates a modern urban university that balances needs for access, research, and public service;
- Creates opportunities for raising retention and graduation rates for associate degree seeking students with GSU's proven success in this area;
- Savings from eliminated duplicate positions and functions will be used to serve students.
- Furthers a nationally-recognized model for student success and retention for students from all backgrounds;
- Creates integrated pathways to degree, spanning from initial general education to associate degree to bachelor's degree completion;
- Provides access and flexibility for students across the metro area; and
- Provides opportunities to target high-demand bachelor's degrees to pockets of workforce need.

#### Challenges:

- Blending institutional cultures;
- Achieving efficiencies from multiple locations will present operational challenges; and
- Budget issues at GPC need to be addressed.

Following the January 6, 2015 vote by the BOR (See Appendix 2.3) to pursue consolidation of GSU and GPC, the chancellor immediately took action to incorporate consolidation preparations into the ongoing planning and evaluation processes of the USG System Office and its counterpart processes at the institutional level. Having learned lessons from the previous five consolidations of ten institutions, several decisions were made at the time of the initial action of the Board on the proposed GSU-GPC consolidation to facilitate implementation efforts including the identification of:

1. A president who will lead the consolidated institution (GSU President Mark Becker);
2. The name of the consolidated institution (Georgia State University); and
3. The identification of the consolidated institution's colors and mascot (GSU's current color and mascot).

Chancellor Huckaby assigned Shelley Nickel, Vice Chancellor for Strategic Planning, to lead the GSU-GPC consolidation coordination efforts. The University System Office (USO) Consolidation Implementation Team was subsequently formed and is composed of all lead functional area System administrators and other key USO individuals, led by Shelley Nickel.

That working group meets weekly to review consolidation preparation progress and make plans for resolving consolidation problems and issues that require System-level attention. That group was also responsible for creating the Consolidation Tracker spreadsheet which contains over 570 specific functional tasks that must be completed by the institutions to implement their consolidation in a comprehensive and effective manner.

Examples of this group's key activities include:

- Coordinating with the U.S. Department of Education for seamless transfer of financial aid accounts to the newly consolidated institution in the period between the DOE's financial aid fiscal years based on the consolidation schedule;
- Arranging for September 2015 (now extended to October 9<sup>th</sup>) completions of required financial audit reports for FY 2015;
- Negotiating with Banner, PeopleSoft, and ADP vendors for assistance in consolidating institutional student, financial, personnel, and payroll databases on those systems; and
- Coordinating BOR and USO reviews and approvals of institutional mission changes, re-organization plans, institutional budget allocations, etc.

Following the consolidation announcement from the BOR, the presidents of GSU and GPC established the Consolidation Implementation Committee (CIC), a 42 member team of administrators, faculty, staff, and students (21 from GSU and 21 from GPC), who worked together to provide coordination and collaborative leadership for constructing the new Georgia State University (See Appendix 3.1). In an effort to help the CIC navigate the complex process of consolidation, 43 Operational Working Groups (OWGs) including 38 sub-committees were established to address how the new university would handle consolidation of all of its programs, services, and support functions (See Appendix 3.2). Each of the 570 consolidation tasks identified by the System Office staff and others identified by GSU and GPC were assigned to the appropriate OWG.

The CIC completed its work on recommended new mission and administrative organization during the Spring and Summer of 2015. On March 18, 2015, the Board of Regents approved the new mission statement for the consolidated GSU (See Appendix 3.3). On July 9, 2015, the senior administrative structure for post-consolidation GSU was released to the campus community and published on [consolidation.gsu.edu](http://consolidation.gsu.edu). (See Appendix 3.4 and 3.5)

As the record of published meeting agendas and notes collected on [consolidation.gsu.edu](http://consolidation.gsu.edu) reflects, the CIC has convened regularly to conduct its work in coordinating the OWGs and reviewing and refining their recommendations. Its work is expected to continue into 2016. When this prospectus was completed, most of the OWGs had completed their consolidation assignments and recommended action plans, and those recommendations had been reviewed and recommended by the CIC to the president for adoption. A running account of approved CIC recommendations is posted on the GSU-GPC consolidation website (See Appendix 3.6). Some OWGs, such as those involved in course-level curricular issues of consolidation, will continue their work into 2016 in preparation for early registration and the full implementation of the consolidated curriculum in fall semester 2016.

### **Evidence of Consolidation's Inclusion in the Institution's Ongoing Planning and**

## **Evaluation Process**

The consolidation of GSU and GPC is included in ongoing planning and evaluation processes at multiple levels, including the governing board, and the System Office. As discussed previously in this section and in Section 2, the decision by the USG Board of Regents to consolidate GSU and GPC links directly to the strategic imperatives of the University System of Georgia. The BOR's consolidation decisions were influenced by long-term and ongoing environmental scanning of past, current, and prospective economic and governmental conditions as well as state-level and national concerns about key issues such as degree completion rates, educational attainment levels of the workforce, public demand for higher education opportunities, tuition costs, cutbacks in governmental expenditures, and increased governmental efficiency.

Institutional data on students, faculty, staff, academic programs, finances, and facilities are submitted on a regular ongoing basis by institutions to the System Office and were considered in the BOR's consolidation decisions. The establishment of a Special Consolidation Committee of the Board to oversee and participate in the advancement of this new initiative and advise the Board in its related decision-making is additional evidence of BOR involvement in ongoing planning and evaluation processes.

## **Broad-based Involvement in Review and Approval of Consolidation Initiatives**

The 42-member CIC is broad-based in its representation from each institution. The 43 Operational Working Groups with 38 sub-committees were co-chaired by GSU and GPC personnel who were selected based on their areas of expertise relating to the focus of each OWG. These co-chairs then selected OWG members from both campuses who had expertise in the tasks assigned to each OWG. The membership, final report, and recommendations of each OWG are published on the publicly accessible GSU-GPC Consolidation website ([consolidation.gsu.edu](http://consolidation.gsu.edu)).

The 43 OWGs were organized with 38 sub-groups. Each was headed by an area coordinator. Some area coordinators coordinated more than one area.

The OWGs completed consolidation planning documents recommendations and submitted monthly status reports. The OWG co-chairs forwarded their plans and recommendations to the master tracker coordinator. Before sending the recommendations to the CIC for approval, the master tracker coordinator distributed recommendations for review and comment to leaders of functional areas, including but not limited to academic affairs, operations, legal affairs, and student success. This step assured consistency with the plans and recommendations of other OWGs and governing policies. Recommendations were then sent back from the first level reviewer to the Consolidation Manager with three options:

- Approved-forward to CIC;
- Not Approved-Need to rewrite and why;
- Not approved and reason

The recommendations that were approved by the first level reviewer were then distributed to the CIC for review, discussion, and decision. The broad-based System-level USO Consolidation Implementation chaired by the Vice Chancellor reviewed and

commented on the recommendations being made to the CIC at the institution level. Some plans and recommendations required BOR approval and were forwarded to the BOR for approval. In cases where disagreement existed at the CIC level, it was intended that the new university's president, Mark Becker, would make the final decision. As of the date of this report President Becker has not been required to exercise this authority. All CIC approved recommendations are available at <http://consolidation.gsu.edu/approved-cic-recommendations/> (See Appendix 3.6).

This approach to organizing the hands-on work of the consolidation process resulted in broad participation from more than 400 individuals across the two universities. The consolidation committee structure allowed for processes, procedures, decisions, and recommendations to be discussed by individuals with the most knowledge and experience on the complex topics required for consolidation. In addition, in the interest of keeping all members of the campus community and others fully informed on the progress of consolidation planning and approvals, a public GSU-GPC Consolidation website is maintained where all pertinent developments, updates, decisions, and materials are posted. The structure of the consolidation committees has facilitated a flow of communication up and down the levels of review and increased the dissemination of information among internal and external members of the collective campus community.

Finally, in adherence to the commitment both campuses have to shared governance, decisions such as curricular changes are going through the shared governance processes on each campus or within a special combined governance group as appropriate.

### **Section 3 Evidence of Compliance**

- Appendix 3.1 All CIC OWGs: Leadership and Responsibilities
- Appendix 3.2 Operational Working Groups
- Appendix 3.3 Board of Regents Approves New Mission Statement
- Appendix 3.4 Phase One Post-Consolidation Structure Announcement
- Appendix 3.5 Organizational Charts
- Appendix 3.6 All Approved Recommendations by the CIC
- Appendix 3.7 Committee on Academic Programs Meeting Minutes approving Gen Ed core

#### 4. Description of the Change

Provide a description of the proposed change, including any change in degree-granting authority. Provide an organizational chart for the proposed change. Describe the current governing board and the new governing board, listing the rosters for both. The roster should provide titles, board members' occupations and affiliations as well as current term. Describe the current and proposed authority of the Board and address committees of the Board. Explain the role of current owners/board members in the proposed change. Provide the current and proposed conflict of interest and board dismissal statements. Describe any differences in administrative oversight of programs or services.

The proposed change consists of the institutional consolidation of Level VI Georgia State University (Atlanta, GA) and Level I Georgia Perimeter College (5 campuses in metro Atlanta) to create Level VI Georgia State University. No change in Level VI status of the new institution is associated with the consolidation. The main campus of Georgia State University (GSU), located at 33 Gilmer Street in Atlanta, Georgia, will become the main campus of the new GSU. The central administration will reside on the main campus along with eight of the nine colleges of the consolidated GSU. As previously noted, the current campuses of Georgia Perimeter College, as required by SACSCOC definitions, will become off-campus instructional sites of GSU.

As a Level VI institution, GSU is authorized to grant baccalaureate, master's, education specialist, and doctoral degrees. GPC is authorized to grant associate degrees. Both current institutions also offer certificate programs. The consolidated authorized degree programs for GSU comprises 100% of the degree programs currently offered by the two institutions, after removing inactive or deactivated programs from the separate lists of the two institutions. More details on GSU's degree-granting authority are presented below.

This consolidation is not expected to result in notable increases or decreases in any of the key dimensions noted in Table 1 once the two institutions consolidate in January 2016. The consolidated enrollment by Fall 2015 is expected to be approximately 54,000 students. No faculty positions are expected to be lost in the consolidation, therefore the full-time faculty should number about 1,725 and the part-time faculty should number about 1,000 or fewer after duplications of part-timers teaching at both institutions are accounted for in Fall 2015. Support staff positions are expected to remain at current levels given the intent to keep all instructional sites of the two institutions operating at full service levels. No reduction in the total operating budgets of the two institutions is expected once the two become one institution.

**Table 1. Comparison of Key Dimensions for GSU and GPC.**

Dimension	GSU	GPC
Fall 2014 Enrollment	32,541	21,371
Fall 2014 FT Faculty	1,294	431
Fall 2014 PT Faculty	507	534
Fall 2014 Staff	2,609	1266
Instructional Sites	Main + 5	Main + 4

The obvious substantive change here is the consolidation of organizational structures and their administrative staffing, changing from one large, complex, doctoral research university and one

smaller and simpler two-year college into a much larger doctoral research university with a streamlined, but somewhat expanded administrative structure that will support the larger and more complex institution (See Appendix 4.1). Substantial savings from the consolidation and streamlining of administrative positions is expected. Changes for much of the new organization's consolidated administrative structure will go into effect in January 2016, following the Commission's and the Board's approvals of consolidation. Cost savings from those changes will largely be redirected to funding educational programs, instructional support, and faculty research of the new GSU. Some of the cost-saving funds will be directed to one-time consolidation expenses such as changes in GPC campus signage, changes in GPC publications and stationery, etc. Redirection of funds will increase as all institutional operations are fully consolidated over the next two years. Organizational changes in the administrative oversight of GSU's programs and services are presented in greater detail below.

### **Changes in Degree-Granting Authority**

Upon consolidation, GSU will offer a combined set of degrees as identified in the Institutional Summary Form. This list of degree programs will appear on the USG-approved Degrees and Majors Authorized List for the consolidated institution after the consolidation is approved.

As can be seen in the Institutional Summary Form, none of the degree programs at GPC overlapped with degree programs at GSU, so consolidation largely involved combining the lists of active degree programs at the two institutions however, the most popular degree programs at GPC are the A.A. and A.S. transfer associate degrees in Core Curriculum. Those programs provide the general education curriculum that prepares students for transfer into four-year degree programs and their chosen upper division major field of study. There has been substantial overlap of GSU's lower division Core Curriculum and the lower division Core Curriculum in GPC's associate transfer degree programs. That should come as no surprise, as the USG has had policies and guidelines in place for a common core curriculum among its member institutions for over three decades. Consolidation simply called for tightening the alignment of Core Curriculum requirements between the Perimeter College program and the core curriculum at GSU, which was completed with little difficulty. Good alignment was already in place as a large percentage of GPC's graduates with a transfer associate degree have been successfully transferring into GSU to complete bachelor's degree programs for many years. The faculty who have been teaching in the Core Curriculum program at GPC will continue to do so as part of Perimeter College after consolidation, and the faculty who have been teaching core courses at GSU will continue to do so thorough GSU's current college structure.

### **Organizational Structure for the Consolidated Institution and President's Cabinet**

The Consolidation Implementation Committee, with broad representation from GSU and GPC faculty, staff, administrators, and students approved the organizational structure for the new GSU (See Appendix 3.5). In addition, the new organizational structure for the president's direct reports was approved by the chancellor of the USG, Hank Huckaby, in June 2015. The new organizational structure will enable the new institution to fulfill its new mission and to operate efficiently and effectively as a larger institution.

A number of strategies will be used to allocate personnel to the positions on the organizational chart for the new institution. President Becker was confirmed as the new university president by the Regents at their meeting of January 2015. In turn, President Becker has confirmed that the existing Georgia State Vice Presidents will remain in their pre- consolidation positions, with the exception of a new cabinet level position of Vice President for Human Resources. A competitive search will be conducted to fill this position.

The consolidated institutional structure will incorporate the former Georgia Perimeter College into GSU as a new two-year access college, which will be known as Perimeter College. It will be GSU's ninth college, joining the existing eight colleges at GSU. A new position of Vice Provost and Dean will be created to lead Perimeter College. This position will be filled in 2016 following a competitive search process.

On the academic side at the department and division level, the complementary nature of the two pre-consolidation institutions will likely mean fewer changes than may have been necessitated in previous consolidations in which there were departments competing to offer same discipline programs at the same level. The result is that the Deans, Chairs and faculty at the current GSU will continue to offer four-year and graduate/first professional degree programs. Faculty in the divisions in Perimeter College will continue to offer associate degree programs and certificates as they have in the past. This breakdown is commensurate with, and arises from, the new institutional mission statement previously approved by the BOR.

The new position of Vice Provost and Dean of Perimeter College will be supported by five Senior Associate Deans (one for each Perimeter College campus) and three Associate Deans (for college-level administrative coordination) and a Coordinator for Perimeter College's division of on-line education. The vitae of the current GPC Deans and other potential internal candidates are currently under review with the expectation that most, if not all of these positions will be filled with current administrative employees. In the event that this is not possible for some of the Senior and Associate Dean positions, a competitive process will be used to identify the best candidate.

Once the Vice Provost and Dean, Senior Associate Deans, and Associate Deans for Perimeter College are identified, they will be involved in determining the final structure and processes for identifying Chairs and Associate Chairs of instructional departments and Directors of academic support units in Perimeter College.

In order to become a college level entity in the new GSU, GPC's administrative hierarchy has had to be amended in the consolidation process. The positions of President, Provost, and multiple Vice Presidents will be eliminated. Some of the incumbents in those positions will be reassigned or their positions repurposed as appropriate. This is also the case with many departments that have hitherto offered institution-wide services at GPC especially in administrative support services. Many of the former GPC central administration staff positions will be repurposed to provide college level administration support to the new Perimeter College or the central administrative support units of the university.

### **Key Administrative Positions and Appointments for the Consolidated GSU, effective as of January 2016**

#### **Reports to the President**

- Senior Vice President for Academic Affairs and Provost, Risa Palm, GSU Provost
- Senior Vice President for Finance and Administration, Jerry Rackliffe, GSU Sr. VP
- Vice President for Human Resources (new, national search in 2016)
- Vice President for Public Relations and Marketing Communications, Don Hale, GSU VP
- Vice President for Development and Alumni Affairs, Walter Massey, GSU VP
- University Attorney, Kerry Heyward, GSU Attorney

- University Auditor, Sterling Roth, GSU Auditor
- Special Advisor to the President, Tom Lewis, GSU Special Advisor
- Director of Athletics, Charlie Cobb, GSU Athletics Director

### **Reports to the Provost**

- Vice President for Enrollment and Student Success and Vice Provost; Tim Renick, GSU VP
- Vice President for Research and Economic Development; James Weyhenmeyer, GSU VP
- Vice President for Student Affairs; Douglass Covey, GSU VP
- Associate Provost for Strategic Initiatives; Robin Morris, GSU Associate Provost
- Associate Provost for Graduate Programs; Lisa Armistead, GSU Associate Provost
- Associate Provost for International Initiatives; Jun Liu, GSU Associate Provost
- Associate Provost for Faculty Affairs; search underway.
- Associate Provost for Institutional Effectiveness: Peter Lyons, GSU Associate Provost
- Vice Provost and Dean Perimeter College, search underway

### **Reports to the V.P. for Student Affairs (To be determined)\***

- Associate Vice President for Student Affairs;
- Assistant Vice President for Student Affairs and Dean of Students;
- Director, Recreational Services;
- Director, Student Affairs Administration;
- Director, Student Affairs Communication;
- Director, Student Center;
- Director, University Housing; and
- Senior Advisor to the Vice President

### **Reports to the V.P. for Finance and Administration (To be determined)\***

- Associate Vice President for Finance/Comptroller;
- Associate Vice President for Finance & Administration;
- Associate Vice President, Chief of Police;
- Associate Vice President for Facilities; and
- Director, Budget

### **Reports to the V.P. for Public Relations and Marketing Communications (To be determined)\***

- Associate Vice President for Public Relations and Marketing Communications;
- Division Administrative Officer;
- Director, Digital Strategy;
- Director, Strategic Communications; and
- Director, University Events Management

### **Reports to the V.P. for Development and Alumni Affairs (To be determined)\***

- Associate Vice President, Advancement Resources;
- Associate Vice President, Alumni Association;
- Associate Vice President, Central Development;
- Associate Vice President, Constituent Programs;
- Associate Vice President, Finance & Operations GSU Foundation;
- Senior Director of Leadership Giving; and
- Director of Communications

**Reports to the V.P. for Enrollment Management & Student Success and Vice Provost  
(To be determined)\***

- Assistant Vice President and Director of Admissions;
- Assistant Vice President for Student Success;
- Senior Director, University Career Services
- Director, Financial Aid;
- Director, International Student & Scholar Services;
- Director, Student Accounts;
- Project Manager, Enrollment Services Systems Office; and
- University Registrar

\*These positions will be filled by appointment, or a competitive process, contingent upon skills, abilities, experience and qualifications.

All individuals who will occupy GSU administrative positions are well qualified to hold those posts. They are serving in leadership roles during the consolidation process and will continue to be in positions of leadership as consolidation activities continue until final approval in 2016. As noted above, the positions indicated above as “To be determined” will be filled by appointment, or a competitive process, contingent upon skills, abilities, experience and qualifications. For the most part it is assumed that the majority of these positions will be filled by employees in the same or similar positions in one of the two current institutions. A full publicly-accessible roster of organizational charts is posted at <http://consolidation.gsu.edu/committee/post-consolidation-structure>.

**Description of Governing Board for the Consolidated Institution**

The governing board of Georgia State University and Georgia Perimeter College is the Board of Regents (BOR) of the University System of Georgia (USG). The Board of Regents will also be the governing board of the consolidated institution Georgia State University. No substantive changes in the governing board’s membership, bylaws, or policies will occur because of this consolidation.

Article I, Subsection 3 of the Bylaws of the Board of Regents describes the membership of the BOR (See Appendix 4.2). The Board consists of one member from each of 14 congressional districts and five additional members from the state at-large for a total of 19 Board members. Additionally, the Constitution of the State of Georgia, Article VIII, Section IV, Paragraph 1, and the Official Code of Georgia (OCGA 20-3-21) (See Appendix 2.4) mandate this policy.

**Board Roster**

Table 2 reflects the names, titles, occupations, affiliations, and terms of the 19 members of the Board of Regents who will be in office at the time of the consolidation in January 2016. The membership of the Board of Regents changes slightly each year, as reflected in the FY 2015

membership list.

**Table 2. Roster of the Board of Regents of the University System of Georgia for 2015-2016.**

<b>Name</b>	<b>Title</b>	<b>Occupation</b>	<b>Affiliation</b>	<b>Term</b>
C. Dean Alford, P.E.	Regent	President and CEO Allied Energy Services	4 <sup>th</sup> Congressional District	2012-2019
W. Paul Bowers	Regent	Chairman, President, and CEO Georgia Power	At-large	2014-2020
Lori Durden	Regent	VP for Economic Development Ogeechee Technical College	12 <sup>th</sup> Congressional District	2013-2020
Larry Ellis	Regent	CEO of ESSE	5 <sup>th</sup> Congressional District	2009-2016
Rutledge Griffin, Jr.	Regent	CEO of Griffin L.L.C.	8 <sup>th</sup> Congressional District	2011-2018
Thomas Hopkins, Jr.	Regent	Physician	3 <sup>rd</sup> Congressional District	2010-2017
James M. Hull	Regent	Member Manager of Hull Storey Gibson Companies, LLC	At-large	2013-2020
Donald Leebern, Jr.	Regent	Chairman of Georgia Crown, Alabama Crown, and Tennessee Crown Distributing Companies	At-Large	2012-2019
Doreen Stiles Poitevint	Regent	Partner in Stiles Apartments and A.B. Stiles Enterprises	2 <sup>nd</sup> Congressional District	2011-2018
Neil Pruitt, Jr.	Regent and Vice Chair of BOR	Chairman and CEO of Pruitt Health, Inc.	11 <sup>th</sup> Congressional District	2013-2017
Sachin Shailendra	Regent	President of SG Contracting	13 <sup>th</sup> Congressional District	2014-2021
E. Scott Smith	Regent	Board member and secretary of NW Services Corp, board member of the Catoosa County Economic Development Authority.	14 <sup>th</sup> Congressional District	2013-2020
Kessel Stelling, Jr.	Regent	President and CEO of Synovus Financial Corporation	6 <sup>th</sup> Congressional District	2015-2022
Benjamin Tarbutton, III	Regent	Assistant Vice President of Sandersville Railroad Company	10 <sup>th</sup> Congressional District	2013-2020
Richard Tucker	Regent	Managing Partner of Arlington Capital LLC	7 <sup>th</sup> Congressional District	2012-2019
Thomas Rogers Wade	Regent	Chairman of the Board, Georgia Public Policy Foundation	At-Large	2013-2020
Larry Walker	Regent	Attorney	At-Large	2009-2016

Don L. Waters	Regent	Chairman, President, and CEO of Brasseler USA, Inc.	1 <sup>st</sup> Congressional District	2013-2018
Phillip Wilheit, Sr.	Regent and Chairman, BOR	President of Wilheit Packaging and Marketing Images	9 <sup>th</sup> Congressional District	2015-2022

### Authority of Board

The governance, control, and management of the University System of Georgia and each of its institutions are exclusively controlled by the Board of Regents as authorized by the Constitution of the State of Georgia and acts of the General Assembly. That authority was detailed and documented in Section 2 (Background) of this prospectus. This institutional consolidation has no substantive change on the BOR's authority.

### Committees of the Board

The committees of the BOR are listed below. A Special Committee on Consolidation was created by the BOR in November 2011 to identify candidate institutions for consolidation and to oversee consolidation processes once approved by the Board. No substantive change in the BOR has been made as a result of the GSU/GPC consolidation into the new GSU.

Standing Committees of the BOR are:

- Executive and Compensation;
- Academic Affairs;
- Organization and Law;
- Economic Development;
- Finance and Business Operations;
- Intercollegiate Athletics;
- Internal Audit, Risk, and Compliance; and
- Real Estate and Facilities. Special Committees of the BOR are:
- Personnel & Benefits;
- State Archives;
- Graduate Medical Education;
- Consolidation;
- Searches;
- Regents Public Library Advisory;
- Georgia Regents Health System Committee (Private Corporation); and
- University System of Georgia Foundation, Inc.

### Roles of Board Members in the Proposed Change

The roles of the BOR and its Special Committee on Consolidation were explained in Sections 2 and 3 of this prospectus. Since approving the proposed GSU/GPC consolidation in January 2015, the BOR has maintained active oversight of the University System Office and its management of institutional preparations for the consolidation implementation in January 2016. The BOR is also engaged in granting appropriate approvals for key consolidation actions of the new institution such as the institution's name and mission, its FY 2016-17 budget, presidential appointment, and approval of the effective date of consolidation pending SACSCOC approval.

### Conflict of Interest and Dismissal Statements

The Board of Regents (BOR) of the University System of Georgia (USG) *Policy Manual*, Section 12.1 (See Appendix 4.3) states that “The Board of Regents is unalterably opposed to political interference or domination of any kind or character in the affairs of any institution in the USG” (USG, 2011, ¶1).

The Regents undergo annual ethics training as required by Board policy. The training certificates are available for review in the Office of Internal Audit and Compliance. The state of Georgia and the BOR have a set of laws and policies that govern conflict of interest by Board members and their dismissal, as illustrated in Table 5.

**Table 5. Georgia Law and BOR Bylaws Prohibiting Conflicts of Interest by Members of the Board of Regents.**

Citation	Focus of Citation
OCGA 45-10-20	Definitions of "any person" and "public official" apply to appointed members of the BOR
OCGA 45-10-21	All public officials must be independent, impartial, and free of conflicts of interest
OCGA 45-10-22	Avoidance of conflicts of interest involving business transactions with the state
OCGA 45-10-24	Part-time public officials are not permitted to do personal business with the state
OCGA 45-10-26	Distinguishes between public officials and employees, but calls for full disclosure from both concerning business interests
OCGA 45-10-28	Members who violate the Code of Ethics may, in addition to facing criminal penalties, be removed by a court of competent jurisdiction in an action brought by the Attorney General
OCGA 45-10-40	Specific reference to BOR members and conflicts of business interest
OCGA 45-10-41	Penalties for BOR member infractions involving conflict of interest
BOR Bylaws II 2	BOR members cannot accept gifts or compensation
BOR Bylaws V 2	BOR members cannot recommend persons for USG employment

### Dismissal Statements

The *BOR Policy Manual* contains the USG Ethics Policy (See Appendix 4.4), which includes a Statement of Core Values and a Code of Conduct that all members of the USG community, including members of the Board of Regents, must follow. The policy manual further states that violations of the USG Ethics Policy may result in disciplinary action, including dismissal or termination.

Although no member of the BOR has ever been dismissed as of the date of this prospectus, state laws and BOR bylaws are in place to address the dismissal of Board members should that situation arise. The state of Georgia’s constitution specifies that the “qualifications, compensation, and removal from office of the members of the board of regents shall be as provided by law” (Georgia constitution, 2005, p.55) (See Appendix 4.5).

In addition, two sections of the Georgia State Code deal with dismissal. One section specifies that Board members may be removed by the BOR chair for repeated absences for non-

participation in BOR meetings (OCGA 20-3-26) (See Appendix 4.6). A second relevant section, "Public Officers and Employees," addresses the removal of any public official in the state of Georgia as well as the conditions precipitating removal, due process, and possible recourse (OCGA 45-5-1) (See Appendix 4.7).

Additionally, BOR Bylaw I.3 states, "Members shall serve until their successors are appointed and qualified. In the event of a vacancy on the Board by death, resignation, removal, or any reason other than the expiration of a member's term, the Governor shall fill such vacancy and the person so appointed shall serve until confirmed by the Senate and, upon confirmation, shall serve for the unexpired term of office." BOR Bylaw I.4 reiterates that Board members may be dismissed for unexcused absences. (See Appendix 2.5)

No substantive changes in these state laws or BOR policies and bylaws involving conflicts of interest, ethics, conduct, or dismissal will occur as a result of this consolidation.

### **Differences in Administrative Oversight of Programs or Services**

As indicated previously in this narrative, the governing board of Georgia State University and Georgia Perimeter College is the Board of Regents (BOR) of the University System of Georgia (USG). Since the Board of Regents will remain as the governing board of the consolidated institution, Georgia State University, no change in administrative oversight to the institution's programs or services will result because of this consolidation.

### **Evidence of Compliance**

- Appendix 4.1 Organization Chart Counts
- Appendix 4.2 Board of Regents Bylaws Section 1
- Appendix 4.3 Board of Regents Policy Manual 12.1
- Appendix 4.4 Board of Regents Ethics Policy
- Appendix 4.5 Georgia Constitution Section IV
- Appendix 4.6 O.C.G.A. 20-3-26
- Appendix 4.7 O.C.G.A. 45-5-1

## 5. Faculty

As appropriate to the change, provide a complete roster (using the Faculty Roster Form at [www.sacscoc.org](http://www.sacscoc.org) under “Substantive Changes”) of those faculty employed to teach in the program(s), including a description of those faculty members’ academic qualifications and other experiences relevant to the courses to be taught in the program in question; the course load and teaching policies. Provide a narrative with supporting evidence that the number of full-time faculty members is adequate to support the program and describe the impact of the new initiative on faculty and faculty workload. (SACSCOC “Mergers, Consolidations, Change of Ownership, Acquisitions, and Change of Governance, Control, Form, or Legal Status: Substantive Change for SACSCOC Accredited Institutions - Policy Statement”, March 2014)

### Impact of the Consolidation on Teaching Faculty

No reductions in the number of full-time and part-time teaching faculty are expected as a function of the consolidation of Georgia State University (GSU) and Georgia Perimeter College (GPC). Any budgetary savings to be gained from consolidation are expected to be realized largely in the areas of administrative support services. Those savings are expected to be re-invested in the growth and expansion of the educational and research missions of the new university.

The complementary nature of the two pre-consolidation institutions will likely mean fewer changes than may have been necessary in previous consolidations in which there were departments competing to offer the same programs at the same level. Deans, chairs and faculty at the current Georgia State will continue to offer four-year degree programs and above. Faculty in the divisions in Perimeter College will continue to offer associate degree programs and certificates as they have in the past. This reflects the new institutional mission statement previously approved by the Board of Regents.

The consolidated institution will offer a range of programs, from the access mission of Perimeter College with its primary emphasis on teaching, through the undergraduate and graduate programs with a balanced emphasis on teaching, research, and service. The differentiated promotion and tenure requirements for both colleges reflect those different emphases as does hiring. In this section of the prospectus as with several others, current practices at GSU and/or GPC are presented. Unless otherwise stated it should be interpreted that these current practices will continue in the consolidated institution.

### Faculty Qualifications

The consolidated institution plans to employ the same rigorous process used when hiring and retaining faculty who are qualified in the areas in which they are assigned to teach

Faculty qualifications of the consolidating institutions are strong. According to the 2014 Common Data Set, 89% percent of the full-time GSU faculty and 35% percent of the full-time GPC faculty hold terminal degrees. The faculty rosters submitted with this prospectus attest to the expected continued compliance of the new university with the Commission’s standards for teaching faculty credentials.

### Faculty Roster

At a meeting of GSU, GPC, and USG officials with SACSCOC staff on May 22, 2015, the consolidating institutions confirmed with Commission staff that this prospectus should contain a “forward-looking” faculty roster that captures the anticipated teaching assignments of all faculty once the institutional consolidation has been approved by the Commission and officially becomes effective. Since Commission approval is being sought in early December 2015 with an expected effective date of the consolidation in early January 2016, the anticipated spring 2016 faculty roster for GSU and GPC by college presents the faculty qualifications for those expected to teach during that semester based on the teaching assignments from spring 2015. A slightly different faculty roster focused on actual teaching assignments in spring semester 2016 will be presented with the evidence for the substantive change on-site visit, per agreement with the Commission staff. Faculty are either identified as academically qualified based on the SACSCOC Faculty Qualifications Guidelines noted on the roster as Clearly Meets Credential Guidelines, or are justified by other experience noted as Justified Other Relevant Qualifications.

The forward-looking roster represents the most current information available regarding the full-time and part-time faculty who are expected to be employed in spring 2016 to teach courses in the existing GSU and GPC curricula. Since the consolidated curriculum will not be in place by spring 2016, teaching assignments from spring semester 2015 were used as the basis for the anticipated spring semester 2016 faculty roster. Separate institutional rosters are provided for GSU and GPC since the curriculum will remain separate upon consolidation to reflect the access mission of the two year Perimeter College.

### **Hiring of Qualified Full-Time Faculty**

GSU, GPC and the consolidated university adhere to the expectations of Comprehensive Standard 3.7.1 and the Commission’s guidelines for faculty qualifications when scheduling teaching assignments, as is evident in the faculty roster. The institutional mission drives the allocation of resources and guides faculty hiring decisions. Given that teaching will continue to be one of the central missions of the consolidated institution, a highly knowledgeable and effective instructor will teach every class. As evidenced in the attached position advertisements for full-time faculty, both institutions consistently seek individuals who demonstrate the ability to teach effectively and request application materials such as teaching evaluations and statements of teaching philosophies to ensure a commitment to learner-centered teaching. Two examples of position descriptions detailing the minimum qualifications for faculty from GSU and GPC are attached (See Appendix 5.1 and 5.2)

GSU and GPC have similar processes in place for qualifying faculty based on academic and/or exceptional professional experience. GPC currently requires faculty in its Online Campus to undergo special training in the delivery of online instruction, while GSU makes such training available on a voluntary basis. The consolidated university is developing a uniform process for online teacher training and certification. The process for qualifying faculty is expected to remain essentially the same except that both institutions will integrate and automate the qualification documentation process using a system to be developed.

At the time hiring decisions are made department chairpersons must indicate whether faculty recommended to be hired are academically qualified, meaning they hold a terminal degree that qualifies them to teach courses within a specific discipline or they have exceptional professional experience combined with academic preparation that qualifies them to teach courses within a specific discipline.

## Adequacy of Full-time Faculty

The consolidated GSU will have a sufficient number of full-time faculty to support the new university's educational mission. Full-time teaching faculty employed at GSU and GPC are 1294 and 431 respectively. Therefore, the consolidated GSU anticipates employing at least 1,700 full-time instructional faculty. GSU and GPC employed 505 and 534 part-time instructional faculty respectively therefore the anticipated Spring 2016 part-time faculty should be at least 1,000. Given the spring 2015 student headcount numbers, the anticipated combined student headcount for fall 2016 should be approximately 54,000.

GSU and GPC use several measures to determine the adequacy of full-time faculty to support the educational mission of the new university:

- Comparison of full-time faculty to part-time faculty, to total enrollment;
- Class size trends;
- Student-to-faculty ratio as compared to GSU's peer comparators and aspirant comparators; and
- Degree levels of instruction and student-to-faculty ratios by college and disciplines.

### Comparison of Full-Time Faculty, Part-Time Faculty to Total Enrollment

The current GSU is the second largest institution in terms of total enrollment in the University System of Georgia and has experienced the third largest percentage of fall semester growth (15 percent) over the past five years between 2008 and 2013. The consolidated institution will be the largest institution in the University System of Georgia. Table 1 provides trend data for Total Full-Time, Total Part-Time and Total Faculty as well as enrolment data for the years 2009 through 2014

**Table 1. Full-Time Faculty, Part-Time Faculty, Total Faculty, and Total Enrollment.**

Fall Semester	Total Full-Time Faculty		Total Part-Time Faculty		Total Faculty		Total Enrollment	
	GSU	GPC	GSU	GPC	GSU	GPC	GSU	GPC
2009	1,096	398	407	759	1,503	1,157	30,431	25,549
2010	1,127	452	368	599	1,495	1,051	31,538	25,113
2011	1,142	573	491	545	1,633	1,118	32,022	26,996
2012	1,174	488	484	497	1,658	985	32,092	23,619
2013	1,193	462	491	438	1,684	900	32,168	21,123
2014	1,206	431	505	534	1,711	965	32,542	21,371

### Class Size Trends

GSU and GPC strive to provide a supportive educational environment. Class size trends are one regularly examined factor used to determine if the institution has adequate faculty to provide instruction in appropriately sized environments. As illustrated in Table 2, GSU consistently offers the largest percent of courses with a class size between 20-39 students. Additionally, the next largest percentage of class sizes is fewer than 19 students. Monitoring of class and section size as they relate to enrolment will continue to be a practice utilized in the consolidated institution.

**Table 2. Fall Course Sections and Class Size Trends for GSU.**

Fall Semester	# of Course Sections	Course Section by Class Size				Average Class Size
		% < 19	% 20-39	% 40-99	% > 99	
2009	2430	17	47	31	5	27
2010	2536	13	44	32	5	27
2011	2243	16	48	32	5	31
2012	2308	18	47	31	4	30
2013	2317	19	45	31	4	33
2014	2338	17	48	31	5	29

As illustrated in Table 3, GPC consistently offers the majority of courses with a class size under 40 students. Additionally, the next largest percentage of class sizes is fewer than 19 students.

**Table 3. Fall Course Sections and Class Size Trends for GPC.**

Fall Semester	# of Course Sections	Course Section by Class Size				Average Class Size
		% < 19	% 20-39	% 40-99	% > 99	
2009	3687	26	71	3	0	25
2010	3836	30	67	2	1	24
2011	4069	31	68	1	0	22
2012	3511	26	72	1	1	23
2013	3247	32	66	1	1	22
2014	3234	30	39	1	0	22

**Student-to-Faculty Ratios**

Each fall semester, the ratio of full-time equivalent students to full-time instructional faculty is calculated for the Integrated Postsecondary Education Data System (IPEDS) report. The ratio for GSU was 22:1 for fall 2013. The fall 2014 ratio is expected to be similar. This value is comparable to the ratios for the new university’s sister comprehensive universities within the University System of Georgia, as can be seen in Table 4. GPC is not classified as a comprehensive university, but its student-to-faculty ratio is 20:1 and comparable as well.

**Table 4. GSU 2013 IPEDS Student-to-Faculty Ratio for Peer Universities.**

Institutional Name	IPEDS Student-to-Faculty Ratio
Georgia State University	22
George Mason University	16
Indiana University-Purdue University-Indianapolis	18
Old Dominion University	20
San Diego State University	25
Temple University	14
The University of Texas at Arlington	23
The University of Texas at Dallas	23
University of Central Florida	31

University of Houston	22
University of Louisville	11
University of Missouri-St Louis	16
University of Nevada-Las Vegas	21
University of Wisconsin-Milwaukee	18
Virginia Commonwealth University	17
<b>Average</b>	<b>19.8</b>

**Table 5. GPC IPEDS Student-to-Faculty Ratio for Peer Universities.**

<b>Institutional Name</b>	<b>IPEDS Student-to-Faculty Ratio</b>
Georgia Perimeter College	20
Atlanta Metropolitan State College	27
Bainbridge State College	16
Collin County Community College District	26
Darton State College	22
East Georgia State College	28
Georgia Highlands College	22
Hillsborough Community College	23
Palm Beach State College	30
The Community College of Baltimore County	18
<b>Average</b>	<b>23.2</b>

Disaggregation of Full-Time Faculty by Program Area

The anticipated number of full-time instructional faculty by college and discipline area for spring 2015 are shown in Table 6. That table also includes the ratios of full-time equivalent students, derived from undergraduate and graduate Student Credit Hour (SCH) totals in the discipline area, to full-time faculty.

Variability in those ratios and percentages is due to differences in instructional delivery, class size, student demand, research vs. access mission, associate level/undergraduate/graduate mix, workload assignments, and use of well-qualified part-time faculty. These data indicate a pattern of adequate full-time faculty staffing across program areas.

**Table 6. Anticipated FT Instructional Faculty by College and Discipline for Fall 2016.**

<b>Georgia State University College and Department</b>	<b>Degree Levels Offered</b>				<b>Faculty Total</b>	<b># of Students Enrolled</b>	<b>Student to Faculty Ratio</b>
	<b>Bachelors</b>	<b>Masters</b>	<b>Education Specialist</b>	<b>Doctorate</b>			
<u>Andrew Young College of Policy Studies</u>							
Criminal Justice	X	X		X	28	675	24
Economics	X	X		X	42	523	12

Public Management and Policy	X	X		X	29	426	15
Social Work	X	X			23	404	18
<b><u>Byrdine F. Lewis School of Nursing and Health Professions</u></b>							
Cardiopulmonary Care Sciences	X	X			8	179	22
Nursing	X	X		X	38	1,562	41
Nutrition	X	X			14	193	14
Physical Therapy				X	11	102	9
<b><u>College of Arts and Sciences</u></b>							
African American Studies	X	X			11	59	5
Anthropology	X	X			12	171	14
Applied Linguistics	X	X		X	26	241	9
Art and Design	X	X			65	814	13
Biology	X	X		X	63	2384	38
Chemistry	X	X		X	52	636	12
Communication		X		X	89	2125	24
Computer Science	X	X		X	34	1327	39
English	X	X		X	123	559	5
Geosciences	X	X			19	168	9
Gerontology		X			6	23	4
History	X	X		X	54	312	6
Mathematics and Statistics	X	X		X	66	305	5
Music	X	X			55	398	7
Neuroscience	X	X		X	24	340	14
Philosophy	X	X			24	182	8
Physics and Astronomy	X	X		X	35	238	7
Political Science	X	X		X	34	640	19
Psychology	X	X		X	73	1744	24
Religious Studies	X	X			11	60	5
Sociology	X	X		X	44	581	13
Women's Gender and Sexuality Studies	X	X			9	43	5
World Languages and Cultures	X				43	46	1

<b><u>College of Education and Human Development</u></b>							
Counseling and Psychological Services		X		X	36	219	6
Early Childhood Education	X	X		X	44	553	13
Educational Policy Studies		X	X	X	33	86	3
Educational Psychology Speech Disorders and Communication Disorders	X	X		X	60	185	3
Kinesiology & Health		X		X	39	1,149	29
Learning Technology		X		X	7	36	5
Middle and Secondary Education		X		X	32	467	15
<b><u>School of Public Health</u></b>							
Public Health		X		X	23	282	12
<b><u>J. Mack Robinson College of Business</u></b>							
Accountancy	X	X		X	31	1273	41
Computer Information Systems	X	X		X	37	972	26
Finance	X	X		X	28	824	29
Health Administration		X			9	77	9
Hospitality Administration		X			13	284	22
International Business		X			15	39	3
Managerial Sciences	X	X		X	41	968	24
Marketing	X	X		X	44	1,205	27
Real Estate	X	X		X	10	102	10
Risk Management and Insurance	X	X		X	32	464	15
<b><u>College of Law</u></b>							
Law				X	70	652	9

<b>Georgia Perimeter College Department</b>				
	<b>Degree Offered</b>	<b>Full-time Faculty Total</b>	<b>Number Students Enrolled</b>	<b>Ratio of Faculty to Students</b>
Arts & Humanities				
English	AA, AS	43	789	1 to 19
Math, Computer Science & Engineering	AA	78	780	1 to 10
Business, SLIP, Phys Ed	AA, AS	77	2833	1 to 37
Science	AS, AAS, CER1	41	4076	1 to 100
Health Sciences	AS	79	5533	1 to 70
Social Sciences	AS	25	626	1 to 25
ESL & Foreign Languages	AA	64	3973	1 to 62
	AA	24	183	1 to 8

**Implications for Faculty Workload**

At both institutions, faculty workloads, including teaching load, vary by department and faculty member. For Spring 2016, each faculty member’s workload will be based on current GSU and GPC policies, and consultation between the faculty member and the current relevant supervisor(s). Spring 2016 teaching loads will be assigned during fall 2015 before consolidation becomes effective.

For GSU faculty this allows for diverse workloads across colleges and departments and within departments, among individual faculty members. For example, a tenure-track faculty member’s nine-month workload might be composed of 60 percent teaching, 30 percent research and creative activity, and 10 percent service, while a non-tenure track faculty member, such as a lecturer might dedicate as much as 100 percent to teaching. Departments determine course equivalencies, where a three credit-hour course is generally considered to require 10 percent of a faculty member’s nine-month workload.

At GPC the workload for tenured and tenure-track faculty includes teaching, professional development, and service. The faculty workload is as follows: Tenured and tenure-track faculty will teach a minimum of eight courses and deliver 27-32 semester workload units of instruction during the academic year.

The faculty workload and promotion and tenure policies for the consolidated institution are being developed and proposed by Operational Working Groups and will be vetted through shared governance processes following institutional consolidation before becoming effective

**Section 5 Evidence of Compliance**

Appendix 5.1 Georgia State University faculty job posting

Appendix 5.2 Georgia Perimeter College faculty job posting  
Appendix 5.3 Faculty Rosters

1. Anticipated Fall 2016 Faculty Roster – Andrew Young School of Policy Studies
2. Anticipated Fall 2016 Faculty Roster – Byrdine F. Lewis School of Nursing and Health Professions
3. Anticipated Fall 2016 Faculty Roster - College of Arts and Sciences
4. Anticipated Fall 2016 Faculty Roster - College of Education and Human Development
5. Anticipated Fall 2016 Faculty Roster – College of Law
6. Anticipated Fall 2016 Faculty Roster – School of Public Health
7. Anticipated Fall 2016 Faculty Roster – J. Mack Robinson College of Business
8. Anticipated Fall 2016 Faculty Roster – Honors College
9. Anticipated Fall 2016 Faculty Roster – Perimeter College

## 6. Library and Learning Resources

As appropriate to the change, describe library and information resources—general as well as specific to the program—and staffing and services that are in place to support the initiative. If reliant upon other libraries, describe those collections and their relevance to the proposed program(s) and include a copy of formal agreements in the appendix. Relative to electronic resources, describe how students and faculty will access information, training for faculty and students in the use of online resources, and staffing and services available to students and faculty. If you are citing electronic databases accessed through consortial or statewide groups, please describe the discipline-specific suites of resources and not just the name of the consortium (such as Viva, Tex-Share, Galileo, Louis, etc.).

### Impact of Consolidation on Libraries and Learning Resources

No major changes in library and information services, including reference and instruction, currently available to the GSU and GPC students, faculty, and staff are expected in association with the consolidation of GSU and GPC. Preliminary assessments of the budget consolidation of the libraries suggest that the overall increase in university FTE may result in some increased costs for various resources, however efforts to offset those costs with efficiencies gained through consolidation of the libraries will be pursued along with budget increases when justified.

It should be noted that GPC and GSU students, faculty, and staff currently have and have had for many years access and borrowing privileges at both institution's libraries as well as the other University System of Georgia libraries as a function of GSU and GPC membership in GALILEO Interconnected Libraries (GIL) and its union catalog of over 13 million holdings. Since 1995 GPC and GSU have also been collaborating members of the GeorgiA Library LEarning Online (GALILEO) initiative, Georgia's award-winning virtual library for the 21<sup>st</sup> century. GALILEO complements the periodical resources of Georgia's libraries and provides access to those collective resources electronically via PeachNet to library users regardless of location. The institutional consolidation will not have any substantive impact on the availability of statewide library resources and services via GALILEO and GIL to GPC and GSU students, faculty and staff.

### Libraries

The proposed mission statement for the consolidated libraries is:

Georgia State University Libraries support the University's role as an enterprising public research university by providing resources and services that enable the creation of new knowledge, expand research opportunities, extend the boundaries of imagination, and enhance student learning.

GSU libraries will continue to have on-site full-service libraries, online training on services and resources, and active agreements to provide access to print collections through consortia arrangements.

The Georgia State University Libraries will continue to provide a Distance Learning Service to ensure that library services for distance learners are equivalent to those provided to on-campus students. In addition to on-line and campus library resources, the following special services are provided to distance education students:

- The Libraries will create library accounts for off-campus students unable to physically visit the Libraries. In addition to giving students access to University-licensed databases from off-campus, students can also check out books, access e-reserves, check the status of books that have been checked out, and make Interlibrary Loan requests.
- Off-campus students can access library help through phone calls, on-line chat tools, and email. Phone conferences tailored to the students' schedules can be arranged to provide one-on-one assistance to distance learners.
- GIL Express is a service by which distance education students can request regularly circulating books from any University System of Georgia (USG) library and have them sent for pickup at the nearest USG library. Online tutorials are provided on the Libraries' website so students can learn how to search for material at the University Libraries.

The libraries of the consolidated university will consist of a GSU Atlanta campus library (the current Georgia State University Library), law library (part of the Georgia State University College of Law) and branch libraries at each of the existing Georgia Perimeter College locations. The libraries are accessible by interstate, state highway, public transportation and personal vehicle.

The Georgia State University Library on the current Georgia State University campus will continue to operate as is providing support for the wide array of undergraduate and graduate degree programs in the arts, business, education and human development, nursing and health professions, policy studies, public health, humanities, social sciences, sciences and mathematics.

- Facilities open 107 hours weekly, seven days a week currently serving over 30,000 students and over 1100 full time faculty;
- Assistance available remotely via e-mail and chat with librarians;
- 24/7 access to online collections and resources; and
- Primary service areas are: circulation (including GIL express) and print and e-reserves, technology assistance, interlibrary loan, collection development, library instruction, research and consulting, data visualization services, digital library services, special collections and archives, and institutional repository including journal hosting.

The Georgia State University Law Library will continue to operate as is, providing faculty, students, and staff of the College of Law with the information resources and services that are necessary to support effective legal instruction and research.

- The Law Library is open 103 hours per week, seven days a week, serving 564 law students and 63 law faculty.
- Assistance is accessible remotely via e-mail and chat with librarians, and
- The library provides 24/7 access to online collections and resources.
- Primary service areas are circulation, reference, faculty research support, legal research instruction, interlibrary loan, and student law journal support.

The five Perimeter College Libraries on the current Georgia Perimeter campuses will continue to operate to provide support for two-year degree and certificate programs in arts and humanities, science, business, health sciences, education and social science.

- Facility hours and population currently served are as follows:
  - Alpharetta: 50 hours per week, Monday – Friday; 1,347 students and 25 full-time faculty

- Clarkston: 71 hours per week, Monday – Saturday; 4,097 students and 138 full-time faculty
- Decatur: 67 hours per week, Monday – Saturday; 2,110 students and 48 full-time faculty
- Dunwoody: 69 hours per week, Sunday – Friday; 5,572 students and 128 full-time faculty
- Newton: 66 hours per week, Monday – Saturday; 1,543 students and 41 full-time faculty
- Assistance is available remotely via e-mail and chat with librarians
- 24/7 access to online collections and resources; and
- Primary service areas are: circulation, reference assistance, library instruction, intercampus loans and interlibrary loan.

The budgets and administrative organizations of the existing Georgia State University Library and Georgia Perimeter Libraries will be consolidated under the direction of Dean of the University Libraries. The FY2016 operating budget for the two libraries is shown in Table 1. The proposed FY2017 budget of the consolidated libraries is shown in Table 2. An increase in overall library funding is anticipated due to the additional FTE of the consolidated university, which will result in cost increases for various library resources.

**Table 1. Current Budgets for Consolidated Libraries (as of July 1, 2015).**

<b>Budget Category</b>	<b>GSU</b>	<b>GPC</b>	<b>Consolidated</b>
Personnel Services	\$5,389,230	\$2,656,617	\$8,045,847
Travel	\$25,000	\$12,000	\$37,000
Operating Supplies and	\$1,334,911	\$275,190	\$1,610,101
Equipment Capital Outlay	\$3,625,400	\$128,830	\$3,754,230
<b>Totals</b>	<b>\$10,374,541</b>	<b>\$3,072,637</b>	<b>\$13,447,178</b>

**Table 2. Proposed Budget for Consolidated Libraries (as of July 1, 2016).**

<b>Budget Category</b>	<b>Consolidated</b>
Personnel Services	\$8,045,847
Travel	\$37,000
Operating Supplies and	\$1,610,101
Equipment Capital Outlay**	\$4,354,230
<b>Totals</b>	<b>\$14,047,178</b>

\*\*Includes a projected increase of \$600,000 for acquisition expenses.

The University Libraries' information, learning services, and collections will be defined on a single University Libraries website. Services such as online reference help via chat, group study room reservations and interlibrary loan requests will also be available through this website. In addition, many collections can also be accessed electronically through the GALILEO Interconnected Libraries (GIL) system (See Appendix 6.1) and Georgia's virtual library, GALILEO (Georgia Library Learning Online) (See Appendix 6.2) portal. Associated policies, procedures, workflow, and assessment will be consolidated to ensure that educational and research needs continue to be delivered appropriately without interruption and meet the needs and expectations of students and faculty.

### **Library Collections and Collaborative Resources**

Students, faculty, and staff at the consolidated university will continue to have access to and borrowing privileges from the collections of the college and university libraries in the state of Georgia. Georgia State University and Georgia Perimeter College are members of the GALILEO Interconnected Libraries (GIL) system and Georgia's virtual library, GALILEO (Georgia Library Learning Online). GIL includes all 30 state colleges and universities in the University System of Georgia (USG) and has over 13 million bibliographic records in its USG Union Catalog, including the resources of the state's top research universities as well as the libraries of the Atlanta History Center and the Georgia Department of Archives and History. GALILEO provides anywhere/anytime electronic access to over 200 databases, indexing thousands of periodicals, newspapers, and scholarly journals with more than 10,000 journal titles provided in full-text. GALILEO serves USG institutions, technical colleges, public K-12 schools, and some private universities and K-12 schools. These resources are funded by the state of Georgia and supported by the USG Office of Information and Instructional Technology. The University Library and the Georgia Perimeter Libraries also have electronic access outside GALILEO to full-text and index databases, government documents, sound recordings, musical scores, data sets and digitized primary resources such as historical newspapers, oral histories and e-books.

Each library currently provides learning and information resources that are consistent with the needs of academic programs offered at each degree level, thereby ensuring adequate support of the consolidated university's mission for teaching, research, and public service. Students, faculty, and staff will continue to have access to information resources in a variety of formats such as audiovisual, print, microform, and electronic.

Both libraries' collections are searchable through the existing integrated library system (Voyager) that is a common USG interface to individual library holdings available to students and faculty no matter their location—on campus or off campus and face-to-face or online. The consolidated libraries will continue to participate in a number of collaborative organizations and consortia that enhance the availability of print and electronic resources for students and faculty, regardless of their physical locations. Regional, national, and international resource sharing memberships make this possible. Examples of current and continuing resource sharing are described below:

- Through collaboration and resource sharing, Georgia Library Learning Online (GALILEO) provides access to library information for all Georgia citizens and seeks to improve local library services by lowering institutional costs for database subscriptions while also increasing online access to a wider range of shared electronic materials. Georgia's virtual library was initiated in 1995 by the USG. GALILEO supports more than 100 core databases and 10,000 journal titles in full-text that are enhanced by 200 other databases funded either by the University Library or the Georgia Perimeter College Libraries. Participating members include the USG's 30 public colleges and universities (including GSU and GPC), 29 private colleges and universities in Georgia, all of the state's 26 technical colleges, 13 public library systems, two special libraries in Georgia, and hundreds of K-12 public schools.
- GALILEO Interconnected Library (GIL) provides access to the collections in the libraries of all 30 USG institutions of higher education. The purpose of this cooperation is to allow each institution to participate and share resources equitably while developing the necessary core resources for each local institution. Access to these consortia collections is through each library's online catalog (GIL) and the Union Catalog for GIL. GIL is the integrated library management system for acquiring, cataloging, discovering, and circulating the collections of all libraries in the 30 USG institutions (including GSU and GPC) as well as the Atlanta History Center and the Georgia Department of Archives and History. GIL maintains an online Union Catalog of more

than 13 million bibliographic records housed across the USG, two-thirds of which are unique holdings at one of the member libraries. GIL Express facilitates the borrowing of materials across the System. USG students, faculty and staff have access to all eligible circulating material at all USG libraries through either onsite or remote requesting services.

- The Atlanta Regional Council for Higher Education (ARCHE) (See Appendix 6.3) comprises 20 public and private colleges, universities (including GSU and GPC), and other institutions of higher learning in the Atlanta area. The diversity of institutional missions represented by the membership includes liberal arts colleges, major research universities, comprehensive undergraduate/graduate universities, a school of medicine, a college of art, faith-related institutions, historically black colleges and universities, and single-gender colleges. The consortium provides access to more than 10 million titles through interlibrary loans and interlibrary use. Interlibrary loan is available through truck delivery of library materials. A supplemental advantage of ARCHE over GIL is that its membership includes 12 private colleges and universities in the Atlanta area that provide library usage and lending to member faculty, students, and staff. Consequently, GSU and GPC have access to unique collections at institutions such as Emory University, Agnes Scott College, Clark Atlanta University, Morehouse College, Spelman College, the Savannah College of Art and Design-Atlanta, the International Theological Center.
- The (GSU) University Library is a member of the Center for Research Libraries (CRL) (See Appendix 6.4). More than 260 college, university, and independent research libraries in the U.S., Canada, and Hong Kong are members. Since 1949, member libraries have worked together to identify, preserve, and acquire critical evidence and documentation for advanced research and teaching. Researchers, faculty, and students of member libraries benefit from the CRL collections and services such as access to primary source material from national archives, foreign and national government documents, trade and industrial journals, and newspapers. The CRL collections are associated with the fields of science, technology, engineering, and agriculture in addition to the humanities, social sciences, and law. Following consolidation, the University Libraries will remain a member of CRL.

### **Library Facilities and Resources**

The University Library is housed in two buildings centrally located on campus. Library North (179,500 sq. ft.), a five story building built in 1969, and Library South (122,515 sq. ft.), a newer eight-story building built in 1981, are located on opposite sides, north and south, of Decatur Street. Both buildings were renovated in 2008. In 2014, CURVE (Collaborative University Research & Visualization Environment) was built on the 2<sup>nd</sup> floor of Library South. This glass-enclosed space features a touch-enabled interactWall designed for collaborative visual and data-rich research projects, as well as seven additional workstations featuring high-powered PCs and Mac Pros that allow users to work with and manipulate large images and datasets. Library North and Library South are connected by four internal links spanning Decatur Street that are accessed on the 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup>, and 5<sup>th</sup> floors of each library. Special collections and archives are located on the top floor of Library South, co-located with assisting staff. Some special collections and archives are housed outside the library in two buildings; Dahlberg Hall (2,894 sq. ft.) and Urban Life (1,018 sq. ft.).

The University Library provides seating for 1,961 students/users as well as two computer-equipped classrooms seating 52 and 27 students/users. Office space and workrooms are available for 100 library employees. In addition to quiet areas and seating for individual study and research, the library houses 52 group study rooms equipped with conference tables, whiteboards and internet connections; nine “V-Rooms” featuring 60” HDTVs, bring-your-own-device connections, whiteboards and group tables; and, one “one-button studio” – a state of the

art video recording studio with a fully integrated digital camera, lighting, microphone, lectern, green screen and computers for video editing. The library's facilities will be available to all students, faculty and staff of the consolidated university.

The library maintains 470 workstations, 78 of which are in the library classrooms. These workstations provide access to electronic collections (books, journals, and other research materials) in a broad range of subject fields and a full range of production software. On-site support is available. Secure network access, including the GSU wireless network, is available throughout the library. Examples of other learning resources and services provided by the University Library include copyright consulting, data management consulting, data visualization services, mobile access, and digital scanning services including sheet map, large format and 3-D. The library offers authorized users the ability to borrow technology and related peripherals such as laptops, iPads, Android tablets, scientific and graphing calculators, digital SLR cameras, camcorders, data/LCD projectors, Chromebooks and GoPro cameras.

The Law Library is housed on the GSU campus in a 50,817 sq. ft. facility inside the just completed (2015) College of Law. The facility provides seating for 445 students/users, work spaces for 15 employees and 28 group study rooms/collaborative spaces. The library has 16 student workstations that provide access to electronic collections, including databases unique to legal education and only available in the Law Library. Secure network access, including the GSU wireless network, is available throughout the building.

The Perimeter College Libraries are housed in the following locations:

- The 1,800 sq. ft. Alpharetta Center library opened in 2010, and provides 10 workstations with access to electronic books, journals, and databases in a broad range of subject fields. Network access is available in the 36 seat facility which provides office space for 3 employees.
- The 97,000 sq. ft. Clarkston library facility, in the Jim Cherry Learning Resources Center, was built in 1993 and provides seating for 400 users with 45 workstations, a library instruction classroom with 34 workstations, and three student study rooms. The workstations provide access to electronic books, journals and databases in a broad range of subject fields. The library contains office and workspaces for 17 employees. Laptops and calculators are available for users to borrow and use within the facility.
- The Decatur Campus Library occupies a portion of the third floor of the "A" building on the Decatur Campus. Constructed in 1972 and renovated in 2015, the 9,794 sq. ft. facility has seating for 158 students/users with 29 workstations and a classroom with 21 workstations. The workstations provide access to electronic books, journals and databases in a broad range of subject fields. The library contains office and workspaces for 5 employees. Laptops and calculators are available for users to borrow and use within the facility.
- The Dunwoody Campus Library occupies approximately 37,600 sq. ft. in a three story building completed in 2002. The facility provides seating for 265 students/users with 42 workstations and a classroom with 24 workstations. The workstations provide access to electronic books, journals and databases in a broad range of subject fields. The library has six group study rooms that seat 6-8 students/users, and contains office and workspaces for 9 employees. Laptops and calculators are available for users to borrow and use within the facility.
- The Newton Campus Library occupies 8,800 sq. ft. and opened in 2009. It provides seating for 143 students/users including 29 individual study carrels and three group study rooms. Twenty-four workstations provide access to electronic books, journals and databases in a broad range of subject fields. The library contains office and workspaces for 4 employees.

### **Administration and Staffing of the Libraries**

The University Library and Georgia Perimeter Libraries employ qualified faculty and staff (See Appendix 6.5) who assist and support faculty and students in all research areas and educational programs, at all locations both physical and virtual. As the organizational chart (See Appendix 6.6) reflects, administrative oversight will be the responsibility of the Dean of the University Libraries. The libraries are managed by professional librarians who will be physically located at all campuses. Librarians will also be engaged with students and faculty at any of the university's instructional sites, including those in online courses and programs through technologies such as chat, e-mail and telephone.

The libraries adhere to the Association of College and Research Libraries standards, which require a master's degree in library and information science from an institution accredited by the American Library Association for any person employed as a professional academic librarian. Presently, 58 full-time librarians hold an ALA-accredited master's in library science or its equivalent. Twenty-nine librarians hold an additional master's degree, three possess a Ph.D. and six hold a J.D. degree.

Some of the projected efficiencies resulting from the GSU and GPC consolidation are:

Centralized library staff for:

- Management of all databases;
- Ordering materials (print and electronic);
- Cataloging and processing materials;
- Interlibrary Loan and Document Delivery Office services;
- Course Reserves;
- Financial processes and fiscal activities; and
- University Libraries' website – primary link to virtual services.

Consolidated library staff to oversee services such as:

- 24/7 chat and online reference service;
- Study room booking service; and
- Technology/equipment check-out

### **Student and Faculty Access and Training**

Access to all library staff, resources, and services is essential for students and faculty, no matter their location or need. The libraries publish their operating schedules for in-person/walk-in access and service. Online library services are accessible via individual user login authentication all day, every day, and all users benefit from ubiquitous access to high-quality information resources. The libraries offer orientation sessions and instruction for accessing on-site and virtual resources, use of borrowing and loan programs, archives and special collections, and research assistance.

Library staff are available to all users by a variety of means, both virtually and in person. In collaboration with the Office of Disability Services, the libraries will continue to meet the needs of patrons with disabilities. Facilities are ADA compliant and available assistance includes materials retrieval from collections, library orientation or research consultation, instruction in specific equipment operation, referrals to campus and off-campus resources, and other reasonable accommodations. The library provides access to the following hardware and software:

- 27-inch monitor
- JAWS screen reading software
- Premier to Go (ptg)
- Inspiration 8
- Read & Write Gold
- Zoomtext
- Dragon Naturally Speaking
- SARA (Scanning and Reading Appliance)
- CCTV device
- Braille printer

Library faculty deliver instruction in the use of information resources through group sessions and individual consultations as well as workshops on specialized resources. The libraries also provide online tutorials, user guides, and reference assistance. Library staff who serve as subject librarians to departmental faculty collaborate with those faculty and students to develop learning resources associated with program curricula and research. Librarians also collaborate with faculty to develop effective search strategies, assist with critical literature reviews for research proposals, introduce information resources at faculty meetings, and produce scholarly publications and presentations.

In summary, no significant impacts are projected with regard to access to and services for students, faculty, staff, or the public as a result of consolidation.

#### **Section 6 Evidence of Compliance:**

- Appendix 6.1 GIL information: As USG institutions, GSU and GPC are members
- Appendix 6.2 GALILEO information: As USG institutions, GSU and GPC are members
- Appendix 6.3 ARCHE information: GSU and GPC are members
- Appendix 6.4 CRL information: GSU is a current member; the consolidated libraries will be a member
- Appendix 6.5 Librarians – Credentials
- Appendix 6.6 Proposed Organizational chart of the Georgia State University Libraries

## 7. Student Support Services

Provide a description of student support programs, services, and activities—general as well as specific to the change—in place to support this initiative.

The consolidation of Georgia State University and Georgia Perimeter College (becoming Perimeter College within the new institution) will allow for support services that have proven effective at GSU to be extended to the new Perimeter College. Using these services, over the past 10 years, Georgia State has raised its graduation rate by 22 points, one of the largest increases in the country. This increase is the result of work in both Student and Academic Affairs to improve the overall student experience and to facilitate retention, progression and timely graduation. This work will continue and accelerate after consolidation facilitated by organizational, technological, data and reporting changes designed to expand across the new institution effective support to students. The significant expansions and changes that will occur in each area are detailed below.

### Support Services in the Division of Student Affairs

In order to provide all students with an enriching common experience throughout the consolidated university, similar services and programs on all campuses will be organizationally aligned and will be administered by the Vice President of Student Affairs. Resulting changes to program/service delivery include:

- Unified electronic records systems (e.g., health, counseling, student advocacy, student conduct, academic dishonesty, behavioral intervention, student involvement);
- Unified service delivery operating procedures across all campuses (e.g., disability services, student health, counseling, student activity fee, student conduct, behavioral intervention);
- Consolidated handbooks (e.g., student handbook, student organization handbook);
- Unified student policies (e.g., Student Code of Conduct, Sexual Misconduct Policy, Academic Honesty Policy, Behavioral Intervention Team);
- Standardized annual new student orientation programs;
- Single student government, student newspaper and student programming board with representation/involvement opportunities for students on all campuses.

The Division of Student Affairs will continue to provide innovative quality programs, services and environments to facilitate student success, learning, citizenship and involvement at all Georgia State University locations. The Division will also continue to foster an enriching environment that encourages cross-cultural interaction, an appreciation of diversity and ethical decision-making through advocacy, advisement, civic engagement, counseling, health, leadership training and recreation as well as myriad opportunities for personal growth and student learning (See Appendix 7.1). Division departments include:

Black Student Achievement  
Civic Engagement  
Counseling and Testing Center  
Disability Services  
Leadership Development  
Multicultural Center  
Office of the Dean of Students  
Recreational Services

Student Center  
Student Health Promotion  
Student Health Services  
Student Involvement  
Student Victim Assistance  
University Housing

### **Support Services in Academic Affairs**

A major focus after consolidation will be to implement and expand proven academic support initiatives already in use at the Downtown campus to Perimeter College, in order to support the retention, progression and graduation of all of Georgia State University's students. To effectively implement these initiatives across multiple campuses, University academic support offices will be unified under one administrative unit reporting to the Vice President of Enrollment and Student Success. This structural change will help to coordinate other important adaptations including:

- A common system of record keeping enabling student support personnel across multiple campuses to track students and communicate relevant academic information through all appropriate offices;
- Common tools and training including a platform that enables the use of predictive analytics based on academic data to target student support, facilitate academic progression and improve student outcomes;
- Common metrics and assessment methods in order to evaluate the effectiveness of academic outreach and support; and
- The development of common strategic academic interventions based on data at all Georgia State University locations. These academic interventions will include various forms of delivery to support a diverse student enrollment with multiple learning styles to ensure all students, both face to face and online, have access to the programs and resources needed to enhance student learning.

Central to this effort will be providing better service in academic advising. Georgia State will use technology to provide its students the personalized attention that is often only available at much smaller and more expensive schools. Our cutting-edge Graduation and Progression Success (GPS) (advising system uses 12 years of GSU student data—nearly 3 million grades—to create predictive analytics—for how each student will fare in any degree program, and in most courses that we offer) The system tracks students' decisions and academic performances and is updated on a daily basis. At the first sign of trouble, our advisors will intervene proactively to connect students with university resources and provide them with the information that they need to make adjustments in order to stay on the path to timely graduation.

Grades and progression information from Georgia Perimeter College will be fully integrated into this system in order to support all undergraduates and enable the University to build a better bridge between associate and baccalaureate academic pathways for students. In order to effectively utilize this technology to benefit students, the consolidated GSU will implement a model of academic advisement that tracks every student (i.e. expanding this function to Perimeter College students) for retention, progression and graduation.

Because predictive analytics results in a more timely, extensive and accurate picture of academic risk, Georgia State University will better integrate advisement with academic support

in order to proactively address student needs. Academic student support offices at Georgia State University include:

- Atlanta Based Learning
- Freshmen Learning Communities
- GSU 1010 Orientation Course
- Early Alerts Programming for 1<sup>st</sup>-year students
- Keep Hope Alive
- Learning and Tutoring Centers
- Learning Labs
- Supplemental Instruction
- Academic Coaching
- Student Support Services (TRIO)
- Scholarship Resource Center
- Success Academy
- University Advisement Center
- University Career Services

### **Student Support Services and Programs Available to Distance Education Students**

Georgia State University will offer distance education students a wide array of support services, which are specific and distinctly relevant to their needs. Associate's degree students taking courses through Perimeter College's Online Campus will have access to online advisement and Student Success Webinars during extended hours and during advising sessions that will be coordinated by discipline. In addition, students taking courses online will have access to library resources, tech support, disability services, Smarthinking Online Tutoring, and both on-site and electronic proctored testing.

Bachelor's degree and graduate students enrolled in fully online and hybrid courses have access to online and telephone advisement, digital library resources, online tech support, disability services, and both on-site and electronic proctored testing (See Appendix 7.2).

### **Student Activities, Organizations and Athletics**

Georgia State University provides a rich array of student activities including more than 400 chartered student organizations offering students a broad range of involvement and leadership opportunities related to their interests in academic, cultural, community service, environmental, fraternities and sororities, health, performing arts, political, recreational and religious activities. The Student Government Association serves as the official voice for students by representing student interests to the university and working to improve the student experience by contributing to policies and procedures that have a campus-wide impact. The Spotlight Programs Board, the university-sponsored, student-driven programming board, coordinates social, cultural, educational and entertaining programs on a university-wide basis ranging from concerts, movies and distinguished speakers to novelty events as well as trips to Atlanta attractions. Spotlight also oversees the Cinefest Film Theater and the Gallery Lounge, a gallery where students can exhibit their creative work and learn to curate their shows. Additionally, Student Media groups (including GSTV, the *New South* and *Underground* literary journals, *The Signal* student newspaper, and WRAS-Album 88 student radio station) offer opportunities for students to learn and enhance skills in writing, editing, filming, presentations, journalism, curation and more.

## **Student Support Services, Programs, Activities and Athletics Available to Students at Off-Campus Instructional Sites**

Student Support Services and Programs - Post consolidation, academic advisement and support will continue to be offered at the Atlanta campus as well as each of the campus instructional sites that previously made up Georgia Perimeter College. While academic advisement, academic support and other services will be coordinated centrally, they will be delivered on every campus at the place of student need. Coordination will occur centrally in order to ensure that the same standards of excellence, consistency, assessment and revision take place at every campus. Delivery will be at the campus level, so that we can maximize the number of students who are able to take advantage of the support. For example, academic advisement will occur at all off-campus instructional sites but it will be enhanced through the use of predictive analytics and the use of GSU's advisement model that monitors the enrollment and progression of every active student in the University population. At the instructional sites away from the Atlanta campus, learning and tutoring centers as well as instructional labs will continue to support students taking classes in the core curriculum. In addition to these resources plans are to scale Supplemental Instruction (SI) at these locations. SI, a program of peer tutoring, has been implemented successfully on the main campus and been shown to be particularly effective in supporting first generation and low income students. Georgia Perimeter College's small SI program will be integrated into Georgia State University's larger program and expanded to serve more Perimeter College students. New programming will also be made available at the off campus instructional sites. Programs that have been successful at Georgia State University including Freshmen Learning Communities, Freshman orientation courses, Early Alert Programming, Keep Hope Alive, Success Seminars and other initiatives will be offered on each of the Georgia State University Perimeter College campuses. Other student services offered on all Perimeter campuses prior to the consolidation (e.g., disability services, counseling and testing, health and recreational services) will continue to be offered, but coordinated centrally.

Student Activities - Post consolidation, each Perimeter College off-campus site will maintain existing student activities functions that will continue to be advised by staff and faculty at each site, but coordinated through the Atlanta campus. For example, all Perimeter sites currently have interest-based chartered student organizations (91 total) that will continue to exist, however all sites including the downtown campus will follow a single set of regulations for operations. Additionally each site will continue to locally elect Student Government Association (SGA) representatives and various executive officers that will meet and govern locally, however the SGA President will be elected on a university-wide ballot to represent all students enrolled at all locations. Further, each off-campus site currently has a student programming board ("JAG") that will be renamed Spotlight Programs Board and will continue to provide student activities and programs of interest to the students at each site; however, each board will also coordinate with the downtown campus in planning a number of university-wide large-scale events that existed at Georgia State University prior to the consolidation (e.g., Homecoming, "Georgia State Night at Six Flags," "Georgia State Night at the Aquarium," various concerts). Finally, funding for all student activities and student organizations at each site will continue to be allocated from student activity fee monies that are collected, based upon both fee structure and enrollment at the site, however a single set of guidelines will determine university-wide funding criteria (See Appendix 7.3, 7.4, 7.5).

### **Evidence of Compliance**

Appendix 7.1 Division of Student Affairs Department

Appendix 7.2 Electronic Proctored Testing

Appendix 7.3 The Signal  
Appendix 7.4 Athletics  
Appendix 7.5 Chartering Student Organizations

## 8. Physical Resources

Provide a description of physical resources and equipment to support this initiative. Assess the impact that the proposed change will have on physical resources, facilities, and equipment.

### ***Impact of Consolidation on Physical Resources and Equipment***

Due to the complementary nature of the continuing academic programs from the two pre-consolidation institutions minimal changes are anticipated in the current physical configuration of campus locations, facilities, equipment and their operations after consolidation. Facilities staff and managers will be strategically located and operating from multiple campus locations to provide necessary support in maintaining safe, clean and comfortable buildings and grounds that are required for instructional, library, student life, administrative and recreational functions.

The Georgia State University Facilities Management Service Division (FMSD) with its staff of over 200 people to maintain approximately 10.9 million GSF of space is an efficiently run operation, meeting the academic and research missions of the university. Georgia Perimeter College currently has five campuses at Clarkston, Decatur, Dunwoody, Alpharetta and Newton and a leased facility at Tucker. The Clarkston campus serves as the Facilities operations hub with dedicated staff of about 100, distributed at various campus locations for regular and routine maintenance functions. The consolidated GSU with over 12.5 million GSF and 300 staff should realize operational efficiencies with minimal organizational changes due to the volume of work and availability of skilled employees who have relevant institutional knowledge. GSU already has experience in operating and maintaining satellite campuses (not all of which are instructional sites) with facilities at Alpharetta (Fulton County), Panthersville (Athletic Facilities in DeKalb County), Hard Labor Creek (Telescope in Rutledge, GA) and leased facilities in Buckhead and Dunwoody.

**Campus Master Plan(s):** Georgia State University retained Sasaki Associates for its Campus Master Plan update which was completed in December 2012. Its primary goal was to identify implementation strategies to advance the University Strategic Plan and proposed campus transformation with the Kell Hall demolition and creating a Campus Greenway. Consultants met with the President, Provost, all Vice Presidents and Deans and various faculty, staff, and student groups. They also gathered input from Central Atlanta Progress and City of Atlanta staff. In addition they used the web portal to receive feedback from campus constituents on such items as favorite (or least favorite) campus buildings, social spaces, restaurants, pedestrian routes/paths etc. (See Appendix 8.1)

Georgia Perimeter College updated its Facilities Master Plan in 2000. It addressed campus growth patterns and site locations of proposed facilities based on existing and projected student enrollments. As a result a Student Center and parking deck were added at Clarkston campus. Development of Decatur and Dunwoody campuses was consistent with Facilities Master Plan 2000 suggestions. GPC initiated a Master Plan update in 2012 however this was not formally completed.

A new Facilities Master Plan will be initiated to meet the academic, strategic and research mission of the consolidated university once the consolidation is granted final approval by the Board of Regents in January 2016. GPC space and facilities assessment is currently underway by the Physical Plant Operations Working Group and is expected to continue into January 2016.

## **University Facilities – Current and Proposed for Consolidation Georgia State University**

Currently Georgia State University (GSU) has approximately 10.9 million GSF of space in over 60 facilities (See Appendix 8.2). While the majority of these facilities are located in downtown Atlanta (See Appendix 8.3), it also has facilities at North Metro Campus (Alpharetta, Fulton County), Panthersville (DeKalb County, not an instructional site), Hard Labor Creek (Rutledge, GA, not an instructional site) and Mt. Wilson (a Radio Telescope in California, not an instructional site).

**Academic Facilities:** Langdale Hall, Classroom South and Aderhold Learning Center provide state of the art classrooms and computer labs. Other buildings such as Sparks Hall and Arts & Humanities also contain additional classrooms. Science teaching labs are located in Petit Science Center, Natural Science Center and Science Annex.

**Student Center and Recreation Center:** The Student Center (124, 200 GSF) and Recreation Center (174,000 GSF) were completed in 1998 and 2001 respectively.

**Student Housing:** GSU currently has 2000 beds at the University Commons , 569 beds (in 231 apartments) at the Lofts, 331 beds in Patton Hall (freshman housing), 139 beds in fraternity and sorority housing and 1124 beds in the Piedmont North complex.

**Student Dining Halls:** GSU opened its first self-operated dining hall (325 seat capacity) in Patton Hall in fall 2009 and added a second dining facility at Piedmont North complex in 2011.

Piedmont North dining hall has access to convenient on-site parking. Both dining halls provide several food choices to the students, faculty and staff.

**Athletic Facilities:** GSU has a 16-sport (10 women's and 6 men's) Division I athletic program and participates in the Sun Belt conference. The NCAA basketball and sand volleyball courts are located on the campus at the Sports Arena complex. and football practice facility is within walking distance of campus. Baseball and soccer fields are located at the Panthersville campus in DeKalb County. Football home games are played at the Georgia Dome in downtown Atlanta.

### **Off-Campus Facilities:**

Off campus facilities are either maintained by GSU maintenance staff or contract employees depending on the size, scope and mission of the facility. These include:

- **Language Research Center:** Located in DeKalb county LRC consists of four (21,917 GSF) buildings on a 55 acre site. It primarily supports the primate and animal research activities and received grant funding from NIH, NSF, NASA, the Wenner-Gren Foundation, the McDonnell-Pew Foundation and other agencies. It is maintained by GSU maintenance staff, but it is not an instructional site.
- **Alpharetta Academic Facility:** 49,580 GSF classroom and office facility is located in Alpharetta and is maintained by GSU maintenance staff.
- **200 Tower Place:** GSU currently leases 63,826 GSF at 3348 Peachtree Road for academic use (E-MBA programs) by Robinson College of Business and is maintained by the building owner as per lease terms and conditions.
- **Peachtree Dunwoody Center:** GSU currently leases 10,718 GSF at 5909 Peachtree Dunwoody Road for academic use by Robinson College of Business and is maintained by the building owner as per lease terms and conditions.

- Panthersville Athletic Fields: Located in DeKalb County (adjoining LRC) these facilities are maintained by GSU maintenance and Athletic department staff, but is not an instructional site.

### **Georgia Perimeter College**

After consolidation the Georgia Perimeter College (GPC) will become a new two-year access college, which will be known as Perimeter College, within the larger Georgia State University. Perimeter College will be led by a Vice Provost/Dean and is anticipated to continue its academic offerings and programs at Clarkston, Decatur, Dunwoody, Alpharetta and Newton locations. While Clarkston and Decatur campuses are located about 10 miles east of downtown, Dunwoody and Alpharetta are located northeast of downtown. The Newton campus is the farthest location and is about 60 miles east of downtown (See Appendix 8.4). GPC consists of approximately 1.8 million GSF in 36 buildings and parking decks at its five campuses. It also leases a 56,000 GSF facility at Tucker, GA to accommodate its information technology and other administrative offices. GPC has no student housing facilities and no intercollegiate athletics program (See Appendix 8.5).

### **Capital Planning Process:**

It is anticipated that GSU will retain its current capital planning process with minor changes as needed. Every year in response to the notification from the Board of Regents (BOR), FMSD prepares and submits a Five-Year Capital Plan, and Annual Major Repair and Renovation (MRR) Funding Request. All capital requests are prepared using BOR guidelines (See Appendix 8.6) and in conjunction with the recently updated Campus Master Plan. GSU's FY 2016-2019 Capital Request for major projects totaled to \$145.4 million (See Appendix 8.7). The University requested funding of \$10,057,500 for twenty one FY 2015 MRR projects and received \$3,725,000 (See Appendix 8.8). All these requests were reviewed, discussed and prioritized by Planning and Development Committee, Capital Planning and Space Allocation Committee (CPSAC), and the MRR Joint Planning and Development and Budget Committee (University Senate Sub-Committees). The Capital Plan recommendations are reviewed and approved by the President. The existing capital planning process at GPC will be reviewed and evaluated by these groups and capital projects will be integrated into the GSU Capital Plan following consolidation (See Appendix 8.9).

CPSAC is a sub-committee of the Planning Development Committee and is responsible for reviewing, recommending and approving all space changes and allocations across the campus (See Appendix 8.10). It consists of members from the University Senate and the Student Government Association. The Provost serves as the Chair of the Committee and it meets once every month. Campus departments can request new space allocation or changes to existing space by using the Space Request Form (See Appendix 8.11) which is available on the Facilities Management website. CPSAC will continue to oversee all space changes for the consolidated GSU including the added space assignments from GPC.

The Classroom Facilities Council (CFC) meets once every month to discuss the conditions and the technological needs of all classrooms across the campus. This Committee is composed of faculty and staff representatives and is chaired by the Assistant to the Provost. The CFC will expand its purview to include the current GPC classrooms following consolidation.

### **Facilities Leadership and Organization**

GSU Associate Vice President (AVP) for the Facilities Management Services Division (FMSD) reporting directly to Senior Vice President for Finance and Administration (SVP) will lead the team with administrative oversight of consolidated institution's physical facilities, infrastructure

and equipment. The AVP will be supported by various directors, professional, trades, maintenance and administrative staff.

The FMSD of the consolidated university will be responsible for planning, design, construction, renovation and maintenance & operation of all facilities with a mission to provide safe, clean, attractive and energy efficient buildings that are conducive for teaching, research, living and recreation activities. The FMSD meets this goal by ensuring optimal functioning and use of facilities at all campuses through a program of customer-focused maintenance support.

The FMSD is anticipated to retain its current organizational structure consisting of Facilities Planning, Design and Construction, Maintenance & Operations, Renovations and Administration (HR and Information Systems) departments (See Appendix 8.12). It maintains and updates all the space and room inventories across the campus and provides this data to BOR and other constituent groups as required.

***General University Facilities Use  
Assigned Square Footage: GSU, GPC, and the Consolidated University***

<b><u>Assigned Square Footage (ASF) Category</u></b>	<b><u>Type of Space</u></b>	<b><u>GSU ASF (Fall 2014)</u></b>	<b><u>GPC ASF (Fall 2014)</u></b>	<b><u>Consolidated ASF</u></b>
100	Classroom Facilities	167,048	140,800	307,848
200	Laboratory Facilities	630,853	120,353	751,206
300	Office Facilities	984,459	276,744	1,261,203
400	Study Facilities	202,231	144,160	346,391
500	Special Use Facilities	383,652	90,343	473,995
600	General Use Facilities	328,719	120,695	449,414
700	Supporting Facilities	2,828,536	55,444	2,883,980
800	Health Care Facilities	3,413	-	3,413
900	Residential Facilities	900,179	-	900,179
	<b>Totals</b>	<b>6,429,090</b>	<b>948,539</b>	<b>7,377,629</b>

## ***Construction and Renovation Projects Underway Presently***

### Georgia State University

	Building/Project	Budget/ Proposed Budget	Scheduled/ Proposed Completion Date
Construction/ Renovation Projects	Science Park Phase 2 – 65,500 GSF	\$ 27.4 M	January 2016
	Dobbs-Piedmont Student Housing (BOR Public Private Partnership Project) 1,150 beds with 450 seat dining hall	\$28M - \$32M	July 2016
	Language Research Center – Replace Domestic Water Supply Lines	\$400,000	October 2015
	T Deck Parking Improvements	\$280,000	August 2015
	Athletics Weight Room Facility	\$705,000	August 2015
	Sports Arena Scoreboard Replacement	\$480,000	September 2015
	Campus ADA/Life Safety Upgrades	\$ 517,000	November 2015
	Langdale Hall Energy Recovery Unit, AHU and Roof Replacement	\$2,050,000	August 2015
	Urban Life Roof Replacement	\$ 700,000	October 2015
Projects in Design Phase	Science Park Phase II (Build Out): Build out of 2nd floor (vivarium), 3rd and 4th floors (research labs) and pedestrian bridge to Petit Science Center at 5th floor.	\$19.5 M	July 2016
	25 Park Place Tower Phase 4 Renovation for academic departments and administrative offices	\$3.5 M	February 2016
	25 Park Place – Cube Building Renovation: For Center for Media Innovation and Instruction. Funded by a grant from Woodruff Foundation.	\$10.5 M	Start construction by October 2015 and complete by July 2016
	Science Annex Addition: Expand 4 <sup>th</sup> and 5 <sup>th</sup> floors to add two science teaching laboratories. It will be completed in two phases.	\$850,000 (Phase 1 – Shell and Core)	August 2015 – January 2016
	Classroom South Addition Phase II: 35,000 sq. ft. addition--the final phase of the expansion to the Classroom South building, primarily creating classroom and science teaching labs.	\$17 M	Design completion by June 2016. Tentative occupancy by July 2017.

Projects in Planning Phase	55 Park Place Programming for Robinson College of Business and Andrew Young School of Policy Studies	To be determined	To be determined
	25 Park Place Plaza Development Concepts	To be determined	To be determined
	Kell Hall Relocations	To be determined	To be determined

Georgia Perimeter College

	Building/Project	Budget/ Proposed Budget	Scheduled/ Proposed Completion Date
Construction/ Renovation Projects	Clarkston Campus Mechanical Upgrades	\$467,000	September 2015
	Multi-Campus OIT Infrastructure Upgrades	\$351,000	February 2016
	Clarkston Campus - Exterior Lighting Improvements	\$214,000	September 2015
	Clarkston Campus – CE Building Roof Replacement	\$249,000	December 2015
	Dunwoody and Alpharetta - Exterior Door and Hardware Upgrades	\$532,000	November 2015
	Decatur Campus – Parking Lot Improvements	\$824,000	October 2015
	Clarkston Campus – Cole Auditorium Renovation	\$612,000	March 2016
Projects in Design Phase	Alpharetta Campus – Science Lab Addition	\$6.3 M	To be determined
	Dunwoody Campus – NE Building Replace Chillers and Cooling Tower	\$975,000	To be determined

**Information Technology**

Both institutions currently employ a variety of industry-leading information technologies and services to ensure reliable and secure access to academic, administrative, and operational resources. Technology, support, and service at GSU and GPC are extended to faculty, staff, enrolled students, alumni, and invited guests. The consolidation’s impact will be positive—through efficiencies in staffing and resources as well as seamless support regardless of campus location or online location. Leadership and oversight for the information technology infrastructure, support, and services will be as shown in the proposed functional chart of the Information Systems and Technology, Telecom and Network area (See Appendix 8.13). Overviews of major areas associated with the IT infrastructure are outlined below.

### Educational Technologies and Support

GSU and GPC offer multiple levels of technology for use in face-to-face/classroom, hybrid, and online/distance education offerings. The consolidated university leadership will assess its technology resources and staffing to ensure that no degradation of support and services occurs during the consolidation process that would impact a projected fall 2016 start. The consolidated IT organizations will work to ensure faculty, academic support staff, and student support staff have the necessary educational technologies and equipment in full operational order following consolidation. Appendix 8.14 and 8.15 provide an overview of existing technologies in use at both institutions that will be consolidated for educational and administrative purposes.

### Consolidated IT Support and Service

GSU and GPC each have established IT departments that provide support and assistance to their respective campus constituents. Appendix 8.16 is an overview of email domain services currently offered at GSU and GPC respectively and the domain services of the consolidated university. Appendix 8.17 describes the impact in major areas of IT support and service, in alphabetical order.

### Network and Wireless

GSU and GPC each possess a physical network infrastructure built on redundant architecture. Both institutions have a wireless local area network (WLAN) infrastructure in most buildings and some exterior facilities as a supplement to the production wired network, providing coverage and capacity for mobile computing. Additionally, the infrastructure is supported by uninterruptible power supplies that ensure reliability to users. Key data centers are equipped with generators that ensure seamless network service in the event of an extended power outage. Access to data centers and network/telephone closets is on an as needed basis and through secure key control or electronic swipe card locks.

Once consolidated, the new university will offer over 42,000 wired connections and a wireless network infrastructure that averages over 68,000 unique connections monthly. GSU student housing is supported with more than 7,200 wired and 62 wireless access points. By July, 2016 GSU student housing will employ an additional 622 wireless access points with a potential of 455 more if expanded into the remaining res-halls. GPC does not currently have residential student halls.

Overall, the impact of consolidating GSU and GPC will create opportunities for centralization and efficiencies in operations and customer service as outlined in Appendix 8.18.

### **Evidence of Compliance**

- Appendix 8.1 Georgia State University Facilities Master Plan
  - Appendix 8.2 Georgia State University Building Space Data
  - Appendix 8.3 Georgia State University Campus Map
  - Appendix 8.4 Georgia Perimeter College Campus Maps
  - Appendix 8.5 Georgia Perimeter College Space Assessment
  - Appendix 8.6 Board of Regents FY2017 Capital Project Funding Request Instructions
- Substantive Change Prospectus: GSU and GPC Consolidation  
Section 3 – Physical Resources

Appendix 8.7 Georgia State University Capital Improvement Plan  
Appendix 8.8 Georgia State University FY 2015 Funding Requests and Recommendations  
Appendix 8.9 Georgia Perimeter College MRR Projects  
Appendix 8.10 Georgia State University Capital Budget and Space Allocation Committee membership  
Appendix 8.11 Georgia State University Space Request Form  
Appendix 8.12 Facilities Management Organizational Chart  
Appendix 8.13 IS&T Organizational Charts  
Appendix 8.14 Educational Technologies and Applications  
Appendix 8.15 Enterprise/Administrative Applications  
Appendix 8.16 GSU and GPC Email Domain Services  
Appendix 8.17 IT Services and Support, Current and Proposed for Consolidation  
Appendix 8.18 Project Benefits of a Consolidated IT Infrastructure

## 9. Financial Support

Provide a business plan that includes **all** of the following:

- a. a description of financial resources to support the change, including a budget for the first year b. projected revenues and expenditures and cash flow
- b. the amount of resources going to institutions or organizations for contractual or support services
- c. the operational, management, and physical resources available for the change.

Provide contingency plans in case required resources do not materialize.

As part of the prospectus, the institution is required to submit financial audit reports and management letters for the two most recent fiscal years, and include its most recent financial aid audit. The most recent year is defined as the fiscal year ending immediately prior to the submission of this prospectus.

In instances of consolidations, mergers, change of ownership, or acquisitions, the other participating institution or entity is also required to provide the audits as described above. In addition, the institution is required to include a statement of financial position of unrestricted net assets, exclusive of plant assets and plant-related debt, which represents the change in unrestricted net assets attributable to operations for the most recent year.

Include a copy of the institution's Pre-Acquisition Application submitted to the U.S. Department of Education, if appropriate for the change, and all documents/correspondence from the institution to the USDOE and from the USDOE to the institution as pertain to the reporting of this change.

### Narrative

The financial resources of the new Georgia State University will be substantially greater and more comprehensive than pre consolidation, positioning the consolidated institution to achieve higher levels of efficiency and effectiveness in its offering of high-quality and productive associate, undergraduate, graduate, and doctoral programs. The combined financial resources of the two institutions and the efficiencies and savings gained from administrative consolidation will yield a strong financial position to accommodate continued enrollment growth and academic development of the consolidated university. Despite continuing fiscal restraints in a weak but recovering Georgia economy, the consolidated university will have significant and expanded opportunities to redirect consolidation savings to its academic improvement priorities. The financial infrastructure for the consolidated institution will continue to operate efficiently and employ austerity measures along with conservative stewardship of resources that have been in place for the separate institutions. The consolidated institution is expected to have the capital resources to move the new institution to even greater levels of achievement.

Both Georgia State University (GSU) and Georgia Perimeter College (GPC) maintain comprehensive networks of internal controls to ensure compliance with federal, state, and local requirements. Procedures are in place to assess risk, deter non-compliance, and detect violations at the earliest opportunity. Key institutional components involved in controlling institutional finances and monitoring compliance include the University System of Georgia Board of Regents and the University System of Georgia Internal Audit function, as well as university auditors. The *BOR Policy Manual Section 7* [See Appendix 9.1] and the *BOR Business Procedures Manual* [See Appendix 9.2] mandate these functions. Therefore, such functions will remain in place for the consolidated institution.

## Financial Resources to Support the Change

The consolidation is expected to have no substantive impact on the total financial resources available to support the new institution. The University System’s Chancellor has indicated that the savings that will result from institutional consolidation will be retained by the new GSU for redirection within the institution to meet pressing needs, to expand academic programs, and to better serve student and state needs.

Both institutions are in sound financial condition, operating with balanced annual operating budgets and sufficient reserves for covering expense excesses when necessary. Improvements in the state’s economy in the last three fiscal years have helped turn annual state appropriation budget cuts into modest state appropriation increases for GSU, although state appropriation funding has not returned to its peak levels of FY 2009. GPC has seen recent decreases in state appropriation due to dips in enrollment. GPC has addressed these cuts by reducing costs. Although fiscal restraints appear to be lessening, the “new normal” established over the past seven years for conservative and strategic stewardship of scarce financial resources remains a key factor when justifying institutional consolidation.

The two principal revenue sources for education and general operations at GSU and GPC are state appropriations and student tuition and fees. Tables 1 and 2 present the changes that have occurred in those revenue streams from FY 2010 through FY 2016 for both institutions. At GSU, state appropriations fell 4.7 percent from FY 2010 to FY 2016, but have increased modestly since FY 2012, reducing the loss from the peak of FY 2012. The 4.7 percent drop in state funding would have been devastating to GSU had it not been offset by tuition and fee increases and enrollment growth. At GPC, state appropriations fell 16.5 percent from FY 2010 to FY 2016. The 16.5 percent drop in state funding at GPC was caused by both the state’s economic downturn and a large drop in enrollment. The 16.5 percent drop in state funding would have been devastating to GPC had it not been offset by tuition and fee increases and cost reductions.

**Table 1. Trends in E&G State Appropriation Funding.**

Fiscal Year	GSU State Funding (Millions)	GPC State Funding (Millions)
2010	207.9*	56.5*
2011	188.6	52.2
2012	164.9	59.7
2013	178.9	44.8
2014	187.4	56.9
2015	187.7	52.2
2016 (budget)	198.0	47.2
Six Year % Change	-4.7%	-16.5%
*includes \$32.9 (GSU) and \$9.7 (GPC) million stabilization funds		

As Table 2 documents, tuition and fee revenues at GSU increased substantially from FY 2010 to FY 2016, increasing 77.7 percent overall, and overtook state appropriations as the largest sources of Education & General (E&G) support in FY 2011. Tuition and fee revenue at GPC increased 6.8 percent for the same time period and exceeded state appropriations beginning in FY 2010.

**Table 2. Trends in E&G Tuition & Fee Revenues.**

Fiscal Year	GSU E&G Tuition and Fee Revenues (Millions)	GPC E&G Tuition and Fee Revenues (Millions)
2010	170.0	61.9
2011	189.3	62.6
2012	214.9	71.8
2013	225.4	63.3
2014	225.8	60.6
2015	233.2	64.3
2016 (budget)	302.0	66.1
Six Year % Change	77.7%	6.8%

Annual grants and contracts generate a modest revenue stream for GSU and will benefit the consolidated university. As Table 3 reveals, grant and contract revenues have been increasing at GSU in recent years and are expected to total \$184 million in FY 2016 for the consolidated university. The synergy generated from the consolidation of the two institutions is expected to boost these revenues in future years.

**Table 3. Trends in Grants and Contracts Revenues.**

Fiscal Year	GSU Funding (Millions)	GPC Funding (Millions)
2010	110.3	2.7
2011	128.0	2.3
2012	131.6	3.2
2013	137.9	3.0
2014	140.5	2.7
2015	155.1	2.8
2016 (budget)	180.0	4.0
Six Year % Change	63.2%	48.1%

A full suite of auxiliary services will be in place at the consolidated institution, including bookstore operations, student dining and campus catering, student housing, parking, transportation, card services, copy services, health services, and vending. In addition, a broad array of student programs and activities will also be available at the consolidated institution such as intercollegiate athletics, student recreation, sports clubs, intramural athletics, registered student organizations, and Greek life organizations. Table 4 shows trends in the growth of auxiliary services. GSU has a decrease in auxiliary housing revenues in FY 16 due to two dormitories being included in the Public Private Partnership (P3) programs master agreement between the University System of Georgia and the vendor established during fiscal year 2015. The transferred dormitories will continue to house students as they did in the past. However, under the P3 master agreement, the new vendor (concessionaire) will take over the operations of the two dormitories.

**Table 4. Trends in Auxiliary Services Revenues.**

Fiscal Year	GSU Funding (Millions)	GPC Funding (Millions)
2010	52.8	6.2
2011	58.6	5.7
2012	63.6	6.8
2013	70.6	6.6

2014	70.7	7.3
2015	76.1	7.6
2016 (budget)	44.8	9.3
Six Year % Change	-15.2%	50%

Table 5 shows a healthy increase in GSU’s growth of student athletic and student activity revenues. GPC’s student athletic and student activity revenues dropped due to a decrease in enrollment. Once consolidated, the combined university should continue to follow GSU’s current growth in these areas.

**Table 5. Trends in Athletics & Student Activities Revenues.**

Fiscal Year	GSU Funding (Millions)	GPC Funding (Millions)
2010	33.1	4.8
2011	36.0	4.5
2012	38.0	4.2
2013	38.1	3.8
2014	37.7	3.4
2015	38.7	3.4
2016 (budget)	39.9	3.7
Six Year % Change	20.5%	-22.9%

According to Georgia law (O.C.G.A. 36-81-3 [3], all units of local government, including state offices such as the Board of Regents and the 30 institutions under its legal authority, must adopt and operate under an annual balanced budget. The separate BOR-approved budgets for both institutions and the separate federal financial aid budgets will remain in effect until July 1, 2016. Financially, the institution will merge the two accounting systems into the consolidated accounting system beginning July 1, 2016, with the first completely consolidated budget. Subsequently, the consolidated institution will undergo its first statewide audit as a consolidated institution in FY17.

**First Year Budget Projected Revenues, Expenditures, and Cash Flow**

The effective date of the proposed consolidation in early January 2016 will fall in the middle of the University System of Georgia’s current fiscal year 2016, which runs from July 1, 2015, through June 30, 2016. Although many aspects of the consolidation will go into effect at that time, each of the partner institutions must complete its FY 2016 financials separately and stand for a state audit thereafter. Although a substantial amount of coordination and collaboration has been underway over the past nine months, the first half of the first year of consolidation will be handled financially as though the partner institutions were independent. The two sets of financial statements will be combined for presentation purposes at the end of the fiscal year. Budgetary adjustments will be made in both sets of expenditure accounts to accommodate any new administrative structure that will be implemented in January 2016. In addition, once the consolidation has been approved by the Board of Regents in January 2016, budget management oversight will be coordinated centrally under the chief business officer to serve other needs of the consolidated operation as well. Fiscal year 2017, which begins July 1, 2016, will be the first fiscal year that the USG Board of Regents and the Department of Education establish a single budget for the consolidated institution.

The proposed consolidation will occur when both institutions are midway through the current fiscal year; therefore the first-year budget for the consolidated institution requires reasoned estimation. The budget presented in the following tables illustrates the combining of revenues, expenditures and net cash flows approved for both the partner institutions in FY16 and projected for FY17 as well as for calendar year

2017. As the tables show, the budgets are balanced, as required by BOR policy for both fiscal years.

### First Year Budget Projected Revenues, Expenditures, and Cash Flow

Education and General Funds  
 Combined Revenues, Expenditures and Net Cash Flow

Category	FY2016 Original Budget			GSU Projected Budget FY2017	GSU Projected Budget CY2017
	GSU	GPC	Total		
<b>Revenues:</b>					
State Appropriation	\$ 198,011,705	\$ 47,225,523	\$ 245,237,228	\$ 250,141,973	\$ 247,689,600
Tuition	231,721,118	52,193,997	283,915,115	286,754,266	285,334,691
Other General Revenue	34,535,712	11,228,323	45,764,035	45,764,035	45,764,035
Indirect Cost Recovery	30,000,000	250,000	30,250,000	30,250,000	30,250,000
Technology Fee	5,781,182	2,658,386	8,439,568	8,439,568	8,439,568
Sponsored	180,000,000	49,402,394	229,402,394	239,402,394	234,402,394
Departmental Sales & Svcs	45,000,000	616,227	45,616,227	45,616,227	45,616,227
<b>Total Revenues</b>	<b>725,049,717</b>	<b>163,574,850</b>	<b>888,624,567</b>	<b>906,368,463</b>	<b>897,496,515</b>
<b>Expenditures:</b>					
Instruction	244,883,949	51,105,966	295,989,915	301,909,713	298,949,814
Research	169,334,076	-	169,334,076	177,036,777	173,185,427
Public Service	11,156,015	4,953	11,160,968	11,160,968	11,160,968
Academic Support	88,884,461	17,306,563	106,191,024	107,252,934	106,721,979
Student Services	28,128,482	14,432,247	42,560,729	42,986,336	42,773,533
Institutional Support	36,645,167	19,603,239	56,248,406	56,810,890	56,529,648
OMP	71,839,567	14,913,683	86,753,250	87,620,783	87,187,016
Scholarships	74,178,000	46,208,199	120,386,199	121,590,061	120,988,130
<b>Total Expenditures</b>	<b>725,049,717</b>	<b>163,574,850</b>	<b>888,624,567</b>	<b>906,368,462</b>	<b>897,496,515</b>
<b>Net Cash Flow</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Auxiliary, Student Activity & Capital Funds  
 Combined Revenues, Expenditures and Net Cash Flow

Category	FY2016 Original Budget			GSU Projected Budget FY2017	GSU Projected Budget CY2017
	GSU	GPC	Total		
<b>Revenues:</b>					
Auxiliary - Housing	\$ 15,019,401	\$ -	\$ 15,019,401	\$ 16,171,401	\$ 15,595,401
Auxiliary - Food Services	9,025,020	77,000	9,102,020	13,134,020	11,118,020
Auxiliary - Stores & Shops	1,361,934	1,566,000	2,927,934	2,957,213	2,942,574
Auxiliary - Health Services	2,705,667	1,188,520	3,894,187	3,933,129	3,913,658
Auxiliary - Transport & Parking	8,435,039	-	8,435,039	8,519,389	8,477,214
Auxiliary - Other Organizations	8,296,076	925,455	9,221,531	9,221,531	9,221,531
Athletics	19,016,950	1,767,007	20,783,957	20,991,797	20,887,877
Student Activities	18,185,195	1,982,137	20,167,332	20,369,005	20,268,169
Capital	1,975,000	-	1,975,000	1,975,000	1,975,000
<b>Total Revenues</b>	<b>84,020,282</b>	<b>7,506,119</b>	<b>91,526,401</b>	<b>97,272,485</b>	<b>94,399,443</b>
<b>Expenditures:</b>					
Auxiliary - Housing	15,019,401	-	15,019,401	16,171,401	15,595,401
Auxiliary - Food Services	9,025,020	77,000	9,102,020	13,134,020	11,118,020
Auxiliary - Stores & Shops	1,361,934	1,566,000	2,927,934	2,957,213	2,942,574
Auxiliary - Health Services	2,705,667	1,188,520	3,894,187	3,933,129	3,913,658
Auxiliary - Transport & Parking	8,435,039	-	8,435,039	8,519,389	8,477,214
Auxiliary - Other Organizations	8,296,076	925,455	9,221,531	9,221,531	9,221,531
Athletics	19,016,950	1,767,007	20,783,957	20,991,797	20,887,877
Student Activities	18,185,195	1,982,137	20,167,332	20,369,005	20,268,169
Capital	1,975,000	-	1,975,000	1,975,000	1,975,000
<b>Total Expenditures</b>	<b>84,020,282</b>	<b>7,506,119</b>	<b>91,526,401</b>	<b>97,272,485</b>	<b>94,399,443</b>
<b>Net Cash Flow</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

The FY 2016 budgets assume that the enrollment projections for each university will be met and that enrollment headcounts will increase in FY 2017. This anticipated enrollment growth will result in increased tuition and fee revenue in FY 2017.

As the universities conclude the consolidation process in the second half of FY 2016, President Becker's principal priorities to which he will redirect funds include one-time up-front consolidation expenses such as campus signage changes and necessary information technology expenditures to assure educational, administrative, and financial integration.

After one-time up-front consolidation expenses are met, President Becker's redirection priorities will shift to enhancements in GSU's Complete College Georgia/Retention, Progression, and Graduation initiatives such as expanded advising, mentoring, and tutoring programs; increased funding to improve courses with high D/F/W rates; resolution of faculty and staff salary equity issues; increased research support; and other pressing academic concerns.

The capital projects budget is submitted by the president and is categorized as major repair and renovation (MRR) funds under \$1 million, small capital projects over \$1 million, major capital projects over \$5 million, and public-private ventures.

Both universities use similar accounting systems and have similar processes for complying with the state of Georgia's accounting and procurement policies. These systems are hosted separately. GSU hosts its own accounting system and GPC is hosted by the USG Information Technology Services. The consolidated university accounting system will be hosted by GSU on July 1, 2016.

### Support Available Through Public-Private Ventures

Because the state of Georgia does not allow agencies of the state to directly borrow from third parties, most USG institutions have entered into arrangements with certain qualifying affiliated entities whereby the affiliated entity – usually a university foundation – actually borrows from third parties. The foundation typically purchases or constructs a capital asset for the university. When the asset is ready for use by the university, the university and the foundation normally enter into a one-year lease for the use of the asset. The lease between the university and the foundation contains a series of renewals that matches the maturity of the debt held by the foundation, which the university exercises annually. When the final payment of the last renewal period has been made, full title to the asset passes from the foundation to the university. These arrangements are known as “public-private ventures” (PPVs) within the USG.

While no lease arrangement is technically or legally for more than one year, for generally accepted accounting principles (GAAP), it is recognized that it would be extremely unlikely that a university would refuse to continue the renewals through the end of the debt payment period, both because of the nature of the relationship between a university and its foundation and because the asset often has been constructed on land that belongs to the university. As such, these one-year leases are recognized as debt/capital leases on the financial statements of each USG institution that utilizes this type of arrangement.

The debt and capital leases for GSU and GPC are detailed as follows:

#### GSU Capital Leases

Capital leases are generally payable in installments ranging from monthly to annually and have terms expiring in various fiscal years between 2015 and 2045. Expenditures for fiscal year 2015 were \$29.2 million of which \$20.4 million represented interest. Total principal paid on capital leases was \$8.8 million for the fiscal year ended June 30, 2015. Interest rates range up to 8.6 percent.

**Georgia State University**  
**Fiscal Year Ended June 30, 2015**  
**Capital Lease Schedule**

#### CAPITAL LEASE SCHEDULE

Description	Lessor	Original Principal	Lease Term	Begin	End	Outstanding
						Principal Balance at 6/30/15
* Alpharetta Center	GSU Foundation	\$ 11,500,373	20 years	Mar-00	Feb-20	\$ 4,963,921
Lofts housing	GSU Foundation	39,965,234	27 years	Jan-05	Aug-32	34,835,995
* Student Recreation Center	GSU Foundation	29,442,679	21 years	Jul-01	Jun-21	16,124,231
Rialto Center	GSU Foundation	1,041,646	35 years	Dec-09	Nov-44	993,773
* Petit Science Center	GSU Research Foundation	85,853,469	30 years	May-10	Jun-39	80,940,822
* SunTrust building & Complex	GSU Foundation	65,483,384	30 years	Jun-07	Jun-37	64,331,223
Various copiers	various vendors	1,777,463	3 to 5 years	Jul-02	Jun-20	1,063,816
Total Leases		<u>\$401,699,425</u>				<u>\$ 203,253,782</u>

\*denotes the PPV leases

Outstanding Principal Balance at 6/30/15 includes current debt of \$6,566,136.

## GPC Capital Leases

Capital leases are payable in installments ranging from monthly to semi-annually and have terms expiring in fiscal year 2035. Expenditures for fiscal year 2015 were \$8,737,396 of which \$3,704,623 represented interest expense and \$197,586 represented executory costs. Total principal paid on capital leases was \$4,835,187 for the fiscal year ended June 30, 2015. Interest rates for lease payments made during fiscal 2015 ranged from 2.33 percent to 4.81 percent. The schedule below details capital leases reported as of June 30, 2015. These leases are with related parties to the College.

**Georgia Perimeter College**  
**Fiscal Year Ended June 30, 2015**  
**Capital Lease Schedule**

### CAPITAL LEASE SCHEDULE

Description	Lessor	Original Principal	Lease Term	Begin	End	Outstanding Principal Balance at 6/30/15
* Newton Academic Bldg	GPC Foundation Real Estate Newton, LLC	\$ 22,682,812	28 years	Jun-07	May-35	\$ 19,376,045
* Newton Student Learning Ctr	GPC Real Estate Student Support 1	12,754,177	25.9 years	Aug-09	Jun-35	12,216,796
* Clarkston International Ctr	GPC Real Estate Student Support 1	3,048,768	25.7 years	Sep-09	Jun-35	2,908,760
* Clarkston Parking Deck	GPC Real Estate Student Support 1	8,281,580	26.9 years	Aug-08	Jun-35	8,319,059
* Clarkston Student Success Ctr	GPC Real Estate Student Support 1	6,015,435	26.3 years	Mar-09	Jun-35	5,877,313
* Decatur Student Success Ctr	GPC Real Estate Student Support 1	9,002,865	26.2 years	May-09	Jun-35	8,726,282
* Dunwoody Student Success Ctr	GPC Real Estate Student Support 1	9,358,859	26.3 years	Apr-09	Jun-35	9,107,654
* Dunwoody Parking Deck	Support 1	8,436,012	26.9 years	Aug-08	Jun-35	8,474,189
Total Leases		<u>\$ 79,580,508</u>				<u>\$ 75,006,098</u>

\*denotes the PPV leases

Outstanding Principal Balance at 6/30/15 includes current debt of \$2,138,593.

### Net Capital Assets compared to Long Term Debt

	2010	2011	2012	2013	2014	2015
GSU						
total capital assets (net)	\$682,610,767	\$749,917,821	\$812,135,465	\$816,950,835	\$810,457,161	\$748,852,999
total long term debt	\$321,646,075	\$313,420,634	\$394,180,037	\$376,022,248	\$367,336,063	\$203,119,311
capital asset to LTD Ratio	2.1	2.4	2.1	2.2	2.2	3.7
GPC						
total capital assets (net)	\$162,412,057	\$170,789,694	\$163,963,710	\$157,330,188	\$154,369,336	\$153,902,848
total long term debt	\$81,599,466	\$80,711,681	\$79,434,517	\$78,145,487	\$78,982,929	\$74,394,400
capital asset to LTD Ratio	2.0	2.1	2.1	2.0	2.0	2.1

The fiscal year 2015 amounts in long term debt do not include the new GASB 68 pension liability amounts of \$155,571,936 for GSU and \$48,627,332 for GPC. These amounts were excluded for comparative purposes and because they were not in any previous years. The decrease in assets and debt for GSU in 2015 was due to the Public Private Partnership (P3) master agreement that resulted in the removal of the two dormitory assets from GSU's ledgers and payoff of the debt by the vendor/concessionaire during fiscal year 2015.

### Resources for Contractual or Support Services

Contractual and support services are an important delivery strategy for both GSU and GPC and will continue to be important in the consolidated institution. Resources for contractual or support services that are out-sourced are listed in Table 6.

Table 6. Out-sourced Contractual or Support Services.

Name	Amount (FY2015)	Description	GPC	GSU	New GSU
ALC Controls	\$35,200	Environmental controls maintenance fee	√		√
American Coach	\$101,715	Charter bus service	√		√
American Facility Services, Inc.	\$110,143	Alpharetta facility maintenance	√		
Automotive Rentals, Inc. (Ari)	\$37,095	Vehicle maintenance & repair	√		√
Century Fire Protection, LLC	\$38,762	Fire protection inspection and services	√		√
Coca-Cola Enterprises, Inc.	\$ -	Beverage vending	√		√
Convergent Technology, LLC	\$96,960	Call boxes/IP camera maintenance & support	√		√
Dekalb County Sanitation	\$58,727	Trash pick-up	√		√
Dive In	\$25,675	Pool maintenance	√		√
Dunbar	\$32,215	Armored car courier service	√		√

Name	Amount (FY2015)	Description	GPC	GSU	New GSU
Enrollment Rx	\$55,000	CRM enrollment & customer application portal	√		
Follett	\$ -	Bookstore management	√		√
Higher One	\$53,744,878	Financial aid disbursement	√		√
Indigo America, Inc.	\$25,940	Print shop copier maintenance	√		
Mckenney'S Inc.	\$76,794	Chiller maintenance and on-call services	√		√
Nelnet Business Services	\$ -	Tuition payment plan services	√		
Premier Elevator Co	\$30,000	Elevator maintenance and on-call services	√		
Smartthinking Ncs Person, Inc.	\$ -	Online tutoring service	√		√
Smurti Corporations DbA Campus Café	\$ -	Food service management	√		√
Southern Refreshment Services	\$ -	Vending service	√		√
The Baker Agency	\$103,630	Intercollegiate insurance	√		
The Cbord Group, Inc.	\$79,559	JCard software & maintenance	√		
Tmp Worldwide Advertising & Comm. LLC	\$51,896	Human Resources position advertising	√		
Tradebe Treatment And Recyding. LLC	\$35,585	Hazardous waste disposal	√		√
Wellbeing Hygiene, Inc.	\$44,407	Disposal service	√		√
Contemporary Services Corporation-0000023144	\$1,160,207.42	Security Services		√	√
Wells Fargo (Columbia, Sc)	-	ATM Banking Services		√	√
Bank Of America-941687665	-	ATM Services		√	√
Ds Services Of America, Inc.-0000032899	\$99,871.50	Bottled Water Service		√	√
Kelly Tours, Inc-0000041364	-	Charter Bus Services		√	√
Shofur Llc-0000041461	-	Charter Bus Services		√	√
Tradebe Treatment & Recyding. LLC-0000033807	\$146,278.25	Chemical Waste Disposal		√	√
Production Resource Group, LLC 0000025834	\$222,457.87	Commencement AV and Rigging Services		√	√
American Coach Lines Of Atlanta. Inc.-0000034471	\$147,970.98	Copy of Charter Bus Services		√	√
Lakeland Holdings, LLC-0000031034	\$96,495.00	EMBA Travel		√	√
Allen & Gerritsen, Inc.-0000038979	\$322,450.00	Undergraduate Recruitment Marketing Campaign		√	√

Name	Amount (FY2015)	Description	GPC	GSU	New GSU
Dhl Smart & Global Mail-541427505	\$31,371.64	Flat Mail and Parcel Service		√	√
Tenet Health System Gb, Inc.-582329008	\$1,582,435.00	GSU Health/Medical Clinic		√	√
Sysco Atlanta, LLC-0000034867	-	GSU Insourced Foodservice Grocery Bid		√	√
Sutherland'S Foodservices, Inc.-0000033313	\$80,234.33	GSU Insourced Foodservice Grocery Bid		√	√
Terminix International-0000008494	\$101,037.00	Integrated Pest Control		√	√
Rave Wireless, Inc-0000031399	\$35,620.00	Mass Notification System		√	√
Graebel/Atlanta Movers, Inc.-581180437	\$399,030.37	Moving & Relocation Services		√	√
Armstrong Relocation Company LLC-0000040028	\$71,300.06	Moving & Relocation Services		√	√
Mv Contract Transportation, Inc -0000035944	\$2,226,216.21	Panther Express Shuttle Services		√	√
Windstream Nuvox, Inc-0000016923	\$306,313.35	Primary Rate Interface Connectivity		√	√
Enablus, LLC-0000032067	\$267,495.00	Website Support and Design		√	√
Ruffalocody Holdings, LLC-0000014732	\$1,188,246.97	SS-Ruffalo Cody call center telemarketing		√	√
Apogee Telecom, Inc.-0000032647	\$598,738.84	Student Resident IT Services		√	√
Waste Industries Atlanta, LLC-0000031393	\$231,690.33	Trash Removal & Single Stream Recvcling		√	√
J.W. Outfitters-581208660	\$41,644.13	Uniform Rental Service		√	
Follett College Bookstore-362593135	-	University Bookstore Services		√	√
Xerox Education Services, Inc.-952501112	\$117,600.76	Credit Bureau Services		√	√

### Operational, Management, and Physical Resources Available for Change

Business and financial functions for the New GSU will be centralized under the Senior Vice President/Chief Business Officer, who will report directly to the President. The Senior Vice President will oversee a leadership team of professionals with extensive experience managing and planning university finances. Some position savings will be realized as a function of consolidating the financial services operations of both institutions. Table 7 shows that combining the current GSU and GPC financial affairs staffs will result in a more efficient staffing for the new university, with ample staff positions to properly service the new GSU's larger fiscal operations.

**Table 7. Current GSU & GPC and New GSU Staffing Positions for Financial Services.**

<b>Division of Financial Services</b>	<b>GSU Position</b>	<b>GPC Position</b>	<b>Total Prior to Consolidation</b>	<b>New GSU</b>
Accountant I	5		5	5
Accountant II	12	1	13	13
Accountant III	7	2	9	9
Accountant, Senior	4		4	4
Accounting Assistant	1	2	3	3
Accounting Assistant, Senior	4	5	9	9
Accts Pay / Exp Associate		3	3	3
Administrative Assistant	1	1	2	2
Administrative Coordinator	2		2	2
Administrative Coordinator, Senior	3		3	3
Administrative Specialist, Administrative	1		1	1
Administrative Supervisor III	1		1	1
Assistant Bursar		1	1	
Assistant Director, Processing and Quality Control		1	1	1
Assistant Director, Financial Aid	2		2	2
Assistant Director, Property Control	1		1	1
Assistant Director, Purchasing	1		1	1
Assistant Manager, Asset Accounting	1		1	1
Assistant Property Control Coordinator		1	1	1
Assoc Director Accts Pay/Expense		1	1	1
Associate Director, Financial Aid	2	1	3	3
Associate Director, Payroll	1		1	1
Associate Director, Student Financial Services - Administration		1	1	1
Associate Vice President & Comptroller	1	1	2	1
Associate Vice President for Finance & Administration	1		1	1
Budget Analyst II	2		2	2
Budget Analyst III	1		1	1
Bursar		1	1	
Business Affairs Coordinator	2		2	2
Cash Manager	1		1	1
Cashier Supervisor	1		1	1
Coordinator, State Award Program	5		5	5
Customer Services Specialist II	3		3	3
Default Prevention Out reach Coordinator		1	1	1

Division of Financial Services	GSU Position	GPC Position	Total Prior to Consolidation	New GSU
Director, Accounting Services	1	1	2	1
Director, Budget & Planning	1	1	2	1
Director, Business Services	1	1	2	1
Director, Disbursements	1		1	1
Director, Enterprise Risk Management	1		1	1
Director, Financial Aid	1	1	2	1
Director, Payroll	1	1	2	1
Director, Revenue & Receivables	1		1	1
Director, Student Accounts	1		1	1
Distribution Coordinator	2		2	2
Enrollment Services Assistant	4		4	4
Federal Work Study Coordinator		1	1	1
Financial Aid Student Relations Manager		3	3	3
Information Systems Specialist, Intermediate	3		3	3
Inventory Control Specialist	5		5	5
Inventory Supervisor	3	1	4	4
Manager, Budget & Planning	1		1	1
Manager, Card Programs & Support	1	1	2	1
Manager, Disbursements	1		1	1
Manager, Financial Reporting	1		1	1
Manager, Payroll Accounting & Reporting	1		1	1
Manager, Revenue & Receivables	2		2	2
Manager, Student Accounts	1		1	1
Operations Manager	1		1	1
Payroll Accountant	2		2	2
Payroll Assistant	3	1	4	4
Payroll Specialist	3	1	4	4
Payroll Supervisor	1	1	2	2
Procurement Specialist I	1	1	2	2
Procurement Specialist II	4	1	5	5
Property Manager		1	1	1
Purchase Card Administrator	1		1	1
Purchase Card Administrator, Senior	1		1	2
Purchasing Procurement Mgr		1	1	1
R2T4 Specialist		1	1	1

Division of Financial Services	GSU Position	GPC Position	Total Prior to Consolidation	New GSU
Records Coordinator I		1	1	1
Records Coordinator II	1		1	1
Records Coordinator II	1		1	1
Research Associate	1		1	1
Risk Management Analyst	1		1	1
Senior Vice President for Finance & Administration	1	1	2	1
Special Project Assistant	1		1	1
Sr Student Financial Svcs Rep		1	1	1
State Programs Counselor II		1	1	1
State Programs Administrator		1	1	1
Student Accounts Specialist, Senior	1		1	1
Student Financial Aid Assistant I		4	4	4
Student Financial Aid Counselor	6	4	10	10
Student Financial Aid Counselor, Senior	8	13	21	21
Student Financial Services Assistant I		2	2	2
Student Financial Services Assistant II		1	1	1
Student Financial Svcs Manager		2	2	2
Tax Accountant	1		1	1
Technical Support coordinator		1	1	1
Technology Assistant Support Coordinator		1	1	1
Veterans Affairs Coordinator		1	1	1
Web Coordinator	1		1	1
Total	140	76	216	207

### Contingency Plan if Resources Don't Materialize

Contingency plans are in place for any unexpected revenue loss due to state funding cuts or less-than-projected enrollment. Contingency resources include tuition carry-forward funding and savings from delay in hiring non-critical vacancies (an institution-developed austerity measure). Transfers from total unrestricted net assets could be made with governing board approval. Substantial assets reside with GSU philanthropic foundations, and additional funds could be requested from them if needed. The consolidated revenue projections for the new GSU represent conservative, attainable enrollment growth that will provide sufficient revenue to meet current and projected capacity.

## Financial Compliance Audits

GSU and GPC undergo financial audits as required by federal and state regulations, which require that states undergo an annual audit in accordance with the Single Audit Act Amendments of 1996 [See Appendix 9.3] and the U.S. Office of Management and Budget (OMB) Circular A-133 [See Appendix 9.4]. As public institutions of higher education, GSU and GPC are organizational units of the Board of Regents (BOR) of the University System of Georgia for financial reporting purposes. Therefore, GSU and GPC are included in the annual financial audit of the BOR by the Georgia Department of Audits and Accounts (DOAA).

The state of Georgia Single Audit Reports (GSU audit report and GPC Full disclosure management report) for FY 2014 are provided below and show that there are no significant deficiencies for GSU or GPC.

Given the submission timing of this prospectus and arrangements made with SACSCOC, the FY 2015 audit reports will be submitted slightly past the prospectus due date of October 1, 2015. Therefore, the FY 2015 audit reports and potential management letters are not included in this prospectus. They will be submitted separately.

Georgia State University:

- FY 2014 Financial Audit Report [See Appendix 9.5]
- Management Letter – No management letter issued;
- FY 2015 Financial Audit Report - Will be submitted by USG; and
- Management Letter, if issued.

Georgia Perimeter College:

- FY 2014 Full Disclosure Management Report; [See Appendix 9.6]
- Management Letter – No management letter issued;
- FY 2015 Financial Audit Report – Will be submitted by USG; and
- Management Letter, if issued.

In addition to adhering to the mandated audit schedule and accounting policies and procedures, both GSU and GPC maintain comprehensive networks of internal controls to ensure compliance with federal, state, and local requirements. Procedures are in place to assess risk, deter non-compliance, and detect violations at the earliest opportunity. Key institutional components involved in controlling institutional finances and monitoring compliance include the University System of Georgia Board of Regents, the University System of Georgia Internal Audit function, and the respective university internal auditors, fiscal officers, and staff. Similar components will be in place for the consolidated institution.

## Federal Financial Aid Audits

At both GSU and GPC, the student Financial Aid offices provide guidance and assistance to students to ease the financial burdens associated with paying for college. Both institutions are in full compliance with their responsibilities as required by Title IV of the 1998 Higher Education Act of 1965 as amended and audit financial aid programs as required by federal and state regulations.

Since GSU and GPC each award more than \$200,000 in federal financial aid, they are both required to undergo annual audits of the student financial aid program. GPC is currently undergoing SFA audits for FY 14 and FY 15. According to recent financial aid audits for GSU and GPC, no adverse

communication regarding compliance concerns or issues have been received relating to the administration of Title IV aid. At the time this report was submitted, these institutions did not have any pending infractions to regulations that would jeopardize Title IV funding.

For GSU, the July 25, 2013, final report from the GSFC compliance manager [See Appendix 9.10] identified four findings:

1. Miscalculation of one student's grade point average;
2. Incorrect invoicing for 5 students;
3. Exceeded hours one student
4. Lack of evidence of time requirement for U.S. Citizen or Eligible Non-Citizen status for one student.

The final report documented that GSU provided sufficient supplemental evidence to close all the findings. As noted in the January 9, 2014, GSFC closure letter [See Appendix 9.10], the GSFC "determined that all discrepancies have been addressed and all required actions implemented." Since the 2012 review was successfully closed, GSU was "exempted from a 2014 Compliance Review" [See Appendix 9.11] and a 2015 Compliance Review [See Appendix 9.12].

For GPC, the April 11, 2013, final report from the GSFC compliance manager [See Appendix 9.13] identified five findings:

1. Miscalculation of one student's grade point average;
2. Incorrect invoicing for 3 students;
3. Incorrect Reporting of data 5 students
4. Missing Scholarship and Grant Application one student.
5. Over award one student.

The final report documented that GPC provided sufficient supplemental evidence to close all the findings. As noted in the December 17, 2013 GSFC closure letter [See Appendix 9.14], the GSFC "determined that all discrepancies had been addressed and that all required actions implemented." Since the 2013 review was successfully closed, GPC was "exempted from a 2014 Compliance Review" [See Appendix 9.15] and a 2015 Compliance Review" [See Appendix 9.16]

Neither GSU nor GPC has been placed on the reimbursement method or has been asked to post a letter of credit on behalf of the U.S. Department of Education. Additionally, there have been no formal complaints against GSU or GPC filed with the U.S. Department of Education, and no adverse communication regarding compliance concerns or issues have been received. Both GSU [See Appendix 9.8] and GPC [See Appendix 9.9] submit all reports required by the U.S. Department of Education, including the Fiscal Operations Report and Application to Participate (FISAP), in a timely manner. Neither GSU nor GPC has unpaid dollar amounts due back to the U.S. Department of Education.

Approximately 86 percent of GSU students and 56.5 percent of GPC students received financial aid from federal, state, institutional, or outside sources in FY 2015, totaling nearly \$329.3 million for GSU and \$94.0 million for GPC. As indicated in Table 8, the financial aid departments awarded and paid \$423,303,423, a combined amount in Title IV Federal Aid in FY 15.

**Table 8. Financial Aid Awarded in 2014-2015.**

Financial Aid Program	GSU		GPC		Combined	
	Total Paid	Total Recipients	Total Paid	Total Recipients	Total Paid	Total Recipients
Pell Grant	59,169,792	14,844	42,336,796	12,995	101,506,588	27,839
Supplemental Opportunity Grant	817,127	879	631,841	3,954	1,448,968	4,833
Work Study	726,178	289	627,188	233	1,353,366	522
Perkins Loans	458,780	326	0	0	458,780	326
Stafford Loans	174,920,438	20,141	43,941,512	8,216	218,861,950	28,357
Teach	174,282	60	0	0	174,282	60
State Aid	14,805,526	5,549	4,530,368	4,374	19,335,894	9,923
Institutional Aid	56,837,706	9,986	699,440	119	57,537,146	10,105
Other Sources of Aid	21,403,902	2,302	1,222,547	621	22,626,449	2,923
Total	329,313,731	27,923*	93,989,692	18,712*	423,303,423	46,635*

\*Unduplicated student count

### State Financial Aid Audits

The financial aid programs at GSU and GPC are subject to Georgia State Scholarship and Grant Programs Compliance Reviews by the Georgia Student Finance Commission (GSFC) at least once every three years. A GSFC compliance review was last conducted for GSU in 2013 [See Appendix 9.10] and for GPC in 2013 [See Appendix 9.13].

### Internal Financial Aid Audits

University Auditing and Advisory Services at GSU conducted an internal audit of GSU's financial aid programs in fiscal year 2015 and identified no material or significant issues [See Appendix 9.17]. The internal audit of GSU's financial aid programs found that compliance with Title IV financial aid requirements was generally strong in all areas.

The internal audit function at GPC issued an internal audit report on GPC's financial aid programs in fiscal year 2015 and identified no material or significant issues [See Appendix 9.18]. The internal audit of GPC's financial aid programs determined that the institution was adequately administering financial aid programs in compliance with applicable laws, regulations, and guidelines.

### Statement of Financial Position of Unrestricted Net Assets,

Unrestricted net assets represent resources derived from state appropriations, student tuition and fees, indirect cost recoveries, and sales and services of educational departments. The statement of financial position of unrestricted net assets, exclusive of plant assets and plant-related debt, represents the change in unrestricted net assets attributable to operations from FY2015 for GSU and GPC. Total unrestricted net assets for GSU were \$-64.3 million for period ending June 30, 2015, which represents a decrease of \$233 million over the prior year. Most of this was attributed to the \$-198.2 million restatement from the GASB Statement No. 68 requiring all schools to report their pension liability and the increase in net investment in capital assets. GPC had total unrestricted net assets of \$-49.8 million as of June 30, 2015, which is a decrease of \$63.7million over the prior year, mostly attributed to the \$-65.6 million restatement for GASB 68.

## **Pre-Acquisition Application submitted to the U.S. Department of Education**

Contact with the U.S. Department of Education regarding the proposed consolidation of Georgia State University and Georgia Perimeter College has been handled by the USG Assistant Vice Chancellor, Planning and Implementation. As noted in the previous five USG consolidations, correspondence from the U.S. Department of Education confirms that the U.S. DOE does not require consolidating institutions to provide a Pre-Acquisition Application [See Appendix 9.17] as part of a merger review/approval process. However, their Program Participation Agreement must be current when they file the new eApp in January 2016. Both the GSU [See Appendix 9.19] and GPC [See Appendix 9.20] Program Participation Agreements are active through 2016 and 2017, respectively. Once consolidated in January 2016, GSU officials will notify the USDOE and begin the process to switch over financial aid funding to the Georgia State University beginning July 1, 2016.

## **Section 8 Evidence of Compliance**

- Appendix 9.1. BOR Policy Manual Section 7
- Appendix 9.2. BOR Business Procedures Manual
- Appendix 9.3. Georgia Single Audit Act Amendments of 1996
- Appendix 9.4. OMB Circular A-133 for 2014
- Appendix 9.5. FY 14 Financial Audit Report - GSU
- Appendix 9.6. FY14 Full Disclosure Management Report - GPC
- Appendix 9.7. FY 14 GA Single Audit Report Mgmt. Letter – GPC (currently being done with FY 15)
- Appendix 9.8. FY 14 (FISAP) Fiscal Operations Report and Application to Participate - GSU
- Appendix 9.9. FY 14 (FISAP) Fiscal Operations Report and Application to Participate - GPC
- Appendix 9.10. 2013 GSFC Final Audit Report and Closure letter- GSU
- Appendix 9.11. 2014 GSFC Exemption Letter for GSU
- Appendix 9.12. 2015 GSFC Exemption Letter for GSU
- Appendix 9.13. 2013 GSFC Final Audit Report for GPC
- Appendix 9.14. 2013 GSFC Closure Letter for GPC
- Appendix 9.15. 2014 GSFC Exemption Letter for GPC
- Appendix 9.16. 2015 GSFC Exemption Letter for GPC
- Appendix 9.17. 2015 Internal Audit of Financial Aid - GSU
- Appendix 9.18. 2015 Internal Audit of Financial Aid - GPC
- Appendix 9.19. GSU Program Participation Agreement
- Appendix 9.20. GPC Program Participation Agreement

## 10. Evaluation and Assessment

Describe how the institution assesses overall institutional effectiveness as well as the means used to monitor and ensure the quality of the changes. Summarize procedures for systematic evaluation of instructional results, including the process for monitoring and evaluating programs as well as using the results of evaluation to improve institutional programs, services, and operations. Explain how this change has affected your institution's strategic planning including the development of annual campus master plans.

Most of the current and ongoing institutional planning and evaluation processes at the consolidated institution are governed by policies and procedures established for all institutions in the University System of Georgia, which are unaffected by institutional consolidation. The implementation of those overall planning and evaluation processes at the institutional level has been examined in depth by many of the 43 different operational working groups (OWGs) with 38 sub-committees and the Consolidation Implementation Committee (CIC) over the past nine months for the purpose of fine tuning and adopting the strongest components from each institution's planning and evaluation systems to facilitate the achievement of the mission and strategic goals of the consolidated institution.

OWG 14 (Assessment of Institutional Effectiveness) composed of GSU and GPC faculty, staff, and administrators, including assessment and institutional effectiveness professionals, established guiding principles for the new GSU's Institutional Effectiveness (IE) assessment for improvement processes:

- Ensure meaningful and accessible data to support decision making at the university, college, and departmental levels;
- Align strategic initiatives and funding with the new university's mission;
- Provide a framework that allows flexibility in order to meet the requirements of specialized and professional accrediting organizations and national industry standards;
- Provide access to assessment and evaluation documentation and reports for use in continuous improvement processes.

A graphic depiction of the IE model for the consolidated GSU is presented below. The primary objective of IE is to foster among the University's divisions and departments a culture that values mission-aligned planning, strategic thinking, self-examination, quality improvement, and the continuous pursuit of excellence to create a climate that is accessible, responsive and relevant.

## Institutional Effectiveness at GSU



### The Consolidated University's New Mission and Strategic Goals Reinforce the Institutional Effectiveness of the new GSU

One of the first actions of consolidation planning was to establish the mission of the new institution. After consultation with and contributions from students, faculty and staff from both existing institutions, the CIC carefully created a mission statement that was approved by the Board of Regents of the University System of Georgia at its March 18, 2015 meeting.

The consolidation of the GSU and GPC mission statements was easily streamlined as the two institutions currently share many of the same educational values:

- commitment to the centrality of high quality in teaching and learning and the facilitation of student success as well as the provision of research and service that contributes to the economic development and the quality of life of the communities served;
- educational programs that are largely complementary in their disciplinary mix, large numbers of traditional as well as nontraditional students, geographic location in the same area of greater metropolitan Atlanta; and
- membership in the same public university system. The systematic assessment of the achievement of the new mission will represent a continuation of existing evaluation processes of the new institution's overall quality in education, research, and service, as well as its achievements in advancing the recruitment, retention, progression, and graduation of the students it serves.

Goal 1 of the existing Georgia State University Strategic Plan is particularly applicable to the new Perimeter College as well as the new GSU as a whole. It states:

**Become a national model for undergraduate education by demonstrating that students from all backgrounds can achieve academic and career success at high rates.**

This strategic goal will remain in place for the new GSU and will incorporate the students from Perimeter College. In addition there are four initiatives within this goal, all of which will be extended to include the new Perimeter College. The initiatives are:

1. To increase the level of scholarship support. This initiative is also crucial to the success of Perimeter College students and will remain in place as is;
2. To establish a student success center. Georgia State University has become a national model for student success in undergraduate education based upon a centralized advising system that utilizes electronic predictive analytics derived from grades and other information on all of our students. Plans are in place to expand this to Perimeter College students;
3. To develop a signature experience. This opportunity will also accrue to Perimeter College students;
4. To develop an Honors College. The Honors program at Georgia Perimeter College will be encompassed within the consolidated GSU's Honors College to allow Perimeter College students a seamless transition while continuing their honors experience.

### **On-going, Integrated, and Research-based Planning and Evaluation Processes that are Mission-Driven and Goal-Directed for Institutional Quality Enhancement**

As a member of a large state university system governed by a single Board of Regents and coordinated through a University System Office, the GSU-GPC consolidated institution is subject to a complex array of on-going, integrated, research-based planning and evaluation processes as defined in the Board of Regents Policy Manual (<http://www.usg.edu/policymanual/>), the USG Academic & Student Affairs Handbook ([http://www.usg.edu/academic\\_affairs\\_handbook/](http://www.usg.edu/academic_affairs_handbook/)), the USG Business Procedures Manual ([http://www.usg.edu/business\\_procedures\\_manual/](http://www.usg.edu/business_procedures_manual/)), the USG Human Resources Manual (<http://www.usg.edu/hr/manual/>), the USG Building Project Procedures Manual ([http://www.usg.edu/building\\_project\\_procedures/](http://www.usg.edu/building_project_procedures/)), and the USG Information Technology Handbook ([http://www.usg.edu/information\\_technology\\_handbook/](http://www.usg.edu/information_technology_handbook/)). Having implemented and followed these common standard operating procedures and planning and evaluation processes for decades as separate institutions within the USG, GSU and GPC are well-positioned to consolidate all major aspects of institutional operations under these common and familiar USG guidelines and directives. These common planning and evaluation processes ensure the quality enhancement of the consolidated institution's educational programs, support services, research and public service endeavors, finances, facilities and resources, information systems, and strategic priorities within its Board-approved institutional mission. The consolidated institution's future new educational programs, operating budgets, strategic plans, campus master plans, capital construction projects, major repair and renovation projects, information systems, and technology advances will be realized through continued adherence to these highly effective planning and evaluation processes within the USG.

Enterprise Resource Planning (ERP) for the GSU-GPC consolidated institution will be facilitated by each institution's operation under the USG's common Banner Student Information System, Georgia Enhanced Financial Aid Reporting System for Banner, PeopleSoft Financials System, and ADP Payroll System, as well as PeachNet, the USG's statewide network services. Lessons learned in the previous five institutional consolidations within the USG as to how the existing ERP systems can be consolidated effectively at the institutional level are being applied. A smooth and seamless transition to consolidated ERP operations is expected for student registration and records, financial aid administration, financial accounting and auditing, and payroll processing, beginning in 2016. Vitaly important decision-support information will also be produced by these consolidated ERP systems to feed into the new GSU's ongoing planning and evaluation.

## **Unit-Level Institutional Effectiveness of the Consolidated University's Educational Programs, Support Services, Research and Public Service**

Unit-level IE processes are currently in place at both institutions and will continue following consolidation. As part of the consolidation planning process, existing practices at each institution have been analyzed by OWG 14 (Assessment of Institutional Effectiveness), resulting in recommendations for continued assessment of student learning at all campuses:

- Assessment of administrative services at all campuses;
- Unifying centers for innovation, teaching, and learning; and
- Institutional academic program review at least once every seven years, differentiated by department and differentiated to suit the access mission of Perimeter College.

### Assessment for Improvement of Educational Programs

GSU and GPC have maintained strong, on-going, institution-wide commitments to the comprehensive, regular, and systematic assessment of all of educational programs, including student learning outcomes, as part of efforts to foster continuous improvement in programs and student learning.

The General Education and Core Curriculum Operational Working Group (OWG 7) consolidated the general education outcomes along with related courses that reflect the mission of the consolidated institution. OWG 7 involved faculty and administrators from both institutions including representatives from the registrar's offices.

The revised general education outcomes have been submitted for approval by the relevant curriculum committees at both institutions. Following university senate-level approval, the final core curriculum proposal will be submitted to the General Education Council of the USG for approval in October 2015.

- Area A1: Written Communication (6)

*Students produce well-organized communications that exhibit logical thinking and organization, use appropriate style for audience and meet conventional standards of usage.*

- Area A2: Quantitative Skills (3-4)

*Students demonstrate the ability to interpret and analyze quantitative information; to apply mathematical principles and techniques; and to use mathematical models to solve applied problems.*

- Area B: Institutional Foundations (4)

*Students demonstrate effective critical thinking skills through interpreting, presenting or evaluating ideas.*

- Area C: Humanities, Fine Arts, and World Languages (6)

*Students effectively explain the importance of literature, languages, philosophy, religion, or fine arts in the human experience.*

- Area D: Natural and Computational Sciences (11)

*Students apply scientific reasoning and methods of inquiry to explain natural phenomena.*

- Area E: Social Sciences (12)

*Students effectively analyze the complexity of human behavior and how historical, economic, political, social, and/or spatial relationships develop, persist, and/or change.*

The General Education and Core Curriculum OWG also developed the three overlay outcomes as required by the USG.

- Learning Goal I: U.S. Perspectives

*Students demonstrate understanding of the United States political, historical and social developments.*

- Learning Goal II: Global Perspectives

*Students effectively analyze global economic, political, historical, cultural or geographic forces.*

- Learning Goal III: Critical Thinking

*Students demonstrate effective critical thinking skills through interpreting, presenting or evaluating ideas.*

GSU and GPC currently assess student learning on an annual basis in all undergraduate, graduate, and professional degree programs as well as in the core curriculum (See Appendix 10.1). Both institutions' educational programs identify expected student learning outcomes, assess the extent to which these outcomes are achieved, and provide evidence of improvement based on analysis of the results of these assessments. Faculty play a central role in all aspects of the assessment process: the establishment of student learning outcomes, the development of assessment plans, the conduct of assessment at the program level, the reporting of assessment findings, and the use of assessment results for program and learning improvement.

These practices will continue at the new consolidated institution. The consolidated GSU will adopt the electronic assessment system and oversight structure currently in use at Georgia State University, modified as necessary to include representation of units currently at GPC. Common assessment instruments will be developed as needed for the core curriculum.

Overall responsibility for assessment at GSU will remain with the Committee on Academic Programs (CAP) of the University Senate. Perimeter College students, faculty, and staff will serve on the University Senate and on CAP. CAP will have faculty sub-committees to oversee the assessment process in two-year programs, four-year programs and graduate programs. Each committee will consist of approximately 20 faculty members and include representatives from the University Senate, the Office of Academic Assessment, and students. Each committee will be headed by two rotating co-chairs who will receive summer salary or professional development support as compensation for their time commitments.

The committees will review assessment reports for all of the two-and four-year undergraduate programs and the General Education curriculum as well as the Critical Thinking Through Writing program and graduate programs. In addition, the committees will provide feedback to the department assessment reporters based on their reviews of the reports.

Since the last SACS Reaffirmation in 2007-2008, the GSU student learning outcomes assessment process has been supported by the Office of Academic Assessment and Review, located in the Office of Institutional Effectiveness. The Director of Academic Assessment reports to the Associate Provost for Institutional Effectiveness and to the CAP. The Office provides technical assistance to assessment reporters and departments with regard to the design of assessment plans, the conduct of assessment, continual improvement of assessment, and the use of assessment results for program and learning improvement. The Office also offers workshops on assessment best practices that are open to all members of the university community. All of the foregoing structures and functions of this office will prevail after consolidation.

At GSU, degree programs undergo Comprehensive Program Review at least once every seven years, as part of the Academic Program Review (APR) of each degree-granting unit in the institution (See Appendix 10.2, 10.3, 10.4). The multi-layered review process examines the quality, viability, and productivity of the degree programs, and ensures their continuous quality improvement through an evidence-based examination of the unit, along with a goal-setting process. The review includes the unit's production of a self-study report, a site visit and report by external reviewers, and an internal review by a University Senate subcommittee. The self-study narrative speaks to the unit's contributions to the goals of the University's Strategic Plan and any college or departmental plans. It evaluates the quality, viability, and productivity of a unit's undergraduate and graduate programs, research, contribution to cities, and globalization of the university. The report relies on numerous data sources:

- continuously updated institutional data provided on an APR Dashboard for each unit, departmental data (See Appendix 10.5);
- peer institution comparisons; and
- surveys of faculty, staff, students, and alumni.

Once all the reviews are in, the unit's chair meets with the relevant dean to draft an APR Action Plan, which is approved by the Provost (See Appendix 10.6). Implementation of the Action Plan is tracked by means of annual report by the relevant dean to the Office of Institutional Effectiveness. Recent organizational changes that have occurred as a result of the APR process at GSU are the elimination of the Theatre major, the blending of the Geology and the Geography department into the Geosciences department, and the creation of the College of Public Health.

As OWG 14 recommended, the consolidated institution will follow the current APR model at GSU described in the preceding paragraph, with necessary alterations to suit the access mission of Perimeter College. Per the revised University System of Georgia policy on associate's degrees (promulgated in draft form, July 2015) (See Appendix 10.7), associate's degrees undergo program review only if the 18 hours of Area F requirements are "sufficiently coherent enough to be considered a major field of study in the appropriate disciplinary field." The majority of A.A. and A.S. degrees offered by Perimeter College do not fall into this category but are instead what the new BOR policy calls "A.A. or A.S. core curriculum degrees [which] carry no disciplinary distinction in their name and are not considered distinct programs of study." As lower division transfer degrees which prepare students to succeed in a subsequent upper division major field, the associate's core curriculum degrees do not undergo APR, but are instead assessed through

the processes used to measure the effectiveness of general education. For the small number of associate's degrees with a substantial major field of study, a new self-study template is in production, with parameters appropriate to these degree programs.

### Assessment for Improvement of Student Support Services

With a strong institutional vision, well defined goals, and nationally recognized accomplishments, Georgia State University has developed a culture of student success oriented toward constant improvement upon existing programs, while at the same time disseminating insights about our experiences fostering the success of students across Georgia and the nation as a whole.

To assist with the consolidation of GSU with GPC, EDUCAUSE, with the support of the Bill & Melinda Gates Foundation and the Leona M. and Harry B. Helmsley Charitable Trust (the Helmsley Trust) and in partnership with Achieving the Dream (ATD), awarded Georgia State University a grant to facilitate efforts to deploy a technology solution and adapt the current GSU advising strategy in order to increase graduation rates for the approximately 22,000 students seeking associate degrees at GPC. In addition to providing much needed support to students seeking associate degrees, the extension of the GPS Advising System to encompass the entirety of the new consolidated university provides an opportunity to better understand and support transfer pathways between two- and four-year institutions.

Since the launch of its Strategic Plan in 2011, Georgia State University has seen a 16% increase in its number of undergraduate degree conferrals, with even stronger gains made with at-risk student populations. Over the past five years, bachelor degree conferrals are up 37% for African Americans, 36% for Pell students, and 44% for Hispanics. The goals of the consolidated GSU include a commitment to raise overall institutional graduation rates and degree conferrals by significant margins—graduation rates would climb 13 points and completions would increase by 2,500 by 2021—and to closing all achievement gaps between our student populations. The plan for student support for the consolidated GSU will expand existing high-impact programs such as freshman learning communities (See Appendix 10.8) and Keep Hope Alive (See Appendix 10.9), to raise more scholarship dollars, and to pilot and scale innovative new types of financial interventions. If the lessons learned, the initiatives implemented, the technologies developed, and the results achieved can be transferred to the context of GPC, the ultimate winners will be the students of the state of Georgia.

### **Campus Master Plan for the Consolidated University**

The consolidation will have a limited impact on the existing GSU campus and GPC campuses, due to the unique academic programs offered at each location. GPC will continue its access mission and will offer certificates and two-year programs on the five existing physical campuses. The current Georgia State campuses will continue to offer four-year, graduate and doctoral programs. There are no plans arising from consolidation to change the campus configuration, eliminate buildings or change their functions.

Planning for the new university's Campus Master Plan is being spearheaded by OWG 34, (Campus Master Planning), and will include recommendations approved by the CIC. Recommendations will be focused on integrating the two current master plans.

Due to the complementary nature of the academic programs of the two pre-consolidation

institutions, minimal changes are anticipated in the current physical configuration of campus locations, facilities, equipment and their operations. Facilities staff and managers will be strategically located and operating from multiple campus locations to provide necessary support in maintaining safe, clean and comfortable buildings and grounds that are required for instructional, library, student life, administrative and recreational functions.

### **Staff Support for the IE Processes of the Consolidated GSU**

As shown in the organizational chart for the consolidated GSU Office Institutional Effectiveness, there will be adequate professional support staff to oversee and facilitate institutional effectiveness at the university-wide and program/unit levels. Professional positions from the counterpart units at GSU and GPC have been retained in this consolidated unit to ensure compliance with all SACSCOC accreditation requirements and the new university's wide array of planning, evaluation, and assessment for improvement processes. Assessment for improvement of institutional effectiveness by the faculty and staff of the consolidated university will encompass all aspects of the new university's educational programs and certificates, with necessary alterations to suit the access mission of Perimeter College. All administrative, academic, and student support services as well as the research and public service units will be assessed to ensure a focus on quality enhancement in accomplishing the new mission, vision, and goals of the consolidated Georgia State University.

### **Section 10 Evidence of Compliance**

Appendix 10.1	Assessment Charts
Appendix 10.2	Department of English External Academic Program Review
Appendix 10.3	Department of English Self Study Academic Program Review
Appendix 10.4	Report of GSU Academic Program Review Committee for the Department of English
Appendix 10.5	Academic Program Review Dashboard Screen Shot
Appendix 10.6	Department of English Academic Program Review Action Plan
Appendix 10.7	USG Draft Policy on Associates Degrees
Appendix 10.8	Freshman Learning Communities
Appendix 10.9	Keep Hope Alive
Appendix 10.10	Office of Institutional Effectiveness Organizational Chart