

**Adding Value Timeline**  
**A Month-by-Month Chronology of Board Actions**



Board of Regents of the University System of Georgia

## JANUARY 2006

### State of the System

In her State of the System address, Interim Chancellor **Corlis Cummings** highlights progress on the Board of Regents' four-point action plan. She praises the efforts to increase African-American male participation in System colleges and the award of \$400,000 in grants to 10 campuses. She notes record extramural funding of \$980.6 million. She also credits the Intellectual Capital Partnership Program with a \$7 million effort to add more than 300 nurses and technologists to Georgia's workforce over the next two years.

### Retention and Graduation Efforts

The board hears an update on the initiative to boost retention, progression and graduation rates. The initiative focuses on six areas: institutional targets and plans; best practices; financial and economic incentives to overcome barriers to persistence; effectiveness of the System's general education and core curriculum; impact of student engagement on success; and data development and mining to correlate student characteristics with success rates.

### Economic Impact Study

The board hears information generated by the task force on the University System of Georgia's economic impact, student success, and facilities financing. The study, based on the latest comprehensive data set, shows that the System's estimated economic impact is \$23.3 billion – 1.5 times the total state budget. The economic calculation is based on four components: System expenditures totaling \$9.9 billion; \$2.9 billion in outreach to increase the state's economic competitiveness; income differences of \$10.5 billion generated by 350,000 System graduates living in Georgia, compared to the average salary of high school graduates; and 130,000 jobs attributable to the University System.

The System's estimated economic impact is \$23.3 billion – 1.5 times the total state budget.

### Facilities – GHEFA Legislation

Plans to introduce legislation in the 2006 General Assembly to create a Georgia Higher Education Facilities Authority are presented. The legislation would help both the USG and the Department of Technical and Adult Education keep pace with the rising demand for new facilities around the state.

### USG Foundation Awards for Excellence

The University System of Georgia Foundation bestows a "Lifetime Achievement Award" on retired legislator and university administrator **Dr. Louise McBee** and honors outstanding USG faculty and alumni during the Second Annual Regents Awards for Excellence in Education Celebration.

### New Regents

Three new regents begin service on the Board of Regents, **Robert F. Hatcher**, **Felton Jenkins** (both At-Large members) and **Benjamin Tarbutton III** (12th Congressional District).

## FEBRUARY 2006

### Erroll Davis Becomes 11th Chancellor

The Board of Regents welcome **Erroll B. Davis Jr.** to his first meeting as the 11<sup>th</sup> Chancellor of the University System. In his first formal remarks to the board, Chancellor Davis states that his administration will emphasize accountability to citizens for the University System of Georgia's performance, which is ultimately measured by its impact on students and society. Key priorities will be improving the retention and graduation of students and expanding the System's role in economic development. Davis begins his tours of USG institutions with a visit to the Lanette L. Suttles Child Development Center on the campus of *Georgia State University*. His goal is to visit all 35 campuses during his first four months.

Chancellor Davis states that his administration will emphasize accountability to citizens for the University System's performance.

### New Capital Model

The board adopts a new set of seven principles to guide in evaluating and prioritizing the System's major capital project requests from campuses. The seven principles are:

- ◆ Capital investment will support the University System's strategic plan and its statewide mission.
- ◆ Capital investment will implement the strategic mission and goals of USG institutions.
- ◆ Capital will be allocated within a comprehensive program of integrated projects prioritized in adherence to systematic physical planning and sound financial models.
- ◆ Capital investment will be economically and environmentally sustainable, promote optimal stewardship of existing state resources and have a superior long-term benefit/cost ratio.
- ◆ Capital investment should meet the following criteria to the greatest extent possible: increase quality of instruction, research and/or public service; maintain or increase capacity (as strategically warranted); enhance regulatory compliance; and enhance productivity and operating efficiency.
- ◆ Capital investment should enhance output to geographic areas and in occupations and technologies that support state workforce needs and economic development goals.
- ◆ State capital investment should be leveraged and enhanced by external funds at a rate appropriate to the characteristics of the individual institution, program, and project.

### Student Surveys

The board hears a summary of key elements of the 2005 National Survey of Student Engagement (NSSE) and Community College Survey of Student Engagement (CCSSE) which measure institutional factors that affect the quality of students' academic experience and success. The survey found that 82 percent of System freshmen and 80 percent of seniors would attend the same institution

if they could start over again, and 86 percent of respondents had “a good or excellent educational experience.” CCSSE recognizes “top performers” in benchmark areas. Two institutions were cited: *Gainesville State College* for student faculty interaction, and *Georgia Perimeter College* for student effort.

### Presidential Appointments

The board names **Dr. Larry Eugene Rivers**, dean of the College of Arts and Sciences at Florida A&M University, in Tallahassee, Fla., as president of *Fort Valley State University* and **Dr. Daniel Papp**, USG Senior Vice Chancellor for Academics and Fiscal Affairs, as president of *Kennesaw State University*.

## MARCH 2006

### New Online Nursing Programs

The Board of Regents approves requests by three System institutions to offer existing nursing degrees online and at other campuses in response to the nursing shortage. These external degree programs project a total of 375 graduates: the *Medical College of Georgia's* Doctor of Nursing Practice degree, offered online and at nine USG campuses; *Georgia State University's* Ph.D. with a Major in Nursing, offered online; *Darton College's* A.S. in Nursing, offered online and through video conferences and collaborative software.

## APRIL 2006

### Record State Appropriation for FY2007

Chancellor Davis reports the General Assembly approved a record \$1.93 billion state appropriation to the University System. He feels strongly that budgets should be policy-implementing documents. The regents will be using this budget to implement directional changes. A part of the new budget, \$24 million, will be allocated to meet enrollment growth by funding 250 additional faculty and increasing student support services; \$2.2 million will be used to enhance retention, progression, and graduation rates; \$2.3 million to respond to the need for more nurses; \$1.5 million to increase efficiency and productivity in System operations; and \$500,000 to increase access and services to students by opening *Georgia Gwinnett College*. The System received a total of \$310 million in bond funding: \$60 million in major repair and renovation funds; \$89.3 million for 4 major capital outlay projects; \$87.1 million for 20 minors projects; \$11.6 million for 8 GPLS projects; \$38 million for the nanotechnology project, and \$24 million for GRA projects.

### Guaranteed Tuition Plan Adopted

The Board of Regents approves the Guaranteed Tuition Plan. The guarantee provides families with a fixed rate for college expenses to assist in their planning. The guarantee also gives students a financial incentive to earn a bachelor's degree within the four-year limit.

### Presidential Resignation

The president of *Atlanta Metropolitan College*, **Dr. Harold E. Wade**, announces that he will step down from his post, effective Dec. 31, 2006. Wade served the University System in

that capacity since 1994.

## MAY 2006

### Two-Year College Mission Changes; Doctorate at KSU

The regents approve mission changes for three, two-year colleges, *Abraham Baldwin Agricultural College*, *Middle Georgia College* and *Gordon College*, allowing them to offer specified baccalaureate degree programs in agriculture, aviation and education, respectively. The institutions will retain their two-year college access missions. *Kennesaw State University* also is approved to offer the first doctorate in its 43-year history.

### New Financial Reporting Processes

Chancellor Davis informs the board that financial reporting for the System and its institutions will be revised to focus more on forecasting and the need for earlier managerial intervention and less on historical accounting in an effort to integrate financial reporting with a robust risk management system.

### Presidential Appointments

The Board of Regents held a special meeting to reaffirm earlier actions to appoint **Dr. David C. Bridges**, assistant dean of the Tifton Campus of the College of Agricultural and Environmental Sciences at the *University of Georgia*, as president of *Abraham Baldwin Agricultural College* and **Dr. Torri Lilly**, provost and vice president of the Citrus County Campus of Central Florida Community College in Lecanto, Fla., as president of *South Georgia College*.

## JUNE 2006

### Guaranteed Tuition Plan Refined

The Board of Regents approves policy revisions defining the terms of the new guaranteed tuition program. According to the policy, University System institutions will establish their own processes for students appealing extenuating circumstances and will also have the authority to decide if some degree programs require a longer guarantee period.

### Health Professions Task Force Report Released

The full report of the Task Force on Health Professions is presented to the board. Recommendations are for System-level approaches in three areas: coordination and accountability for health professions education; strategic policies for faculty recruitment and retention in the health fields; and a coordinated System-wide approach to updating and integrating curricula and enhancing technology based delivery systems.

### Chancellor Davis Completes System Tour

Chancellor Davis concluded his tour of the USG on June 16, marking the end of a 36-site statewide trek that began during his first week on the job and wound around the Legislative Session and monthly Board of Regents' meetings. The tour was completed during his first 100 days in office.

### BOR Elects Chair and Vice Chair for FY07

The board elects Regent **Allan Vigil** to a one-year term as chair serving through June 30, 2007 and Regent **William H. Cleveland** to a one-year term as vice chair.

New “Fixed for Four” tuition policy guarantees tuition for four years

## JULY 2006

### Davis Reorganizes System Office

Chancellor Davis reorganizes the University System Office, to focus all operations under three senior executives. The new organizational structure includes a chief academic officer, a chief operating officer, and a chief of staff, to whom the operating units of the University System Office will report. In addition, the 35 University System of Georgia presidents will have varied reporting relationships. Davis says the new streamlined organization will be more efficient and will allow for more effective interaction and communication with USG presidents.

## AUGUST 2006

### Chairman Outlines Agenda

Presiding at his first board meeting as chair, **Regent Vigil** lines up the agenda for the year, beginning with assessing and updating the existing strategic plan within six months. A core goal of the plan will be to help the USG operate more as a unified system than a confederation of campuses. The focus on accountability will continue with high-priority attention on retention, progression, and graduation rates.

**Regent Vigil makes the creation of a new strategic plan for the System his top priority during his year as Board Chair.**

### International Education Efforts Receive Federal Funds

The USG's Office of International Education receives a \$547,000 grant that will support a three-year comprehensive and

statistically valid assessment of what students learn and how they benefit academically when they study abroad. The federal grant, one of 21 awarded by the U.S. Department of Education's International Research and Studies Program, will provide additional funds to expand an existing USG research project, the Georgia Learning Outcomes of Students Studying Abroad Research Initiative, or GLOSSARI.

### Regents Approve FY08 Budget Request

The FY08 operating budget request totaling \$2 billion in state appropriations, and a Capital Request totaling \$285 million in cash and bonds is approved by the board. Reflecting an increase of 5.7 percent, or \$111 million, over FY07, the request includes \$38.7 million for the Georgia Public Library Service, an increase of 1.9 percent. The board also approved a \$10.87 million request for new construction, renovations or additions at eight public libraries, over and above the University System's \$285 million capital request. The overall FY08 operating budget request is \$2.04 billion, an increase of \$80.1 million, or 5.6 percent over FY07. The capital budget request is \$250 million, for 4 major capital projects and 13 minor capital projects. The request for funding of the major repair and rehabilitation ("MRR") fund is \$70 million, up from last year's \$60 million. Additionally, the request calls for funding one-half the MRR fund amount, \$35 million, in the form of a general fund appropriation to facilitate the expenditure of funds for critical institutional needs.

## Presidential Appointments

The board names **Dr. David Palmer**, president of Andrew College, in Cuthbert, Ga., as president of *Waycross College* and **Dr. Anthony S. Tricoli**, president of West Hills College, in Coalinga, Calif., as president of *Georgia Perimeter College*.

## SEPTEMBER 2006

### Davis Inaugurated as USG's 11th Chancellor

Chancellor Davis set the tone for his administration in the inaugural address following his investiture as the 11th chancellor of

**Academic quality, affordability and access are themes of Chancellor Davis in his inaugural address.**

the USG in ceremonies conducted by Gov. Sonny Perdue and Board Chair **Allan Vigil**.

The historic ceremony, formally installing him as head of the state's 35 public colleges and universities, was held at the Georgia State Capitol's House chamber. During his remarks, the new chancellor made clear his priorities for the System's future, by focusing on issues of academic quality, affordability and access.

"The heart of our enterprise and our primary mission is teaching our students," Davis stated. "That mission must be strengthened in order for the academy to remain relevant and responsive to the needs of our students and the state."

### System Projects Launched

The Board of Regents hears a report on 10 initial System-wide projects, each led by an institutional president. Grouped into three broad categories the projects will focus on: academics, economic development and operations. The 10 projects include the following:

1. Develop early outreach programs to students in at-risk situations to convince them to prepare for college.
2. Address a middle school focus for the African-American Male Initiative.
3. Develop more K-12 students interested in math, science, and engineering and teachers ready to teach in these fields.
4. Improve access of low-income students to college education.
5. Improve retention and graduation rates.
6. Enhance student advising.
7. Enhance the health professions.
8. Improve enrollment management and planning.
9. Enhance professional development of faculty and staff.
10. Improve capabilities related to energy management and cost efficiencies.

## OCTOBER 2006

### Teacher Preparation "Work in the Schools" Program Approved

The Regents approve a "Work in the Schools" policy to strengthen the importance of teacher preparation programs by recognizing and rewarding faculty who are involved in K-12 teacher education and school improvement initiatives. The policy states that recognition

will come through “decisions in promotion and tenure, pre-tenure and post-tenure review, annual review and merit pay, workload, recognition, allocation of resources and other rewards.”

### Graduate Tuition and Guaranteed Tuition Policy Updated

The Board of Regents approves minor refinements to policies governing graduate tuition rates and the new Guaranteed Tuition Plan for the System’s colleges and universities. The board was informed that its approval in June of the Guaranteed Tuition Plan, which provides students and their parents with greater predictability in planning for college costs and encourages on-time graduation, necessitated changing how graduate tuition rates are determined by the institutions. Prior to the approval of the Guaranteed Tuition Plan, graduate rates were based on a percentage of the undergraduate rates.

### Presidential Resignations

The president of *Georgia Southwestern State University*, **Dr. Michael L. Hanes**, resigns effective January 16, 2007. Hanes served the University System in that capacity since 1996. The president of *Savannah State University*, **Dr. Carlton E. Brown**, resigns effective December 31, 2006. Brown served the University System in that capacity since 1997.

## NOVEMBER 2006

### BOR Endorses New Strategic Capital Model

The Board of Regents endorses the new Strategic Capital Model. The new allocation model is data driven, based upon each institution’s current enrollment, anticipated enrollment growth, square footage, the age and condition of current facilities, as well as the System’s strategic priorities.

**USG new Strategic Capital Model is data driven, based upon enrollment, square footage, the age and condition of current facilities, as well as the System’s strategic priorities.**

The model targets funding for a multi-year Capital Implementation Program, allowing campus officials to decide which individual projects best implement campus and System objectives.

### USG Posts Another Year of Record Enrollment

The USG’s enrollment numbers post a gain of 6,393 students from fall 2005 to fall 2006, reflecting a steady growth in demand for higher education. The fall 2006 enrollment report shows that current enrollment in Georgia’s 35 public colleges

and universities stands at an all-time high of 259,945 students. The 2.5 percent increase over fall 2005 represents a surge from more modest percentage increases in recent years of 1.2 percent from fall 2004 to fall 2005 and 1.5 percent from fall 2003 to fall 2004.

### Presidential Appointments

**Dr. Kendall A. Blanchard**, former president of Fort Lewis College in Durango, Colo., is appointed to serve as the interim president of *Georgia Southwestern State University* and **Dr. Julius Scott**, distinguished and nationally recognized administrator and academi-

cian, is appointed to serve as the interim president of *Savannah State University*. **Dr. Gary Allen McGaha Sr.**, vice president for academic affairs at *Atlanta Metropolitan College*, is appointed to serve as the college’s interim president.

## JANUARY 2007

### USG 75th Anniversary Noted

Chancellor Davis kicks off recognition of the 75<sup>th</sup> anniversary of the creation of the Board of Regents and the University System of Georgia. “The System’s success is based upon the state’s wise and continued investment in improving the lives of Georgians through accessible, affordable public higher education,” Davis said. “For 75 years, the University System of Georgia has fulfilled its mission, thanks to the strong support of both the executive and legislative



branch, and the dedication of the 182 individuals who have served on the Board of Regents, 11 chancellors and the many individuals who have served as institution presidents, faculty and staff.”

### State of the System Address

In his State of the System address, Chancellor Davis informs the Board of Regents that Georgia’s public higher education system is a “healthy, growing, dynamic enterprise.” Looking ahead, Davis noted a number of key challenges with which the board and System must deal in order to meet the overall goals of admitting, retaining, and graduating more students. These include: balancing access and retention; graduation rates; distance learning and educational technology; increasing efficiency and productivity; developing a System-based strategic focus and keeping pace with growth.

**Chancellor outlines key challenges for System: balancing access and retention; graduation rates; distance learning and educational technology; increasing efficiency and productivity; developing a System-based strategic focus and keeping pace with growth.**

### USG HERO Program Aids Military Personnel

The Georgia HERO (Helping Educate Reservists and their Offspring) Scholarship Program provides educational grant assistance to U.S. servicemen and women and their children. Started in March 2006, the program has awarded more than 200 scholarships totaling nearly \$400,000. Thousands of Georgia residents who have seen combat while in the Georgia National Guard or the U.S. Military Reserves, as well as their offspring, may qualify to receive up to \$8,000 each to attend college in the USG, the Georgia Department of Technical and Adult Education or an eligible private college or university.

### New Regent Appointed

**Gov. Sonny Perdue** names **James A. Bishop** to the Board of Regents, representing the First Congressional District. Three regents, **Julie Ewing Hunt** (2nd District), **Michael J. Coles** (6th District),

and the former chair of the Board of Regents, J. Timothy Shelnut (12th District), ended their terms.

## FEBRUARY 2007

### Research Presentation to Legislative Committee

The presidents of the University System of Georgia's four research universities and the president and chief executive officer of the Georgia Research Alliance make a presentation to state legislators on how the cutting-edge research being done within the USG is improving lives and fueling economic growth in Georgia.

### Presidential Retirement

The president of *Dalton State College*, James A. Burran, announces that he will retire, effective Dec. 31, 2007. Burran served the University System in that capacity since 1995.

## MARCH 2007

### USG Foundation Awards for Excellence

The University System of Georgia Foundation honors former U.S. Senator Zell Miller with a "Lifetime Achievement Award" for his service to higher education in Georgia. The Third Annual Regents Awards for Excellence in Education Celebration also recognizes outstanding USG faculty and alumni and raises \$182,000 for student scholarships and faculty awards.

### Georgia Military Education Initiative Launched

The USG steps up efforts to serve the educational needs of the U.S. military by launching the Georgia Military Education Initiative (MEI). A coordinated and synchronized System-wide approach will be used to expand the degree programs, courses and support services available to every branch of the military. The goal of the effort is to make it "Faster, Friendlier and Easier" for military personnel to get a USG college degree.

### Georgia Aviation Technical College Merges with Middle Georgia College

The Board of Regents approves the transfer of Georgia Aviation and Technical College from the Department of Technical and Adult Education (DTAE) to the University System. The aviation school becomes part of *Middle Georgia College* and assumes the Middle Georgia College name. The DTAE board previously approved the transfer during that body's January meeting.

### Olympic Dorms Transferred to Georgia Tech

The USG transfers Board of Regents-owned property from *Georgia State University* to the *Georgia Institute of Technology*. The property, located at North Avenue and Centennial Olympic Park Drive, includes residence halls originally built to house athletes participating in the 1996 Centennial Olympic Games, held in Atlanta.

## APRIL 2007

### System Holds Public Hearings on New State Law

Individuals and organizations have a chance to weigh in with comments on a USG policy interpretation of the Georgia Security and Immigration Compliance Act that would make students who are

unable to document that they are lawfully present in the United States ineligible for in-state tuition rates. On July 1, 2007, the University System intends to have the appropriate policies in place to implement the Act. The public sessions are held at *Dalton State College*, *Georgia Perimeter College*, and in Tifton and Gainesville.

### USG Receives Customer Service Recognition

The USG receives high marks for its support of Gov. Sonny Perdue's ongoing initiative to improve customer service. Joe Doyle, director of the Governor's Office of Customer Service, describes these efforts at the Board of Regents' meeting and praises the efforts of Chancellor Davis and USG campuses, noting that "the visibility of the efforts of each institution in the University System were the highest of any entity in state government."

### USG Recognized in State Charitable Campaign

Units and campuses of the USG receive Governor's Cups given out in three of the five categories of the 2006-2007 State Charitable Contributions Program as well as several other awards for charitable giving. Institutions and units awarded the Governor's Cup are: the *University of Georgia*, *Georgia State University* and *Skidaway Institute of Oceanography*.

## MAY 2007

### Regents Set Tuition, Continued Guaranteed Tuition Program

The Board of Regents reaffirms a commitment made in 2006 to provide a guaranteed tuition rate for incoming freshmen. Consequently, USG sophomores will see no tuition increase in fall 2007. The board approves new tuition rates for those students entering the System's 35 institutions as freshmen this fall, as well as for those in their third year and beyond.

### BOR Approves FY08 Budget

The board approves a University System budget containing a record \$2.1 billion state appropriation, along with \$276 million for construction and renovation of System facilities. The FY08 state appropriation to the University System represents a 10.5 percent increase over FY07. The board also approves budget allocations to the System's 35 degree-granting institutions and the *Skidaway Institute of Oceanography*. "Our tuition and budget are driven by our policy objectives, which call for us to maintain affordability and access while providing predictability for students and parents," said Chancellor Davis.

The USG's FY08 budget includes a record \$2.1 billion state appropriation, along with \$276 million for construction and renovation of System facilities.

### Presidential Appointments

The board names Dr. Earl G. Yarbrough Sr., full professor and former provost and vice president for academic and student affairs at Virginia State University in Petersburg, Va., as president of *Savannah State University*.

## JUNE 2007

### BOR Approves Changes to Regents' Test

The Board of Regents approves recommendations on the Regents testing policy. The key changes include: timing and reporting of testing will be modified to test entering freshmen and to report Regents' Test pass rates at 45 hours; institution officials may recommend a limited number of students for alternative testing methods; students who fail the Regents' Test multiple times will receive more individualized attention and the USG will utilize both the Georgia High School Graduation Test and SAT scores to provide another assessment measure for students entering the University System.

### USG Spring Enrollment Jumps

The USG posts a gain of 7,672 students from spring 2006 to spring 2007, enrolling just under 250,000 students. Enrollment in the state's public colleges and universities grew 3.2 percent System-wide since spring 2006, when it was 242,275.

### System Research, Contracts, Grants Increase

The Board of Regents hears a report on the System's income for extramural funding that shows continued strong gains during FY06.

**FY06 extramural funding to the USG totals \$831 million -- a 3.2 percent increase above FY05.**

University System institutions reported a total of \$831,043,460 in funds received through grants and contracts for research, instruction and public service. The numbers represent a 3.2 percent increase above FY 05. The total represents a dollar increase of \$25,681,296 over the amount reported for the last fiscal year. The report also details extramural income from sales of intellectual property at the five senior institutions in the University System. The FY06 total income from entrepreneurial activities such as inventions, software,

copyrights and trademarks was \$17,765,567. The five institutions producing the income included *Georgia Institute of Technology*, *Georgia State University*, *the Medical College of Georgia*, *the University of Georgia* and *Georgia Southern University*.

### BOR Elect Chair and Vice Chair

The board elects Regent **Allan Vigil** to a second consecutive one-year term as the board's chair and Regent **William H. Cleveland** to a second consecutive one-year term as the board's vice chair.

### STEM Initiative Seeks to Boost Math/Science Teachers and Graduates

The board hears details of an action plan to increase the numbers of both students pursuing an education in science, technology, engineering and mathematics as well as the teachers who will prepare them. The plan, known by the acronym STEM, is aimed at preparing teachers to teach courses in these fields in the public schools. In partnership with Gov. Sonny Perdue, the Georgia Department of Education and the Georgia Professional Standards Commission, the USG will, through STEM, pursue a number of strategies divided into three interconnected categories: increase the number of K-12 students interested in science, technology, engineering and mathematics; increase the number of college students who pursue

the STEM disciplines and increase the number and quality of teachers prepared in science and mathematics.

### Presidential Appointments

The board names **Dr. Kendall A. Blanchard**, former president of Fort Lewis College in Durango, Colo., as president of *Georgia Southwestern State University*. The board votes to make an exception in this case to its policy excluding the interim president of an institution from consideration as the permanent president.

## AUGUST 2007

### BOR Approves FY09 Budget Request

The Board of Regents approve a record \$2.3 billion University System FY09 budget request. A key part of the request is aimed at addressing the state's shortage of doctors, mathematicians and scientists as well as mathematics and science teachers. The budget request for the USG includes requests for \$7.2 million to expand the *Medical College of Georgia* and \$10 million for a Science, Technology, Engineering, Math (STEM) initiative as well as a request for \$215 million to build needed facilities.

### BOR Approves New Six-Point Strategic Plan

The board approves a new strategic plan for the USG comprised of six goals that focus on building the system's capacity to meet the needs of Georgia. "This System has done an excellent job of creating broad educational opportunities for Georgians," said Chancellor Davis. "But as we look to the future, our actions must be driven by broad policy designed to educate more Georgians to higher levels than at any time in our history. And we must act in ways that clearly demonstrate our willingness to be measured for performance and assure our funding partners of our prudent and efficient use of resources. This plan gives us the structure to increase the value we add to the state."

**The USG's new, six-point Strategic Plan will focus on building the system's capacity to meet the needs of Georgia.**

The six strategic goals are:

- ◆ Renew excellence in undergraduate education to meet students' 21st century needs.
- ◆ Create enrollment capacity in the University System to meet the needs of 100,000 additional students by 2020.
- ◆ Increase the USG's participation in research and economic development to the benefit of a global Georgia. Enhance and encourage the creation of new knowledge and basic research across all disciplines.
- ◆ Strengthen the USG's partnerships with the state's other education agencies.
- ◆ Maintain affordability so that money is not a barrier to participation in the benefits of higher education.
- ◆ Increase efficiency by working as a system.

### BOR Approves Fee Waiver for Active Duty Military

The board approves a measure waiving mandatory fees for any Georgia residents who have seen combat in recent years as active members of the Georgia National Guard or the U.S. Military Reserves. The waiver complements the System's efforts to make it "Faster, Friendlier and Easier" for military personnel to obtain college degrees under the Georgia Military Education Initiative (MEI) launched in March 2007. The MEI is a coordinated System-wide approach to expanding the degree programs, courses and support services available to every branch of the military.

### 75th "Diamond Jubilee" Celebration at Capitol

The Board of Regents celebrates the Diamond Jubilee of the University System of Georgia during a ceremony at the State Capitol on Aug. 8. Governor Sonny Perdue is in attendance and presents a proclamation which, in part, states that, "The University System of Georgia has, for 75 outstanding years, fulfilled its mission of providing a strong, academically-excellent system of public higher education for all Georgians."

#### SEPTEMBER 2007

### Herbst Named USG Chief Academic Officer

Chancellor Davis appoints **Dr. Susan Herbst** as executive vice chancellor and chief academic officer (EVC/CAO) for the USG. The EVC/CAO is responsible for meeting the academic needs of more than 260,000 students and approximately 10,000 University System faculty members. The position also provides leadership to the System's comprehensive universities and to a division at the University System Office that includes academic programs and planning, faculty affairs, student affairs, international programs, teacher-education initiatives, strategic research and analysis, and information and instructional technology. The presidents of the 15 institutions in the System's comprehensive university sector report to the EVC/CAO.

#### OCTOBER 2007

### USG Facilities' Needs Outlined Through 2014

The Board of Regents approves a list of facilities needed throughout the System that calls for a total investment of \$1.7 billion in general obligation bonds between 2008 and 2014 for a capital implementation program with more than 100 new construction, renovation, and infrastructure projects. Using the new capital-planning model, approved by the regents in 2006, the list addresses a fundamental element of the regents' new Strategic Plan that has as its underlying theme the need to build capacity in the system in many key areas, including facilities, to accommodate enrollment significantly higher than the current 260,000 students.

Facilities needs through 2014 in the USG total \$1.7 billion as identified by new Strategic Capital Model.

### Nursing Education Initiative Launched

The USG launches a Nursing Education Initiative with the distribution to 16 of its campuses of a total of \$3 million in competi-

tive grant awards for FY08. The initiative is in keeping with a strategic goal to increase the number of college graduates in the health professions.

### New Online Education Effort Launched

The new website Georgia ONmyLINE is launched. The site provides access to a full array of distance-education offerings from the 35 colleges and universities in the USG, thus improving service to students, both within the System and at other institutions in Georgia and nationally.

### USG Hosts International Education Summit

The University System hosts the International Education Summit at the Carter Center. Delegations of key leaders from each USG campus gather to shape the design of international education in Georgia, addressing the complex issues USG students will confront as they assume responsibility for the 21st century world.

### Presidential Resignation

The president of *Middle Georgia College*, **Dr. Richard J. Federinko**, resigns effective Dec. 31, 2007. Federinko served the University System in that capacity since 2002.

#### NOVEMBER 2007

### System Enrollment Continues to Climb to Record High

The USG's enrollment numbers post a gain of 10,077 students from fall 2006 to fall 2007, reflecting a steady growth in demand for higher education. The fall 2007 enrollment report shows that current enrollment in Georgia's 35 public colleges and universities stands at an all-time high of 270,022 students. The 3.9 percent increase over fall 2006 represents a more robust rise from modest percentage increases in recent years of 2.5 percent from fall 2005 to fall 2006 and 1.2 percent from fall 2004 to fall 2005.

Current enrollment in Georgia's 35 public colleges and universities stands at an all-time high of 270,022 students.

### Report Indicates USG Teacher Production Increasing

A report presented to the Board of Regents shows that the System's production of new teachers has increased 44 percent over the past five years. The report also shows that USG-prepared teachers are retained by Georgia's public school systems longer than those not prepared by the University System.

### BOR Approves New OnLine Degree Programs

The board approves the first degrees to be added to the new Georgia ONmyLINE website specifically designed to target areas of high interest and/or critical need in Georgia. Accompanying these new programs is a quick-admit process that will allow eligible prospective students to be admitted and begin their program of study within a few weeks. Five institutions have committed resources and expertise to offer a number of fully online graduate teacher-education programs designed for the working adult. The courses are designed to be flexible and to grow in response to demand.

### Presidential Retirements/Appointments

The president of *Georgia State University*, **Dr. Carl V. Patton**, will retire effective June 30, 2008. Patton served the University System in that capacity since 1992. The president of *Valdosta State University*, **Dr. Ronald M. Zaccari**, will retire effective June 30, 2008. Zaccari served the University System in that capacity since 2002.

The board approves the permanent appointment of **Dr. Gary Allen McGaha Sr.** as president of *Atlanta Metropolitan College*. The board votes to make an exception, in this case, to its policy of conducting a presidential search. The board also votes to make an exception, in this case, to its policy excluding the interim president of an institution from consideration as the permanent president. The board names **Dr. John O. Schwenn**, vice president for academic affairs at Emporia State University in Emporia, Kan., as president of *Dalton State College*. **Dr. Mary Ellen Wilson**, currently vice president for academic affairs at *Middle Georgia College* in Cochran, is appointed to serve as the college's interim president.

### DECEMBER 2007

#### Presidential Retirement

The president of *Coastal Georgia Community College*, **Dr. Dorothy L. Lord**, will retire effective June 30, 2008. Lord served the University System in that capacity since 1991.

### JANUARY 2008

#### Presidential Search Committees

*Valdosta State University* presidential search committees were named. Regent **Elridge W. McMillan** will chair the Special Regents' Search Committee. Regents **Robert F. Hatcher**, **Doreen Stiles Poitevint**, **Benjamin J. Tarbutton III** and **Allan M. Vigil** will serve as members of the committee.

#### Medical Expansion Plans

The Board of Regents received and subsequently accepted a report by **Tripp Umbach**, a Pittsburgh-based consulting firm retained by the *Medical College of Georgia* on behalf of the Board to expand medical education in Georgia. The plan calls for:

- ◆ Significant Medical Education Expansion in Augusta – MCG's School of Medicine will expand from its current class of 190 first-year students to 240 first-year students by 2017.
- ◆ Development of a campus in Athens – MCG will develop a new campus in Athens in partnership with the *University of Georgia* and the two institutions will work together to leverage mutual strengths in biomedical research and individual university strengths in public health.
- ◆ Continued Partnerships of regional campuses in Savannah and Albany – 60 third- and fourth-year students will be educated at residential campuses in Albany and Savannah over the next seven years.

Report calls for expansion of physician education in Augusta, Athens, Albany and Savannah.

The regents received the report during their meeting. Formal adoption and approval of the report was placed on the agenda for the next meeting of the board.

#### Chancellor "State of the System"

In his State of the System address, Chancellor **Erroll B. Davis Jr.** cited strong enrollment growth, improvement in graduation rates and a continued focus on keeping college affordable as very positive signs of performance by University System of Georgia.

The creation and adoption by the board of a new Strategic Plan for the System during 2007 also was cited by the chancellor as a key accomplishment that will enable the System to "move to a higher level of performance and have this great enterprise capitalize on the power of a true system."

But Davis also noted that while the academic mission and the faculty of the System's 35 degree-granting institutions deserve high marks, the risk management of resources is not at the same level of quality and consequently will be an area of priority attention over the coming year. In acknowledging the tremendous support for the System from the Governor and the General Assembly for FY07, the Chancellor noted that System leaders must focus more closely on the management of those resources. He vowed to set and meet higher levels of transparency and accountability in the management of the System's \$5.6 billion annual budget.

Looking forward, Davis noted that he would continue to focus on three key areas: increasing access to college, maintaining affordability, and providing clear accountability to the public. The System's responsibility to meet a growing shortage of physicians to treat Georgians also will be a top priority in the coming years.

#### Systemwide Project: Energy Management

The Regents heard recommendations contained in a Sustainable Energy Management Plan. The plan is an effort by a special energy task force to develop a long-term energy management strategy that can be adopted at each of the System's 35 institutions. The plan would provide a formal framework to help institutions pursue efficiency and sustainability projects.

### FEBRUARY 2008

#### New Regent Named

Gov. **Sonny Perdue** names **Kessel D. Stelling Jr.**, to the Board of Regents, representing the Sixth Congressional District.

#### Presidential Search Committees

The *Georgia State University* Presidential Search Committee was named. Members of committee, chaired by Regent **William Cleveland**, include Regents **Kenneth Bernard, Jr.**, **Robert Hatcher**, **Elridge McMillan**, **Willis Potts, Jr.**, **Wanda Rodwell** and **Allan Vigil**.

*Middle Georgia College* presidential search committees were named. Regent **W. Mansfield Jennings Jr.** will chair the Special Regents' Search Committee. Regents **Patrick S. Pittard**, **James A. Bishop** and **Allan Vigil** will serve as members of the committee.

### HBCU Presentation

The Regents heard a presentation on the System's 3 HBCU's from retired *Savannah State University* Professor **Dr. Charles Elmore**. The presentation, which detailed the rich history of *Savannah State University* (SSU), *Fort Valley State University* (FVSU) and *Albany State University* (ASU), coincided with Black History Month.

### New International Baccalaureate Policy Approved

The Board of Regents approved a new academic policy that will give college credits to a student who scores well on end-of-course assessments for the International Baccalaureate (IB) Diploma Program. The credits allow USG freshmen to receive course credit for selected, basic college courses, and take more advanced level courses. High assessment scores on IB courses are a strong indicator of academic performance that is beyond that expected of typical high-school students.

### Medical Expansion

The Board of Regents approved a resolution that commits the University System to a 60 percent expansion of physician education through the *Medical College of Georgia* (MCG) School of Medicine. The board's action follows its earlier acceptance of a report calling for medical education expansion in Georgia. The proposed expansion would entail significant expansion in Augusta, which will continue to serve as the foundation for a single state-operated medical school.

## MARCH 2008

### Strategic Plan Website Debuts

The Board of Regents debuted a new website for its Strategic Plan. The site, accessible to both USG staff and the general public, provides detail on the Strategic Plan's six goals and helps viewers track the progress of the various initiatives and programs developed to achieve the plan's objectives.

### Meeting Enrollment Growth

The regents heard a report prepared by USG staff that found that if current college-going patterns continue into 2020, the majority of the projected growth of an additional 100,000 new students for the University System would be in the greater Atlanta area. The report suggests that priorities for providing access to the USG in the Atlanta region should initially focus on two-year and state colleges, establishing small pilot sites in low-cost lease spaces following a multi-campus model, as well as exploring partnerships with senior institutions. Initial priorities for location should focus on areas west, south and north of Atlanta and Atlanta's urban core.

### USG Audits P-Cards

An audit covering FY07 is conducted by the University System of P-Card transactions at 33 of the System's 35 institutions, as well as Skidaway Institute of Oceanography and the University System Office. Auditors conclude that there exists a lack of focus by staff on financial risk management and appropriate controls for the use of P-Cards. This, in turn, contributed to 22 identified cases of fraud out of the 8,435 P-Cards in use in the System. The report also

found that the majority of problems with the program were not the result of fraud, but due to a lack of understanding of and training in the appropriate procedures for use of the cards by both managers and employees. The report's recommendations include establishing appropriate P-Card procedures, increasing enforcement of compliance with applicable rules and regulations, and improving the monitoring of P-Card activity. While the report did find a number of structural problems with the System's management of the P-Card program, auditors also found that a number of "significant changes" and new controls had been put in place subsequent to the fiscal year covered in the audit. Additional controls and processes will be implemented, said University System officials in response to the chancellor's call for increased oversight of the program.

### Clough to Leave Tech for Smithsonian

The Board of Governors of the Smithsonian Institution, in Washington D.C. announces that **Dr. G. Wayne Clough**, president of the *Georgia Institute of Technology*, is to become the Smithsonian's 12th Secretary, effective July 1, 2008.

### USG Foundation Gala Honors Isakson

The University System of Georgia Foundation honored U.S. Senator **Johnny Isakson** with a "Lifetime Achievement Award" for his service to higher education in Georgia at the Fourth Annual Regents Awards for Excellence in Education Celebration. The foundation also recognized outstanding USG faculty and alumni, including former U.S. Attorney General **Griffin Bell**.

## APRIL 2008

### Board Approves FY09 Budget of \$2.3 Billion

The Board of Regents approved a \$2.3 billion FY09 budget. The budget reflects an increase in state appropriations from FY08 of \$165 million, or 7.7 percent. Most of the increase in state appropriations (70 percent) is driven by the increase in student enrollment as well as increased costs for health and retiree benefits and maintenance and operations costs for facilities.

The regents approved a new guaranteed tuition rate, which fixes tuition at the same rate for four years, for fall 2008 freshmen students. The rates for these freshmen will remain constant through fall 2012.

### Extramural Funding Hits \$840 Million

The System's income from extramural funding continued to increase during FY07. University System institutions reported a total of \$840,620,228 in funds received through grants and contracts for research, instruction and public service for FY07. The numbers, provided to the board at the April meeting, represent a 1.1 percent increase over FY06. The total represents a dollar increase of \$9,576,768 over the amount reported for the previous fiscal year. The report also showed a total income of \$14,476,630 for FY07 from entrepreneurial activities such as inventions, software, copyrights and trademarks.

**USG FY09 Budget of \$2.3 billion is a 7.7 percent increase in state funding from FY08.**

### Coastal Georgia Has New Mission

The board approved a mission change for *Coastal Georgia Community College*, recommendations to increase access to the University System in southeast coastal Georgia and a plan to increase enrollment capacity in metropolitan Atlanta that was introduced at the board's March meeting. Also approved at the April meeting, held at *Columbus State University*, was the adoption of new principles for international education.

### Schuster Named Tech Interim President

A 14-year veteran of the *Georgia Institute of Technology*, **Dr. Gary Schuster**, who currently serves as Tech's provost and executive vice president for Academic Affairs, is named the institution's interim president, effective July 1, 2008. Schuster will serve as interim president until the chancellor and Board of Regents select a new president.

## MAY 2008

### USG Recognized in State Charitable Contributions Program

The University System led the field at an awards ceremony honoring the state agencies that made the most notable contributions to the success of the 2007-2008 State Charitable Contributions Program (SCCP). The USG contributed \$1.3 million of the \$2.7 million contributed by all state employees to designated charities during the campaign. Two University System institutions won Governor's Awards. The award for the "Largest Increase in Contributions" to the SCCP among USG campuses went to *Georgia Tech*, which saw an increase of more than \$88,000, or 42 percent, in its contributions since the 2006-2007 SCCP campaign. The award for the "Highest Level of Employee Participation" in the campaign among the USG's campuses went to *Atlanta Metropolitan College* – 69 percent of approximately 175 employees donated to the charities of their choice through the SCCP.

### Weisenbach Named New P-16 Head

**Dr. E. Lynne Weisenbach**, currently the dean of education and founding Executive Director of the Center of Excellence in Leadership of Learning at the University of Indianapolis, has been appointed vice chancellor for P-16 Initiatives for the University System of Georgia (USG), effective Aug. 1. Weisenbach will succeed **Dr. Jan Kettlewell**, who will retire on Sept. 30 after 13 years of leadership of the University System's P-16 initiatives.

### Hepburn Named Coastal Georgia Interim President

**Dr. Valerie A. Hepburn**, currently assistant dean of the *University of Georgia's* College of Public Health, is appointed interim president of *Coastal Georgia Community College* (CGCC) in Brunswick, effective July 1, 2008. The announcement comes as CGCC President **Dorothy L. Lord** prepares to retire on June 30, 2008, after 17 years of service.

## JUNE 2008

### Regents Elect New Leadership

The Board of Regents elected Regent **Richard L. Tucker** to a one-year term (July 1, 2008, through June 30, 2009) as the Board's chairperson. Tucker was appointed in January 2005 to the Board of Regents by Gov. Sonny Perdue to represent the Seventh Congressional District.

The board elected Regent **Robert F. Hatcher** to a one-year term (July 1, 2008, through June 30, 2009) as the board's vice chair. Hatcher was appointed to an at-large position on the Board of Regents by Gov. Sonny Perdue in January 2006.

### New Presidents Named at Columbus and Valdosta

The board named **Dr. Patrick J. Schloss**, president of Northern State University in Aberdeen, South Dakota, as president of *Valdosta State University* and **Dr. Timothy S. Mescon**, dean of the Michael J. Coles College of Business at *Kennesaw State University*, as president of *Columbus State University*.

### Update ICAPP Economic Impact Study Released

An updated report offers confirmation that Georgia's public university system continues to be one of the state's key economic engines. Together, the 35 institutions packed an economic impact totaling \$11 billion on the state's economy during Fiscal Year 2007.

The Intellectual Capital Partnership Program (ICAPP), an initiative of the Board of Regents' Office of Economic Development, commissioned the Selig Center for Economic Growth in the *University of Georgia's* Terry College of Business to analyze data collected between July 1, 2006, and June 30, 2007, to calculate the University System's FY07 economic impact. This work updates a similar study conducted on FY2004 data that placed the University System's economic impact at \$9.7 billion. The first such study calculated the USG's impact at \$7.7 billion in FY99. In addition to the \$11 billion in total impact generated by the University System in FY07, the study determined that Georgia's public higher education system is responsible for 106,267 full- and part-time jobs – 2.6 percent of all the jobs in the state or about one job in 39.

### Two-year College Pilot Admissions Policy Extended

The board voted to extend by three years a pilot admissions policy that, when first implemented in fall 2005, removed standardized tests as a criteria for admission to the USG's two-year and state colleges. With the board action, however, the USG's state colleges will have the option to resume requiring SAT/ACT scores for applicants seeking four-year baccalaureate degrees.

System's economic impact on Georgia hits \$11 billion, finds new ICAPP-sponsored study.

### Name Change for Coastal Georgia

The board approved the name change for *Coastal Georgia Community College* to *the College of Coastal Georgia*, reflecting its new status as one of the System's eight state colleges. The college will offer a limited number of baccalaureate degrees in the areas of education, nursing and business, careers that are in demand in the college's service area.

### Shared Services Strategy Received Board Green Light

The board approved a new "shared services" strategy that will provide administrators throughout the System's 35 public colleges and universities with a new model to handle key business operations. The shared services concept is a result of the Board of Regents strategic plan and is designed to unify and consolidate the System's separate and unconnected business functions throughout its colleges and universities. The concept supports the Board of Regents

Shared Services will unify and consolidate USG's separate and unconnected business functions.

strategic goal of having the USG operate more efficiently while providing greater risk management of the state's assets and dollars. The first phase of the shared services strategy is to consolidate payrolls across the institutions. System officials will accomplish this through a partnership with ADP, a national provider of transaction processing and information-based business solutions for payroll. ADP will provide the USG with a consolidated HR/Payroll system that will facilitate paperless processing of time sheets, and benefits enrollment for employees. Planning and development of the new system gets underway in July 2008, and ADP officials project the new system will be in operation by July 2009.

## JULY 2008

### New President for Middle Georgia College

Dr. W. Michael Stoy, vice president for academic affairs and dean of faculty at *Gainesville State College*, is named as president of *Middle Georgia College*. Stoy will assume his new post in August.

### Georgia Tech Presidential Search Committee Named

Board Chair Richard Tucker announces the appointment of the *Georgia Institute of Technology* Presidential Search Committee. Chair of the search committee is Regent Willis Potts, who is joined by seven other regents and 12 other individuals representing Georgia Tech faculty, staff, students and alumni as well as the community.

## AUGUST 2008

### Regents Approve FY10 Budget Request

The regents approve a FY10, \$2.45 billion budget request, a 6.5 percent increase over the current FY09 budget. The state's declining tax revenues indicate possible reductions. Accordingly, the regents also approved proposals for possible reductions to this request of 6 percent (\$136 million), 8 percent (\$182 million) and 10 percent (\$228 million), following instructions from the Governor's Office

of Planning and Budget. All three reduction proposals also apply to the current Fiscal Year 2009 budget.

The FY10 request by the regents includes \$114.7 million in new dollars generated by the funding formula that reflects a 3.9 percent increase from fall 2006 to fall 2007 in student enrollment (\$79.4 million), health insurance premium increases (\$20 million), new retiree benefits (\$5.7 million) and operating funds for new facilities (\$9.6 million). The request also includes \$8 million to continue efforts, begun in FY08 with state appropriations, to address the growing shortage of physicians in Georgia. Funds would be used to develop needed curriculum, pursue program accreditation and expand residencies in Athens, Albany and Savannah.

FY10 Budget Request includes \$115M in new formula funds; \$8M for medical expansion, and contingency plans for reductions of 6, 8 and 10 percent.

### Student Survey Results Announced

Results of a survey of USG student attitudes on academic freedom are released. Students were asked about academic quality, free speech, and discussion. The survey also collected information on partisanship, political and social views, religious orientation and other student population characteristics. Findings indicated that students holding a wide range of social, political and religious beliefs populate Georgia's public college campuses. Overall, students are pleased with their academic experiences. Some students admit to low participation in student organizations and feel as though their fellow students should be more respectful of differing viewpoints.

### New Online Degrees for Career-Changers

The board approves an online graduate teaching degree that targets career-changers – people with bachelor's degrees in mathematics, one of the sciences or in related fields who are ready to do something different – and also those already teaching who wish to add certification in mathematics or one of the sciences. The online master of arts in teaching (MAT) degree will offer degree seekers teacher certification in either mathematics, biology, chemistry, physics or earth/space science beginning in January 2009. *Columbus State University*, *Kennesaw State University* and the *University of West Georgia* will offer the degree. Beginning in Fall 2010, *Georgia Southern University* and *Valdosta State University* also will offer the degree.

## SEPTEMBER 2008

### Retirements

The president of *Armstrong Atlantic State University*, Dr. Thomas Z. Jones, will retire effective June 30, 2009. Jones served the University System in that capacity since 2000.

University System of Georgia vice chancellor for P-16 Initiatives, Dr. Jan Kettlewell retired in late September. Kettlewell served the University System in that capacity since 1995.

## OCTOBER 2008

### Regents Approve Budget Reductions

The board approves a six percent budget reduction for the 35 System institutions for FY09 totaling \$136 million.

### Regents Name New President for Georgia State University

The board announces the appointment of **Dr. Mark P. Becker**, executive vice president for Academic Affairs and provost, at the University of South Carolina, Columbia, as the seventh president of *Georgia State University*.

### Regents Teaching Excellence Awards Announced

Five University System of Georgia faculty members and one academic department are recipients of the annual Board of Regents' Teaching Excellence and Scholarship of Teaching and Learning Awards.

- ◆ **Regents' Teaching Excellence Awards (Individual):**
  - ◆ Two-Year & State Colleges: **Dr. Christy Price**, professor of psychology, Division of Social Sciences, *Dalton State College*.
  - ◆ Regional & State Universities: **Dr. Carol Barnum**, professor of information design/technical communication, Department of English, Technical Communication & Media Arts, *Southern Polytechnic State University*.
  - ◆ Research Universities: **Dr. Balasubramaniam Ramesh**, Board of Advisors professor of computer information systems, J. Mack Robinson College of Business, *Georgia State University*.
- ◆ **Regents' Teaching Excellence Awards (Department/Program):**
  - ◆ Schwob School of Music, *Columbus State University*.
- ◆ **Regents' Scholarship of Teaching & Learning Awards:**
  - ◆ **Dr. Charles H. Atwood**, professor of chemistry, Department of Chemistry, *University of Georgia*.
  - ◆ **Dr. Matthew Laposata**, associate professor of environmental science, Department of Biology and Physics, *Kennesaw State University*.

## NOVEMBER 2008

### USG Enrollment Hits Record High of 283,000 Students

System enrollment reaches an all-time high approaching 283,000 students. The overall numbers represent a gain of 12,956 students from fall 2007, or an increase of 4.8 percent. To put the gains in perspective, the system has grown by 32,319 students, or 12.9 percent, in the last five years.

**USG enrollment hits record high of 283,000 students in fall 2008 - a 4.8 percent increase from fall 2007.**

### New USG Ethics Policy Approved

The board approves a revision to its policy manual that establishes for the first time a unified ethics policy for the University System of Georgia. The policy states the underlying core values that each

member of the USG community must adhere to and be guided by – integrity, excellence, accountability and respect. It also spells out a code of conduct for all members of the University System community.

### Presidential Retirement

The president of *Georgia Southern University*, **Dr. Bruce Grube**, will step down as president effective June 30, 2009. Grube served the University System in that capacity since 1999.

## DECEMBER 2008

### Board Approves New Budget Reduction Measures

To meet Governor Sonny Perdue's calls to state agencies for additional FY09 budget reduction, the regents approve reduction plans agreed upon in August. The new reductions include both USG employees and students. A change in health benefit plans for USG employees reduces the employer contribution rate for health insurance for the System's PPO and HMO health plans from 75 percent to 70 percent. The board also approves as a temporary fee for all USG students: \$100 at research and some comprehensive universities; \$75 at the remaining comprehensive universities, and \$50 at two-year colleges.

### Presidential Resignation

The president of *Clayton State University*, **Dr. Thomas K. Harden**, announces his plans to resign effective June 30, 2009. Harden served the University System in that capacity since 2000.

## JANUARY 2009

### Chancellor's "State of the System" Address

In his State of the System address, Chancellor **Erroll B. Davis Jr.** noted that in tough economic times, it was important to send the message that the University System of Georgia (USG) is not a cost to, but an investment in, the state of Georgia and its future.

Davis noted a number of strengths, including strong leadership at the board and presidential level, outstanding faculty and staff and a growing student enrollment, which hit a record high of 283,000 in fall 2008. He cited both *Georgia Tech's* and the *University of Georgia's* continuing presence on *U.S. News and World Report's* annual list of the top 20 public universities in the nation and growing recognition of the USG's other institutions as independent measures of the excellence of leadership, faculty and students in the System.

But Davis also noted that the System's strengths are being tested as never before citing five key challenges: the academic preparation of entering students, faculty salaries, institutional mis-

**Chancellor "State of the System" - a strong system that is a wise investment for Georgia, but one facing challenges of academic preparation, faculty salaries, missions, access vs. quality and public support.**

sions, access versus quality, and public support.

Davis said, too many students still enroll who are academically unprepared for college. He cited USG figures that show a steadily increasing percentage of incoming freshmen require learning support. He acknowledged that although the challenge of aligning guidelines and requirements between the University System and the State Department of Education to better prepare K-12 students for college is a long term process, hard times do not absolve us from our responsibility to plan for the future.

Another challenge Davis cited is to remain competitive regionally and nationally in terms of recruiting and retaining needed faculty.

Georgia ranks 8th among the 16 SREB states in average faculty salaries for four-year institutions, falling from 6th place in Fiscal Year 2007, and the state ranks 10th in faculty salaries at two-year colleges, the lowest level since data started being collected in 1989.

With respect to calls for mergers of some USG institutions Davis pointed out that all System institutions do not look alike and have distinct missions. Achieving greater efficiencies through efforts like the USG Shared Services project, which is combining back office operations throughout the System, is preferable to blurring the missions of distinct institutions.

One of the biggest challenges to the System is maintaining the balance between access and quality, Davis said. To date enrollment caps have not been needed in order to preserve academic quality, thanks in large part to the strong stewardship of college and university presidents. However, Davis warned that a continuing trend of rising enrollment and falling resources would challenge the System's ability to continue to maintain both access and quality.

Davis turned to the general attitudes concerning the overall benefit and value of public higher education. He noted the increase throughout the nation in those who question whether higher education is a public good worthy of public support. Davis, warning against the danger of sacrificing the important for the urgent, said that the University System and its supporters must be vocal in countering fears given credence by tight budgets that public higher education is a private gain and thus public support should be reduced.

### Shared Services Project Gets Permanent Home

The board approved Sandersville as the location for a "shared services center" for the University System of Georgia's 35 degree-granting institutions. The shared services concept was initially approved by the regents in June 2008 and is designed to unify and consolidate the System's separate business functions throughout its colleges and universities. The concept supports the Board of Regents' strategic goal of having the USG operate more efficiently while providing greater risk management of the state's assets and dollars.

### Board Sets Institutional Fund-Raising Targets

The board approves the Task Force on Philanthropy's plan to invigorate the System's fundraising efforts by green-lighting the task force's plan for improvements, including setting philanthropic targets for USG campuses.

### Presidential Appointments

The board announces the permanent appointments of **Dr. Valerie Hepburn** as president of the *College of Coastal Georgia* in Brunswick, where she has served as interim president since July 1, 2008, and **Dr. Virginia Carson** as president of *South Georgia College* in Douglas where she has served as interim president since March 1, 2008.

### FEBRUARY 2009

#### USG Research Hits a Record \$906 Million

A new USG report indicates that the system is on track to increase research funding, one of the regents' strategic goals. Extramural funding increased 7.8 percent in fiscal year 2008 over the previous fiscal year, to \$906,534,509, an increase of \$65,914,281.

USG research funding hits a record \$906.5 million in FY08.

#### Regents Approve MOU between MCG and UGA on Medical Expansion

The board approves a memorandum of understanding formalizing the partnership between the *Medical College of Georgia* (MCG) and the *University of Georgia* (UGA) to expand medical education into Athens. The MOU states that the joint MCG-UGA campus in Athens will be operational no later than 2010 and that MCG appoints the campus dean with the concurrence of UGA's senior vice president for academic affairs and provost.

#### Georgia Tech President Named

The board announces the appointment of **Dr. G.P. "Bud" Peterson**, chancellor of the University of Colorado at Boulder, as the eleventh president of the Georgia Institute of Technology.