



BOARD OF REGENTS OF
THE UNIVERSITY SYSTEM OF GEORGIA

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December 13, 2019

Presidents
University System of Georgia
Sent via email

Dear Presidents:

As you know, all state agencies were asked to reduce FY 2020 budgets by 4% and FY 2021 by the same 4% plus an additional 2%. Though the Teaching program has been exempted thus far, the USG could be affected if State revenue collections do not meet budgeted collections. For all of these reasons, we must be prepared to absorb any reductions.

Governor Kemp asked all state agencies to think strategically about how to improve business processes by eliminating duplication, better utilizing technology, or other methods of efficiency, to include thinking strategically about workforce needs and how to best leverage existing positions and personal services funding. Additionally, the Governor's Office of Planning and Budget (OPB) asked all state agencies to institute a strategic hire approval process.

Therefore, effective December 15, 2019, the USG will institute a strategic hire approval process. As a part of the process, institutions should think critically about opportunities to restructure the delivery of services consistent with the tenets of the Comprehensive Administrative Review.

Strategic Hire Approval Process (Critical Hire Process):

- The critical hire process will apply to all vacant and new regular, full-time faculty and staff positions with a salary above \$40,000.
- A critical hire justification narrative will be required for all vacant and new positions prior to posting the position, to include the impact on your institution if the position is not filled.
- The President and Chief Business Office are required to review and approve all vacant and new regular, full-time faculty and staff vacant positions with a salary above \$40,000.
- Additionally, the System Office will review and approve all vacant and new regular, full-time staff vacant positions with a salary above \$40,000 before the recruitment of the position. Institutions will receive instructions via separate email on how to submit requests to the System Office for consideration.
- On a monthly basis, institutions will provide a report to the System Office of all regular, full-time faculty and staff positions hired with a salary above \$40,000.

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Your institution will likely need to develop an internal process to review critical hire requests and other fiscal management strategies during this time. For example, institutions may choose to hold vacant positions for 60, 90, and 120 days to allow time for strategic evaluation and utilization of funds prior to a System Office submission.

The System Office is here to assist you and your institution with major budget decisions and strategies as indicated in the letter from the Executive Vice Chancellors on November 20, 2019. Please remember that you have been asked to consult the System Office prior to making final determinations.

Your institution should begin to identify budgeted positions which have been vacant for an extended period of time. These positions should be inactivated and funding redirected to areas that directly impact student success no later than April 30, 2020. For questions, please reach out to the System Office.

Thank you for your immediate attention to this matter.

Sincerely,



Steve Wrigley

cc: Tracey Cook, Executive Vice Chancellor for Strategy and Fiscal Affairs
Tristan Denley, Executive Vice Chancellor and Chief Academic Officer
Teresa MacCartney, Executive Vice Chancellor for Administration
Ashley Jones, Vice Chancellor for External Affairs and Chief of Staff
Institutional Chief Business Officers
Institutional Chief Academic Officers
Institutional Chief Human Resource Directors