



# **Multiple Pathways to Degree Completion**

*Consolidation Report to the  
Board of Regents of the University System of Georgia*

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# Pre-consolidation

## Gainesville State College

- Associate degrees and select bachelor's degrees
- Access mission
- Non-residential
- Two campuses – one in Gainesville, one in Oconee County

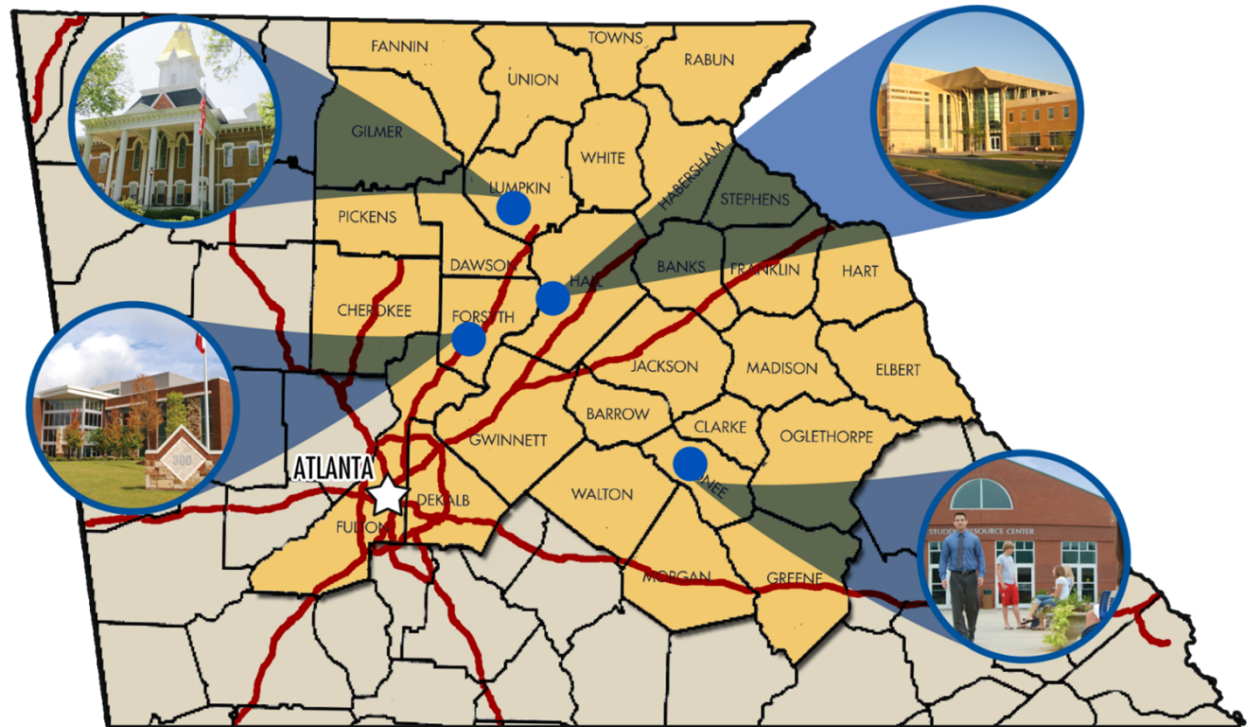
## North Georgia College & State University

- Bachelor's and graduate degrees, including a doctorate in physical therapy
- Selective admission requirements
- One of the state's oldest public universities
- Historic military mission
- Residential
- NCAA athletics

Each among the highest-performing institutions in their USG sectors

# University of North Georgia

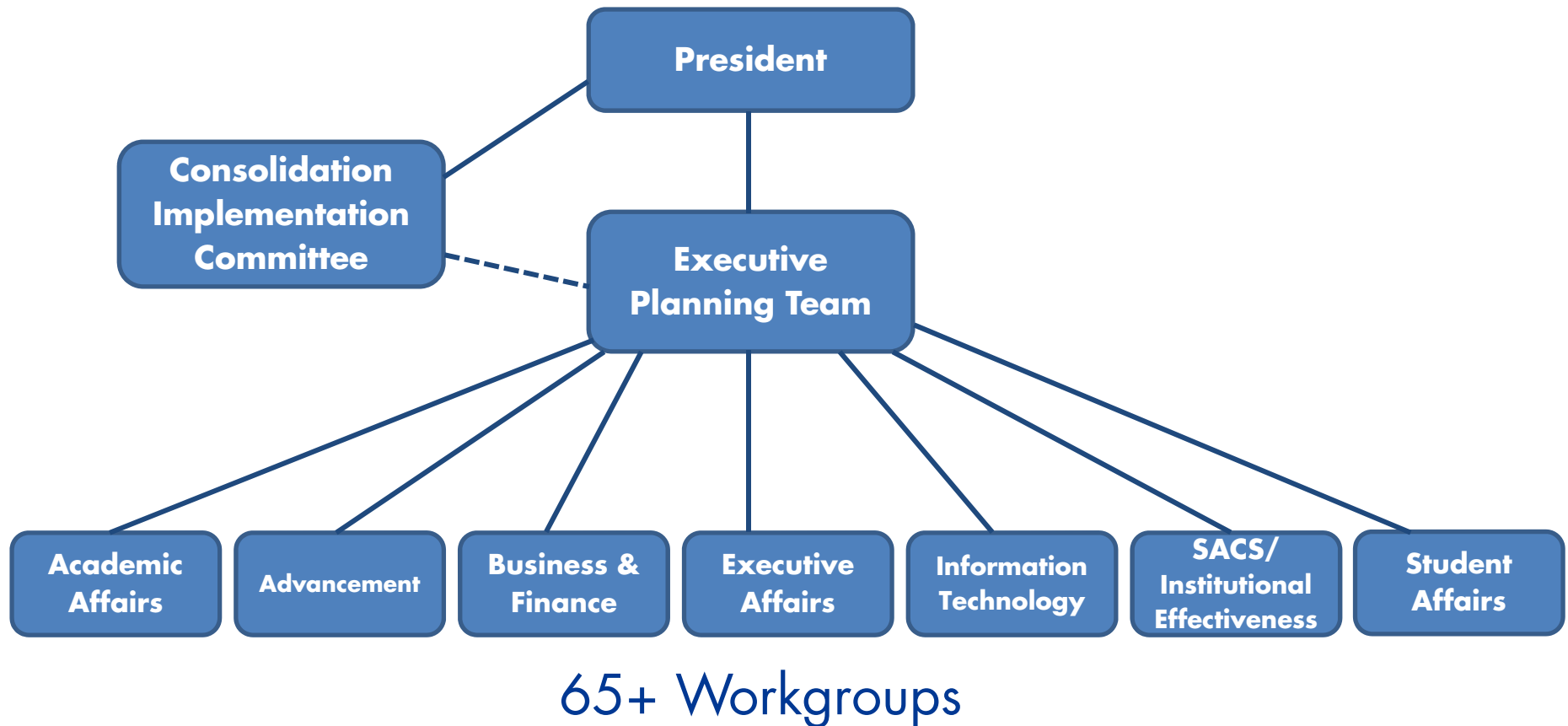
- Serving the most rapidly growing area of the state
- 4 campuses
- Nearly 16,000 students
- 6<sup>th</sup>-largest university in USG



# Priorities

- Preserve status as a Senior Military College and support for the Corps of Cadets
- Enhance academic excellence
- Expand access mission
- Increase college completion
- Strengthen transfer
- Improve efficiencies

# Collaborative decision-making structure



# Challenge #1

## Combine two institutions from different sectors:

- Different degree programs (certificates to doctorate)
- Different admission standards
- Different tuition and fees



# Response:

## A new fiscal model

- Admission & tuition based on degree program
- Student fees based on campus location



# Challenge #2

## Resolve operational differences:

- Governance structures
- Promotion & tenure guidelines
- Accounting & budgeting practices
- Salary inequities
- Information & data systems (Banner, PeopleSoft, etc.)



# Response:

## Create common policies & practices

- Adopted common academic policies & degree guidelines, including a single P&T structure
- Combined budgets through extensive work
- Committed to a three-year salary equity adjustment plan
- Data system integration is progressing

# Challenge #3

- Create a new, unified community and identity
- Honor the culture and strengths of each campus

# Response:

## Define UNG

- New mission
- New name
- New mascot
- New strategic plan creating a unified vision for UNG



# Realities of consolidation

- Stressful to faculty, staff, students, alumni, & communities
- Significant increases in workloads
- Fear surrounding loss of identity
- Critical need for transparent & frequent communication

# Where we are today

- Redirected \$1 million in administrative savings to academic & student success programs
- Continued enrollment growth
- Strengthened Corps of Cadets
- Increased bachelor's programs in Gainesville from 8 to 20



# Positive outcomes

- Multiple pathways to completion
- Shared resources
- Efficiencies
- Strong brand identity
- Focused regional impact





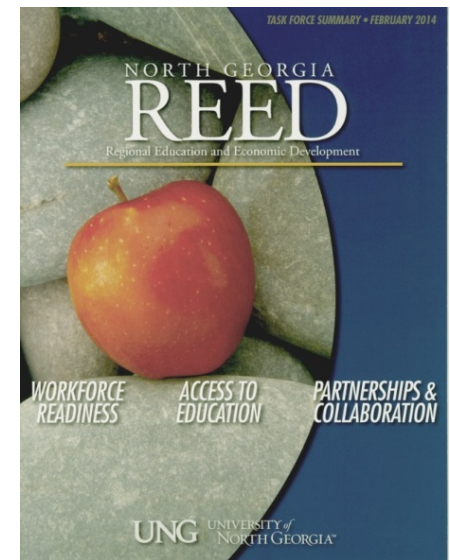
# Regional impact

## Existing efforts:

- North Georgia Network (broadband system)
- Center for the Future of North Georgia
- BB&T Center for Ethical Business Leadership

## New initiatives:

- Regional Education & Economic Development
- Regional Center for Business & Innovation





UNG is greater than the sum of its parts

**1** UNIVERSITY

**4** CAMPUSES

**100+** PROGRAMS  
*of* STUDY

**~16,000**  
TALENTED STUDENTS

**1** OF **6**  
SENIOR  
MILITARY  
COLLEGES  
in the U.S.

EXCEPTIONAL  
OPPORTUNITIES