

**MINUTES OF THE MEETING OF THE
BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA
HELD AT
270 Washington St., S.W.
Atlanta, Georgia
August 7 and 8, 2001**

The Board of Regents of the University System of Georgia met on Tuesday, August 7 and Wednesday, August 8, 2001, in the Board Room, room 7007, 270 Washington St., S.W., seventh floor.

EXECUTIVE SESSION

At approximately 9:20 a.m. on August 7, 2001, Chair Hilton H. Howell, Jr. convened the August 2001 meeting of the Board of Regents and called for an Executive Session to evaluate applicants for the Chancellor position. With motion properly made and variously seconded, the Regents who were present voted unanimously to go into Executive Session. Those Regents were as follows: Chair Howell, Vice Chair Joe Frank Harris, and Regents Hugh A. Carter, Jr., Connie Cater, George M. D. (John) Hunt III, Donald M. Leebern, Jr., Elridge W. McMillan, Martin W. NeSmith, J. Timothy Shelnut, Glenn S. White, Joel O. Wooten, Jr., and James D. Yancey. Also in attendance were Secretary to the Board Gail S. Weber and the Managing Director and Vice President of A. T. Kearney, Inc.'s Executive Search Education Practice. Chancellor Stephen R. Portch joined the meeting later. In accordance with H.B. 278, Section 3 (Amending O.C.G.A. § 50-14-4), an affidavit regarding this Executive Session is on file with the Chancellor's Office. At approximately 11:45 a.m., the Board recessed for lunch.

CALL TO ORDER

The Chair of the Board, Regent Hilton H. Howell, Jr., reconvened the meeting of the Board of Regents at 1:00 p.m. on Tuesday, August 7, announcing that no actions were taken in Executive Session.

ATTENDANCE REPORT

The attendance report was read on Tuesday, August 7, 2001, by Secretary Gail S. Weber, who announced that Regents Juanita P. Baranco, Michael J. Coles, and Allene H. Magill had asked for and been given permission to be absent on that day.

APPROVAL OF MINUTES

Motion properly made and duly seconded, the minutes of the Board of Regents meeting held on June 12 and 13, 2001, were unanimously approved as distributed.

CHAIRMAN'S REMARKS

Chair Howell made the following remarks to the Board to commemorate the beginning of his Chairmanship:

To my fellow Board members, I'd like to thank you for electing me to serve for the upcoming year as Chair of this Board. I consider this appointment to be a high honor, and I sincerely appreciate the vote of confidence and the camaraderie that your selection represents. I can assure you that the business of this Board will receive my undivided attention and highest priority in the ensuing year.

And personally, I am humbled by the privilege to serve and to serve together with Governor Joe Frank Harris as your Vice Chair. His service to the people of Georgia already has been so significant, and I am so grateful that he has agreed to take up this new challenge during this critical year of transition for our System.

I also want to thank our immediate past Chair, Glenn White, for the pleasure of serving as his Vice Chair for the past year. (Chair Howell presented Regent White with a silver gavel commemorating his service as former Chair.) I also look forward to your continued support and collaboration as we embark on a new year of challenges and changes.

Since 1997, I have immensely enjoyed the public service that we perform together as members of the Board of Regents. It has been particularly gratifying for me to get to know each of you better as we have served together on Board Committees and traveled throughout Georgia to our University System campuses, working hard to build a preeminent system of public higher education for our state.

Each of you gives so much of your time and talents because, I believe, we all recognize how vital the work of this Board is to the current and future success of Georgia and its citizens. We each have unique strengths and perspectives which, when combined, strengthen our decision making and policy setting, fostering positive outcomes for all of our state's citizens. This blend of experience and skills is what allows us to effectively balance our mission of access and excellence in higher education. For me, the greatest honor during my time on this Board will be to have served in the company of individuals of the caliber and dedication of those who have served and are serving presently on this Board.

Throughout my year as Chair, I will strive to build on that highly collaborative work model which has been this Board's hallmark and so integral to our success. And in so doing, I'd like to ask for your commitment and support in addressing three critical challenges which will face our Board in the coming year.

First, there will be no more important work for us as a Board than that of selecting,

acclimating, and orienting a new Chancellor. I am not exaggerating when I say the future of our state and our children depends upon it. In my view, there is no more solemn responsibility for this Board to discharge than in choosing our new leader. We must ensure that higher education continues to build on the momentum we have attained over the past seven years under the outstanding leadership of Stephen Portch. All of us know intimately his enviable record of achievement for our System. I won't reiterate the milestones reached here. Suffice it to say that he has brought higher education in Georgia to a pinnacle of success and repute it has never enjoyed before. As Regent McMillan said, paraphrasing Shakespeare, in learning of Stephen's departure, "Here was a man! When comes such another?"

His will be large shoes to fill, but fill them we must and fill them we will. Fortunately, the achievements of this Board — led by Stephen Portch and nurtured by far-sighted Governors and a supportive legislature and a unified, "System-focused" Board of Regents — have significantly raised the profile of higher education in Georgia to make our Chancellorship one of the most attractive in the nation.

We are successfully recruiting from a national pool of high-ranking and highly successful academic leaders who can build on the vigorous strength of this University System. I am certain that the collective wisdom of this Board will choose a worthy successor to Chancellor Portch. Upon his or her appointment, our next challenge will be to orient and acclimate our new Chancellor so that we have a seamless and successful transition in leadership.

Throughout this transition, our role will be to communicate forcefully and effectively the need to create a more educated Georgia. That is and must remain our central concern. We must keep our eyes on the well-being of our students — the end-all and be-all of our existence. Within the University System, we must address particularly our deficiencies among under-represented student populations, such as nontraditional (adult) students and African-American males. Our benchmarking efforts addressed our enrollment challenges in these two key groups. Enhancing the enrollment of both will be critical if we are to significantly increase the number of Georgians who hold baccalaureate degrees.

Second, we must continue to balance the critical need to increase college completion rates without reducing our admissions standards. There are no easy answers, but we must respond to the challenge. To support these goals, we will seek support from the legislature to expand access to higher education via a special funding initiative that you will hear more about when we present our budget request at next month's Board meeting. I had the opportunity to hear the System presidents discuss their support for renewed efforts to increase retention and graduation rates at their meetings last week at Callaway Gardens, and these concerns are among their top priorities.

Finally, as we tackle this and other critical policy concerns, our Board is expected to undergo a transformation. Georgia's growth during the past decade has led to the happy creation of two new congressional districts. That will also lead to the appointment of two new members to the Board of Regents. Once again, I know this Board will, as it always has, welcome, orient, and embrace new members.

Yet, even as we tackle these political changes, we must remain laser-focused on our strategic plan for the future direction of the University System. This plan, the first stage of which we are set to act upon at tomorrow's meeting, is our blueprint for continued progress and eventual national preeminence. It builds on the solid work achieved by my friend Glenn White, during his Chairmanship last year.

Each and every one of you will be needed to assume a leadership role in our efforts. Whether you are asked to chair a Committee, to communicate with a legislative leader, to organize a campus visit by a group of regents, or to spread the "good word" on behalf of the University System, every contribution will count toward the good of the whole.

I look forward to working with you and representing our Board during the coming year.

INTRODUCTION OF NEW PRESIDENT, MEDICAL COLLEGE OF GEORGIA

Chair Howell next called upon the Chancellor to introduce the new president of the Medical College of Georgia ("MCG") and to recognize others.

Chancellor Portch thanked Chair Howell and remarked that it is always a pleasure to introduce new presidents. He noted that he was very ably assisted in the president selection process by the Medical College of Georgia Presidential Search Committee, chaired by Regent Joe Frank Harris and including Regents Baranco, McMillan, and Shelnut. The Chancellor commented that he was delighted with both the process and its outcome. He stated that the University System was well served by Dr. Julius Scott, who did a tremendous job as Interim President of MCG, just as he had done at Albany State University. Chancellor Portch expressed his deepest gratitude to Dr. Scott, who could not attend this meeting. He also thanked the campus search committee, which was chaired by Dr. Brad J. Potter, D.D.S., M.S., Professor of Dentistry. The search was not simple, he said, because there were many complexities and competing interests. However, Dr. Potter so aptly demonstrated his administrative skills that he is currently serving as Interim Dean of the School of Dentistry. He kept a very even keel through a rather complex search, and he was very sensitive to the committee's feelings and thoughts, while still managing to keep the search on time and moving forward. Chancellor Portch remarked that Dr. Potter did a superb job, making it no surprise that he has won the Outstanding Teaching and Outstanding Faculty Awards and has a distinguished academic record from Northwestern University. He is one of the University System citizens who makes the University System so strong, remarked the Chancellor, who then asked Dr. Potter to stand and be recognized.

Next, Chancellor Portch introduced President Daniel Rahn. He noted that President Rahn graduated from Yale University's School of Medicine and was initially attracted to MCG by the Eminent Scholars program. He has continued his service at MCG as Professor of Medicine, Vice Dean for Clinical Affairs, and, most recently, Senior Vice President for Medical Affairs and Chief Medical Officer, the first at MCG Health, Inc. ("MCGHI"). The Chancellor said that he was pleased that the search committees found someone of such caliber within the University System and that President Rahn will provide superb leadership to MCG through what will likely be the greatest period of transition in its history. He then asked President Rahn to approach the Board.

President Rahn thanked the Regents for welcoming him to the meeting and for selecting him as President of MCG. He also thanked Dr. Potter and the campus committee for their professionalism in the search and Dr. Scott for his service as Interim President. MCG is a specialized institution in the University System of Georgia, the mission of which is to promote health and to reduce the burden of illness in society through education, research, and clinical care. Presently, the institution is experiencing a period of tremendous change, including the restructuring of the clinical system, the formation of MCGHI, and the establishment of an early retirement plan that has seen the retirement of approximately 800 individuals. President Rahn expressed that he is extremely proud of the dedication of the faculty and staff to the core mission of the institution through this period. He stated that truly great educational institutions have the ability to change everything about themselves except their commitment to their purpose, and at the present time, that is what MCG is doing. Research productivity is up 25% in the past year, despite the early retirement of a considerable amount of talent; educational programs are all intact and firmly set for the upcoming academic year; and the clinical position of MCG is in better condition than it has been in at least a decade. So, MCG is now well poised for the future.

President Rahn stated that he envisions that MCG should be recognized regionally and nationally as one of the premier public health sciences universities in the nation committed to health professional education, the advancement of science and knowledge, and committed public service. MCG should also be recognized as a leading research university and a premier health system with respect to patient-centered quality and cost-effective care. MCG should be ranked in the top 25 research institutions nationally, and it should also be among the top 100 hospitals nationally. President Rahn asserted that Georgia should demand this of its public health sciences university. He noted that nearly one-quarter of the practicing physicians and dentists in Georgia are graduates of MCG. Moreover, 50% of MCG graduates in medicine and 84% of graduates in dentistry eventually go into practice in the State of Georgia. The allied health sciences have similar rates of practice. Therefore, MCG has a profound impact on the provision of healthcare around the state. The knowledge, technical skills, ethics, and attitudes toward the profession and the people served are attributes students develop at MCG that have an enormous impact on the State of Georgia. If MCG is not leading the way with regard to discovery in the life sciences and setting the bar with regard to clinical service quality, he said, then it will not realize its full potential as an educational institution.

The achievement of its mission will require aggressive recruitment of new faculty and strategic prioritization

of resources and effort, stated President Rahn. MCG currently needs to recruit four new deans, several vice presidents, and ten vacant chairs. This is a daunting task in recruitment, he conceded, but the core faculty understand the mission and are committed to it. Additionally, MCG must link its resources to its strategic priorities. For example, MCG staff need to develop a new facilities master plan. Additionally, MCG must be an anchor for the State of Georgia in the Governor's Cancer Initiative. It must also work with the other research universities in the System to develop processes for commercialization of discoveries and biotechnology and to form public and private partnerships effectively. Moreover, it must substantially expand its research enterprise in collaboration with other research units, particularly the University of Georgia. MCG should double its research productivity over the next five years, asserted President Rahn. That goal was set two years ago, but MCG will actually exceed the goal in that period of time. MCG must also focus on academic innovation and enrollment management with a very clear focus on increasing diversity of the student body, faculty, and staff, he stated. One of the advantages MCG has as a special purpose institution is its ability to link clinical, educational, and research efforts into true centers of excellence. MCG will be doing this in the areas of neuroscience, cancer, cardiovascular disease, and other concentrations, with particular emphasis on the health of Georgians. The management of this amount of change will require a tremendous amount of focused hard work, said President Rahn. It will require collaboration with other healthcare systems, state agencies, and branches of the University System, as well as with the business community in Georgia, along with an abiding commitment to excellence and integrity. President Rahn asserted that this vision is nevertheless achievable, and he wants to be held accountable to accomplish it. In closing, he stressed that, most importantly, this vision will require the committed support of the Board and the state.

Chancellor Portch thanked President Rahn and noted that Representative Jack Connell (District 115) from Augusta was present at the meeting.

At approximately 1:25 p.m., Chair Howell adjourned the Board into its regular Committee meetings.

CALL TO ORDER

The Board of Regents of the University System of Georgia met again on Wednesday, August 8, 2001, in the Board Room, room 7007, 270 Washington St., S.W., seventh floor. The Chair of the Board, Regent Hilton H. Howell, Jr., called the meeting to order at 9:00 a.m. Present on Wednesday, in addition to Chair Howell, were Vice Chair Joe Frank Harris and Regents Hugh A. Carter, Jr., Connie Cater, George M. D. (John) Hunt III, Donald M. Leebern, Jr., Elridge W. McMillan, Martin W. NeSmith, J. Timothy Shelnut, Glenn S. White, Joel O. Wooten, Jr., and James D. Yancey.

INVOCATION

The invocation was given on Wednesday, August 8, 2001, by Vice Chair Joe Frank Harris.

ATTENDANCE REPORT

The attendance report was read on Wednesday, August 8, 2001, by Secretary Gail S. Weber, who announced that Regents Juanita P. Baranco, Michael J. Coles, and Allene H. Magill had asked for and been given permission to be absent on that day.

COMMITTEE ON FINANCE AND BUSINESS OPERATIONS

The Committee on Finance and Business Operations met on Tuesday, August 7, 2001, at approximately 1:30 p.m. in the Board Room. Committee members in attendance were Chair James D. Yancey, Vice Chair J. Timothy Shelnut, and Regents Connie Cater, George M. D. (John) Hunt III, Donald M. Leebern, Jr., Glenn S. White, and Joel O. Wooten, Jr. Chair Yancey reported to the Board on Wednesday that the Committee had reviewed three items, all of which required action. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. Approval of Continuation of the Health Insurance Administrative Services Contract With WellPoint Health Networks, Inc.

Approved: The Board approved the continuation of the health insurance administrative services contract with WellPoint Health Networks, Inc. (“WellPoint”). The health insurance administrative services contract will continue to be administered by WellPoint’s wholly owned subsidiary, Blue Cross Blue Shield of Georgia, Inc.

Background: At its October 2000 meeting, the Board of Regents approved an extension of the Blue Cross Blue Shield of Georgia health insurance administrative services contract for the respective University System of Georgia, Inc. Preferred provider organization and indemnity healthcare plans. The contract extension was approved for the period of January 1, 2001, through June 30, 2001. The administrative fee that was approved by the Board was \$15.49 per employee per month.

In March 2001, Mr. John Oxendine, Insurance Commissioner for the State of Georgia, approved the acquisition of Blue Cross Blue Shield of Georgia, Inc. by WellPoint. In late June 2001, an administrative services agreement was finalized between the Board of Regents of the University System of Georgia, the Georgia Department of Community Health, WellPoint, and its wholly owned subsidiary, Blue Cross Blue Shield of Georgia, Inc.

The healthcare plan administrative fee of \$15.49 per employee per month was extended for the period of July 1, 2001, through December 31, 2001. Renewal option administrative fees for the Board of Regents healthcare plans were presented for plan years 2002, 2003, and 2004. The WellPoint/Blue Cross Blue Shield of Georgia, Inc. proposed administrative fees reflect a 7% per annum increase for each of the respective healthcare plan years.

2. Approval of Continuation of the Dental Insurance Administrative Services Contract With WellPoint Health Networks, Inc.

Approved: The Board approved the continuation of the dental insurance administrative services contract with WellPoint Health Networks, Inc. (“WellPoint”). The dental insurance administrative services contract will continue to be administered by WellPoint’s wholly owned subsidiary, Blue Cross Blue Shield of Georgia, Inc.

Background: At its October 2000 meeting, the Board of Regents approved an extension of the Blue Cross Blue Shield of Georgia, Inc. dental insurance administrative services contract with the University System of Georgia. The contract extension was approved for the period of January 1, 2001, through June 30, 2001. The administrative fee that was approved by the Board was \$1.90 per employee per month.

In March 2001, Mr. John Oxendine, Insurance Commissioner of the State of Georgia, approved the acquisition of Blue Cross Blue Shield of Georgia, Inc. by WellPoint. In late June 2001, an administrative services agreement was finalized between the Board of Regents of the University System of Georgia, the Georgia Department of Community Health, WellPoint, and its wholly owned subsidiary, Blue Cross Blue Shield of Georgia, Inc.

The dental plan administrative fee of \$1.90 per employee per month was extended for the period of July 1, 2001, through December 31, 2001. Renewal option administrative fees for the Board of Regents dental plan was presented for plan years 2002, 2003, and 2004. The WellPoint/Blue Cross Blue Shield of Georgia, Inc. proposed administrative fees reflect a 7% per annum increase for each of the respective dental insurance benefit plan years.

3. Approval of Fee Increase for the Unicare Administrative Services Contract With the Board of Regents

Approved: The Board approved an increase in the administrative services contract fee for Unicare for the period of June 1, 2001, through December 31, 2001.

Background: At its September 2000 meeting, the Board of Regents approved an extension of the contract with Unicare for the provision of the following services:

- Hospital inpatient pre-certification and case management review services;
- Outpatient surgical and diagnostic review services;
- Disease state management programs for oncology, diabetes, congestive heart failure, and asthma;
- Unicare national transplant network access;
- MedCall 24/7 referral and utilization review services; and
- Referral of preferred provider organization (“PPO”) plan participants to PPO in-network providers.

The 2001 plan year Unicare administrative fee for the Board of Regents indemnity and PPO healthcare plans was \$3.82 per contract per month. The Board of Regents approved this fee.

In September 2000, the Board also approved the recommendation that the Department of Community Health (“DCH”) amend its contract with Unicare to include the Board of Regents under the DCH/Unicare contract.

In the Unicare fee proposal to the Board of Regents for plan year 2001, Unicare did not include its administrative costs for PPO/indemnity healthcare plan medical case management services. The administrative costs for these services is \$0.97 per contract per month.

Unicare also forgot to include its administrative costs for behavioral health pre-certification services for participants in the indemnity healthcare plan. The administrative costs for these services is \$0.44 per indemnity contract per month. There are approximately 16,933 indemnity plan contracts.

This error in administrative fee differential was discussed between Unicare and the University System Office staff in late May 2001. A written proposal was submitted to the University System Office from Unicare on June 13, 2001, to address the discrepancy in administrative fees paid by the Board of Regents versus those paid by DCH.

It is recommended that the Board of Regents approve these requested increases for medical case management services and for indemnity plan behavioral health pre-certification services for the period of June 1, 2001, through December 31, 2001.

Unicare has conveyed, in writing, that the Board of Regents will not be required to repay the Unicare administrative cost omissions for the period January 1, 2001, through May 31, 2001. Unicare has conveyed to the University System Office that the savings to the Board of Regents healthcare plan reserves for January 1, 2001, through May 31, 2001, equals approximately \$324,760.

COMMITTEE ON REAL ESTATE AND FACILITIES

The Committee on Real Estate and Facilities met on Tuesday, August 7, 2001, at approximately 1:35 p.m. in the Board Room. Committee members in attendance were Chair George M. D. (John) Hunt III, Vice Chair Joel O. Wooten, Jr., and Regents Connie Cater, Donald M. Leebern, Jr., J. Timothy Shelnut, Glenn S. White, and James D. Yancey. Chair Hunt reported to the Board on Wednesday that the Committee had reviewed 13 items, 11 of which required action. He noted that Vice Chancellor for Facilities William K. Chatham and the facilities staff had worked very hard on Item 11 related to the construction delivery process. He also noted that former Regent Charles H. Jones had provided great leadership to the Committee and the staff in the area of facilities planning, for which the University System had since won a national award. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. Easement, Corps of Engineers, Reverse Osmosis Discharge Line, Southern Polytechnic State University

Approved: The Board declared approximately 0.29 acre of real property on the campus of Southern Polytechnic State University (“SPSU”) to be no longer advantageously useful to SPSU or the University System of Georgia, but only for the purpose of allowing this land to be used under the terms of a non-exclusive easement by the United States of America (“U.S.A.”) for installation, operation, and maintenance of a reverse osmosis concentrate outfall line.

The Board also authorized the execution of a non-exclusive easement with the U.S.A. for the above-referenced tract of land.

The terms of this non-exclusive easement are subject to review and legal approval by the Office of the Attorney General.

Understandings: The U.S.A. has requested this easement to permit connection of a reverse osmosis concentrate outfall line from Dobbins Air Force Reserve Base to the Cobb County Sanitary Sewer on the lands of Life University adjacent to the campus of SPSU.

This 25-foot-wide easement is completely within an existing easement granted by the Board of Regents to Georgia Power Company.

Consideration for granting this easement is \$600.

SPSU supports granting this easement, which does not impact the physical master plan.

2. Easement to Georgia Department of Transportation, Fort Valley State University

Approved: The Board declared approximately 10.85 acres of land on the campus of Fort Valley State University (“FVSU”) to be no longer advantageously useful to FVSU or the University System of Georgia but only for the purpose of allowing this land to be used under the terms of a non-exclusive easement by the Georgia Department of Transportation (“DOT”) for a stream mitigation easement.

The Board also authorized the execution of a non-exclusive easement with the DOT covering the above-referenced tracts of land.

The terms of this non-exclusive easement are subject to review and legal approval by the Office of the Attorney General.

Understandings: This non-exclusive easement will mitigate stream impacts of the proposed construction of the Richard B. Russell Parkway Extension in Peach and Houston Counties. This mitigation is required

by the U.S. Army Corps of Engineers.

This non-exclusive easement will benefit FVSU by providing the availability of a stream restoration corridor for use for outdoor educational purposes and monitoring; stabilization of the eroding upland areas within the stream corridor and the restoration of the streams to a natural state; enhancement of the university's appearance as seen from University Boulevard; increased safety along the highway and within the stream corridor; and increased ability of the corridor and emergency spillway to handle and avoid future flood events.

Consideration for granting this non-exclusive easement is payment by the DOT for all restoration costs and the above-mentioned benefits to FVSU.

3. Authorization of Project, "Animal & Human Vaccine Development Facility," University of Georgia

Approved: The Board authorized a project "Animal & Human Vaccine Development Facility" (the "Facility"), University of Georgia ("UGA"), with a total project budget of \$10 million.

Understandings: Funding for this approximately 27,000 gsf facility was recommended by the Governor and approved in the 2001 legislative session.

In 2000, the Governor, along with the Department of Industry, Trade & Tourism and the Board of Regents Office of Development and Economic Services, reached an agreement with Merck Pharmaceuticals to relocate its headquarters and research development facilities, including a pilot plant, to Georgia. The animal vaccine pilot plant was to be built at UGA for joint use by the College of Pharmacy. Initial programming indicated the need for a human health component and joint use by the Biological Engineering Department of the College of Agricultural & Environmental Sciences as well as the College of Arts & Sciences.

The Facility will have a construction cost of \$7.7 million and a total budget of \$10 million.

The siting of the Facility is consistent with the University of Georgia Physical Master Plan.

If authorized by the Board, the University System Office staff and UGA will proceed with the selection of appropriate professional consultants for the Facility.

4. Authorization of Project, "Transportation Enhancement Projects," Georgia Perimeter College

Approved: The Board authorized a project, "Transportation Enhancement Projects" (the "TE Projects"), Georgia Perimeter College ("GPC"), with a total project budget of \$1.2 million.

Understandings: The TE Projects will occur on the three GPC campuses and will include new public

transportation facilities, sidewalks, lighting, landscaping, and handicapped access.

Funding for the TE Projects will be \$1 million from the federal government (through Georgia Department of Transportation) and \$200,000 (20% match) from GPC operating funds.

Annually the U.S. Department of Transportation awards grants to municipalities and colleges. GPC pursued a grant and was notified of acceptance. The Georgia Department of Transportation administers all grants in Georgia.

The siting of the TE Projects is consistent with the Georgia Perimeter College Physical Master Plan.

5. Authorization of Project, “Renovation of Caldwell Residence Hall,” Georgia Institute of Technology

Approved: The Board authorized Project No. BR-30-0203, “Renovation of Caldwell Residence Hall,” Georgia Institute of Technology (“GIT”), with a total project budget of approximately \$3.5 million from GIT auxiliary housing funds.

Understandings: GIT, as part of its proposed revised Student Housing Comprehensive Plan - 1998, includes the incorporation of a larger West Campus Housing Renovation Program that will renovate eight residence halls between 2002 and 2014. The current plan has already renovated three residence halls (Harrison - fiscal year 1998, Howell - fiscal year 1999, and Fulmer - fiscal year 2000). Folk Residence Hall is to be renovated next, in fiscal year 2004.

Caldwell Residence Hall was constructed in 1969. The project will involve the renovation of approximately 30,000 gross square feet. The facility has a total capacity of 158 beds. The scope of work includes mechanical, plumbing, and electrical system replacement as well as interior finishes and furniture upgrades. The existing room style and ancillary area configuration will remain the same.

The total project cost is approximately \$3.5 million. The fund source is GIT auxiliary housing. The estimated construction cost is approximately \$2.8 million (\$93.33/gsf), or \$17,722/bed.

Because of the range and mix of student housing at GIT, this facility will not be constructed to include bathrooms within each suite. An exemption from the University System Policy concerning student housing facilities will be granted upon the approval of this project authorization.

If this project is approved, staff in conjunction with GIT will proceed with design of the project with professional engineering consultants in accordance with the Building Project Procedure Manual of the Board of Regents.

**6. Authorization of Project, “Upgrade Chiller Plant - Interdisciplinary Research Center,”
Medical College of Georgia**

Approved: The Board authorized Project No. BR-40-0202, “Upgrade Chiller Plant, Interdisciplinary Research Center,” Medical College of Georgia (“MCG”), with a total project budget of \$1,377,684 to be funded from \$1 million in unexpended project funds from other MCG projects and \$377,684 from institutional interest income.

Understandings: In August 2000, the Board appointed an architect for the expansion of the Interdisciplinary Research Center (“IRC II”), which is the second phase of the original Interdisciplinary Research Center (“IRC I”).

The proposed project will upgrade the chillers in the existing IRC I building in order to provide a large enough capacity to serve both IRC I and IRC II. The existing chillers are over 20 years old and need to be replaced.

The new chillers will be placed in IRC I and will be piped to the adjacent IRC II.

If authorized by the Board, the University System Office staff and MCG will proceed with the selection of appropriate professional consultants for the project.

7. Rental Agreement, Recreation Center, Georgia State University

Approved: The Board authorized the execution of a rental agreement between the Georgia State University Foundation, Inc. (“GSU Foundation”), Landlord, and the Board of Regents of the University System of Georgia, Tenant, covering approximately 161,112 square feet of recreation and support space located on Piedmont Avenue, Atlanta, Georgia, for the period August 8, 2001, through June 30, 2002, at a monthly rental of \$231,250 (\$2,775,000 per calendar year/\$17.22 per square foot per year) with options to renew on a year-to-year basis for 19 consecutive one-year periods with first and second renewal term rent increasing by the greater of 2% or the Consumer Price Index (“CPI”) times the base rent, not to exceed 5%. Subsequent renewals will be the greater of 1.25% or the CPI times the base rent, not to exceed 5%, for the use of Georgia State University (“GSU”).

The terms of this agreement are subject to review and legal approval of the Office of the Attorney General.

Understandings: At its May 12 and 13, 1998, meeting, the Board approved a ground lease to the GSU Foundation, Tenant, for 2.11 acres for the purpose of constructing and owning the Recreation Center. The Board was informed of the intent to lease the Recreation Center from the GSU Foundation, with the request to be presented to the Board for consideration when construction is complete.

Construction of the Recreation Center is complete.

Operating expenses are estimated at \$892,000 per year, including utilities, janitorial services, trash removal, ongoing maintenance, and taxes. This is an increase over estimates in May 1998 as a result of increased utility costs.

8. Gift of Property From Department of Veterans Affairs, Middle Georgia College

Approved: The Board accepted title to 39 acres of real property from the Department of Veterans Affairs on behalf of the Carl Vinson V A Medical Center in Dublin, Georgia, for the use and benefit of Middle Georgia College (“MGC”).

The legal details involved with accepting this gift of property will be handled by the Office of the Attorney General.

Understandings: In November 2000, an information item was presented to the Board of Regents in which the Board was advised that Federal legislation enabling the gift had passed both the House and the Senate and was awaiting the President’s signature. In June 2001, a deed for the gift of property was forwarded to MGC.

The 39-acre property, including several buildings, is located on the west side of Bellevue Avenue, directly across the street from the Dublin Center, a facility operated by MGC.

MGC has advised that the estimated value of the property is \$20 million.

The property is anticipated to be used for the regional Intellectual Capital Partnership Program (“ICAPP®”) and economic development program under development by the Georgia Institute of Technology and MGC and instructional programs provided by MGC and Georgia Southern University.

A professional engineer and an architect were retained by the Office of Facilities to provide a report addressing the condition of the various buildings and utility infrastructures. No serious structural or environmental constraints were noted. Further specific and more extensive studies will be required to identify any required improvements and associated costs.

9. Gift of Property, Georgia Power Company, North Georgia College & State University

Approved: The Board accepted title to approximately 0.2644 acre of real property adjacent to the main entrance to North Georgia College & State University (“NGCSU”) on Chestatee Street (U.S. 19/SR 60), Dahlonega, Georgia, from the Georgia Power Company for the use and benefit of NGCSU.

The legal details involved with accepting this gift of property will be handled by the Office of the Attorney General.

Understandings: The property is located adjacent to the west side of the main entrance to the campus at NGCSU.

The property will be used to enhance the appearance of the main entrance to the campus at NGCSU in accordance with the master plan for NGCSU and to allow more freedom of sight of approaching traffic.

The appraised value of the property is \$152,000.

The Phase I Environmental Assessment, dated November 20, 2000, indicates no significant environmental issues.

There are no known easements, restrictions, or reversions on the property.

10. Information Item: License Agreement, Department of Army, Richard B. Russell Reservoir, Georgia Institute of Technology

In May 1986, the Board authorized a License Agreement between the Department of the Army and the Board of Regents permitting the Board, on behalf of Georgia Institute of Technology (“GIT”), to install equipment on the Richard B. Russell Reservoir microwave tower for the purpose of transmitting seismic data from the field to the School of Geophysical Sciences at GIT.

This agreement has been renewed periodically to allow for its continued use. Vice Chancellor for Facilities William K. Chatham announced that the license will be renewed for an additional five-year period.

11. Information Item: Construction Delivery Process

Vice Chancellor for Facilities William K. Chatham announced that The Society for College and University Planning and The American Institute of Architects’ Committee on Architecture for Education had awarded to the University System of Georgia and Sasaki Associates the 2001 Excellence in Planning Award. Regent White requested that Mr. Chatham notify former Regent Charles H. Jones about this award, because his leadership was critical to the University System’s facilities planning efforts. Mr. Chatham commended also Assistant Vice Chancellor for Design and Construction Linda Daniels and Director of Facilities Planning Gita Hendessi for their hard work in this area. He then discussed three initiatives intended to enhance significantly the building construction and maintenance capabilities of the System: the fast-track construction option, the construction inspection program, and the preventive maintenance study program. They are intended to allow a more responsive building delivery process, ensure better construction quality, and provide an enhanced capability to maintain facilities.

12. Ratification of Amendment to Yamacraw Agreement

Approved: The Board ratified the Chancellor’s action to increase the Yamacraw lease by four years. This

item was added to the Committee agenda at the request of Vice Chancellor for Facilities William K. Chatham.

Understandings: At its June 2001 meeting, the Board authorized Chancellor Portch to take any actions necessary on behalf of the Board between that meeting and the August 2001 Board meeting with such actions to be ratified by the Board at the August meeting. Mr. Chatham advised Chair Hunt that there was an additional item that required the Committee's attention at this meeting related to an action taken on behalf of the Board by the Chancellor.

The cost of the Yamacraw building was estimated based on preliminary concepts and considerations; it was understood that the cost of the project or the project itself might require modification when the final building plans were completed. The plans have now been completed, and the cost of the project has been finalized, including additional cooling and electrical costs associated with the high-tech nature of the facility. In order to accommodate these costs, it will be necessary to either increase the cost per square foot paid annually or extend the term of the lease. It was determined that the latter of these options would be more appropriate. Therefore, the action taken by the Chancellor extended the lease by four years to accommodate the additional cost and to include an option period.

13. Authorization of Chancellor to Amend Technology Square Agreements

Approved: The Board authorized the Chancellor to amend the Technology Square agreements prior to the September 2001 Board meeting, subject to ratification by the Board at the September 2001 Board meeting. This item was added to the Committee agenda at the request of Vice Chancellor for Facilities William K. Chatham.

Understandings: The Technology Square agreements are undergoing similar fine-tuning as has recently been completed for the Yamacraw project, as described in Item 12 above. Therefore, it may be necessary for the Chancellor to make technical adjustments to the Technology Square agreements prior to the September 2001 Board meeting. The urgency relates to the financing and bonding package that will support the Technology Square project.

COMMITTEE ON EDUCATION, RESEARCH, AND EXTENSION

The Committee on Education, Research, and Extension met on Tuesday, August 7, 2001, at approximately 1:40 p.m. in room 6041, the Training Room. Committee members in attendance were Vice Chair Martin W. NeSmith and Regents Hugh A. Carter, Jr., Joe Frank Harris, and Elridge W. McMillan. Vice Chair NeSmith reported to the Board that the Committee had reviewed 11 items, 10 of which required action. Additionally, 777 regular faculty appointments were reviewed and recommended for approval. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. Establishment of the Major in Rhetoric Under the Existing Bachelor of Arts, Georgia College & State University

Approved: The Board approved the request of President Rosemary DePaolo that Georgia College & State University (“GCSU”) be authorized to establish the major in Rhetoric under the existing Bachelor of Arts, effective August 8, 2001.

Abstract: The Bachelor of Arts with a major in Rhetoric will offer students a deep understanding of the core liberal arts curriculum and the uses of communication. The Rhetoric major will enhance existing curricular offerings in disciplines including English, mass communications, history, psychology, business, and education.

Need: A report of the *Business-Higher Education Forum* concluded, “Universities should gear curricula toward helping students develop flexible and cross-functional skills, including leadership, teamwork, problem-solving, analytical thinking and communication.” According to the Georgia Department of Labor, between 1996 and 2006, the need for public relation specialists, labor specialists, publicity writers, editors, and other occupations heavily emphasizing communication skills will increase between 48% and 54%. A survey of 1,000 personnel managers conducted by *Communication Education* indicated the number one factor in hiring was oral communication, followed by listening ability, enthusiasm, written communication skills, and technical competence.

Objectives: Students will deliver and develop speeches, analyze arguments from a variety of oral and written sources, and engage in research and discussion that centers upon communication as central to business, politics, and culture. The major will also provide graduates with an understanding of theories of persuasion and argumentation, communication through technology, and the dynamics of group communication.

Curriculum: The 120-semester-hour curriculum includes courses in speech, rhetorical criticism and theory, informative and persuasive speaking, and interpersonal and intercultural communication. The program will follow established guidelines of the National Communication Association.

Projected Enrollment: The institution anticipates enrollments of 10, 20, and 30 for the first three years of the program.

Funding: The institution will redirect resources to establish and implement the program. The administration will support a debate team that participates in intercollegiate tournament competition.

Assessment: The Office of Academics and Fiscal Affairs will work with the institution to measure the success and continued effectiveness of the proposed program. In 2005, this program will be evaluated by the institution and the University System Office to determine the success of the program’s implementation and achievement of the enrollment, quality, centrality, viability, and cost-effectiveness goals, as indicated in the proposal.

2. Establishment of the Major in Mass Communication Under the Existing Bachelor of Arts, Albany State University

Approved: The Board approved the request of President Portia Holmes Shields that Albany State University (“ALSU”) be authorized to establish the major in Mass Communication under the existing Bachelor of Arts, effective August 8, 2001.

Abstract: ALSU is proactive in seeking progressive opportunities to expand its programmatic offerings to serve the needs of the citizens of the region and to enhance its effectiveness in its service area. The proposal for a Mass Communication program constitutes one such progressive opportunity in Southwest Georgia. According to the University of Georgia’s 1999 Annual Survey of Journalism and Mass Communications, “Enrollments in Journalism and Mass Communication are increasing steadily, and graduates of these programs have a favorable job market outlook.”

Need: According to the Federal Communications Commission, there are 12,717 radio and 1,603 television stations in the United States. The combined U.S. radio and television revenues are \$54.2 billion. Radio and television stations also employ more than 40,000 professionals. According to a 1999 survey by the American Society of Newspaper Editors, minorities comprise 11.55% of the reporters, photographers, and supervisors at U.S. daily newspapers. To address the need to increase diversity in the newspaper industry, the program is designed to enable students to gain employment in a variety of positions in the industry; i.e., newspapers, radio, television, public relations, and the Internet.

Objectives: The objectives of the program are to expand career opportunities for ALSU students and improve media resources in Southwest Georgia; to prepare students for productive careers and advanced study in mass media; to acquaint students with emerging technologies and their impact on communication; to diversify groups represented in the communications industry; and to contribute to the growth and development of Southwest Georgia.

Curriculum: The 120-semester-hour curriculum will offer three concentrations: print journalism, electronic media (radio and television), and public relations. The program will be housed within the Department of English and Modern Languages.

Projected Enrollment: The institution anticipates enrollments of 20, 25, and 35 for the first three years of the program.

Funding: The institution will redirect resources to establish and implement the program.

Assessment: The Office of Academics and Fiscal Affairs will work with the institution to measure the success and continued effectiveness of the proposed program. In 2005, this program will be evaluated by the institution and the University System Office to determine the success of the program’s implementation and achievement of the enrollment, quality, centrality, viability, and cost-effectiveness goals, as indicated

in the proposal.

3. Establishment of the Bachelor of Science in Athletic Training, North Georgia College & State University

Approved: The Board approved the request of President Nathaniel Hansford that North Georgia College & State University (“NGCSU”) be authorized to establish the Bachelor of Science in Athletic Training, effective August 8, 2001.

Abstract: The proposed program will prepare athletic trainers who are highly specialized in the prevention, recognition, evaluation, rehabilitation, and reconditioning of athletic injuries. Students will be required to have extensive knowledge to sit for the National Athletic Trainer’s Association Board of Certification exam. Athletic training is considered an allied health area.

Need: The Occupational Outlook Handbook (2000-2001) states that athletic trainers have a projected 1998 to 2008 employment change that is faster than average. Nationally, there are approximately 18,300 certified athletic trainers. Each year 1,200 to 1,500 become nationally certified. NGCSU completed a regional needs assessment of North Georgia area counties. Of the 48 surveys returned, 47% of the respondents stated that they currently employ one or more athletic trainers. Out of the 53% who did not currently employ an athletic trainer, 36% stated that they would hire an athletic trainer in the future. Fifty-five percent of the respondents revealed a strong interest in providing internships. NGCSU’s Cooperative Institutional Research Project Freshman Survey 2000 indicated that allied health is one of the top areas of interest for entering freshmen.

Objectives: The objectives of the program include developing athletic trainers who can excel in any allied health setting and competently work with physicians and other members of the sports medicine team to help injured athletes return safely to their sports.

Curriculum: The 120-semester-hour curriculum requires 1,500 hours of clinical rotation and includes such courses as therapeutic modalities, kinesiology, biomechanics, and nutrition. NGCSU’s Athletic Training Education Program is organized to meet the accreditation guidelines of the Commission on Accreditation of Allied Health Education Programs and proficiencies of the National Athletic Training Association.

Projected Enrollment: The institution anticipates enrollments of 12, 18, and 24 for the first three years of the program.

Funding: The institution will redirect resources to establish and implement the program.

Assessment: The Office of Academics and Fiscal Affairs will work with the institution to measure the success and continued effectiveness of the proposed program. In 2005, this program will be evaluated by the institution and the University System Office to determine the success of the program’s implementation

and achievement of the enrollment, quality, centrality, viability, and cost-effectiveness goals, as indicated in the proposal.

4. Establishment of the College of Environment and Design, University of Georgia

Approved: The Board approved the request of President Michael F. Adams that the University of Georgia (“UGA”) be authorized to establish the College of Environment and Design, effective August 8, 2001.

Abstract: The College of Environment and Design is proposed as a result of recommendations to elevate the status of the School of Environmental Design and place it under the same umbrella as the Institute of Ecology. The proposed college will consist of two existing core units: the School of Environmental Design (established in 1969) and the Institute of Ecology (established in 1961). The new college will advance UGA’s efforts to become a leader in the study and research associated with ecology. The College of Environment and Design will enlarge UGA’s strengths in research and teaching relative to the environment. The college will also enhance ecological and environmental programs and opportunities at UGA. The goals of the college include becoming a leading center for creative and responsible research in the planning, design, and management of natural and cultural environments; synthesizing information about environments; and providing an atmosphere and location for collaborative cross-disciplinary studies.

The principal units of the college include the School of Environmental Design, the Institute of Ecology, and the Academy of the Environment and Design. The following degrees are administered by the School of Environmental Design: Master of Landscape Architecture, Master of Historic Preservation, and Bachelor of Landscape Architecture. The Institute of Ecology administers the following degrees: Doctor of Philosophy with a major in Ecology, Master of Science with a major in Ecology, Master of Science with a major in Conservation Ecology and Sustainable Development, and Bachelor of Science with a major in Ecology.

5. Establishment of the Synovus Distinguished Chair in Servant Leadership, University of Georgia

Approved: The Board approved the request of President Michael F. Adams that the University of Georgia be authorized to establish the Synovus Distinguished Chair in Servant Leadership, effective August 8, 2001.

Abstract: The University of Georgia Foundation, Inc. has on deposit \$2 million in an endowment for the Synovus Distinguished Chair in Servant Leadership. Servant leadership involves the benefits a leader can offer others through service. The focus of the discipline is on how the leader serves others through an inspired vision and quality ethic.

The Bradley-Turner Foundation, through its philanthropic efforts, is dedicated to supporting organizations within the State of Georgia. It focuses on higher education, arts, healthcare, religion, human services, youth, and social service agencies. The foundation is significantly focused on leadership. William B. Turner,

treasurer of the Bradley-Turner Foundation, is a past member of the Board of Regents. William B. Turner, Jr. is currently a trustee of the University of Georgia Foundation, Inc. and a member of the C. Herman and Mary Virginia Terry College of Business board. The distinguished chair will be named in honor of the Synovus Corporation, which is known for its practice of servant leadership. Servant leadership has been a key philosophy for several years at Synovus Corporation and the W. C. Bradley Company. One of the concept's strongest advocates is William B. Turner, chairman of W. C. Bradley Company and a member of the Synovus Corporation board of directors.

The endowment was created for the purpose of supplementing the regular salary of an outstanding professor in servant leadership. The person selected to fill the distinguished chair should embody the qualities of servant leadership and be a full professor with an outstanding national reputation. The professor appointed to the distinguished chair will be engaged in teaching, research, public service, or a combination of such duties consistent with the purpose of the special faculty position.

6. Revision of Titles Within Organizational Structure, Darton College

Approved: The Board of Regents approved the request of President Peter J. Sireno that Darton College ("DC") be authorized to revise specific titles within the organizational structure, effective August 8, 2001.

Abstract: The revision of specific organizational titles will further clarify and help establish a clear organizational hierarchy and reporting structure. There are no additional costs associated with the proposed title changes. The following is a synopsis of the revisions:

C Change the Title Dean of Students to Vice President for Student Affairs

The dean of students has assumed all of the enrollment management responsibilities, including recruitment, admissions, financial aid, and registrar/records in addition to student service responsibilities.

C Change the Title Assistant Dean of Students/Enrollment Management to Dean of Students/Enrollment Management

DC has been engaged in a recruitment effort for the position of assistant dean of students/enrollment management. Previously, the position was advertised as director of enrollment management. Upon careful position analysis, the title dean of students more accurately reflects the responsibilities of the position, equates with similar positions at other University System institutions, and will increase DC's chances of filling the position within a short period of time. The candidate who fills the position will operate at a dean's level and will be responsible for all aspects of enrollment management.

C Change the Title Director of Business and Financial Services to Assistant Vice President for Business and Financial Services

This position is upgraded with the requirement that the successful candidate assume more

responsibility for managing daily financial affairs of the college and assist the efforts of the vice president for business and financial services. The position will report to the vice president for business and financial services.

C Change the Title Director of Continuing Education and Economic Development to Vice President for Continuing Education and Economic Development

The position is responsible for the supervision and operation of continuing education programs, on-site and distance learning outreach programs, several grant programs (e.g., Intellectual Capital Partnership Program [“ICAPP®”], Youth Opportunity Grant, etc.), DC’s economic development efforts in collaboration with regional Chambers of Commerce and businesses, as well as facilities scheduling and management of DC’s conference facilities.

7. Establishment of Revised Institutional Statutes, Dalton State College

Approved: The Board approved the request of President James A. Burran that Dalton State College (“DSC”) be authorized to establish its revised institutional statutes, effective August 8, 2001.

Abstract: The proposed revision of the statutes reflects a thorough review and brings the statutes into line with current Board of Regents policies and procedures. The DSC statutes were last revised and approved by the Board of Regents in 1995.

Without altering the basic governance structure, the revised statutes reflect the state college mission approved by the Board of Regents in 1998; they incorporate the revised administrative structure that was approved concomitant with the mission change; they reflect changes in major administrative position titles; and they provide an accurate and current description of the college’s expanded standing committee structure.

The general faculty at DSC approved these changes, which have been reviewed by the Office of Legal Affairs and were found to be consistent with current organization and administrative processes at the institution. The revised statutes will remain on file in the Office of Academics and Fiscal Affairs at the University System Office.

8. Establishment of the Institute for Environmental and Spatial Analysis, Collaborative Among the University of Georgia, North Georgia College & State University, and Gainesville College

Approved: The Board approved the requests of Presidents Michael F. Adams, Nathaniel Hansford, and Martha T. Nesbitt to establish the Institute for Environmental and Spatial Analysis, effective August 8, 2001.

Abstract: The science faculties of the University of Georgia (“UGA”), North Georgia College & State University (“NGCSU”), and Gainesville College (“GVC”) are involved in research and public service areas of water quality assessment and spatial analysis. Each institution provides a specific area of expertise. The proposed institute will offer a model of collaboration for research, public service, and community education in an area of need, which is the adequate supply of clean water for Georgia’s citizenry. The collaboration consists of the Department of Biological and Agricultural Engineering at UGA; the School of Natural and Health Sciences at NGCSU; and the Social Sciences, Business, and Engineering Technology divisions at GVC.

Purpose: The Institute for Environmental and Spatial Analysis will serve as a teaching, research, and public service resource with a focus on environmental and spatial analysis issues in Northeast Georgia. Its activities will include developing outreach and research programs for maintaining and improving water quality, training individuals to assess water quality in diverse environments, developing plans for environmental remediation, and elevating public awareness concerning the importance of local water quality and environmental health. Because the availability of sustainable water resources is a critical issue facing Georgia, the main focus of the institute will be the development of an in-depth scientific understanding of water quality, watershed integrity, and land use impacts within the Chattahoochee River Basin and other basins in Northeast Georgia. This will be accomplished through collaborative grant activity and research efforts. The institute will provide educational opportunities to the public at large by increasing public awareness of water and environmental issues impacting daily living.

The institute anticipates collaborative course development within the environmental and spatial analysis areas, especially in water quality analysis, watershed assessment, source water assessment, spatial data analysis, and hydrologic modeling. Course development will evolve as a result of applied research within the Chattahoochee River Basin. The Institute for Environmental and Spatial Analysis will establish strong cooperative relationships with the Carl Vinson Institute of Government, the Natural Resources Spatial Analysis Laboratory, and the River Basin Science and Policy Center, all at UGA. These cooperative relationships will provide additional opportunities for direct involvement between member units of the Institute of Environmental and Spatial Analysis and other units at UGA, such as Ecology, Crop and Soil Science, Forest Resources, Geology, and Geography.

9. Establishment of an Associate of Applied Science Degree Program in Technology in Cooperation With Georgia Aviation and Technical College, Middle Georgia College

Approved: The Board approved the request of Interim President Rob Watts that Middle Georgia College (“MGC”) be authorized to offer an Associate of Applied Science degree program in Technology in cooperation with Georgia Aviation and Technical College, effective August 8, 2001.

The Associate of Applied Science in Technology degree consists of general education and related academic coursework from MGC and the completion of a technical program at Georgia Aviation and Technical College, a Department of Technical and Adult Education unit. The institutions have developed a cooperative agreement which acknowledges that MGC, as the degree-granting institution, is responsible for the credits that comprise the degree. In keeping with this acknowledgment, MGC and Georgia Aviation

and Technical College have agreed to the following to ensure program quality and compliance with the criteria of the Commission on Colleges of the Southern Association of Colleges and Schools:

- c Appoint a joint coordinating committee to review the program. The membership of the coordinating committee will be composed of the chief academic or instructional officer from each institution and several faculty members from each institution.
- c The responsibilities of the committee shall include examining program offerings on a course-by-course basis to ensure that accreditation criteria have been satisfied; to ensure that the faculty who are teaching courses in the program are appropriately qualified; and to determine the adequacy of educational support services (library, learning resources, student development services, etc.).

To earn the Associate of Applied Science in Technology, the students at Georgia Aviation and Technical College must complete, in addition to MGC's requirements, one of the following diploma programs:

- c Aircraft Structural Technology
- c Aviation Maintenance Technology
- c Flight Technology

Because students in the program will be taking general education classes already being offered by MGC, no new state funds are required.

10. Administrative and Academic Appointments and Personnel Actions, Various System Institutions

The administrative and academic appointments are reviewed by the Chair of the Committee on Education, Research, and Extension. The full list of approved appointments is on file with the Office of Faculty Affairs in the Office of Academics and Fiscal Affairs.

11. Information Item: Service Agreements

Pursuant to authority granted by the Board at its meeting on February 7 and 8, 1984, the presidents of the listed institutions have executed service agreements with the indicated agencies for the purposes and periods designated, with the institutions to receive payment as indicated:

University of Georgia			
Purpose	Agency	Duration	Amount
Conduct service program	Georgia Commission for National Community Service	4/1/01 - 3/31/03	\$417,000
Study peach chilling and market	Georgia Commodity Commission for Peaches	7/1/01 - 6/30/02	\$8,750
Study effect of herbicides	Georgia Commodity Commission for Peanuts	7/1/01 - 6/30/02	\$3,000
Study effects of row width and grade	“ ” “	7/1/01 - 6/30/02	\$2,000
Support county agents	“ ” “	7/1/01 - 6/30/02	\$3,000
Study of early and late planting and crop covers	“ ” “	7/1/01 - 6/30/02	\$2,000
Support educational programs	“ ” “	7/1/01 - 6/30/02	\$6,000
Study field adaptive research model	“ ” “	7/1/01 - 6/30/02	\$3,000
Provide geographic information software	Georgia Department of Community Health	4/1/01 - 6/30/01	\$25,000
Provide grant for children with disabilities	Georgia Department of Education	2/1/99 - 1/31/02	\$66,400
Provide special education training	“ ” “	2/1/99 - 1/31/02	\$89,086
Provide graduate social work education	Georgia Department of Human Resources	8/15/00 - 8/14/01	\$1,576
Provide state training 2001-2002	Georgia Office of Planning and Budget	7/1/01 - 6/30/02	\$250,000
Conduct autism family support conference	Governor’s Council on Developmental Disabilities	3/26/01 - 8/31/01	\$27,500
Conduct state judicial education program	Administrative Office of the Courts	7/1/01 - 6/30/02	\$482,119

Conduct empowerment program for girls	Children and Youth Coordinating Council	7/1/01 - 6/30/02	\$31,037
Study insecticide treatment on peanuts	Georgia Commodity Commission for Peanuts	7/1/01 - 6/30/02	\$2,000
Conduct reading evaluation study groups	Georgia Department of Education	3/15/01 - 7/30/01	\$24,000
Provide legislative services	Georgia General Assembly	7/1/01 - 6/30/02	\$139,349
Provide technical assistance with regional advisory councils	Georgia Department of Industry, Trade and Tourism	6/1/01 - 5/31/02	\$50,000
Conduct finance training	Georgia Office of Planning and Budget	7/1/01 - 6/30/02	\$200,000
Assist with 2001-2002 elections	Georgia Secretary of State	7/01/01 - 6/30/02	\$140,000
Study workers' benefits in Georgia	Governor's Office	6/1/01 - 5/31/02	\$50,935
Evaluate child mental health services	Gwinnett/Rockdale/Newton Community Service Board	6/1/01 - 6/30/01	\$40,052
Provide business and economic assistance in Dalton, Georgia	Northeast Georgia Regional Development Center	10/1/00 - 9/30/01	\$10,500
Train teachers in law and American legal system	Supreme Court of Georgia	7/1/01 - 6/30/02	\$15,000
Georgia Southern University			
Conduct vocational staff development	North Georgia RESA	5/17/01 - 6/30/02	\$31,760

TOTAL AMOUNT – JULY/AUGUST	\$ 2,121,064
TOTAL AMOUNT FY 2002 TO DATE	\$ 2,121,064
TOTAL AMOUNT FY 2001 (TO JULY/AUGUST)	\$ 688,883
TOTAL AMOUNT FY 2001	\$25,106,814

COMMITTEE ON ORGANIZATION AND LAW

The Committee on Organization and Law met on Tuesday, August 7, 2001, at approximately 2:00 p.m. in the room 7019, the Chancellor's Conference Room. Committee members in attendance were Chair Hugh A. Carter, Jr., Vice Chair Elridge W. McMillan, and Regents Joe Frank Harris and Martin W. NeSmith. Chair Carter reported to the Board on Wednesday that the Committee had 14 applications for review. Of these, 11 were denied, 2 were granted, and 1 was continued. The Committee had also approved two items regarding amendments to The Bylaws, which had been on the table since the June

2001 Board meeting. Additionally, the Committee had reviewed another amendment to The Bylaws, Item 4. The recommendation in Item 4 would remain on the table until the September 2001 Board meeting, when it would be up for approval. (Please note that the boldfaced texts are the additions and the strike-through texts are the deletions, which reflect the amendments to The Bylaws and The Policy Manual.) With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. Applications for Review

- a. In the matter of Kristin M. Taylor at the University of Georgia, concerning graduation requirements, the application for review was denied.
- b. In the matter of William Jared Croft at the University of Georgia, concerning academic dismissal, the application for review was denied.
- c. In the matter of Charlotte H. Janis at Southern Polytechnic State University, concerning reclassification of position, the application for review was denied.
- d. In the matter of Saladean D. Mullgrav at Savannah State University, concerning termination of employment, the application for review was granted and referred to the Office of State Administrative Hearings.
- e. In the matter of Robert J. Yancy at Southern Polytechnic State University, concerning the reorganization plan and administrative role and salary, the application for review was denied.
- f. In the matter of Michelle Jones at Savannah State University, concerning her suspension, the application for review was denied.
- g. In the matter of William M. Odom at the University of Georgia, concerning requirements related to his academic dismissal, the application for review was denied.
- h. In the matter of Dr. Theodore P. Hill at Georgia Institute of Technology, concerning his performance evaluation and salary raise recommendation, the application for review was denied.
- i. In the matter of Michael Bell at Savannah State University, concerning his suspension, the application for review was denied.
- j. In the matter of Valerie D'Ortona at Middle Georgia College, concerning President Maradian's decision regarding merit to the allegation of sexual harassment, the application for review was denied.

- k. In the matter of Dr. Francis A. Flaherty at Valdosta State University, concerning President Bailey's decision not to expunge his name from a sexual harassment complaint, the application for review was denied.
- l. In the matter of Dr. Samuel Adekunle at Albany State University, concerning his employment status, the application for review was granted and referred to the Office of State Administrative Hearings.
- m. In the matter of Dr. Brenda A. Sullivan at Savannah State University, concerning her denial of tenure, the application for review was continued.
- n. In the matter of Pamela Shae Kirby at Georgia Institute of Technology, concerning recommendation of the Student Grievance and Appeals Committee, the application for review was denied.

2. Amendment to Board of Regents Bylaw IV.7

Approved: The Board of Regents amended the first paragraph of Bylaw IV.7, entitled "Chancellor," as follows: "The Board of Regents shall elect the Chancellor **at its regular May meeting** ~~who shall hold office at the pleasure of the Board.~~ **The Chancellor shall be given an annual letter of agreement.** In case of any vacancy in the Chancellorship, the Board shall name an Acting Chancellor who shall serve until the office of the Chancellor shall be filled."

The Board also amended the first paragraph of section 102 of The Policy Manual, entitled "Chancellor," accordingly.

3. Amendment to Board of Regents Bylaw V.4

Approved: The Board of Regents amended Bylaw V.4, entitled "Specific Duties of Standing Committees," as follows: "**The Executive and Compensation Committee shall be responsible for forwarding to the Board the nominations of all prospective officers of the Board.** In all other matters, the standing Committees of the Board shall have such powers, duties, and responsibilities as may be assigned to them by the Board Chair."

4. Information Item: Proposed Amendment to Board of Regents Bylaw V.3

Recommended: That the Board of Regents, at its September 2001 meeting, amend Bylaw V.3, entitled "Standing Committees," by deleting the Standing Teaching Hospital Committee.

This item will be up for approval at the September 2001 Board meeting.

COMMITTEE ON INFORMATION AND INSTRUCTIONAL TECHNOLOGY

The Committee on Information and Instructional Technology met on Tuesday, August 7, 2001, at approximately 2:50 p.m. in the Board Room. Committee members in attendance were Chair Martin W. NeSmith and Regents Hugh A. Carter, Jr. and James D. Yancey. Chair NeSmith reported to the full Board on Wednesday that the Committee had reviewed five items, none of which required action. He noted that although no actions were taken at this meeting, there may be action items at future meetings resulting from these discussions. The information items were as follows:

1. Discussion of Programmatic and Management Responsibility for Georgia Distance Learning and Telemedicine Act as Incorporated in Senate Bill 465

The Committee discussed whether to accept programmatic responsibility for the Georgia Distance Learning and Telemedicine Act of 1992 (the "Act") now incorporated in Georgia Technology Authority ("GTA"), Senate Bill 465, passed in the 2000 legislative session.

The Act sought "to provide appropriate means for the continued development and enhancement of educational opportunities and medical care throughout the State of Georgia through the use of audio and video systems employing interactive technology." This legislation was developed to specify how funds recovered from the settlement with BellSouth for overcharging of customers were to be spent. The initial expenditures in 1993-1994 and those to date have been directed at the deployment of a two-way interactive video network and associated hardware that produced a comprehensive statewide two-way interactive video systems known as the Georgia Statewide Academic and Medical System ("GSAMS"). The Board, the Georgia Department of Education ("DOE") and local K-12 systems, and the Department of Technical and Adult Education ("DTAE") all participate in the use of GSAMS. Now, some seven years later, activities associated with the Act are in need of an overhaul to grow beyond the confines of GSAMS to further enhance the state's distance education and telemedicine opportunities.

Senate Bill 465, passed in the 2000 legislative session, created the GTA, explicitly incorporating the Act. However, after the recognition that needed enhancements to the activities supported by the Act were educationally focused and programmatic in nature, the GTA asked the Board to assume management of the Act, including authority over the remaining funds. The GTA would retain operational responsibility for the GSAMS system currently provided through a contract with BellSouth Video Services for the network and Forgent for hardware and software maintenance. Jeff McCord, Director of Inter-Governmental Relations, and Jim Flowers, Special Assistant to the Chief Information Officer, represented the GTA at this meeting.

The proposal that the Board accept this offer is based on a clear alignment of the purpose of the Act with the instructional mission of the University System of Georgia as well as the opportunity to maintain and improve distance education and telemedicine resources for the citizens of Georgia. Over 120 University System sites rely on the use of GSAMS services in the delivery of academic programming. Furthermore, the Board's management of this resource would lead to closer cooperation and collaboration with the other active educational participants in the Act, DOE, and DTAE.

2. Update on Information and Instructional Technology Advisory Committee Meeting

Chair Martin W. NeSmith provided to the Committee a briefing on the first meeting of the Information and Instructional Technology Advisory Committee (the “Advisory Committee”) held on June 19, 2001. He reported that nine of the Advisory Committee members were in attendance, and it was a good meeting. However, industry leadership was not well represented at the meeting; therefore, he recommended that the membership of the Advisory Committee grow to include more business partners. This recommendation will be up for approval at a future Board meeting.

3. Update on Information Technology Strategic Planning Enhancement Project

The Committee and the full Board authorized an enhancement of the strategic component to the Master Plan for Information and Instructional Technology at the January 2001 Board meeting. Following this approval, the Office of Academics and Fiscal Affairs selected Cornelius and Associates to assist in developing a project plan and carrying out tasks. As a first step, an initial scope document was developed and reviewed at the recent Information and Instructional Technology Advisory Committee (the “Advisory Committee”) meeting. This update was presented by Mr. Randall A. Thursby, Vice Chancellor for Information and Instructional Technology and Chief Information Officer. He indicated that the strategic planning project began with a critical issues session involving campus and University System Office staff. The results of this session were used to build a high-level plan, followed by a more detailed project plan. Included in the project plan will be numerous work groups involving campus personnel. Mr. Thursby indicated that he would provide progress reports on this project at future Committee meetings.

4. Update on Office of Information and Instructional Technology Athens Building Progress

The need for increased space for the Office of Information and Instructional Technology’s (“OIIT”) Athens location has been established. A potential solution, a building to be constructed by the University of Georgia Real Estate Foundation, Inc., was introduced to the Committee at the March 2001 Board meeting. At this meeting, Senior Vice Chancellor for Academics and Fiscal Affairs Daniel S. Papp indicated that planning for the new facility continues. He reported that there have been several building drafts circulated by the architectural firm that is assisting with the building plan and that OIIT staff are reviewing these drafts in an effort to refine them.

5. Update on Board of Regents’ Involvement With Georgia Technology Authority’s Converged Communications Outsourcing Project

The Georgia Technology Authority (“GTA”), established by legislation in July 2000, is engaged in a massive procurement project, the Converged Communications Outsourcing Project (“CCOP”), that intends to outsource all telecommunications goods and services for the state under a single contract. The Board has been working in a cooperative fashion to assist the GTA in development of this contract, indicating where full participation by the System would be mutually advantageous while carefully pointing out areas where

limited or non-participation are required to avoid adversely affecting the ability of the System to carry out its mission. Senior Vice Chancellor for Academics and Fiscal Affairs Daniel S. Papp indicated that the areas of voice and two-way communications involve closest University System participation, while there will be some participation in video services. Mr. Randall A. Thursby, Vice Chancellor for Information and Instructional Technology and Chief Information Officer, indicated that the two senior staff members from the Office of Information and Instructional Technology he assigned to work with the GTA on CCOP do so on a daily basis. Personnel from a number of University System institutions have participated as well. The request for proposals for CCOP is scheduled for release during the fourth quarter of this year (2001).

AUDIT COMMITTEE

The Audit Committee met on Tuesday, August 7, 2001, at approximately 2:25 p.m. in room 7005. Committee members in attendance were Chair Connie Cater, Vice Chair Glenn S. White, and Regents George M. D. (John) Hunt III, and Joel O. Wooten, Jr. Chair Cater reported to the full Board on Wednesday that the Committee had reviewed one item, which did not require action. He remarked that for the short time in which the Committee has been in place, it has done an outstanding job. The information item was as follows:

1. Presentation on Benchmarking the University System of Georgia Audit Function

Associate Vice Chancellor for Internal Audit Ronald B. Stark presented an information item that benchmarked the University System of Georgia's audit staff against all other higher education audit staffs. The benchmarks depicted a ratio of auditors against revenues, assets, students, and employees. The University System of Georgia staff ratios were favorable versus the mean for all of higher education. There was some discussion of other factors that should be considered when determining the size of an audit staff of a college or university. The factors included complexity, amount of research, audit history, and degree of automation.

Mr. Stark also presented data that compared audit activity versus budget for fiscal year 2001.

The Committee discussed the reporting relationships that campus-based auditors have with their administrations and with the University System Office. The Committee asked Mr. Stark to evaluate the reporting relationships of university systems and how they appraise campus-based auditors.

SPECIAL PRESENTATION

Chair Howell next called upon the Chancellor to make a special introduction to the Board.

Chancellor Portch explained that he wanted to introduce to the Board a legend in the University System. During the Regents' May 2001 strategic planning retreat at the Jolley Lodge at Kennesaw State University, the Regents showed a great deal of interest in the history of the University System. The Chancellor noted

that the events which led to the constitutional establishment of the Board were two of the central moments in twentieth century Georgia history. Even before he became Chancellor, he had received a book called *The Historical Development of the University System of Georgia, 1932 to 1990*, by Dr. Cameron Fincher. Dr. Fincher graduated from Georgia State University (“GSU”) in 1950 and began work in the University System in 1951 as an instructor and counselor at GSU. For approximately 30 years, he was Director of the Institute of Higher Education at the University of Georgia (“UGA”). He is currently a Regents Professor of Higher Education and Psychology at UGA, and he was the first recipient of an award given by the Georgia Association of Institutional Research. Because he is about to begin the process of revising and updating his book on the history of the University System, the Chancellor felt it was a good time to introduce Dr. Fincher to the Board.

Dr. Fincher thanked the Regents for inviting him to the meeting and made a few introductions. He introduced his wife, Mary, and his daughters, Melissa Fincher and Mandy Fincher Montijo, and his granddaughter Lauren Dibble. He also introduced Dr. Delmer D. Dunn, Regents Professor of Political Science and Director of Institute of Higher Education at UGA; Dr. Thomas McDonald, former Vice Chancellor for Student Affairs; Dr. Joseph Hammond, former Vice Chancellor for Academic Affairs; and Representative Louise McBee (District 88), former Vice President for Academic Affairs at UGA. He noted that his book was dedicated to Dr. Tom Mahler, former Director of the Georgia Center for Continuing Education, who had donated his collection of the University System’s annual reports to the book project because he knew Dr. Fincher would find them useful. The collection was very useful in writing the first edition of the book, which dealt with statewide planning in higher education and was subtitled *Fifty Years of Trial, Error, and Eventual Success*. The subtitle reflects the theme of the book on the historical development of the University System of Georgia. Publication of the book by the Institute of Higher Education proved to be a fortunate mistake for Dr. Fincher. It was printed in hard back on very high-quality paper with a nice jacket featuring an embossed outline of the State of Georgia. The book was distributed with the good intention of simply recovering the printing and binding costs. Despite favorable reviews in *The Journal of Southern History* and *The Georgia Historical Review* and ample visibility at the UGA and GSU bookstores, however, the sales of the book were not spectacular. Therefore, Dr. Fincher never bothered to calculate the proportion of printing costs recovered. Instead, he used the opportunity to distribute numerous copies of the book to individuals mentioned in the book. He found the response quite gratifying. Many people who had been quoted or mentioned responded with their own recollections, which led to a collection of interesting anecdotes, some of which may be incorporated in the revision.

Dr. Fincher stated that he hopes to have the revised version of the book finished by end of the fall semester. To understand any college or university system, he said, one must learn how institutions have developed over a period of years in comparison with similar institutions and as related to their defined missions. Dr. Fincher recently composed an introductory essay for the new *Encyclopedea of Georgia*. Although brief, the essay will provide a framework for the last two chapters of the revised edition of his own book. He stressed that the book is really not a history of the University System, but rather an account of the historical development of the University System. He explained that it is not a history of the Board of Regents nor of

higher education in the State of Georgia. Rather, it is a discussion of how the institutions, programs, and services of the University System of Georgia continued to develop over the last 70 years. It is a story of what the University System has meant to the citizens of Georgia. Dr. Fincher stressed that a deliberate effort was made in the first edition and will be made in the revision to avoid as much as possible personalities and politics, funding and budgeting, and legal issues and judicial process. He explained that anytime one mentions politics, funding, or legal issues, he can hardly ever return to the issue of education. The revision will instead underscore his belief that the University System of Georgia is a remarkable accomplishment, the finest thing Georgians ever did for themselves. In brief, the revision will require the addition of a few new chapters covering the growth and continued development of the University System in the 1990s and speculating on the System's potential for continued growth and development. Dr. Fincher stated that he would like the Institute of Higher Education to publish the new edition so he can again utilize the superior printing facilities of UGA and maintain the book's original high quality. In closing, he noted that he has never interviewed for a job outside the University System of Georgia because he is fond of the System.

Chair Howell thanked Dr. Fincher and paraphrased Winston Churchill as saying, "I know that history will look favorably upon our efforts. I know, because I shall write it." He stated that he hoped Dr. Fincher's writings will reflect as favorably on the Portch administration as this Board views it today.

Dr. Fincher responded that they will indeed.

Chancellor Portch thanked Dr. Fincher and asked that 16 copies of the book be ordered for the Regents. He also welcomed former Representative McBee and thanked her for her continued support.

CHANCELLOR'S REPORT TO THE BOARD

Next, Chancellor Portch gave his report to the Board, which was as follows:

Thank you, Mr. Chairman. August is the month of anticipation. And no other August in my many years in higher education has me more anxious in anticipation than this one. For August 2001 has been a cornerstone date for us for the past seven years as we have carefully led up to the full implementation of our new admissions standards. Only after registration will we know if the naysayers and critics will be proven correct: that we will see a huge drop in our enrollment.

I continue to have more faith in students. I think the evidence suggests that most have heard our clarion call for better preparation. Judging from the letters we've had on the issue of academic electives, I truly believe people have really paid attention. Most importantly, more students than ever before are taking the right courses in high school. Remember also that these admission standards are highly focused on high school graduates, not non-traditionally aged students. So, as we launch our initiatives to attract

even more such students, we will have some flexibility.

In Wisconsin, before winter, we always checked for signs. For example, if the caterpillars (or, as we more appropriately called them, the wooly worms) were particularly wooly in fall, we knew to expect a hard winter. So, I look for signs regarding enrollment.

Summer school enrollment is not a particularly good predictor, because students take summer school for lots of different reasons. Also, our numbers are not yet confirmed and will probably change somewhat. Nevertheless, with those caveats, I am very pleased to report that summer school enrollment was an all-time high in the System's history. Headcount was up 6.5%, and particularly encouraging given all the discussion on credit hour generation, [full-time equivalent student enrollment] was up 7.1%.

There's no doubt in my mind at all that System institutions will continue to grow in size, in credit generation, and — most importantly — in stature in the years ahead. Let me give you just one example today: Georgia State University. In your package, you will see a full two-page feature on the rise of Georgia State in the national *Chronicle of Higher Education*. The article focuses on Georgia State's increased visibility and its fund-raising and capital projects success. It could just have easily bragged on some other points:

- c Increase of 60 points in average SAT [Scholastic Aptitude Test] of incoming freshmen in the last five years. In fall 1995, only 18% of incoming freshmen had a freshmen index of 2700 or greater and over 60% were below 2500 (minimum for regular admittance to a research university); last fall (2000), over 40% of incoming freshmen had a freshmen index of 2700 or greater.

- c Georgia State University is ranked ninth nationally in baccalaureate degrees awarded to African-American students for the year 1999-2000. It is the only traditionally white institution in the top ten.

- c Georgia State University has had a 22% increase in research dollars in the past year.

Incidentally, it was good to see that [Head Basketball Coach Charles Grice] "Lefty" Driesell is looking over President Patton's shoulder! The article calls Lefty "one of Georgia State's most visible ambassadors." I know that to be true. One of the first and one of the best letters I've received since my announcement was from Lefty. There are a lot of folks at Georgia State who've worked hard to raise the visibility and the stature of that institution. My hat is off to them.

This story is being repeated throughout the System as Albany State University receives its first \$1 million gift. Ray Charles certainly has Georgia on his mind! I can only hope that this is the beginning of major gifts to our [historically black colleges and universities] and that Ray Charles has set a new standard. It's being repeated in Columbus as the music program further blossoms in magnificent new space. It's being repeated at Southern Polytechnic State University, which received \$750,000 from the Goizueta Foundation for Spanish language education for all students and for scholarships for Hispanic students. It's being repeated at Waycross College, which was one of 10 two-year colleges nationally to get a grant from the American Association of Community College's new Teaching Scholar partnership program. And so I could go on about our institutions forever... but not today.

I do want to tell you that our economic development initiatives from ICAPP® [Intellectual Capital Partnership Program] to Yamacraw to the Cancer Initiative to GRA [Georgia Research Alliance] are widely admired. Just this month alone, I've spoken to corporate, political, and higher education leaders in Virginia and will be doing something similar in Arizona next week and Rhode Island next spring. I share our story but not our trade secrets!

What has become even more evident to me, though, from these visits is that all the creativity in the world, all the best programs in the world, are worthless without resources. As we witness state after state making budget cut after budget cut because of the weakness in the economy, I marvel at the vibrancy of Georgia's economy (and would argue that we're significantly contributing to that vibrancy).

I also have renewed respect for the financial stewardship of this state and the wisdom of state leaders in "underestimating" revenues and "overbuilding" reserves. This is a fiscal tradition that goes back a long way and impacts us positively from bond ratings to reasonable financial predictability. It has helped save our students from the double-digit tuition increases we're seeing in lots of states. (Clemson has the record so far: up 42% this year alone!) It has helped build our buildings, our programs, and — most critically — our human resources. It has allowed for innovation funding from GALILEO [Georgia Library Learning Online] to Yamacraw. It has been a cornerstone of our successes. Long may it continue.

And, in the interests of getting those around this table back to their day jobs (all of which contribute to this state's economy), I will conclude my report. Thank you, Mr. Chairman.

STRATEGIC PLANNING COMMITTEE, “COMMITTEE OF THE WHOLE”

Chair Howell next convened the Strategic Planning Committee as a Committee of the Whole and turned the Chairmanship of the meeting over to Regent Leebern.

Chair Leebern thanked Regent Howell and explained that at this meeting, the Chancellor would share the revisions resulting in the final versions of the vision, mission, and goals statements. Then, the Board would vote on those final documents. He then turned the floor over to the Chancellor.

Chancellor Portch reminded the Regents that in June 2001, they had discussed the new vision, mission, and goals statements. Those items were put on the table until this meeting in order to get input from Regents, presidents, and staff. In the interim, there were some very constructive suggestions for change. So, at this meeting, the Chancellor would share the suggestions for changes, all of which he was recommending the Board embrace. (Revisions are in bold.) The Chancellor then presented the following revised vision statement: “The University System of Georgia will create a **better more** educated Georgia, well prepared for a global, technological society, by providing first-rate undergraduate and graduate education, leading-edge research, and committed public service.” He noted that the word more was recommended by the Regents because it better captures what will be a major emphasis of the University System in the near future: how to increase participation and access without decreasing standards. So, the word more captures both the meaning of the word better and the needed emphasis on increased participation. If approved, this would become the vision statement to be printed on business cards.

The Chancellor next discussed the mission statement, the first part of which remained as it was presented in June, as follows:

The mission of the University System of Georgia is to contribute to the educational, cultural, economic, and social advancement of Georgia by providing excellent undergraduate general education and first-rate programs leading to associate, baccalaureate, masters, professional, and doctorate degrees; by pursuing leading-edge basic and applied research, scholarly inquiry, and creative endeavors; and by bringing these intellectual resources, and those of the public libraries, to bear on the economic development of the State and the continuing education of its citizens.

In addition to embodying the revisions proposed at the June 2001 Board meeting, the mission statement had since been amended as follows:

Each institution in the University System of Georgia will be characterized by:

- c A supportive campus climate, leadership and development opportunities, and necessary services and facilities **all** to meet the needs of students, faculty, and staff;

- C Cultural, ethnic, racial, and gender diversity in the faculty, staff, and student body, supported by practices and programs that embody the ideals of an open, democratic, and global society;
- C Technology to advance educational purposes, including instructional technology, student support services, and distance education; and
- C A commitment to sharing physical, human, information, and other resources in collaboration with other System institutions, **and** the public libraries, state agencies, local schools, and technical colleges to expand and enhance programs and services available to the citizens of Georgia.

Chancellor Portch noted that the revisions made to the mission statement since the June meeting were strictly technical in nature. Then, he discussed the goal statements for the University System. The revised goals were as follows:

The University System of Georgia will ensure access to academic excellence **and educational opportunities for all Georgians** by:

1. **Developing graduates who are intellectually and ethically informed individuals with defined skills and knowledge, capable of leadership, creative endeavors, and contributing citizenship in an ever-increasing interconnected world;**
2. Expanding participation by increasing access while maintaining quality, enhancing diversity, focusing on the needs of nontraditional-~~aged~~ students, increasing distance education opportunities, advancing public library usage, and marketing the advantages of a postsecondary education to all Georgians;
3. Improving continuously the quality of its curricula, research activities, and international opportunities;
4. Increasing academic productivity through improved recruitment, increased retention, accelerated graduation, expanded credit generation, ~~defined skills and knowledge of graduates~~, augmented continuing education opportunities, and current technology;
5. Emphasizing the recruitment, hiring, and retention of the best possible faculty, staff, and administration;
6. Accelerating economic development by providing, when feasible, needed graduates, appropriate academic programs, and expanding marketing of the System and its institutions as an economic asset of the state;

7. Seeking the most efficient, effective, and technologically sound **business and service** best practices and regularly comparing ourselves to national peers;
8. Providing **and maintaining** superior facilities, funded by innovative mechanisms which increase the speed with which they are usable;
9. Making **University System of Georgia** education ~~in Georgia~~ seamless with K-12, DTAE, and independent colleges;
10. ~~Providing adequate funding by~~ Increasing, diversifying, and strategically allocating **funding resources**;
11. Maximizing cooperation with other state agencies, boards, the Office of the Governor, and the General Assembly, while maintaining the constitutional authority of the Board of Regents.

Chancellor Portch reviewed the changes to the goals with the Regents. First, he stressed that the new first goal was added because education is at the heart of the University System, and therefore, the first goal of the System should reflect its intentions for graduates. This will certainly be one of the more complicated goals of the System, he said, and embedded in it is a great deal of curricular change. The revision to the second goal reflected the concern of the presidents that the term nontraditional reflects more than just a person's age. Removing the age stipulation will allow the Board more flexibility in accommodating other types of nontraditional students. The revision to the fourth goal was simply to move the phrase defined skills and knowledge into the new first goal. A number of Regents suggested the revision to the seventh goal in order to be more specific. Likewise, the revision to the eighth goal was also made in order to be more explicit. The Chancellor noted that Regents and presidents alike were pleased that the eighth goal specifically said superior facilities, because on many campuses, there are buildings with no aesthetic statement or architectural integrity. There have been discussions among the presidents about the importance of superior facilities to the learning environment. The revision to the ninth goal was basically for the sake of clarity. Finally, the revisions to the tenth goal reflected that the word adequate should never be included in a formal statement of the Board of Regents, because the Board should always aspire to have more than adequate funding to support its goals.

In closing, the Chancellor remarked that the changes made to these documents reflect some very thoughtful suggestions, and he reminded the Regents that the Board is on target with the schedule it set for itself. The drafts of these documents were reviewed by the Board in June and by the presidents at their retreat in July. In September and October 2001, the staff will return to the Board with each of the goal statements to propose a course of implementation and accountability. Chancellor Portch said that he would recommend that the second and fourth goals be the foci of the Board's strategic planning efforts in the coming year. Therefore, the emphasis would be on recruitment of targeted populations, retention, and graduation. He reminded the Regents that the benchmarking report had highlighted these areas for improvement.

Moreover, budget initiatives directed at these areas will be brought to the Board for consideration in September 2001. So, the budget request will strategically address these goals in particular. The Chancellor will also make further recommendations on the other nine goals. In the beginning of 2002, there should be processes in place for each of the goals as well as some preliminary directions. This schedule is intended to allow a new Chancellor to have a hand in implementing these strategic goals. Still, the Board should be far enough along in its planning that there will be no loss of momentum in the transition of Chancellors. Chancellor Portch thanked the Regents and the presidents for their help in developing these documents and presented them for Board approval.

Chair Leebern thanked the Chancellor for his leadership and vision in the strategic planning process and called for a motion to adopt the new and revised vision, mission, and goals statements.

Regent Hunt made the motion to accept, which was variously seconded.

Chair Leebern asked whether there were any questions or comments. Seeing that there were none, he called for a vote. Motion properly made, seconded, and unanimously approved, the Board adopted the new vision, mission, and goals statements. There being no further business to come before the Strategic Planning Committee, Chair Leebern adjourned the Committee of the Whole and reconvened the Board meeting in its regular session.

Chair Howell thanked Chair Leebern and the Chancellor for this presentation.

UNFINISHED BUSINESS

There was no unfinished business at this meeting.

NEW BUSINESS

There was no new business at this meeting.

PETITIONS AND COMMUNICATIONS

Chair Howell presented a brief update on the Chancellor search. He stated that on Tuesday, August 7, the Board met in a long Executive Session to review a substantial number of resumes from individuals who had previously been reviewed by the Advisory Committee on the Chancellor Search (“Advisory Committee”) on Monday, August 6. He and Vice Chair Harris had chaired the Advisory Committee Monday morning and had attended much of its meeting. Chair Howell thanked the Advisory Committee for their hard work in considering every resume sent to them by A. T. Kearney, Inc., the search firm hired to help in the Chancellor search. He remarked that the Advisory Committee’s feedback to the Board was very sound and useful and that he was delighted to report that the pool of applicants for the Chancellorship is extremely attractive. The University System of Georgia is able to recruit from a nationally recognized

group of academic leaders. Out of this process, the Board has identified approximately eight to ten candidates for the position. They will be invited to interview with the full Board in September.

Secretary Gail S. Weber announced that the next Board meeting would take place on Tuesday, September 11 and Wednesday, September 12, 2001 in the Board Room in Atlanta, Georgia. She suggested that many Regents may want to come to Atlanta on Sunday, September 9, because they will be interviewing candidates for the Chancellorship on Monday, September 10 and Tuesday, September 11. She reminded the Regents that there will also be a social event honoring the Chancellor at the Governor's Mansion on the evening of September 11.

EXECUTIVE SESSION

Chair Howell announced that there was no need to hold the previously scheduled Executive Session.

ADJOURNMENT

There being no further business to come before the Board, the meeting was adjourned at approximately 9:55 a.m. on August 8, 2001.

s/
Gail S. Weber
Secretary, Board of Regents
University System of Georgia

s/
Hilton H. Howell, Jr.
Chair, Board of Regents
University System of Georgia