Q&A with Tim Burgess

Each July, The Business Advisor conducts an interview with Senior Vice President for Finance and Administration Tim Burgess. This year’s conversation focuses on the budget outlook for FY 2010.

Business Advisor: Managing last year’s budget was a challenge, to say the least. What is the outlook for this year?

Burgess: It’s apparent that the economy is not improving as fast as some of the more optimistic people were projecting. Most people seem to think that at least the first half of the fiscal year—from now until the end of December—will still be down and that revenue collections will be down. But where the predictions diverge is how the last six months will fare. The more optimistic view has that six-month period beginning to flatten, if not slightly improve. The more pessimistic view has it at best, flattening and at worst, declining but not as bad as the first six months.

What all of that says to me, based on the projections and the conversations I’ve had with different people, is that we’re going into this fiscal year with the likelihood of more budget cuts. Right now the governor is making his best prediction on what he thinks is necessary probably based on some hopeful feelings on how the economy is going to behave. We hope he is right and it’ll work that way. If it doesn’t, then we’ll be in for further reductions.

Business Advisor: Right now the governor has called for a 5% budget cut for the University System as well as three furlough days for all state employees. How will we handle these requirements?

Burgess: As we closed out FY09 and built the FY10 budget, we based our actions on the assumption that there was a strong chance of more budget cuts down the road, so we allowed for some latitude in the FY10 budget to absorb them. We should be able to achieve this next round of budget cuts that the governor has ordered without serious implications. For example, we can still avoid layoffs; we can offer classes this fall at the level anticipated; hiring will be very restricted, but we should still be able to meet critical hiring needs and competitive pressures.

We’re going to be able to do that through three measures: employee furloughs; some reductions in the operating budgets of the individual units; and absorption in the University’s central budget. In other words, we’re spreading the burden to minimize the impact on any single source. In the end, this means that each and every unit will have to tighten up more, but by doing so, our mission-critical functions will continue.
Stimulus Fund Reporting Requirements

On February 17, 2009, President Obama signed the $787 billion American Recovery and Reinvestment Act (ARRA) into law. One of the Act’s major initiatives is to renew America's investment in basic research and development.

As a result, the University of Georgia has received $3.2 million in ARRA research awards. With these awards come significant additional reporting requirements not only for Contracts and Grants, but also for principal investigators.

For each ARRA award, principal investigators will be required to provide the following information to Contracts and Grants for federal reporting by the 10th calendar day following each quarter:

- the name of the project or activity;
- a description of the project or activity;
- an evaluation of the completion status of each project or activity;
- an estimate of the number of jobs created or retained by each project or activity;
- primary location of performance;
- and recipient area of benefit (who will benefit from the project?).

Another major initiative of the Act is to provide state governments with fiscal stabilization funds to recover from declining state revenues. UGA was allocated more than $3.5 million during FY2009 from the state fiscal stabilization funds and is set to receive another $19.2 million during FY2010. Both of these allocations have helped with the recent state budget reductions and are being used for faculty salaries and benefits per Board of Regents’ instructions. These funds also require special reporting and coding to track them separately, but departments should not have to provide any additional information related to the use of these funds.

Save the Date

- **Campaign for Charities**: UGA will kick off the 2010 Campaign for Charities on Thursday, October 15. Campaign captains will be invited to an informational meeting following the kickoff breakfast at the Georgia Center.

- **Minority and Small Business Expo**: UGA’s second annual Minority and Small Business Expo will be held Thursday, November 19 at the Tate Student Center. In 2008, the innovative “one-stop shop” brought together more than more than 200 vendors and 90 potential buyers.
John McCollum Heads ESD

John McCollum, a long-term manager in the Georgia Environmental Protection Division (EPD), joined UGA as the leader of the Environmental Safety Division in late April.

McCollum was selected after an extensive national search. He served 15 years as an environmental program manager in the EPD’s Northeast District Office, overseeing the division’s regulatory, compliance and enforcement responsibilities in 41 counties in the Northeast Georgia area. Prior to his service with the EPD, he served for 10 years as a senior wildlife technician with the Georgia Department of Natural Resources.

At ESD, McCollum is responsible for management of the University’s environmental health, safety and regulatory programs including environmental health, hazardous assessment response, hazardous waste and materials, chemical and laboratory safety, radiation safety, right to know, fire safety and outreach services.

UGA to Open Soon

By next January, you could enjoy shopping for office supplies on UGAMart, a new system to automate the procurement process via a user-friendly, Web-based, point-and-click purchasing environment.

UGA has been developed by a team of professionals from the Controller’s Division, Enterprise Information Technology Services and more than 25 campus units. The new system is now operational and is being used by a pilot group of departments. Once UGAMart is fully implemented, it will replace the electronic purchase order system currently used.

UGA presently hosts 71 Georgia statewide contracts, with others being added as they are made available by the Georgia Department of Administrative Services. Catalogs for Apple, Dell, Hewlett Packard and IBM also are live in the early version of the system. To date eight vendors have been set up with the ability to receive purchase orders electronically, and four of these can send electronic invoices to the University as well. Electronic processing will be expanded as the system is developed further.

UGA is currently being refined based on feedback from the test units, and new departments are being trained and given access to the system. The goal of the Procurement office staff is to open UGAMart campus-wide by January.

Pro Golf Comes to UGA

Professional golf will be coming to the University of Georgia next spring. The Nationwide Tour’s “Athens Classic at UGA” will be played at the UGA Golf Course and operated by the University’s Auxiliary Services Department. All proceeds from the event will support need-based scholarships for UGA students through the Arch Foundation.

“The University of Georgia is proud to be the host of the Athens Classic at UGA, and especially glad that the tournament will stay in the Athens area,” said UGA President Michael F. Adams. “This has been a great event for the community, and we look forward to teeing off next April and raising money for need-based scholarships.”

The tournament will build upon the success of the Athens Regional Foundation Classic, held from 2006-2009 at Jennings Mill Country Club. The Athens Classic will be held the week of April 26 – May 2, 2010.

For more information, consult the Athens Classic page at the UGA Golf Course Web site.
New Campus Facilities Debut

Several major renovation/expansion projects at the University of Georgia have opened in recent weeks. Construction at the University Health Center was completed at the end of March, with more than 10,000 s/f of renovated space and 32,264 s/f of new facility space. The renovation includes upgrades to the dental office and pharmacy, while also providing additional clinic space. The expansion provides space for Counseling and Psychiatric Services, communications and health promotion, and a vision clinic. (The vision clinic will open in August and the services will be offered to faculty and staff, as well as students.) Follow this link to view aerial photos displaying the progression of the Health Center Expansion.

After two years of construction, the Tate Center addition is finally complete and, as of June 1, is open to the public. (See the sidebar story on the new restaurant options now available to the campus community.)

The newly renovated Interim Medical Partnership Building has received its temporary certificate of occupancy, and staff members are beginning to move in. Formerly known as the O’Malley’s building, this 36,845 s/f site will provide facility space for the inaugural class of MCG/UGA Medical Partnership students. Click here to read a recent Columns article on the accreditation of the new program and further details on its status.

Finally, you might have noticed that the Athletic Association is resurfacing the Spec Towns Track on South Lumpkin Street. UGA’s track is one of only a few collegiate facilities in the country open to the general public, and no doubt, it will be missed while it is out of commission through the end of November. For more details, consult this May story from the Athens Banner-Herald. Campus alternatives for frequent or casual users are the Ramsey Center or Oconee Forest trails, located around Lake Herrick at the intramural fields.
Preserving the Campus Canopy

Over the past year the University has experienced a significant shift in the balance of tree canopy installed versus lost from campus.

A late winter snow storm earlier this year damaged hundreds of trees and other landscape plantings, including 70 major trees that had to be removed. Among them were several specimen trees that were virtually irreplaceable. The drought claimed another 40 major trees over the past year, and campus construction also took a toll.

However, the good news is that a significant number of trees have been planted this year. Through the Physical Plant Grounds Department’s routine replacement projects and several major landscaping projects by the Office of University Architects, 2,522 trees have been planted on campus this year. And—even more are on the way. The Select Sustainable Tree Trust recently announced that it will donate more than 300 sustainable shade trees—most ranging in size from four to six inches in trunk diameter and 15 – 25 feet tall—each year to the University over the next 10 years. Click here to read more from UGA Public Affairs.

New Site for Physical Plant Work Requests

The Physical Plant Division (PPD) has created a Web site for requesting and tracking non-emergency work requests. Any emergency requests should be called in to the PPD Work Control desk at 706-542-7456 or to Campus Police at 706-542-2200.

Staff and faculty members can log into the site using their MyID and password; however, students should not make requests using this site. After logging in, there is a small dashboard that allows users to view their past requests, add a new request, submit comments or questions directly to the PPD Helpdesk, or review PPD policies and other information.

If a new request is needed, the customer can select to enter the request or have PPD provide an estimate for the work. Upon receiving the request, PPD staff members review it to make sure all the necessary information needed to perform the request has been provided. Once the request is approved, an email confirmation is sent to the person making the request which includes the work order number that has been assigned.

Users are encouraged to review the site to see if it fits their needs. If it does not suffice, contact ppdwork@uga.edu or 706-542-7456 to discuss special issues.
Central Duplicating realizes that your printing and imaging requirements need to be more timely and more flexible—all while maintaining the highest degree of quality. Although e-mail is an option for submitting print jobs, size limits on e-mail attachments can be problematic.

If you have several files or a large file, Central Duplicating recommends using File Transfer Protocol (FTP). Central Duplicating will create an FTP folder for each department to drag and drop files. These folders are accessible at all times, allowing customers to edit their print jobs easily. Click here for instructions on submitting a print job via FTP.

Research Participant Incentive Payment Policy

The current UGA Research Participant Incentive Policy, in practice since the 1980s, is being updated in order to better address the needs of the research community, minimize administrative burden and comply with federal reporting requirements.

Staff members from Contracts and Grants, the Office for Sponsored Programs, Internal Audit, Accounts Payable, Bursar, Human Subjects and Accounting, as well as members of a faculty core group, formulated the updated policy which, coupled with a complete procedure process, will assist those individuals on campus who make incentive or pre-incentive payments to human subjects for research participation in Institutional Review Board (IRB)-approved studies or other creative studies.

The purpose of the policy is to define the requirements for incentive or pre-incentive payments made to research participants. Requirements addressed in this policy include the definition of research subjects, dollar basis for IRS reporting and the methods of payment. For example, a subject receiving an incentive payment of $100 or less is not required to provide his/her social security number unless the PI anticipates that the subject will receive subsequent incentive payments that will total $600 or more during the calendar year. Subjects receiving payments over $100 are required to provide social security numbers unless the study has an approved IRB waiver of signed informed consent. Methods of payment include cash, check, gift cards and non-monetary items.

The policy and procedure documents are in the final approval stage and will be communicated to campus once confirmed.

Highlights from the Finance & Administration Recognition Ceremony

Finance and Administration celebrated the service of its staff members at its fourth annual Employee Recognition Ceremony in mid-May. Click here to learn more about the event.

The pinnacle award presented for years of service is a rocking chair for those who have worked at UGA for 30 years. Senior Vice President Tim Burgess (right) is shown with four employees who reached that milestone. They are (from l. to r.): Willie Kimbro, PPD Support Services; Mike Orr, Grounds Maintenance; Robert McGinnis, Central Food Storage; and Doug Evans, Custodial – South Campus. Not shown: George Johnson, Grounds Department.

(At left) In addition, Burgess (center) presented four Finance and Administration employees with awards for meritorious service. Honored were (l. to r.): Robert McCurley, Welding Shop, Unsung Hero; Kim Thomas, PPD Services Department, Tough Dawg; Glenda Owens, Contracts and Grants, Customer Service; and Brooks Oliver, Food Services, Newcomer.
Report My Driving

As you travel around campus and throughout the state, you may notice University of Georgia state vehicles displaying the “Report My Driving” sticker.

REPORT MY DRIVING
1-888-576-2561 001AB

This program has been initiated by DOAS’s Risk Management Division to help reduce the annual number of insurance claims and associated costs. Since the state is self-insured, claims are ultimately paid by taxpayers.

The Driver’s Alert Program is a fully integrated system which includes vehicle observation and reporting, online driver safety training and driver risk assessment. This program can be used to reward safe driving behavior and retrain drivers to prevent accidents.

Click here for more information.

Understanding Unrelated Business Income Tax (UBIT)

What is unrelated business income?

Organizations that are recognized as tax exempt may still be liable for federal income tax on any unrelated business income collected at the institution. As defined by the Internal Revenue Service (IRS), an activity will have unrelated business income and be subject to unrelated business income tax if it meets three requirements:

- activity is a trade or business;
- activity is regularly carried on; and
- activity is not substantially related to furthering the exempt purpose of the organization.

Note: There are several exceptions to this general definition of unrelated business income. Consult AskUGA for more information.

What should UGA departments do?

Departments should evaluate the departmental sales and service activity that occurs within their units to determine if unrelated business income activity exists. Performing the unrelated business income analysis requires significant review of specific facts to determine whether or not an activity may generate unrelated business income or whether a particular exception applies to the activity. Any unrelated business income should be reported to the Accounting Department for inclusion in the University’s tax return. For assistance in determining if unrelated business income exists, please contact Celise Elder in the Accounting Department at celder@uga.edu or 706-542-1197.

Package Tracking: Enhanced Campus Mail Service

The need to spend hours tracking down an inbound package for customers is a thing of the past. Campus Mail is now using the Hasler Smart Track system to document receipt and delivery of a package, as well as capture the recipient’s signature.

Here’s how the process works: packages are received at Campus Mail and scanned into the Smart Track system, recording the final delivery destination of the packages. A mail carrier delivers the package and obtains a signature using a handheld scanning device. The scanning device is later synchronized with the tracking program to upload all signatures and confirm deliveries.

When a customer calls to inquire about a package, Campus Mail is able to search the Smart Track database, promptly providing a timely and detailed response.
UGA Develops “Plan, Prepare, React” Active Shooter Response Training Program

The Office of Security and Emergency Preparedness (OSEP) and the UGA Police Department, with video assistance from the UGA Public Affairs Office, recently developed the “Plan, Prepare, React” training program. The project, funded by the University System of Georgia, is intended to provide students, faculty and staff with response options for active shooter situations.

The training program consists of a two-CD set that contains a 10-minute video, a one-hour PowerPoint training session, checklists and a training activity. Although the focus is on response to active shooters, the message prevalent throughout the training is one of preparedness.

“Thankfully, most emergencies are not as dangerous or as violent as an active shooter situation, but maintaining situational awareness, knowing several exits out of any building you frequent and mentally rehearsing the appropriate way to respond to an emergency are proven methods for survival,” said OSEP Director Steve Harris.

The training program has been distributed to all 35 University System institutions. Log onto the OSEP Web site to view upcoming active shooter response training classes at UGA. To schedule a training class for your department or unit, contact OSEP at osep@uga.edu or at 706-542-5845.

Most people wait for an emergency to happen before they worry about planning for one. While getting the average person to spend a few minutes planning for an emergency may be difficult, trying to reach college students with this planning message is even more challenging.

In response, OSEP, with the help of several students, has created a presence for the department on the popular social networking site, Facebook. While students are keeping up with their friends, they can easily obtain information about upcoming OSEP lectures, training opportunities, drills and simulations and read the latest on emergency planning tips. If you have a Facebook account, consider becoming a fan of the “Office of Security and Emergency Preparedness” Facebook page.

Furthermore, to help publicize the need to update emergency contact information in the mass notification system, UGAAlert, OSEP has partnered with Mark Jordan of Enterprise Information Technology Services (EITS) to create a public service video announcement that parodies the civil defense campaigns from the 1950s and 1960s. The UGAAlert video may be viewed by logging onto OSEP’s Facebook page.
Food Services Wins National Honors

You might liken it to a Tony Award—UGA Food Services won both a gold and a national Loyal E. Horton Dining Award for its Jan. 22 “Spotlight on Broadway” dinner.

These top prizes in the residence hall theme dinner category were presented in July by the National Association of Colleges and University Food Services. The dinner was judged on menu selection, merchandising and presentation, marketing and overall impression—including the diner’s “wow factor.”

Served in all four dining halls, the “Spotlight on Broadway” dinner featured foods inspired by New York City restaurants, indoor and outdoor décor and live entertainment.

In addition to the national grand prize and the gold award, Food Services also won a bronze award for its retail outlet, The Red Clay Café. An honorable mention was earned in the Residence Hall Dining Multiple Outlets/Concepts category.

Food Services has won a total of 63 national Loyal E. Horton awards since 1986. Click here for the full press release on the latest honors.

Parking Services Earns More Awards

UGA’s Parking Services may not be the best parking organization in the world—but second place is not too bad. Parking Services was recently recognized as the runner-up for the 2009 International Parking Organization of Year.

The award, presented by the International Parking Institute (IPI), commended UGA on several fronts: superior leadership and organization; re-engineering of the North Deck traffic flow; institutionalization of a state-of-the-art email and customer feedback system; innovative use of Approaching Vehicle Information (AVI) technology; and installation of a Computerized Maintenance Management System (CMMS).

In addition, IPI named Parking Supervisor Blaine Van Note as its International Supervisor of the Year. Van Note earned this award for his support of nearly 200 special events on campus last year, ranging from football games, commencements, music concerts and camps to a host of other happenings.

“The International Parking Institute recognized that parking for special events is a difficult and often overlooked area, and that it is not easy to excel at parking for special events, but it is very easy to fail,” said Parking Services Manager Don Walter. “The IPI acknowledged the value that Blaine adds to the University through this highly competitive award.”

PPD Staff Honored by State for Historic Preservation

Dexter Adams and Janine Duncan were honored with the Governor’s Award for Historic Preservation Stewardship for spearheading a long-term protection strategy for the Old Athens Cemetery located on the University of Georgia’s North Campus. The awards program recognizes state employees for outstanding leadership and achievement in preserving historic state-owned or administered properties.

Adams, director of the University’s grounds department, requested in 2006 that a preservation plan be developed with the help of a consulting firm specializing in historic cemeteries. Duncan, campus planning coordinator, helped survey the grounds, and compiled historical documentation, archaeological surveys, and GIS mapping into a report used to nominate the site for the National and Georgia Registers of Historic Places.

Both award winners are graduates of UGA’s College of Environment and Design. For more on their honor, see the University’s press release or read a special feature on their efforts in the February 2008 issue of The Business Affairs Advisor.
Welcome to PPD’s New Building Services Superintendent

The Physical Plant Division welcomes Jerry Heninger as its new superintendent of Building Services. Heninger was hired in December 2008 as the night assistant superintendent and was promoted four months later.

Heninger says his focus is to lead the entire Building Services operation toward enhanced customer service. “With the cooperation of the Building Services staff, we have already made several changes toward working more closely with our customers to bring a professional level of service with higher standards,” Heninger said. “I look forward to the further expansion of our Green Cleaning program and to working with other departments and educational institutions to highlight the value of this important program.”

Heninger has a degree in human resources management from the University of California – Davis and an extensive background in retail. Most recently, he served as an HR director with Home Depot.

Funding for After-Hours Custodial Services

The Physical Plant is experiencing increased demand for Building Services support (primarily custodial cleaning) for weekends, special events and holidays. However, any such work—if authorized—is the funding responsibility of the requesting department.

These requests entail facility cleaning needs that support departments, student groups, athletics and outside users in organizing meetings, special events, weekend events, conferences, concerts, luncheons, dinners and facility activities which require a higher level than normal facility cleaning. Such services should be requested through the Physical Plant work order system to allow for appropriate allocation of manpower, equipment, resources and cleaning time. Building Services custodial staff do not provide set-up nor break-down of equipment. This work can be performed by Support Services.

Appropriate work orders can be submitted online or called in to the Work Orders Desk at 706-542-7456. The responsible department or organization will need to provide a University account number, and the charges will be based on actual hours of service provided by the Physical Plant staff.

If you have more questions, consult the online Facilities vs. Departmental Funding Responsibility Guide or contact Director of Services Dexter Fisher or Assistant Director of Services Kimberly Thomas at 706-542-0293.

Facility Focus Becomes AiM

For the past three years the Physical Plant (PPD) has been using work management software called Facility Focus. However, as of July 1, PPD has converted to the Web version of the software, known as “AiM - Intelligence within Asset Management.”

The general premise of AiM is the same, but the conversion has required numerous updates to several PPD Web sites that summarized the data for campus customers. Such sites include the financial Web site and the vehicle look-up site. All of these systems are in the process of being updated to reflect the AiM data and should be accessible by September. Charges submitted to the Financial Accounting System will still be submitted weekly starting the last week of July.

If you have any questions concerning the new software, please contact PPD Business Manager Kathy Hines at 706-542-7417 or kahines@uga.edu.

Alternative Fuels

The University of Georgia is testing several varieties of alternative vehicles and fuels in order to improve sustainable practices and decrease its reliance on foreign oil. Read the article on UGA’s efforts that Fleet Manager Bill Fox penned for the Georgia Office of Fleet Management’s May 2009 newsletter.
Kronos Phase-in Continues

More than 2,500 UGA employees now have their time and attendance data processed through the Kronos system. These employees work in Food Services, Housing, Auxiliary Services (Golf Course, Parking Services, Bulldog Bucks, Campus Transit, Vending Services and Printing), Payroll, Georgia Center and the Botanical Garden.

Other units are being phased in. However, the process is taking a little longer than originally planned, as Kronos Project Manager Chris Wilkins explains: “We have identified a problem when monthly/academic employees are paid from multiple accounts with different approval paths. We have discussed this issue with the UGA implementation team, Kronos and other universities. Potential solutions are currently being discussed.”

Nineteen Kronos classes have been conducted in 2009, and 300 employees have supervisor access in Kronos. Regular training classes are being held at Training and Development. Refer to the schedule on the T&D Web site for additional offerings.

On behalf of the Controller’s Office, Wilkins expresses appreciation to the staff in ADDM and Payroll for their hard work on this project, as well as to all the units that have participated in testing and early adoption phases.

The UGA - KSU Connection

Did you know that University Printing is considered an intergovernmental agency and that purchases can be accomplished through an intergovernmental agreement (IGA)?

This means that University Printing projects do not have to be bid, regardless of their price. Also, even if there is a statewide contract for a certain printing service through DOAS State Purchasing, you still have the option to choose University Printing as an intergovernmental agency.

These are some of the benefits that first brought Kennesaw State University to University Printing in February 2009. While the arrangement saves KSU time and money, it benefits UGA as well.

“With budget cuts and the general downturn in the economy, we needed to generate new business,” says Max Harrell, manager of University Printing. “The UGA-KSU connection has allowed us to continue to operate at full production. We look forward to an extended, successful relationship.”

University Printing began operations in 1938. Through the years it has printed for other state agencies including the Medical College of Georgia, Georgia College and State University, Department of Transportation, Department of Education, Valdosta State University, Georgia Gwinnett College, Board of Regents and the Governor’s Office of Highway Safety.

Find out more about University Printing’s services at its new Web site.
Tips on Properly Addressing Outgoing U.S. Mail

Want to speed up delivery of your outgoing mail? Then make sure you’re addressing the envelopes correctly. Here are some tips from Campus Mail:

- All outgoing U.S. mail must include a complete mailing address and a complete University of Georgia return address.
- Print the delivery and return addresses on the same side of your envelope.
- The return address should be printed in the upper left corner on the front of the envelope.
- The delivery address should be printed parallel to the longest side of the envelope or package.
- Type or machine print so the address is legible from an arm’s length away. Avoid handwritten addresses (automated mail equipment cannot read handwritten mail).
- Use the Zip+4 codes to help direct your mail.
- Include floor, suite and apartment numbers when possible and directionals such as North (N), East (E), etc.
- The Zip Code or Zip+4 codes may stand alone on the bottom line if there is not enough room on the city and state line.
- Avoid punctuation such as periods and commas. (Use one or two spaces instead.)
- Use ALL CAPS.
- Use black ink.
- Make sure the print is clear and sharp without touching or overlapping characters.
- The address should be clearly visible in window envelopes, even when the insert shifts.

Sender’s Name  
Street Address  
City, State Zip Code

RECIPIENT’S FULL NAME  
STREET ADDRESS  
CITY, STATE ZIP CODE
In regard to the furlough issue, all we know is that the governor has ordered three furlough days before the end of the calendar year. There is a reasonable chance that there could be more. Beyond that, many questions have yet to be answered. For example, what defines an employee? Are part-timers and student workers to be included? Are there any salary levels below which furloughs would not apply? We have consistently asked the chancellor to grant us the maximum operational flexibility on how we would operationalize these furloughs, all the way down to one unit choosing to do it one way, while another one does it differently due to unique operational issues. We are trying to minimize disruption to our normal order of business.

The chancellor has been meeting with a group of presidents—and Dr. Adams is a member of that group—to discuss how we can best manage these instructions. Their conversation will result in a recommendation to be made to the Board of Regents at its meeting August 11-12. At that time, we should know how we will implement the furloughs. Dr. Adams plans to speak to faculty and staff on August 20 and share everything we know about the plan and budget situation. More details on the meeting will be provided by the Public Affairs Office closer to time.

Business Advisor: Is there any practical advice you’d like to offer to campus business officers?
Burgess: They should be flexible, because this is likely to be yet another year where instructions change in midstream. The schools, colleges and units should remain focused on prioritizing their efforts, their work and their resources—whether they be people, money, equipment, whatever—in those things that have the greatest impact on maintenance of our mission as a top-flight university committed to excellence in teaching, research and service. In a place this big and this dispersed, we can’t effectively manage these cuts from the top-down. The central administration needs to think strategically, but the tactical, day-to-day decisions about how we operate need to come from the bottom-up.

And everyone needs to realize that we will make it through this challenge. We’ve weathered storms in our past, and we will weather them in the future. In a few years, we’ll look back on this and proudly tell stories of how we managed through this recession. Also, I would encourage readers to think about the positives. Even in the face of these fiscal challenges, UGA continues to do a lot of great things. For example, more than 18,000 students applied for admission, and in a few weeks, 5,000 of the best and brightest ones will arrive for fall classes. The state’s commitment to developing a medical program here in partnership with the Medical College of Georgia hasn’t wavered; we have earned accreditation of our program and the first 40 students will enroll in fall 2010. Our research grants are up, and Public Service and Outreach’s Archway Initiative to link rural Georgia communities with the University’s expertise and resources is earning national acclaim. More students are opting to sign up for our award-winning, voluntary meal plan, and a new residence hall is being constructed to house additional students on campus.

These are just a few of the good things going on here. You can look around campus and see many more. We are persevering, and in FY2010, the senior leadership will continue our commitment to preserving the mission of the University and protecting jobs. The University of Georgia remains a very good place to be.