**Minutes of USGFC meeting held at USG office on 29th and 30th April 2022**

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| **Attendance** |
| Georgia Institute of Technology | Annie Antón | | | | | | |
| Georgia State University | Michelle Brattain | | | | | | |
| Augusta University |  | | | | | | |
| University of Georgia | Janet Westpheling | | | | | | |
| University System of Georgia | Marti Venn | | | | | | |
| Georgia Southern University | Cary Christian | | |  | | |
| Kennesaw State University | Doug Moodie | | |  | | |
| University of West Georgia | Dan Williams | | |  | | |
| Valdosta State University | Brian Ring | | |  | | |
| Albany State University | Richard Foreman | | |  | |  | | |
| Clayton State University | David Williams | | |  | |  | | |
| Columbus State University | Brian Schwartz | | |  | |  | | |
| Fort Valley State University | Felicia Jefferson | | |  | |  | | |
| Georgia College & State University | Jennifer Flory | | |  | |  | | |
| Georgia Southwestern State University | Elizabeth Gurnack | | |  | |  | | |
| Middle Georgia State University |  | | |  | |  | | |
| Savannah State University |  | | |  | |  | | |
| University of North Georgia | Chuck Robertson | | |  | |  | | |
|  |
| Abraham Baldwin Agricultural College | Ryan Currie |  |  | |
| Atlanta Metropolitan State College | Babs Onabanjo |  |  | |
| College of Coastal Georgia |  |  |  | |
| Dalton State College | Matt Hipps |  |  | |
| East Georgia State College |  |  |  | |
| Georgia Gwinnett College | Rebekah Ward |  |  | |
| Georgia Highlands College |  |  |  | |
| Gordon State College | Theresa Stanley |  |  | |
| South Georgia State College | Lisa Howell |  |  | |
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| Chair | Matt Hipps |  |
| Chair-Elect | Richard Foreman |  |
| Past-Chair | Brian Ring |  |
| Secretary | Doug Moodie |  |
| Parliamentarian | David Kerven |  |
| Communications | Timothy Brown |  |
| Chancellor | Sonny Perdue |  |
| AUUP | Matt Brody |  |
| Vice-Chancellor | Stuart Rayfield |  |

# Tier Committee

## SAT

Covid caused the dropping of SAT. When USG reintroduced SAT requirement, applications went down up to 50%. Computer analysis showed that potential students dropped out of applying when they got to SAT request. So, they introduced a hybrid rule; If GPA > 3 then no SAT, otherwise SAT needed.

They are looking at multiple paths for applicants depending on the institution, etc. USG are worried that there may have been cannibalization of lower tier applications when SAT not required.

## PTR

All institutions are working on this. This affects faculty retention. Difficult decisions to be made. SAT

Competition affected by SAT policies.

## Online

One size does not fit all. More decisions from the top. Maybe USG should organize institutions by mission.

## Enrollment

There is a big enrollment gap. Big challenges outside Atlanta.

## Process

We need to talk more at many levels. Operating as a system with different resources but same expectations. Often institutions are competing out of same student pool. How should USG make policies? USG should interact more with faculty not just leadership. Faculty are overloaded with stuff to do apart from teaching and research.

What can the chancellor do with USGFC to make USG more successful. Maybe need to make representatives serve longer.

# Q & A Session with New Chancellor, Sonny Perdue

## Introduction

Partnerships are important. He wants good communications even though we may differ on issues. OSG has a fiduciary duty to Georgia and its citizens. He is a direct talker. Aim is to make Georgia a better place. In 1991 he was on Higher Education committee. He intends to visit campuses.

Q. Different institutions have different missions, so policies cannot be one size fits all.

A. Main mission imperative is student success. Each institution is unique. Stuart has done a great job. New CAO must realize this. President shave told her their challenges. Especially, the concerns of access institutions.

Q. The financial burden on student has increased over the years.

A. The legislature and the governor have been generous. For example, the removal of the institutional fees cost $230 million. They have kept tuition level. He wishes students would fill out their FAFSA. The rate is the 3rd lowest in the US. He wants to build donor relationships. USG needs to market more the value of a university degree. USG needs more personal counselling systems.

Q. Changing value narrative

A. USG needs to be a cheerleader for long term value. He is a big data person. USG needs to get the facts to students. They need to sell the value proposition of a college education. He is delighted to start at USG when it has money.

Q. Do we need SAT?

A. SAT need depends on enrollment. Access institutions probably do not. Need to look at what other states are doing especially in South-East. Need to find out success rates for students admitted without SAT. Some people are late developers.

Q. How are we serving these different students.

A. Georgia State is leading in this. High School counselors are not really academic counselors. Need graduation coaches. And an integrated advising system. Based on good analytics.

Q. Retention

A. All student retention should have a place in funding and RPG.

Q. Vision for Research and Innovation

A. Research is a part of USG’s mission. USG needs to be better at working with hot firms. GT shows that students could be problem-solvers. Organizations want robust internships for all students.

Q. General Education

A. Will decide after asking faculty first. General Education is not a selling point for our institutions. It is often just a box filling exercise at present. Gen Ed should teach problem solving. So, it should involve creative work in teams. Interdisciplinary work is becoming more important. Need more out of the box solutions.

Q. Enrollment problems

A. Enrollment is mainly down. Presidents want to help each other. Expanding institutions can help shrinking ones.

Q. Can we get benefit for transfer students?

A. USG does trace transfers within USG institutions but not outside USG. USG must be nimble and agile on this.

Q. e-learning

A. We must use modern methods to impart knowledge. USG can learn a lot from Western Governors University, including use of online mentoring.

Q. How can we help?

A. USG needs input. So, good suggestions are welcome.

Q. Legislature

A. Be helpful and supportive. Need more stories from rural institutions.

Q. Retention policy for faculty.

A. USG is conducting an overall salary review this Fall for all faculty and staff. Want USG to be an employer of choice.

Q. Resources.

A. Pain is coming. The smaller schools must deal with their low enrollments. The stronger institutions must help the weaker ones. Institutions must remain solvent. There are no grand visions. USG is encouraging the use of open-source textbooks.

Q. Is there an emphasis on professional schools versus arts and Sciences.

A. A&S gives students basic skills. USG must consider lifelong learning.

## Miscellaneous

USG is looking at a new ERP system, fee structures.

The 33 1/3% Summer limit will continue.

# Academic Affairs Committee

CORE Revision: request a greater level of transparency in the process

Get rid of SAT requirement.

Ask entering students and students who are registering what their goal is – or work with professional advisors.

Change metrics for figuring 4, 5, and 6-year graduation rate regarding first-time freshmen (use national clearinghouse to track students outside USG) – expand metric for success related to student goals.

We need to align our student success metrics with our students’ goals!

# Strategic Plan Committee

Current USG Priorities

1. Degree Attainment
2. Affordability
3. Efficiency

Need monthly newsletter from the Chancellor to all faculty.

Look at core curriculum.

Raise foundation funds.

Incentivize faculty to work on the core, small grants.

Communicate about bureaucracy and barriers from faculty.

Efficiency is one of most important things. Collect examples of inefficiencies.

We spend too much time reacting and not being proactive.

Improving our communication, structure, and faculty retention and recruitment.

How do we get off AAUP censure list?

BOR may be able to host a meeting with us after they do their refresh on the strategic plan.

# HR Committee

Retention Policy and comprehensive salary review needed for faculty.

Want USG to be employer of choice.

How is USG going to handle inflation (10% in Atlanta, more forecast for next year)?

# Chief Academic Officer - Stuart Rayfield

Pain is coming in FY24. Only 5 of 26 institutions grew; the rest shrunk. Overall, the number of students at USG went down. Due to two-year lag in formula funding that means problems in 24. Demographics foretell more reduction in demand in coming years. So, institutions will have less tuition, fee, auxiliary, and state funding probably. The stronger institutions will have to support the weaker ones. USG will expect institutions to do what is necessary to stay solvent. There are no grand visions. Some smaller schools may have much lower enrollments.

Q. There seems to be an emphasis on professional schools, leaving Arts and Sciences in the dust. A. A&S gives students fundamental skills. USG should be in the lifelong learning business.

Q. Will USG consider early retirement.

A. No. Early retirement schemes, as well as being costly, lead to the wrong people leaving. Institutions need to be strategic and get rid of instructors in low performing programs, not those in demand. If one needs less instructors in FY 24, then terminal notices must go out this Fall, as three plus instructors have 9-month terminal notices. Also, upper division courses get more money than lower division, and graduate courses get more than undergraduate. Income depends on credit hours not courses, so all low attendance sections must be looked at. Moreover, core courses needed for student graduation must be taught.

Q. What about tenured instructors.

A. Hopefully, institutions can get by without firing tenured faculty.

Q. How do we get more connections in outside world.

A. Institutions need to get out in front when dealing with the press with stories, etc. They should be close to local media.

## Other Items

USG will probably have a new ERP system.

USG will continue looking at all fees.

Encourage use of open access textbooks.

USG will not end summer 33 1/3 % limit.

# USGFC Bylaws

USGFC should produce regular notes of meetings. Maybe get an administrative assistant to help.

Look at monthly meeting times, as many could not make Friday meetings. Maybe should consider rotating meeting times. USGFC should be more organized next year.

Need more connection to outside. Maybe have an external affairs officer for four years.

## Nominations

There will be an electronic vote. Nominations are extended to Wednesday. So far one volunteer for each position.

## Motion on PTR

Request that USG remove the paragraph that allows the removal of faculty for failing PIP.

BOR has the power. There is now no right to a hearing at the end of PTR process.

Passed, 11, Yes; 3, No; 2, Abstain.

It is the retiring member duty to give their knowledge to their replacement.