

**Georgia Southern University**  
**LEVEL II University Implementation Plan**

**FINANCIAL PLAN**

**Revised by the President's Cabinet**  
**in Cooperation with the Strategic Planning Council**

**Spring 2009**

## INTRODUCTION

The Level I Strategic Plan describes a vision for Georgia Southern to become recognized as one of the best public comprehensive universities in the country. To reach national recognition will require strong financial support from both the public and private sectors for quality enhancement and service initiatives.

## MAJOR GOALS

- Increase the revenue base of the University through all sources of revenue including external gifts and partnerships, grants, endowments, state appropriated funds, and internally generated funds.
- Establish annual budget priorities and make institutional budget allocations based upon strategic planning goals and outcome of program review.
- Develop, enhance, and support financial management systems and structure that promote sound financial management at all levels of the organization.
- Provide for adequate funding and management support to all areas of technology so that all users have adequate access to up-to-date technology and are well supported in the use of that technology.
- Ensure there are adequate resources to build and maintain University infrastructure. (Electrical, plumbing, HVAC, roofs, roads, bandwidth, etc.)
- Provide competitive salaries to attract and retain a highly qualified faculty and staff.

## ACADEMIC DISTINCTION

### STRATEGY 1: MAXIMIZE EXTERNAL FUNDING AT ALL LEVELS.

Tactic 1: Work closely and effectively with the Chancellor's Office, Executive Branch, General Assembly, and the Georgia Congressional Delegation to maintain and secure additional funding.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Administration with guidance from President's Cabinet, Governmental Relations	No additional	Ongoing	Optimized funding from these sources	Moved to Unit operations

Tactic 2: Maximize departmental sales and service (DSS) revenue by consolidating programs generating DSS revenue under Continuing Education, and developing an institutional plan for budgeting and costing these programs.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Continuing Education and Public Service	No additional	Immediate and Ongoing	Additional DSS revenue	Moved to Unit operations

Tactic 3: Maximize, explore, and encourage at all levels the increase of private giving through the conduct of effective capital campaigns, annual giving campaigns, and planned giving programs.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
University Advancement	No additional	Ongoing	Achievement of campaign goals	Move to Unit operations

Tactic 4: Increase the number of contract and grant submissions and successful competitions or grant awards.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Research Services & Sponsored Programs, University Advancement, Provost, Academic Administrators	No additional	Immediate and Ongoing	Increased number of submissions and awards	Moved to Unit operations

**STRATEGY 2: ENSURE THAT BUDGET ALLOCATIONS MATCH STRATEGIC PLANNING GOALS AND APPROVED PRIORITIES.**

Tactic 1: Build a budgeting process that consistently enlists the resource requests and relates them to the University's strategic planning process.

<b>Responsible for Implementation</b>	<b>Resource Requirements /Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Business and Finance, Controller's Office	No additional	Ongoing	Degree to which allocations relate to the Strategic Plan	Moved to Unit operations

Tactic 2: Develop a prioritized year-end spending process that allows Materials Management to begin preliminary purchase work in early Spring to enable more effective use of year-end and supplemental budget funds.

<b>Responsible for Implementation</b>	<b>Resource Requirements /Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
All departments as directed by PC, Materials Management	No additional	Immediate	Development of list by deadline	Completed

Tactic 3: Support and fund a salary study.

<b>Responsible for Implementation</b>	<b>Resource Requirements /Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Human Resources	Funding for study	Immediate	Completion of study	Completed

Tactic 4: Support and fund a staffing study.

<b>Responsible for Implementation</b>	<b>Resource Requirements /Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Human Resources	Funding for study	Immediate	Completion of study	Completed

Tactic 5: Encourage units to reallocate internal funds from low priority to high priority programs.

<b>Responsible for Implementation</b>	<b>Resource Requirements /Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
All departments and colleges	No additional	Ongoing	Amount of reallocation	Moved to Unit operations

**STRATEGY 3: MAINTAIN ENROLLMENT AND IMPROVE RETENTION. (SEE ALSO THE ENROLLMENT MANAGEMENT PLAN)**

Tactic 1: Aggressively and successfully recruit appropriate new students.

<b>Responsible for Implementation</b>	<b>Resource Requirements/ Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
All departments and colleges; Student Affairs and Enrollment Management	No additional	Ongoing	Student enrollment counts	Moved to Unit operations

Tactic 2: Enhance student retention.

<b>Responsible for Implementation</b>	<b>Resource Requirements /Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
All departments and colleges	No additional	Ongoing	Retention Rates	Continue as ongoing

Tactic 3: Develop a methodology to allocate resources which includes student credit hour production and other relevant measures.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Academic Affairs	No additional	Immediate	Degree of alignment of allocations to student credit hours	Move to Unit operations

Tactic 4: Improve services provided to students throughout the University.

<b>Responsible for Implementation</b>	<b>Resource Requirements /Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
All units and colleges	To be determined by departments	Ongoing	Improved retention and graduation rates	Moved to Unit operations

Tactic 5: Identify, generate, and allocate new funds to selected programs to improve the educational experience of students, particularly high ability students.

<b>Responsible for Implementation</b>	<b>Resource Requirement s/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Administration, University Advancement, Student Affairs and Enrollment Management, Admissions, Continuing Education and Public Service	No additional	Immediate	Improved retention and graduation rates, student opinion survey (NSSE)	Completed

Tactic 6: Increase funding for recruitment of high ability students.

<b>Responsible for Implementation</b>	<b>Resource Requirements /Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Academic Affairs, University Advancement, Student Affairs and Enrollment Management, Admissions	No additional	Ongoing	Increased funding for recruitment for high ability students.	Completed

**STUDENT-CENTERED UNIVERSITY**

**STRATEGY 1: IMPROVE THE QUALITY OF ON-CAMPUS HOUSING TO ENHANCE RETENTION, PERFORMANCE, AND STUDENT SATISFACTION.**

Tactic 1: Fully implement the Comprehensive Housing Plan.

<b>Responsible for Implementation</b>	<b>Resource Requirements /Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Auxiliary Services, University Housing, Student Affairs and Enrollment Management, Housing Foundation	As necessary from privatized services	Ongoing	Occupancy rates, student satisfaction surveys	Completed

**STRATEGY 2: PROMOTE COST EFFECTIVENESS IN THE DELIVERY OF SERVICES AND PROGRAMMING.**

Tactic 1: Periodically review all budgetary units with the objective of identifying and reducing or eliminating outdated or inefficient services.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
All budgetary units	No additional	Ongoing	Identification and reduction or reallocation of funds from and to budgets	Continue as ongoing

Tactic 2: Discourage the funding of current operating expenses on an ad hoc basis.

<b>Responsible for Implementation</b>	<b>Resource Requirements /Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Administration	No additional	Ongoing	Elimination of ad hoc funding of current operating expense	Completed

Tactic 3: Enhance use of surplus property by improving process for receiving, advertising, and redistributing surplus items on campus.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Property Control	No additional	Ongoing	Reduction of surplus property	Moved to Unit operations

Tactic 4: Periodically review existing financial policies and procedures to enhance flexibility and meet the changing demands of the University community.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Controller's Office, Audit and Advisory Services	No additional	Ongoing	Level of customer satisfaction, new PAF process	Moved to Unit operations

Tactic 5: Review a selected number of support programs each year for quality and effectiveness of services rendered to customers.

<b>Responsible for Implementation</b>	<b>Resource Requirements /Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Audit and Advisory Services	No additional	Ongoing	Level of efficiency and customer satisfaction	Continue as ongoing

Tactic 6: Perform annual reviews of all revenue-generating services to ensure pricing is competitive, services are relevant and efficient, and revenue is sufficient to cover all costs including overhead.

<b>Responsible for Implementation</b>	<b>Resource Requirements /Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Department managers as appropriate	No additional	Annually	Competitive prices, relevant and efficient services, and sufficient revenue	Moved to Unit operations

**TECHNOLOGICAL ADVANCEMENT**

**STRATEGY 1: PROVIDE ADEQUATE FUNDING FOR TECHNICAL DEVELOPMENT OF ADMINISTRATIVE FUNCTIONS.**

Tactic 1: Establish a process for identifying areas requiring technological enhancements in relation to the University's strategic objectives. Develop and shift resources accordingly.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Administration, Information Technology	No additional	Ongoing	Increased funds for technical development; quality of administrative programs.	Moves to Unit operations

Tactic 2: Support and fund a process to provide financial data to department managers that is electronic, informative, and easily accessible to users.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Business and Finance	Funding for process	Immediate	Availability of data	Completed

Tactic 3: Fund and implement a campus electronic form submittal and approval system.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
IT Services and appropriate departments	Funding for system	Immediate	Availability of electronic form system	Continue as ongoing

**TRANSCULTURAL OPPORTUNITIES**

**STRATEGY 1: INCREASE FUNDING FOR STUDIES ABROAD AND INTERNATIONAL ACADEMIC PROGRAMS.**

Tactic 1: Increase external support to provide scholarships and travel funds for students.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Provost's Office, University Advancement	No additional	Ongoing	Increased funds raised and allocated to studies abroad and international academic programs, and number of students involved.	Continue as ongoing

Tactic 2: Increase external support to provide international opportunities for faculty and staff.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Provost's Office	No additional	Ongoing	Increased funds raised and allocated for international opportunities, and number of faculty and staff involved.	Continue as ongoing

**PHYSICAL ENVIRONMENT**

**STRATEGY 1: ACQUIRE PROPERTIES ADJACENT TO CAMPUS CONSISTENT WITH THE CAMPUS MASTER PLAN.**

Tactic 1: Increase private, internal, or state funds to acquire adjacent properties.

<b>Responsible for Implementation</b>	<b>Resource Requirements/ Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Business and Finance, Physical Plant, Auxiliary Services, University Advancement, Legal Affairs	No additional	Ongoing	Amount of funds raised to acquire properties	Moved to Unit operations

Tactic 2: Identify and pursue gift-giving opportunities for property owners.

<b>Responsible for Implementation</b>	<b>Resource Requirements/ Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
University Advancement, Legal Affairs	Funding for professional services	Ongoing	Value of adjacent donated	Moved to Unit operations

**STRATEGY 2: IMPROVE PREVENTIVE MAINTENANCE OF FACILITIES AND REDUCE DEFERRED MAINTENANCE.**

Tactic 1: Plan, budget, and conduct regular maintenance of facilities.

<b>Responsible for Implementation</b>	<b>Resource Requirements/ Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Physical Plant, Auxiliary Services, Athletics	Funding for maintenance	Ongoing	Condition of facilities	Moved to Unit operations

Tactic 2: Reduce the University's backlog of deferred maintenance.

<b>Responsible for Implementation</b>	<b>Resource Requirements /Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Physical Plant, Auxiliary Services, Athletics	Funding for deferred maintenance	Ongoing	Reduction of deferred maintenance backlog	Move to Unit operations

Tactic 3: Identify and access funding sources for facility renovation and modernization.

<b>Responsible for Implementation</b>	<b>Resource Requirements /Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Administration	No additional	Ongoing	Funding for renovations	Moved to Unit operations

Tactic 4: Plan and fund improvements to the campus infrastructure

<b>Responsible for Implementation</b>	<b>Resource Requirements /Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Physical Plant, Administration, Information Technology	No additional	Immediate and Ongoing	Funding for improvements	Moved to Unit operations

Tactic 5: Plan and fund campus landscaping and beautification projects consistent with the Landscaping Master Plan.

<b>Responsible for Implementation</b>	<b>Resource Requirements/ Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Physical Plant, Administration	No additional	Immediate and Ongoing	Funding for projects	Move to Unit operations

**PUBLIC AND PRIVATE PARTNERSHIPS**

**STRATEGY 1: INCREASE PRIVATE FUNDS.**

Tactic 1: Conduct a successful capital campaign addressing approved priorities and funding goals.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
University Advancement	Funding for consultants and technological support	2002-06	Value of gifts received	Completed

Tactic 2: Increase solicitation of grants and support the ongoing development of sponsored programs.

<b>Responsible for Implementation</b>	<b>Resource Requirements /Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Provost, University Advancement, Research Services & Sponsored Programs	No additional	Ongoing	Increased grant and research dollars, plan complete	Move to Unit operations

**STRATEGY 2: DEVELOP EXTERNAL RELATIONSHIPS TO MAXIMIZE EFFECTIVE UTILIZATION OF RESOURCES.**

Tactic 1: Maintain and increase local and regional partnerships which provide employee training and other educational opportunities for adult learners.

<b>Responsible for Implementation</b>	<b>Resource Requirements/Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Continuing Education and Public Services	No additional	Ongoing	Level of involvement	Move to Unit operations

Tactic 2: Enhance the cooperative relationship with local government entities to maximize communication, safety, and community services.

<b>Responsible for Implementation</b>	<b>Resource Requirements /Sources</b>	<b>Timeline</b>	<b>Measure of Progress</b>	<b>SPC REVIEW Spring 2009</b>
Public Safety, Governmental Relations	No additional	Ongoing	Quality of relationship with government entities	Continue as ongoing