

## **SECTION 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.*

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### **Description of the Proposed Change**

The proposed change consists of the consolidation of (Level V) North Georgia College & State University and (Level II) Gainesville State College to create (Level V) University of North Georgia. North Georgia College & State University (NGCSU) is located in Dahlonega, GA. Gainesville State College (GSC) has its main campus in Oakwood, GA with a second campus in Watkinsville, GA. Prior to planning for the consolidation, both institutions collaborated to open a campus in Cumming, GA in August 2012. All four locations will be part of the consolidated institution, and are in relatively close proximity to one another within a 40-mile radius in the northern region of the state

The name of the consolidated institution will be University of North Georgia (UNG). It will have administrative headquarters in Dahlonega. Dr. Bonita Jacobs, President of North Georgia College & State University, will be the President of the University of North Georgia. Both institutions are currently authorized to grant certificates, associate, and baccalaureate degrees; NGCSU is also authorized to grant masters, educational specialists and applied professional doctoral degrees. Degree overlap between the institutions is minimal. Two of the eight baccalaureate degrees (BS in psychology and biology) currently offered by GSC are also offered by NGCSU.

In a process involving faculty, staff, students, and alumni from both institutions, a mission for the consolidated institution was created and, on May 8, 2012, approved by the University System of Georgia Board of Regents. Including both the access and military components of the separate institutions, the mission, as approved by the Board of Regents, reads:

*The University of North Georgia, a regional multi-campus institution and premier senior military college, provides a culture of academic excellence in a student-focused environment that includes quality education, service, inquiry and creativity. This is accomplished through broad access to comprehensive academic and co-curricular programs that develop students into leaders for a diverse and global society. The University of North Georgia is a University System of Georgia leadership institution and is The Military College of Georgia.*

Both partner institutions are units of the University System of Georgia and as such are governed by the same Board of Regents. No changes in the governing board's membership, bylaws, or policies are associated with this consolidation. Nevertheless, the requested information for the governing board is presented in the following pages of this section.

In consolidating these two institutions, the enrollments, operating budgets, number of faculty and staff, and inventory of facilities and physical assets will be combined. The consolidation is

not expected to result in notable increases or decreases on any of these key dimensions once the partner institutions become one in January 2013; however, there are selective staffing revisions for the new institution's administrative structure that will go into effect in January 2013 following SACSCOC approval for the consolidation. We anticipate that we will be authorized to reinvest cost savings from the collapsing of two administrative structures into one into the new institution's operation. Organizational changes on the administrative oversight of UNG's programs and services are presented in greater detail below.

### **Changes in Degree-Granting Authority and Academic Delivery**

As stated previously, Gainesville State College is a Level II institution while North Georgia College and State University is a Level V institution. The consolidated institution will be Level V authorized to offer certificates and associate, baccalaureate, master, education specialist, and doctoral degrees as listed in the [Institutional Summary Form](#). Not all degrees will be offered on all campuses. Degree overlap between the institutions occurs for the BS in psychology and biology. Discipline-specific workgroups are redesigning the curriculum for these degrees to be consistent across campuses.

The Associate of Applied Science (AAS) in business, AAS in health, and AAS in technology are being removed from current authorized lists for GSC because of deactivation or inactivity. A policy is being created for the University of North Georgia, based on University System of Georgia Board of Regents recommendations, regarding the process of program deactivation and the length of time the program will remain open to currently enrolled students. Less than 20 students are enrolled in the applied associate degree programs being deactivated; they are receiving appropriate advising to complete their academic coursework. The deactivations will have no impact on faculty because they will continue to teach general education courses as they have been.

The MEd in special education and the MAT in special education are being removed from current authorized lists for NGCSU because of deactivation or inactivity. Graduate program deactivation will follow the BOR policy in the amount of time currently enrolled students have to complete their degree. Faculty currently teaching in these programs will be re-assigned to teach in other graduate or undergraduate education programs.

One of the most significant changes in the new institution will be the admission and tuition model. Students will apply to a specific degree program and admission criteria will be based on degree level. In general, admission to associate degree programs will be based on the current GSC admission criteria while admission to the baccalaureate and graduate degrees will be based upon the current NGSCU admission criteria. Admission to the Corps of Cadets will be based on current admission criteria.

Tuition rates will be based on academic degree level. Students enrolled in the associate degree programs will be charged the University System of Georgia state college tuition rate. Students enrolled in the baccalaureate degree programs will be charged the University System of Georgia state university tuition rate. Students enrolled in graduate degree programs will be charged the tuition rate for that particular program. The University System Board of Regents sets the tuition rates for the system's colleges and universities on an annual basis.

As a result of the new mission and the development of multiple pathways to degree completion, the UNG will institute a "University College" student status. Students applying to and accepted in the associate degree programs will be enrolled as a University College student. Upon

meeting the established learning objectives and at specific milestones, students may transition to a baccalaureate program, before or after completing an associate degree.

The Core Curriculum workgroup created new general education outcomes along with related courses to reflect the mission of the consolidated institution. In addition to including substantial faculty feedback at each step, the curriculum approval process for each institution was followed. Both institutions have approved new general education learning outcomes. The USG Council on General Education has approved the outcomes for Areas A, C, D, and E; approval on Area B is expected in fall 2012. The new general education outcomes for UNG will be as follows:

- **Area A1: Communication Skills**  
Students will demonstrate effective reading comprehension and writing, exploring the implications of ideas.
- **Area A2: Quantitative Skills**  
Students will demonstrate the problem-solving ability to apply mathematical methods to comprehend, interpret, and communicate quantitative information.
- **Area B: Institutional Options**  
Students will integrate divergent perspectives to develop creative and ethical solutions relevant to a global society.
- **Area C: Humanities, Fine Arts, and Ethics**  
Students will analyze forms of expression that reflect individual, social, and cultural values.
- **Area D: Natural Sciences, Mathematics, and Technology**  
Students will apply principles of scientific method and mathematical techniques to the analysis of the natural or physical world.
- **Area E: Social Sciences**  
Students will analyze the complexity of human behavior as a function of the commonality and diversity within or between groups.

The Core Curriculum workgroup has also developed the three overlay outcomes as required by the USG. These will be submitted for review by the Council on General Education in fall 2012.

- **Learning Goal I: US Perspectives**  
Students will analyze the interaction between culture and history or politics in the United States.
- **Learning Goal II: Global Perspectives**  
Students will analyze political, cultural, or socioeconomic interactions among people or organizations of the world.
- **Learning Goal III: Critical Thinking**  
Students will identify, analyze, evaluate and synthesize information to make inferences, support ideas, or solve problems.

The Area B Institutional Options outcome reflects UNG institutional identity as well as the common language of the Association of American Colleges and Universities (AAC&U) Essential Learning Outcomes and Valid Assessment of Learning in Undergraduate Education (VALUE) Rubrics. Students will select two courses for Area B — one will be a foreign language and the other will be selected from an array of courses emphasizing globalism. Because an essential component of the UNG institutional mission is global learning, the global courses that meet the student learning outcomes for Area B also meet those for the overlay outcome for Learning Goal II: Global Perspectives. The core curriculum courses have been presented to appropriate governance groups at both institutions in September.

### **Organizational Chart for the Consolidated Institution and Changes in Administrative Oversight of Programs & Services**

The organizational chart for University of North Georgia is presented in [Appendix 4.1](#). Parallel administrative positions that currently exist on each partner campus, especially at the President's Cabinet level, are collapsed for UNG into single positions with comparable titles to reduce redundancy. This will produce strong leadership across all levels of the new institution.

UNG will be organized into six major administrative divisions, including Academic Affairs, University Affairs, Student Affairs, Business and Finance, University Advancement, and Executive Affairs. As in most comparable universities, the Provost will head the Academic Division and will be generally considered the second highest-ranking central administrator. The remaining five administrative divisions will be headed by Senior Vice Presidents or Vice Presidents. All six of these central administrators will report directly to the President along with the Directors of Athletics, University Relations and Internal Audit.

The organizational structures for Academic Affairs, University Affairs, Student Affairs, and Executive Affairs, will differ substantially from one or both of the original institutions. Where there were differences in organizational alignment between the two institutions, consolidation workgroup recommendations resolved the changes.

Academic Affairs will fall under the purview of the Provost. Initially, there will be four colleges— College of Education and Health Professions, College of Arts and Letters, Mike Cottrell College of Business, and College of Science and Mathematics. It is anticipated the College of Education and Health Professions will be separated into the College of Education and the College of Health Professions following a national search for Dean of Health Professions. The academic structure shown on page 2 of the UNG organizational chart ([Appendix 4.1](#)) includes only the arrangement of disciplines within each College. Not shown is the array of academic administrators (e.g., assistant/associate deans and department heads) within each College. Page 3 of the UNG organizational chart ([Appendix 4.1](#)) contains the Academic Affairs support areas not associated with a specific college, such as libraries, graduate studies, institutional effectiveness, and other academic affairs administrative areas. The UNG Provost holds the parallel position at NGCSU currently.

University Affairs will house the developmental and academic support areas for the new institution. In addition, responsibility for the Oconee Campus and University Center | GA 400 will be assigned to University Affairs. The office of the Associate Vice President for University Affairs and Academic Services will encompass Distance Education and Technology Integration, Center for Adult Learners and Military, academic advising, testing, and oversight of the Complete College Georgia initiatives. The office of Associate Vice President and Dean of University College will include tutoring, learning support, and supplemental instruction. The

Senior Vice President for University Affairs is currently the Vice President for Academic Affairs at GSC.

Student Affairs will be divided into three areas – Enrollment Management; Deans of Students (3), and the Corps of Cadets. Enrollment Management houses Baccalaureate Admissions, University College Admissions, Cadet Admissions, Registrar, Technology Systems and Integration, and Financial Aid. Multiple Deans of Students will oversee and provide students at the four locations with access to services and programs related to counseling, disabilities, diversity, and a variety of student life activities. The residential nature of the Dahlonega Campus necessitates more extensive staff. UNG's Vice President for Student Affairs is currently holding the position of Vice President of Student Affairs at GSC.

Business and Finance will continue to have facilities and auxiliary services, financial services, budget and financial planning, public safety, and administrative services. One substantial change will be to include information technology services under Business and Finance at the consolidated institution. UNG's Senior Vice President for Business and Finance is currently the Vice President for Business and Finance at NGCSU.

The University Advancement Office at UNG will house advancement services, development, and alumni relations. Notable changes from current GSC structure will include the movement of government relations to Executive Affairs and public relations the Director of University Relations, who will report to the President. UNG's Vice President for University Advancement is currently holding the position of Vice President for Advancement at NGCSU.

Executive Affairs will encompass programs associated with community, regional, and global engagement; special military programs; University Press, and the National Institute for the Study of Transfer Students. UNG's Vice President for Executive Affairs is presently holding the same position at NGCSU.

All of the individuals who will assume the UNG administrative positions are well qualified to hold those posts. Their names are identified in the UNG organizational chart ([Appendix 4.1](#)) and their current positions at GSC (see [Appendix 1.1](#)) or NGCSU (see [Appendix 1.2](#)). They have been exercising their leadership during the preparation for consolidation and continue to demonstrate effective leadership as consolidation activities solidify.

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

The governing board of North Georgia College and State University and Gainesville State 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, University of North Georgia. No substantive changes in the governing board's membership, bylaws or policies will occur as a function of this consolidation.

Article I, Subsection 3 of the Bylaws of the Board of Regents states that the Board consists of one member from each of thirteen congressional districts and five additional members from the state at large for a total of eighteen Board members. Additionally, the Constitution of the State of Georgia, Article VII, Section IV, Paragraph 1, and the Official Code of Georgia (OCGA 20-3-21) mandate this policy.

**a) Board Roster**

The names, titles, occupations, affiliations, and terms of the 18 members of the Board of Regents are as follows:

<b>ROSTER OF THE BOARD OF REGENTS OF THE UNIVERSITY SYTEM OF GEORGIA</b>				
<b>Name</b>	<b>Title</b>	<b>Occupation</b>	<b>Affiliation</b>	<b>Term</b>
Kenneth Bernard, Jr.	Chair USG Foundation, Inc.	Attorney	13 <sup>th</sup> Congressional District	2007-2014
Larry Ellis	Regent	CEO of ESSE	At-Large	2009-2016
Rutledge Griffin, Jr.	Regent	CEO of Griffin L.L.C.	1 <sup>th</sup> Congressional District	2011-2018
Robert Hatcher	Regent	CEO of MidCountry Financial Corporation	At-Large	2006-2013
Thomas Hopkins, Jr.	Regent	Physician	3 <sup>rd</sup> Congressional District	2010-2017
Mansfield Jennings, Jr.	Regent	Chairman of ComSouth Corporation	8 <sup>th</sup> Congressional District	2006-2013
James Jolly	Regent	Chairman of Board of J&J Industries, Inc.	9 <sup>th</sup> Congressional District	2008-2015
Donald Leebern, Jr.	Regent	Chairman of Georgia Crown Distributing Inc.	At-Large	2005-2012
William NeSmith, Jr.	Vice Chair BOR	President Athens-based Community Newspapers, Inc.	10 <sup>th</sup> Congressional District	2008-2015
Doreen Stiles Poitevint	Regent	Partner in Stiles Apartments and A.B. Stiles Enterprises	2 <sup>nd</sup> Congressional District	2011-2018
Willis Potts, Jr	Regent	V.P. and General Manager of Temple-Inland Corporation	11 <sup>th</sup> Congressional District	2006-2013
Neil Pruitt, Jr.	Regent	Chairman and CEO of UHS-Pruitt Corporation	5 <sup>th</sup> Congressional District	2011-2017
Kessel Stelling, Jr.	Regent	President and CEO of Synovus Financial Corporation	6 <sup>th</sup> Congressional District	2008-2015
Benjamin Tarbutton, III	Chair of BOR	Assistant Vice President of Sandersville Railroad Company	12 <sup>th</sup> Congressional District	2006-2013
Richard Tucker	Regent	Principle and Managing Partner of Arlington Capital LLC	7 <sup>th</sup> Congressional District	2005-2012
Larry Walker	Regent	Attorney	At-Large	2009-2016
Phillip Wilheit, Sr.	Regent	President of Wilheit Packaging and Marketing Images	At-Large	2011-2013
Dean Alford	Regent	President and CEO of Allied Energy Services	4 <sup>th</sup> Congressional District	2012-2019

**b) 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 explained and documented in detail in Section 2 of this Prospectus. This institutional consolidation has had no substantive change on the BOR's authority.

### **c) Committees of the Board**

The committees of the Board of Regents are listed below. A Special Committee on Consolidation was created by the Board in fall 2011 to identify candidate institutions for consolidation and oversee their consolidation processes once approved by the Board to join operations. Other than that, there has been no substantive change in the governing board as a function of the GSC/NGCSU consolidation into UNG.

#### Standing Committees of the BOR

- Executive and Compensation Academic Affairs
- Organization and Law
- Finance and Business Operations
- Internal Audit, Risk, and Compliance
- Real Estate and Facilities

#### Special Committees of the BOR

- Personnel & Benefits
- State History Museum Graduate Medical Education
- Maintaining Affordability
- Shared Services Center
- Economic Development
- Regents' Nominating
- Consolidation
- Presidential Search
- Joint Education Boards Liaison
- Regents Public Library Advisory
- Medical College of Georgia Health, Inc.
- University System of Georgia Foundation, Inc.

### **d) Role of Board Members in the Proposed Change**

The role of the BOR and its Special Committee on Consolidation were explained in great detail already in Sections 2 and 3. Since approving the GSC/NGCSU consolidation in January 2012, the BOR has maintained active oversight of University System Office and institutional preparations for the official consolidation implementation in January 2013. The Board has also been actively engaged in granting appropriate approvals for key consolidation actions such as name and mission for the consolidated institution, FY 2013 budget approvals involving the consolidated institution, presidential appointment for the new institution, approval of the effective date of consolidation pending SACSCOC approval, etc.

### **e) Conflict of Interest and Dismissal Statements**

The University System of Georgia (USG) Board of Regents (BOR) Policy Manual Section 12.1 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 (BR Minutes, 1941-42, p. 88).” The State of Georgia and its Board of Regents have an elaborate set of laws and policies that specifically govern conflict of interest by Board members and their dismissal. Members of the BOR are subject to numerous related state laws in the Official Code of Georgia Annotated (OCGA). OCGA 16-10-1, Offenses Against Public Administration, describes penalties for a public officer who violates state law. OCGA 45-10-1, Codes of Ethics and Conflicts of Interest for public officers and employees, affirms that this code applies to “any person” in government service. OCGA 45-10-20 defines the terms, “any person” and “public official” as applicable to appointed members of the BOR. OCGA 45-10-21, Legislative Declarations, states that all public officials must be independent, impartial, and free of conflicts of interest. OCGA 45-10-24 prohibits part-time public officials with state-wide powers from transacting business with any state agency for them or on behalf of any business in which such public official or member of their family have a substantial interest. That is made more explicit for BOR members in 45-10-40. 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 under OCGA 45-10-28. OCGA 45-10-41 specifically addresses violations by BOR members as grounds for dismissal. Regents of the BOR who fail to attend meetings of the Board may be removed and replaced by the Governor according to section 20-3-26.

The University System of Georgia has also established an Ethics Policy (BOR Policy Manual Section 8.2.20) which includes a State of Core Values and Code of Conduct. These statements apply to all members of the USG community including all member of the Board of Regents. As stated in the BOR Policy Manual Section 8.2.20.2, “Violations of the USG Ethics Policy may result in disciplinary action including dismissal or termination.” BOR Bylaws II 2 prohibits Board members from accepting gifts or compensation. And BOR Bylaws V 2 states that BOR members cannot recommend persons for USG employment.

There are no substantive changes in these state laws or BOR policies and bylaws involving conflicts of interest, ethics policy, or Board dismissal that have changed as a function of the consolidation.

#### **Links Referenced in Section 4**

[Institutional Summary Form](#)

[Appendix 4.1 Organizational Chart for University of North Georgia](#)

[Appendix 1.1 Current Organizational Chart for Gainesville State College](#)

[Appendix 1.2 Current Organizational Chart for North Georgia College & State University](#)

*If you need this document in another format, please contact the Office of Institutional Research at 706-867-3032 or ie@ung.edu*