Memorandum

To: General Faculty

Date: September 9, 2015

Regarding: Agenda, Faculty Senate Meeting, September 11 at 3:00 p.m., TLC 1-203

The agenda for the September 11, 2015 Faculty Senate meeting will be as follows:

1. Call to order
2. Roll call
3. [Minutes of April 24 were approved electronically on May 20, 2015]
4. Committee reports

Committee I: Undergraduate Programs Committee (Cale Self, Chair)
Action Items (see Addendum I)**:**

A) College of Arts and Humanities

1) Department of Art

a) Bachelor of Fine Arts with a Major in Art
Request: Modify

B) Richards College of Business

1) Marketing and Real Estate

a) Certificate of Sustainability in Business
Request: Add

C) College of Science and Mathematics

1) Physics Department

a) PHYS 3503 Modern Physics
Request: Add

D) College of Social Sciences

1) Department of Criminology

a) Certificate in Juvenile Justice and Rehabilitation
Request: Add

b) CRIM 4004 Managing Data
Request: Add

Information Item:

A) Honors College and Trans-disciplinary Studies

1) Center for Interdisciplinary Studies

a) XIDS 2001 Italian Life and Culture
Approved

Committee II: Graduate Programs Committee (Dawn McCord, Chair)
Action Items (see Addendum II)**:**

A) College of Social Sciences

1) Department of Criminology

a) CRIM 5004 Managing Data
Request: Add

B) School of Nursing

1) NURS 9012 Nursing Education Synthesis
Request: Modify

Committee V: Faculty Development Committee (David Boldt, Chair)
Information Item:

A) Presentation about Human Resources Department changes (Rodney Byrd)

Committee VIII: Technology Committee (Craig Schroer, Chair)
Information Item (see Addendum III)**:**

A) Information Technology Services Assessment Report for UWG by Plante Moran, dated Aug. 15, 2015 (Kyle Marrero and Micheal Crafton)

Committee XII: Budget Committee (Andrea Stanfield, Chair)
Information Items:

A) New CUPA salary study (Andrea Stanfield)

B) Budget update (Kyle Marrero)

5. Old business

6. New business

A) Presentation by the President's Committee on Campus Inclusion about the results of the survey conducted this past spring (Lara Willox, Co-Chair)

B) University System of Georgia Faculty Council (USGFC) vote (Elizabeth Kramer)

7. Announcements

8. Adjournment

Addendum I

Program View (Read-Only)

Originator

College of Arts and Humanities (College) | Art Department (Department) | Samples, Clint (Originator)

What would you like to do?

○ Add New Program ◉ Modify Existing Program ○ Deactivate Existing Program ○ Terminate Existing Program ○ Reactivate Existing Program

Modifications

☐ Program Name ☐ Program Description ☐ Degree Name ☑ See Details

Senate Action Item (See Procedure)

Program Selection

College of Arts and Humanities (College) | Bachelor of Fine Arts with a Major in Art (Program)

Bachelor of Fine Arts with a Major in Art (Program Name)

On Campus (Program Location) | Undergraduate (Degree Level)

Bachelor of Fine Arts (Degree Name)

Fall 2015 (Effective Semester/Year)

Modification Details

We request that the following Department of Art BFA studio concentrations be lowered from 132 credit hours to 126 credit hours overall: Ceramics, Graphic Design, Painting, Photography, Printmaking, and Sculpture

(Max 4000 characters)

Rationale

In 2009, the Department of Art modified Art Education's overall credit hour structure from 120 to 132 credit hours as a requirement to be in alignment with national standards.

At the same time, the department was planning a senior capstone process in addition to adding "gatekeeping" systems (BFA application, Junior Review, etc) to better align all BFA concentrations with standards set by the National Association of Schools of Art and Design (NASAD). Since we had to raise the credit hours for art education, we as a faculty decided to raise the credit hours for all BFA concentrations from 120 to 132. This included Art Ed, Ceramics, Graphic Design, Painting, Photography, Printmaking and Sculpture.

At the time, we saw this as "raising the standards" for our department as a whole. Upon assessing the decision in 2015, we have come to realize that what worked best was not the increase in credit hours but the implementation of Capstone I and II, Junior Review, and BFA application processes. The extension of the credit hours in the studio programs has not helped as much as we anticipated. RPG is an issue as it currently takes art students 5 years to graduate. Four years is possible but only if a student takes summer classes. In addition, the 132 credit hours needed to complete for a degree in studio arts is the most for an art department in the state of Georgia.

Because it was required, Art Education will have to remain at 132 credit hours. This is a national standard. After reviewing our program, we are requesting that each of our studio concentrations be lowered to 126. We see this as a competitive compromise in our program that puts us on par with other programs like Georgia Southern and Georgia State.

To lower each studio concentration to 126 (Ceramics, Graphic Design, Painting, Photography, Printmaking and Sculpture) one 3-hour credit class will be removed from the concentration elective area and once 3-hour credit class will be removed from the art electives area.

If possible, we also ask that the change from 132-126 be retroactive for current students to assist the department with graduation efforts.

(Max 4000 characters)

Planning Info

◉ Library Resources are Adequate

○ Library Resources Need Enhancement

Is this a SACS substantive change? NO (See Policy)

Present or Projected Annual Enrollment: 250

Comments

(Max 4000 characters)

College Approvals

Kevin Shunn [APPROVED 2015-04-10]

Chair, Course Department

Other Approvals

Cale Self [APPROVED 2015-09-08]

Chair, Undergraduate Programs Committee

Final Approval

Myrna Gantner [REQUIRED]

Final Approver

Randy J. Hendricks [APPROVED 2015-04-22] Dean, College of Arts and Humanities	

Program View (Read-Only)

Attachments
Current File: Minor Degree Requirements.pdf

Originator
College of Science and Mathematics (College) | Geosciences Department (Department) | Walter, Andy (Originator)

What would you like to do?
(●) Add New Program ( ) Modify Existing Program ( ) Deactivate Existing Program ( ) Terminate Existing Program ( ) Reactivate Existing Program

Modifications
[ ] Program Name [ ] Program Description [ ] Degree Name [ ] See Details
Senate Review Not Required (See Procedure)

Program Selection
College of Science and Mathematics (College)
Geosciences Department (Department)
Sustainability Studies (Program Name)
On Campus (Program Location)
Undergraduate (Degree Level)
Minor (Degree Name)
Fall 2014 (Effective Semester/Year)

Modification Details
Create a Minor Degree Program in Sustainability Studies.
(Max 4000 characters)

Rationale
This program will provide UWG students from across the university with an opportunity to focus their study on an increasingly relevant topic in many different contexts, from science and social critique to politics, policy, and business. Students in the program will develop an interdisciplinary approach to the study of society-nature relations and how "sustainability" is conceptualized and practiced.
(Max 4000 characters)

Attachments
Current File: Minor Degree Requirements.pdf

Planning Info
(●) Library Resources are Adequate
( ) Library Resources Need Enhancement
Is this a SACS substantive change? NO (See Policy)
Present or Projected Annual Enrollment: 30

Comments
(Max 4000 characters)

College Approvals | Other Approvals | Final Approval

Curtis L. Hollabaugh [APPROVED 2014-02-28]
Chair, Course Department

Scott Gordon [APPROVED 2014-05-02]
Coordinator, COSM Curriculum Committee

Myrna Gantner [REQUIRED]
Final Approver

MINOR IN SUSTAINABILITY STUDIES
18 hours

DESCRIPTION
The Minor in Sustainable Studies will offer a systematic, interdisciplinary approach to sustainability" as a concept, area of study, social practice, and policy objective that concerns the effects and durability of relationships and interactions between social and biophysical systems.

REQUIREMENTS
Required course
GEOG 2505 Human Impacts on the Environment
3 hours

Five courses from this list or others approved by the program coordinator

GEOG 3405	Geographies of Sustainability
GEOG 3800	Biogeography
GEOG 4103	Geography of Soils and Water
GEOG 4400	Energy and Sustainability
GEOG 4700	Global Environmental Change
HIST 4461	Environmental History
PLAN 4701	Technol & Sustainable Econ Dev
PLAN 4724	Sustainable Development
PLAN 4722	Environmental Planning
POLS 4209	Environmental Policy
SOCI 4803	Environmental Sociology

15 hours

Course View (Read Only)

Attachments
Current File: phy 3503 syllabus--proposed.doc

Originator

Physics Department	College of Science and Mathematics	Talbot, Julie
Department	College	Originator

What would you like to do?
(●) Add New Course ( ) Modify Existing Course ( ) Delete Existing Course

Modifications
☐ Prerequisites ☐ Corequisites ☐ Description ☐ Title ☐ Credit ☑ See Comments Senate Action Item (See Procedure)

Course Details

PHYS	3503	Modern Physics
Prefix	Number	Course Title

A study of the failure of classical mechanics to describe experiments like Black Body Radiation, the Photoelectic Effect, the Michelson-Morley experiment and others which led physics into the worlds of special relativity and wave mechanics. Topics in wave mechanics include the Bohr Theory and its extension into the Schrodinger Equation with applications.

Course Catalog Description

3.00		3.00	Fall - 2016	Yearly	Letter Grade
Lec Hrs	Lab Hrs	Credit Hrs	Effective Term	Frequency	Grading

Prerequisites
PHYS 2212 with a C or better

Corequisites

Rationale
We intend to convert Modern Physics (currently PHYS 4313) to a 3000-level course (PHYS 3503), for two reasons: first of all, to bring it into line with all of the other physics programs in the USG system, and secondly to encourage students to take the course earlier in their studies. We are the only school in the USG system which offers Modern Physics as a 4000-level course, so students who transfer to UWG with Modern Physics at a different school must retake it because we cannot accept transfer credit for courses that are at a lower level. Beyond that, we have been examining our curriculum, and we want this course to be taken earlier in the schedule--ideally, right after PHYS 2212--so that students get exposed to the basic concepts of Special Relativity and Quantum Mechanics before taking courses such as Astrophysics, Thermodynamics, Solid State Physics and others.

Planning Info
(●) Library Resources are Adequate
( ) Library Resources Need Enhancement

Is this a SACS substantive change? NO (See Policy)
Present or Projected Annual Enrollment: 10

Comments

Attachments
Current File: phy 3503 syllabus--proposed.doc

College Approvals

Scott Gordon [APPROVED 2015-06-26]
Coordinator, COSM Curriculum Committee

Julie Talbot [APPROVED 2015-04-09]
Chair, Course Department

Other Approvals

Cale Self [APPROVED 2015-09-08]
Chair, Undergraduate Programs Committee

Final Approval

Myrna Gantner [REQUIRED]
Final Approver

Program View (Read-Only)

Attachments
Current File: Certificate in Juvenile Justice and Rehabilitation.docx

Originator
College: College of Social Sciences
Department: Criminology Department
Originator: Johnson, Mike

What would you like to do?
(●) Add New Program ( ) Modify Existing Program ( ) Deactivate Existing Program ( ) Terminate Existing Program ( ) Reactivate Existing Program

Modifications
[ ] Program Name [ ] Program Description [ ] Degree Name [ ] See Details
Senate Action Item (See Procedure)

Program Selection
College: College of Social Sciences
Department: Criminology Department
Program Name: Certificate in Juvenile Justice and Rehabilitation
Program Location: On Campus
Degree Level: Undergraduate
Degree Name: NA
Effective Semester/Year: Fall 2016

Modification Details
NA
(Max 4000 characters)

Rationale
Please see attachment.
(Max 4000 characters)

Attachments
Current File: Certificate in Juvenile Justice and Rehabilitation.docx

Planning Info
(●) Library Resources are Adequate
( ) Library Resources Need Enhancement
Is this a SACS substantive change? NO (See Policy)
Present or Projected Annual Enrollment: 50

Comments
Please see attachment.
(Max 4000 characters)

College Approvals | Other Approvals | Final Approval

David Jenks [APPROVED 2015-06-09]
Chair, Course Department

Amber Smallwood [APPROVED 2015-08-28]
Coordinator, COSS Executive Committee

Cale Self [APPROVED 2015-09-08]
Chair, Undergraduate Programs Committee

Myrna Gantner [REQUIRED]
Final Approver

Course View (Read Only)

Attachments
Current File: Undergrad Managing Data Example Syllabus.docx

Originator

Criminology Department	College of Social Sciences	Johnson, Mike
Department	College	Originator

What would you like to do?
(●) Add New Course ( ) Modify Existing Course ( ) Delete Existing Course

Modifications
☐ Prerequisites ☐ Corequisites ☐ Description ☐ Title ☐ Credit ☐ See Comments Senate Action Item ☑ (See Procedure)

Course Details

CRIM	4004	Managing Data
Prefix	Number	Course Title

CRIM 4004 Managing Data 3/0/3 This course teaches students to build and manage databases using SPSS. An emphasis is placed on working with large national data sets, including those available through the U.S. Census Bureau and the Inter-University Consortium for Political and Social Research. Although a basic understanding of research methods and statistics is helpful, it is not necessary for this course. PRE-REQUISITES: CRIM 1100

Course Catalog Description

3	0	3	Fall - 2015	Yearly	Letter Grade
Lec Hrs	Lab Hrs	Credit Hrs	Effective Term	Frequency	Grading

Prerequisites
CRIM 1100

Corequisites

Rationale
The Department of Criminology is creating this course to serve as part of the Data Analytics certificate created by COSS and RCOB. It will be cross-listed as a 5000 level graduate course, where it will greatly aid students who are preparing to write a thesis.

Planning Info
(●) Library Resources are Adequate
( ) Library Resources Need Enhancement

Is this a SACS substantive change? NO ☑ (See Policy)
Present or Projected Annual Enrollment: 30

Comments

Please see attached example syllabus

Attachments
Current File: Undergrad Managing Data Example Syllabus.docx

College Approvals

Amber Smallwood [APPROVED 2015-08-28]
Coordinator, COSS Executive Committee

David Jenks [APPROVED 2015-04-10]
Chair, Course Department

Other Approvals

Cale Self [APPROVED 2015-09-08]
Chair, Undergraduate Programs Committee

Final Approval

Myrna Gantner [REQUIRED]
Final Approver

CRIM 4004 – Managing Data
Fall

R 5:30 - 8:00 pm — Pafford 211
Professor: Elizabeth Stupi — Email: estupi@westga.edu
Office: Pafford 230 — Phone: (678) 839-6334
Office Hours: MW 11:30 am - 1:30 pm and 3:30 - 4:30 pm; R 1:00 - 5:00 pm; and by appointment

Course Description
This course teaches students to build and manage databases using SPSS. An emphasis is placed on working with large national data sets, including those available through the U.S. Census Bureau and the Inter-University Consortium for Political and Social Research.

Required Textbook
Pallant, Julie A. (2013). *SPSS Survival Manual: A step by step guide to data analysis using IBM SPSS.* (5nd edition). New York: Open University Press.

Course Requirements
- Assigned readings are listed on the course calendar, and it is highly recommended that you complete the reading before class.
- Attendance is important for this class, but is not required. If you miss a class, you are responsible for getting the notes from a classmate. I will answer specific questions relating to lecture, but will not provide my class notes. On interviewing days, attendance is required.
- While in class, you are expected to participate in the lecture by taking notes, asking questions, and following along on the computer when necessary. Computer use during other periods and the use of the computer to access programs unnecessary for the course are not allowed.

Assignments – 200 total points (25 points each)
Eight short assignments will be given, both in and out of class. Specific, detailed instructions and requirements for each will be given in class. Late assignments will not be accepted.

Presentations – 50 points (25 points each)
Each student will be expected to make two 5 minute presentations during the semester. Each presentation will focus on a dataset available from ICPSR. Dates for these presentations will be assigned during the first week of classes. Specific, detailed instructions and requirements for each will be given in class. Make-ups will only be allowed under extreme circumstances (ex: a medical emergency, death in the family). In order to make up your presentation, you must notify me before your assigned presentation date and provide documentation explaining the absence. If a make-up is not taken, you will receive zero points for the presentation.

Papers – 50 points (25 points each)
Each student will write two 3-4 page papers for the course. Each paper will focus on one of the datasets presented to the class. Papers should include information on the dataset (who collected it? when? what types of variables does it include?) as well as potential uses for that data within the field of Criminology. Papers will be due the week after the student makes his or her presentation. Specific, detailed instructions and requirements for the papers will be covered in class.

Grading

90% + A 80-89.9% B 70-79.9% C 60-69.9% D 0-59.9% F

UWG Policies

Be sure to you are familiar with all of the policies listed at: http://tinyurl.com/UWGSyllabusPolicies

Learning Outcomes

By the end of the course, you will be able to:

- Locate an appropriate dataset for a given topic
- Download data from ICPSR and the U.S. Census
- Use basic functions in SPSS (merge, recode, transform, etc.) to manage a dataset

Course Schedule

Please see the Course Schedule posted on Course Den. Also note that all dates are tentative and subject to change.

Course View (Read Only)

Attachments
Current File: ItalianLifeandCulture.pdf

Originator

Center for Interdisciplinary Studies	Honors College and Trans-disciplinary Pro	Walter, Andy
Department	College	Originator

What would you like to do?
○ Add New Course ◉ Modify Existing Course ○ Delete Existing Course

Modifications
☐ Prerequisites ☐ Corequisites ☐ Description ☑ Title ☐ Credit ☐ See Comments
Senate Review Not Required (See Procedure)

Course Details

XIDS	2001	Itlian Life and Culture
Prefix	Number	Course Title

Students will engage directly with life and culture in Italy through fieldtrips and language study.

Course Catalog Description

1		1	Summer - 2015	Summer	Letter Grade
Lec Hrs	Lab Hrs	Credit Hrs	Effective Term	Frequency	Grading

Prerequisites
For students on the Spoleto, Italy, study abroad program.

Corequisites

Rationale
To offer students firsthand experience with Italian life and culture.

Planning Info
◉ Library Resources are Adequate
○ Library Resources Need Enhancement

Is this a SACS substantive change? NO (See Policy)
Present or Projected Annual Enrollment: 20

Comments

Attachments
Current File: ItalianLifeandCulture.pdf

College Approvals

Andy Walter [APPROVED 2015-05-04]

Orginator of Process or Document

Other Approvals

Cale Self [APPROVED 2015-09-08]

Chair, Undergraduate Programs Committee

Final Approval

XIDS 2001: What Do You Really Know about Italian Life and Culture?

As part of the Spoleto program, this class offers students the chance to wade into Italian culture in two distinct ways: through twelve hours of Italian language training at our partner institution Artelingua and through four guided field trips to nearby destinations. Students will marvel at the Coliseum in Rome, tour the underground portion of the medieval fortress in Perugia, experience the gothic wonders of St. Francis's cathedral in Assisi, and even come to understand wine production by touring a winery in Montefalco. Through both intensive Italian language training and these field trips, students will experience an immersion in Italian culture, history, language, and life.

Having taken this course, students will be able to:

- Distinguish Italian life and culture from life and culture in the United States by explaining basic linguistic, social, and cultural differences.
- Discuss the significance of famous historical sites to the history and culture of both Italy and the region of Umbria.

Addendum II

Course View (Read Only)

Attachments
Current File: Grad Managing Data Example Syllabus.docx

Originator

Criminology Department	College of Social Sciences	Johnson, Mike
Department	College	Originator

What would you like to do?
(●) Add New Course ( ) Modify Existing Course ( ) Delete Existing Course

Modifications
☐ Prerequisites ☐ Corequisites ☐ Description ☐ Title ☐ Credit ☐ See Comments Senate Action Item (See Procedure)

Course Details

CRIM	5004	Managing Data
Prefix	Number	Course Title

CRIM 5004 Managing Data 3/0/3 This course teaches students to build and manage databases using SPSS. An emphasis is placed on working with large national data sets, including those available through the U.S. Census Bureau and the Inter-University Consortium for Political and Social Research. Although a basic understanding of research methods and statistics is helpful, it is not necessary for this course.

Course Catalog Description

3		3	Fall - 2015	Yearly	Letter Grade
Lec Hrs	Lab Hrs	Credit Hrs	Effective Term	Frequency	Grading

Prerequisites

Corequisites

Rationale
The Department of Criminology previously included a Managing Data course in its curriculum but at the 6000 level. In the interest of being able to cross-list the course, we are now re-creating the course at the 5000 level. At the graduate level, this course will greatly aid students who are preparing to write a thesis. At the undergraduate level, this course will serve as part of the Data Analytics certificate created by COSS and RCOB.

Planning Info
(●) Library Resources are Adequate
( ) Library Resources Need Enhancement

Is this a SACS substantive change? NO (See Policy)
Present or Projected Annual Enrollment: 5

Comments

Please see attached example syllabus

Attachments

Current File: Grad Managing Data Example Syllabus.docx

College Approvals

Amber Smallwood [APPROVED 2015-08-28]

Coordinator, COSS Executive Committee

David Jenks [APPROVED 2015-04-10]

Chair, Course Department

Other Approvals

Dawn McCord [REQUIRED]

Chair, Graduate Programs Committee

Final Approval

Myrna Gantner [REQUIRED]

Final Approver

CRIM 5004 – Managing Data
Fall

R 5:30 - 8:00 pm — Pafford 211
Professor: Elizabeth Stupi — Email: estupi@westga.edu
Office: Pafford 230 — Phone: (678) 839-6334
Office Hours: MW 11:30 am - 1:30 pm and 3:30 - 4:30 pm; R 1:00 - 5:00 pm; and by appointment

Course Description
This course teaches students to build and manage databases using SPSS. An emphasis is placed on working with large national data sets, including those available through the U.S. Census Bureau and the Inter-University Consortium for Political and Social Research.

Required Textbook
Pallant, Julie A. (2013). *SPSS Survival Manual: A step by step guide to data analysis using IBM SPSS.* (5nd edition). New York: Open University Press.

Course Requirements
- Assigned readings are listed on the course calendar, and it is highly recommended that you complete the reading before class.
- Readings outside of the textbook will be posted to Course Den. Since this course is combined with an undergraduate one, these additional readings will serve as one of the primary means of challenging graduate students to think beyond the undergraduate material.
- Attendance is important for this class, but is not required. If you miss a class, you are responsible for getting the notes from a classmate. I will answer specific questions relating to lecture, but will not provide my class notes. On interviewing days, attendance is required.
- While in class, you are expected to participate in the lecture by taking notes, asking questions, and following along on the computer when necessary. Computer use during other periods and the use of the computer to access programs unnecessary for the course are not allowed.

Assignments – 200 total points (25 points each)
Eight short assignments will be given, both in and out of class. Specific, detailed instructions and requirements for each will be given in class. Late assignments will not be accepted.

Presentation – 25 points
At the end of the semester, each student will make a 15-20 minute presentation of his or her paper to the class. Dates for these presentations will be assigned at least 2 weeks in advance. Specific, detailed instructions and requirements for each will be given in class. Make-ups will only be allowed under extreme circumstances (ex: a medical emergency, death in the family). In order to make up your presentation, you must notify me before your assigned presentation date and provide documentation explaining the absence. If a make-up is not taken, you will receive zero points for the presentation.

Final Paper – 75 points
The paper will be 15-20 pages in length and include a review of relevant literature, methods, analysis, conclusions, and an appropriately formatted reference page. In order to encourage students to work on their papers early and often, there are interim deadlines for the paper topic and draft of the methods and analytic plan. (Meeting each of these two interim deadlines will be worth 7.5 points each.) Students will also be required to set up a paper conference outside of class to discuss the paper's progress. (This

will be worth 10 points.) The final draft of the paper will be worth 50 points. Specific, detailed instructions and requirements for the paper will be covered in class.

Grading

90% + A 80-89.9% B 70-79.9% C 60-69.9% D 0-59.9% F

UWG Policies

Be sure to you are familiar with all of the policies listed at: http://tinyurl.com/UWGSyllabusPolicies

Learning Outcomes

By the end of the course, you will be able to:

- Locate an appropriate dataset for a given topic
- Download data from ICPSR and the U.S. Census
- Use basic functions in SPSS (merge, recode, transform, etc.) to manage a dataset
- Evaluate the appropriateness of data management techniques

Course Schedule

Please see the Course Schedule posted on Course Den. Also note that all dates are tentative and subject to change.

Course View (Read Only)

Attachments
Current File: RevisedNURS9012syllabus.docx

Originator

Nursing	School of Nursing	Duke, Karen
Department	College	Originator

What would you like to do?
○ Add New Course ◉ Modify Existing Course ○ Delete Existing Course

Modifications
☑ Prerequisites ☐ Corequisites ☑ Description ☐ Title ☑ Credit ☐ See Comments Senate Action Item (See Procedure)

Course Details

NURS	9012	Nursing Education Synthesis
Prefix	Number	Course Title

This course provides the student with opportunities to practice the roles, processes, and functions of an educator within a quality caring framework.

Course Catalog Description

3.0		3.0	Spring - 2016	Yearly	Letter Grade
Lec Hrs	Lab Hrs	Credit Hrs	Effective Term	Frequency	Grading

Prerequisites
NURS 9001 and NURS 9002 and NURS 9003 and NURS 9004 and NURS 9005

Corequisites

Rationale
Lab Hours removed to accommodate Out of State students with a 100% online program. Changes were made to course description and course outcomes for better alignment with the CNE NLN Nurse Educator Competencies and SACS accreditation requirements for the university.

Planning Info
◉ Library Resources are Adequate
○ Library Resources Need Enhancement
Is this a SACS substantive change? NO (See Policy)
Present or Projected Annual Enrollment: 10

Comments

Attachments
Current File: RevisedNURS9012syllabus.docx

College Approvals

Laurie Ware [APPROVED 2015-05-26]
Associate Dean of Nursing

Jennifer Schuessler [APPROVED 2015-05-26]
Dean, School of Nursing

Other Approvals

Dawn McCord [REQUIRED]
Chair, Graduate Programs Committee

Final Approval

Myrna Gantner [REQUIRED]
Final Approver

Addendum III

{IT Assessment Report}

UNIVERSITY OF WEST GEORGIA | AUGUST 2015

plante moran
audit • tax • consulting

Executive Summary

Overview

The University of West Georgia (UWG) recognizes that the rapid pace of change in information technology has created new opportunities and demands for Information Technology Services (ITS). ITS' charge is to provide innovation, customer-focused services, effective leadership and planning and a robust technical infrastructure to support University goals. Given this charge and the technology changes in the industry, UWG saw it appropriate to assess ITS' capabilities today and identify potential improvements for the future.

Plante Moran (PM) was engaged by UWG to provide a comprehensive review of technology infrastructure, staffing levels, organizational alignment, budget adequacy, and service delivery models. To accomplish these objectives, we met with the Steering Committee, conducted an end user survey, reviewed existing ITS documentation, met with ITS staff and a broad cross-section of end users and compared the institution against best practices. This comprehensive IT Assessment Report documents the current state of ITS resources and delivery methods, and also provides recommendations for allocating and directing resources to meet the future needs of students, faculty, staff and the campus community.

Along with the rapid change of technology itself, IT organizations across all industries have had to grow and adapt their leadership styles and delivery methods to meet organizational expectations. IT is no longer just about the quality of the technology, skills of the IT practitioners, and responsiveness of end user support; but, rather IT has to bring 'business' value to the enterprise itself.

One of our overarching recommendations is for the **ITS Leadership Team to develop in the area of creating and leading a technology vision and strategy,** and articulate this to the enterprise. The vision and strategy need to not only keep pace with technology changes in the industry, but must also anticipate the structures, resources, partnerships, and governance and delivery models that are needed to realize key outcomes. And, the ITS Leadership Team needs to be agile in order to adapt the vision and strategy on a continual basis to quickly respond to changing needs. Given the level of strategic importance of technology at UWG and the fact that technology affects every area of the institution, ITS' leadership needs to be elevated to an appropriate influential and decision-making level.

One of the more significant leadership changes being recommended is to create a new Vice President of Information Technology Services position. We also recommend that the existing Chief Information Officer (CIO) position be recast as a Chief Technology Officer (CTO) with a focus on infrastructure and user services, reporting to the V.P. of ITS position.

Along with the need for new leadership acumen and structure is the need for a **radical change to the IT governance process**. Currently, there are multiple technology decision-making processes and prioritization methods, some that are inclusive of ITS and some independent of ITS. There are also multiple sources of technology funding. The lack of a clear technology governance framework and ITS not being the top technology authority guiding all processes makes it very difficult to develop and articulate the technology vision and strategy in the organization. We are recommending a new governance framework that is executed through an IT Steering Committee (technology recommendations), IT Executive Committee (technology approval) and several cross-functional committees that will work directly with ITS to identify and pursue new opportunities for technology improvements for students, faculty and staff. We are also recommending that the new Vice President

of ITS position be the consistent, authoritative lead through all aspects of the governance framework, rather than other non-ITS leaders in the institution, as is present.

In addition to strong, forward-looking leadership and solid governance for decision-making and execution, today's IT organizations **need to balance between operations and innovation.** Being innovative and meeting the modern expectations of the enterprise, particularly with key business processes, is evidenced by a very different set of characteristics, namely **agility, speed and partnerships**. Although ITS has implemented some technology innovations, there is opportunity to significantly accelerate progress in this area. More than being valued in an operational sense, an agile and innovative ITS organization could play a more vital role in both the goals of the UWG Strategic Plan and the spirit of the Go West Initiative.

The recommendations concerning the ITS organization and governance structure will enable greater agility and innovation. The changes will align and balance resources between operations and innovation, and hone leadership in more effective ways. Also, we are recommending developing and/or recruiting new skills into ITS including business analysis, analytics and business intelligence, agile systems development and cloud solutions.

All of these changes working together will have the effect of creating new vision and strategies as well as producing new technology enhancements that support the goals of the UWG Strategic Plan. Additionally, we observed several current projects and opportunities that can demonstrate technology innovation leadership and provide a 'technological boost' for the University in the nearer term. The projects include the web transformation, Wi-Fi upgrades, VoIP telephony, and improved self-service reporting/analytics capability.

A key to implementing the changes and maximizing the success for the ITS organization is the need to **create a new brand and culture within the department**. The new brand and culture should focus on adding business value, being responsive to business opportunities and providing transformational changes for students, faculty and administrative staff, from top to bottom. An example is to develop a new on-demand, self-service business intelligence (analytics and metrics) platform to replace the current library of customized reports. The new platform would enable the entire organization to evaluate and anticipate its position in the competitive and challenging economic landscape for higher education.

Finally, we anticipate that the success of these recommendations will require **a significant economic and human capital investment**. ITS will need to work closely with the Finance and Human Resources areas as well as the Executive Leadership Team to support the magnitude of changes needed.

IT ASSESSMENT QUESTIONS

The University is seeking answers to the following questions:

1. *How able and prepared is the current ITS Organization (structure, leadership, staffing levels, training, skillsets, certifications) to support the University's technology needs?*

   There are many new forces at play in technology, namely mobility, social media, cloud-based technologies, and large complex data architectures. End users and business process owners are desiring to play a more active role in developing technology solutions and there are many external service providers willing to offer products. And, these service providers - mainly due to cloud enablement - are directly accessible by users. The expectations of end customers, namely students, have greatly risen in all of the areas mentioned above. The pace of technology change and new technology adoption has dramatically risen, challenging legacy change management processes and governance.

   Today's IT leadership must provide clarity of vision out of a seemingly 'chaotic' landscape. IT leadership must enable new creative innovation partnerships with users and with outside providers and partners. Often, IT is helping to develop technology savviness with peer business leaders in the organization. And, in many cases, IT is participating in technology activities with the end customers. Strong leadership, even more than technical expertise at the executive levels, has become an imperative.

   Although ITS has had some success dealing with these technological and business changes, ITS could benefit from organizational structure changes and staff development to strengthen leadership competencies. We believe that the University should create a new position of Vice President of Information Technology Services with the authority to strategize and lead technology activity and partnerships in the University. We also recommend restructuring of the ITS department to organize around three areas: 1) **operations** and service; 2) application **innovation** and analytics; and 3) **administration (**including security and project management**)**. Reclassify the current CIO position as Chief Technology Officer (CTO) with responsibility for IT operations and customer service. This will allow the VP of ITS to focus primarily on vision and strategy development, lead the execution of the vision within the organization, and to create new agile innovative partnerships and activities. See our recommendations under **O.2.1** for additional organizational recommendations.

   Along with the organization chart changes, we recommend a shift in skills and approach, including:

   - Reduce and/or eliminate custom report programming and rely on contemporary packaged software capability and advanced reporting and analytic platforms.
   - Develop, grow and leverage business analyst capabilities to ensure that major ERP applications are implemented and used effectively as new business opportunities are identified.
   - Establish and rely on new IT Working Committees (see response to **Question 2** below and associated recommendation **O.1.1**) for effective partnering, projects identification and prioritization, communication and functionality.

   The above changes should be complemented by a rigorous training and certification program. We have observed that except for some formalized 'generalized' leadership training for key individuals through UWG's Leadership Development Institute, there has not been sufficient training and certification for ITS staff.

Based on our evaluation of the self-assessment skills exercise completed by the ITS staff and the relation to their areas of work, a number of critical skills for each of the ITS teams have been identified in both IT leadership and technical areas. The detailed skills needs and assessment is included in **Appendix C**.

A summary of critical areas where training is required is as follows:

- Network (wired / wireless) technologies
- Network security monitoring
- Server management & monitoring
- Disaster Recovery Planning
- Business processes & process improvement
- VoIP system administration & monitoring
- Campus ERP applications, Oracle and PeopleSoft
- Database systems
- Customer service training

Finally we recommend that ITS work closely with Human Resources to create a comprehensive human capital change and opportunity plan. The following are the highlights for HR assistance:

- Helping to build a new positive and innovative culture and striving to improve Engage study results
- Creating an overall staff development plan. Specifically, helping to find non-technical training resources for leadership skill development and cross functional team management
- Creating new workflows that will enable ITS to work across its teams and with cross-functional teams in a more productive manner
- Creating accountability standards for ITS leadership and building performance workflows to ensure accountability

2. *What are the recommended approaches for providing appropriate IT support services to the divisions?*

Governance

The lack of a comprehensive IT governance model at UWG makes it very difficult to align user expectations, ITS' capability/resources, funding, and strategic goals and outcomes. In conjunction with the organizational changes recommended in the answer to **Question 1** above, the University needs a comprehensive and effective way to lead policy development, initiative prioritization, planning and spending. The current multiple governance and funding processes should be streamlined.

The following summarizes the new IT governance framework that is detailed in the **Observations and Recommendations** section of this report:

- Create and communicate to the University a new governance framework using **Appendix A** as a guide.
- Establish a Vice President of Information Technology Services position as described in the answer to **Question 1** above.
- Create an Executive IT Committee made up of the President, VP of Technology, VP of Business and Finance, VP of Student Affairs, VP of University Advancement and the Provost. This Committee will have the final authority for approving the strategic plan, policies, projects and funding.

- Create a new IT Steering Committee, chaired by the VP of ITS, charged with assisting/ advising the VP regarding IT strategies, technology projects, priorities, funding models, service level agreements, appropriate metrics and requests for new funds.
- Create new IT Working Committees made up of ITS and cross functional representation as described in more detail in **Appendix B**. The IT Working Committees will make recommendations to the IT Steering Committee for consideration. These committees will greatly enhance communications, refine requirements, meet expectations and open the door for new collaborations.

Innovation (Academic and Administrative)

In addition to the existing focus on operations and end user support, ITS needs to increase focus on business process and innovation including end-customer innovations, enterprise applications, reporting and analytics, partnering, and agile solutions. A number of the new IT Working Committees will have innovation as an area of focus.

IT Strategic Plan

A formal and comprehensive IT Strategic Plan that can adapt to the changing needs of the University is a vital asset to direct technology resources effectively. The current plan provides a conceptual statement of alignment with the UWG Strategic Plan and broad service goals aligned with academic and administrative needs. What is needed in a new plan is a vision, developed in conjunction with the IT Steering Committee that creates a picture of where technology is headed at UWG, and what role the IT organization and the University will play in its execution. The plan also needs to clearly establish strategies and outcomes that can be evidenced through specific technology projects and initiatives. The measurable impacts to students, faculty and staff should be evident. Finally, the Plan should provide a lens into technologies like cloud, mobility, analytics, and social media.

Communications

ITS needs to dramatically improve its channels and methods of communications. We recommend a new web site that has only updated and accurate information. ITS should work with Marketing to create a branded message of the ITS vision, plan, business value, service delivery methods, resources and portfolios. The site should also include helpful guides for policies and the use of student, faculty and administrative systems. But, this should not be organized in a lengthy list of links as in the current site. Use the site to communicate anticipated interruptions/upgrades and enhancements as well as sharing successes and advancements.

The new governance framework and associated committees will also provide new opportunities to communicate on an ongoing basis.

The service desk survey should be retooled so that it is anonymous and provides good feedback to ITS and the community. The current surveys suggest that the help desk is operating at very high levels; however, we obtained feedback that did not support that data. ITS should also perform an annual comprehensive user satisfaction survey in the style that was used for this engagement.

Budgeting

We recommend using the new governance process to completely revamp the budgeting model for ITS. The result should provide a streamlined funding flow that clearly aligns the approved plans with user expectations and directs ITS resources in an appropriate and planned manner. A key component in this change is to have an IT Steering Committee play a central role in determining project priorities, project management responsibilities and ensuring one-time and ongoing costs are considered. In addition, a replacement plan for new technology purchases should be established along with the initial funding request. Specific details have been identified in the Observations and Recommendations section later in this report.

3. *What are the gaps in the ability of the current technology infrastructure (systems and applications) to meet the needs of the institution now and in the future?*

Networks and Data Center

Based on our observations, the overall network infrastructure (including the data center, virtualized and non-virtualized servers, distributed networks, security systems and Internet services) is adequate to support current and near-term needs of the University. In spite of a recent issue of slow network traffic in the afternoons, overall network reliability and availability is high. ITS should make sure this problem is not indicative of potential future capacity issues. With the recent changes to the network architecture, we concur with the Enterprise Technical Services (ETS) staff that the network has transformed from a high capacity-only network to a high capacity with high availability network infrastructure.

The transformation notwithstanding, there are some needed improvements to optimize the network infrastructure. These include:

- Accelerate and complete the Wi-Fi upgrade currently underway
- Finalize the budget and complete the implementation of the new VoIP telephony system. The telephony system should be considered as an enterprise resource and funded accordingly rather than the current model which requires each department to identify funding for their own handsets.
- Complete the migration of the Sun-based Oracle servers to the virtualized environment utilizing the Linux operating system.
- Centralize all campus servers at the data center and virtualize where possible.
- Introduce Internet redundancy by leveraging the high speed connection to the disaster recovery provider.
- Develop a cloud strategy to further leverage cloud solutions.

We noted some concerns regarding the location of the existing data center. We recommend that the University defer comprehensive upgrades to the fiber optic backbone until a determination has been made regarding a potential data center move, recognizing that it may be necessary to replace certain portions of the fiber to maintain reliability connectivity.

The overall network security is basic and is currently not configured to address advanced threats from internal and external sources. In addition, network and security management tools must be enhanced. Some of the components necessary to address network-based threats are available but have not been implemented due to lack of proper training, which is currently being addressed.

While the University has a Disaster Recovery Plan (DRP) in place, there is no strategy document identifying the criticality of the data and acceptable downtime on an application-by-application

basis. The University should invest the necessary resources to develop a DRP that identifies the Recovery Point Objective (RPO) and Recovery Time Object (RTO) for all systems/applications currently in use. The DRP should also include a detailed procedure to bring systems (hardware, applications and associated data) back online in the event of a catastrophic event at the data center.

The current data backup strategy should be reviewed to address data residing at both campuses (Carrollton and Newnan). At a minimum, the strategy should include classification of data based on criticality, retention needs and alignment with the DRP's RPO and RTO.

UWG utilizes cloud-based solutions offered through the University System of Georgia, namely PeopleSoft, CourseDen and ADP. The balance of major systems are provided through premise-based servers, both virtual and non-virtual. Cloud-based solutions for infrastructure, application systems and entire platforms have become a viable alternative in the industry. Some of the reasons for considering cloud vs. traditional alternatives include total cost of ownership, implementation and change agility, and scalability and nimbleness. We encourage UWG to continue to consider cloud approaches as alternatives to premise and develop a hybrid strategy for the data center and applications.

Enterprise Applications, Databases and Reporting

Banner, PeopleSoft, CourseDen and ADP are solid choices solutions for student information systems, financial, learning management and HR/payroll, respectively. We recommend that once the IT Working Committees (see response to **Question 3** below and associated recommendation **O.1.1**) are in place, the respective committees, in conjunction with ITS, assess and document functionality and use of the systems. It would also be helpful to measure the use of these major applications against peers.

An area needing significant improvement related to enterprise applications is robust reporting and analytics capability, using a data mart and off the shelf reporting tools. UWG ITS has developed over 3,000 custom reports and approximately 1,500 are still active. Moving to a new reporting platform and utilizing a template and parameter-based reporting approach would reduce custom development costs and provide better tools in the present and future.

The new web architecture and site design is vital to UWG's success; the current site is known to be out of date, highly customized and difficult to maintain. A new site can provide a more robust and flexible platform for the new Go West Initiative. In addition to updating the web site design, navigation scheme and content management system (CMS), UWG has the opportunity to position the new platform for mobile apps, social media, conversion tracking, SMS texting, geo positioning, and interfacing with digital marketing systems and customer relationship management systems (CRM).

4. *What are the recommended metrics that need to be developed to assess organizational progress and to address gaps in infrastructure, staffing and service?*

The following metrics should be considered to help assess ITS capabilities and resources as well as convey the overall business value of ITS to the enterprise:

- Performance against measures in Service Level Agreements
- Service desk tickets performance including average time to close, maximum time to close, reopens and anonymous ratings
- Customer satisfaction survey – annual and post-service desk call

- Targeted user surveys after major upgrades and events. Targeted surveys/discussion after key peak cycles (e.g., major ERP upgrades)
- Network bandwidth spike periods, daily average over the week (e.g., no more than 15 minutes total each day)
- Percentage of project dollar spend by functional area. FTE hours breakdown by application portfolio
- Percentage of projects completed on time and within budget
- Wi-Fi and network switch port utilization
- Major incident and scheduled upgrade downtime by application portfolio
- IT spend ratio (operations vs innovation)

Include reporting on performance against the metrics on the new ITS website.

KEY OPPORTUNITIES

Many of the areas reviewed resulted in multiple opportunities for the University of West Georgia's consideration. The top opportunities are listed below. Additional opportunities are documented in the next section; a comprehensive list of all opportunities is included in **the Detailed Observations and Opportunities** section**.**

1. Establish a new V.P. of ITS position
2. Restructure ITS and create a comprehensive staff development plan
3. Establish a new governance framework, including cross-functional working committees
4. Complete a comprehensive IT Strategic Plan aligned with the UWG Strategic Plan
5. Address funding model to adequately support IT
6. Create a means to communicate ITS' vision, strategy, performance and successes
7. Increase focus on security including security roles, action plans and DRP
8. Complete major outstanding infrastructure and technology initiatives, including reliable accessible Wi-Fi, VoIP telephony and the new web site

IT Assessment Report

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