



REVISED – 11/11/13 – 10:15 a.m.

BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA
270 Washington Street, S.W.
Atlanta, Georgia 30334

BOARD OF REGENTS MEETING AGENDA
Tuesday, November 12, 2013

<u>Approximate Times</u>	<u>Tab</u>	<u>Agenda Item</u>	<u>Presenter</u>
10:00 AM	1	Georgia Archives Tour	
11:30 AM James Baker Univ. Center Univ. Center Board Rm. – Room 260	2	Board Luncheon (<i>Clayton State University</i>)	
1:30 PM Room 7019	3	Executive & Compensation Committee	Chairman Dink NeSmith
2:00 PM Room 7007	4	Call to Order	Chairman Dink NeSmith
	5	Attendance Report	Secretary J. Burns Newsome
	6	Invocation/Pledge of Allegiance	Regent Doreen Poitevint
	7	Approval of October 8/9 Minutes October 30 th Minutes November 6 th Minutes	Chairman Dink NeSmith
	8	Southern Polytechnic State Univ. representatives	Chairman Dink NeSmith
	9	Special Consolidation	Chairman Dink NeSmith AVC, Shelley Nickel
	10	Committee of the Whole: Organization & Law	Regent Rutledge Griffin VC Legal, J. Burns Newsome
	11	Archway Partnership Presentation	Chairman Dink NeSmith Mr. Mel Garber, Director Dean Dan Nadenicek, UGA Mr. Jack Edmunds, Hart County Archway Partnership
3:10 PM Room 5158 Room 5158		<u>Track I Committee Meetings</u>	
	12	Academic Affairs	Regent C. Dean Alford
	13	Organization & Law	Regent Rutledge Griffin
3:10 PM Room 7007 Room 7007 Room 7007		<u>Track II Committee Meetings</u>	
	14	Finance & Business Operations	Regent Kenneth Bernard
	15	Internal Audit, Risk and Compliance	Regent Larry Walker
	16	Real Estate & Facilities	Regent Doreen Poitevint

BOARD OF REGENTS MEETING AGENDA

Wednesday, November 13, 2013

<u>Approximate Times</u>	<u>Tab</u>	<u>Agenda Item</u>	<u>Presenter</u>
9:00 AM Room 5158	17	Graduate Medical Education Committee	Regent C. Thomas Hopkins
9:00 AM Room 7019	18	Economic Development Committee	Regent Larry Ellis
9:40 AM Room 7007	19	Call to Order	Chairman Dink NeSmith
	20	Invocation/Pledge	Regent Doreen Poitevint
	21	Attendance Report	Secretary J. Burns Newsome
	22	Columbus State University Music Dept.	CAO, Dr. Houston Davis Mr. Edwin Scott Harris, CSU Dir./Assoc. Prof., Schwob School of Music
	23	Chairman's remarks	Chairman Dink NeSmith
	24	Economic Development Update	Regent Larry Ellis VC, Econ Dev., Mark Lytle
10:25 AM	25	Committee of the Whole: Personnel & Benefits	Regent Neil Pruitt Dr. Valerie Hepburn
	26	Update on GRU Eight-Year Plan	Chairman Dink NeSmith President Ricardo Azziz
	27	Chancellor's Remarks	Chancellor Henry Huckaby
11:55 AM	28	Committee Reports:	
		A. Executive & Compensation	Chairman Dink NeSmith
		B. Academic Affairs	Regent C. Dean Alford
		C. Economic Development	Regent Larry Ellis
		D. Finance & Business Operations	Regent Kenneth Bernard
		E. Graduate Medical Education	Regent C. Thomas Hopkins
		F. Internal Audit, Risk and Compliance	Regent Larry Walker
		G. Organization & Law	Regent Rutledge Griffin
		H. Personnel & Benefits	Regent Neil Pruitt
		I. Real Estate & Facilities	Regent Doreen Poitevint
	29	Election of Officers	Chairman Dink NeSmith
	30	Unfinished Business	Chairman Dink NeSmith
	31	New Business	Chairman Dink NeSmith
		<i>Regents' Salute to Edu. March 22, 2014; 2014 Bd. Dates; Delegation of Authority given to the Chan</i>	Regent Neil Pruitt, USGIF, Inc. Chair
	32	Petitions and Communications	Secretary J. Burns Newsome
	33	Executive Session	Chairman Dink NeSmith
	34	Adjournment	Chairman Dink NeSmith

AGENDA
EXECUTIVE & COMPENSATION COMMITTEE

November 12, 2013

Agenda Item	Page No.
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INFORMATION ITEMS

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| 1. | Policy 8.2.3 Employment of Relatives | 1 |
| 2. | 2014 Board of Regents meeting dates | 2 |

EXECUTIVE SESSION

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| 3. | Personnel Matters & Presidential Searches | 3 |
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1. Policy 8.2.3 Employment of Relatives

The Committee will hear information about a proposed revision to Policy 8.2.3 Employment of Relatives.

2. 2014 Board of Regents Meeting Dates

The Committee will review the 2014 Board of Regents meeting dates, approved during the October 8-9, 2013, Board of Regents meeting.

3. Executive Session: Personnel Matters & Presidential Searches

The Committee will discuss personnel matters, as well as presidential searches. Materials will be distributed in Executive Session.

**MINUTES OF THE MEETING OF THE
BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA
HELD AT
Georgia College & State University, Milledgeville, Georgia
October 8-9, 2013**

CALL TO ORDER

The Board of Regents of the University System of Georgia met at approximately 10:04 a.m. on Tuesday October 8, and 9:04 a.m. Wednesday, October 9, 2013, in the Magnolia Ballroom of the Georgia College & State University Student Activities Center, Milledgeville, Georgia. The Chair of the Board, Regent William H. NeSmith, Jr., called the meeting to order both days. Present, in addition to Chair NeSmith, were Vice Chair Philip A. Wilheit, Sr.; and Regents C. Dean Alford; Kenneth R. Bernard, Jr.; Lori Durden; Larry R. Ellis; Rutledge A. Griffin, Jr.; George Hooks; C. Thomas Hopkins, Jr.; Donald M. Leebern, Jr.; Doreen Stiles Poitevint; Neil L. Pruitt, Jr.; Scott Smith; Kessel D. Stelling, Jr.; Benjamin J. Tarbutton, III; Richard L. Tucker; T. Rogers Wade; Larry Walker; and Don L. Waters. Regents Kenneth R. Bernard, Jr.; Rutledge A. Griffin, Jr.; Donald M. Leebern, Jr.; and Richard L. Tucker were excused Wednesday, October 9, 2013. Regents Larry R. Ellis; Neil L. Pruitt, Jr.; and Benjamin J. Tarbutton, III, were excused both days.

INVOCATION AND PLEDGE

The invocation and Pledge of Allegiance were given by Regent C. Dean Alford.

SAFETY BRIEFING

The safety briefing was given by Georgia College & State University Chief Scott Beckner.

ATTENDANCE REPORT

The attendance report was given by Secretary Burns Newsome.

APPROVAL OF MINUTES

The minutes of the Board of Regents meeting conducted on September 11, 2013, were unanimously approved.

ECONOMIC DEVELOPMENT UPDATE

At approximately 10:09 a.m. on Tuesday, October 8, 2013, Regent C. Dean Alford introduced Vice Chancellor for Economic Development Mark Lytle, to provide an update on the USG's efforts in that area. Dr. Lytle spoke of fostering a culture of innovation and entrepreneurship, citing these as drivers for economic development. He explained that a system-wide inventory of assets is being compiled, and provided metrics regarding business startups being created through USG institutions. More than 150 new companies were formed in 2012 through association with USG institutions, he said. Finally, Dr. Lytle stated a plan is being developed to market externally and internally these assets and philosophies. Board Chair NeSmith added that economic development is one of the Board's top three focuses. A recording of Dr. Lytle's complete remarks is on file with, and available for inspection in, the Office of the Secretary to the Board.

HOUSING PRESENTATION

At approximately 10:41 a.m. on Tuesday, October 8, 2013, Board Chair William H. NeSmith, Jr., introduced Executive Vice Chancellor for Administration Steve Wrigley. Dr. Wrigley provided some background in work performed by USG personnel, led by Associate Vice Chancellor for Fiscal Affairs Susan Ridley, in the area of privatized student housing. Ms. Ridley explained that USG personnel put extensive exploration and analytical work into this process, providing examples of the process and results of the University of Kentucky, which aggressively privatized its housing. Ms. Ridley continued that the USG will issue a RFQ in the coming weeks,

followed by an RFP seeking an investor/developer to work with the USG in this area. She stated this privatized housing will be limited to USG tenants only, unless otherwise approved. A recording of Ms. Ridley's public remarks, and a copy of her presentation, are on file with, and available for inspection in, the Office of the Secretary to the Board.

EXECUTIVE SESSION

At approximately 10:26 a.m. Tuesday, October 8, 2013, Chair NeSmith called for an executive session for the purpose of discussing potential real estate transactions. With motion properly made and variously seconded, the Regents voted unanimously to go into executive session. University System of Georgia staff members who were also present for portions of the executive session included Chancellor Huckaby and members of his staff. An affidavit regarding this executive session is on file with the Office of the Secretary to the Board.

Chair NeSmith reconvened the Board in its regular session at approximately 11:42 a.m. and announced that no actions were taken during executive session.

INSTITUTIONAL PRESENTATION: GEORGIA COLLEGE & STATE UNIVERSITY

At approximately 9:05 a.m. on Wednesday, October 9, Board Chair William H. NeSmith, Jr., introduced Georgia College & State University President Steven M. Dorman, who spoke of the institution's history and character. President Dorman invited several alumni to speak of their experiences with, and connections to, the institution. President Dorman concluded with a video presentation regarding Georgia College & State University's programs, successes, and achievements. A recording of President Dorman's remarks, and a copy of his presentation, are on file with, and available for inspection in, the Office of the Secretary to the Board.

COMMITTEE OF THE WHOLE: ORGANIZATION & LAW

The Committee on Organization and Law, meeting as the Committee of the Whole, met at approximately 9:39 a.m. on Wednesday, October 9, 2013. Committee Chair Rutledge A. Griffin introduced Vice Chancellor for Legal Affairs Burns Newsome. Mr. Newsome presented to the Board a roster of policies, determined through a process of systematic review of the Board of Regents Policy Manual to be outdated, unduly burdensome, or serve to hinder, rather than promote, institutional missions. These were also presented for the Board's review during its September 11, 2013, meeting. The Board approved 15 policies, attached hereto as Appendix II. Lacking time for discussion, five draft policy revisions were continued until the Board's November 12-13, 2013, meeting. A recording of Mr. Newsome's remarks is on file with, and available for inspection in, the Office of the Secretary to the Board.

PRESENTATION: EIGHT-YEAR PLAN UPDATE, GEORGIA REGENTS UNIVERSITY

Citing a lack of time, the Board moved to defer until its November 12-13, 2013, meeting Georgia Regents University President Ricardo Azziz's presentation on the institution's updated eight-year plan.

CHANCELLOR'S REPORT

Chancellor Henry M. Huckaby gave his report at approximately 10:41 a.m. on Wednesday, October 9, 2013. The Chancellor began by thanking Georgia College & State University President Steven M. Dorman for hosting the Board of Regents' meeting, and citing several accolades for institutions and their personnel. Chancellor Huckaby stated he would defer most of his report to the Board's November 12-13, 2013, meeting, citing time constraints; however, he mentioned that a conference is being convened with the Technical College System of Georgia, focusing on technology and logistics; and the USG's newly-hired coordinator for military affairs will debut at the Board's November 12-13, 2013, meeting in Atlanta.

NOMINATIONS COMMITTEE

At approximately 10:50 a.m. on Wednesday, October 9, 2013, Committee Chair Larry Walker reported that the Nominating Committee was placing in nomination the name of Regent Philip A. Wilheit, Sr., as Chair, and Regent Neil L. Pruitt, Jr., as Vice-Chair for the 2013-2014 fiscal year.

COMMITTEE REPORTS

The reports of the standing committees are attached hereto.

UNFINISHED BUSINESS

There was none.

NEW BUSINESS

There was none

PETITIONS AND COMMUNICATIONS

There were none.

EXECUTIVE SESSION

At approximately 10:54 a.m. Wednesday, October 9, 2013, Chair NeSmith called for an executive session for the purpose of discussing personnel matters. With motion properly made and variously seconded, the Regents voted unanimously to go into executive session. University System of Georgia staff members who were also present for portions of the executive session included Chancellor Huckaby and members of his staff. An affidavit regarding this executive session is on file with the Office of the Secretary to the Board.

Chair NeSmith reconvened the Board in its regular session at approximately 11:23 a.m. and announced that no actions were taken during executive session.

ADJOURNMENT

There being no further business to come before the Board, the meeting was adjourned at approximately 11:25 a.m. on Wednesday, October 9, 2013.

William H. NeSmith, Jr.
Chair, Board of Regents
University System of Georgia

J. Burns Newsome
Secretary, Board of Regents
University System of Georgia

MINUTES OF THE MEETING OF THE EXECUTIVE AND COMPENSATION COMMITTEE

The Executive and Compensation Committee of the Board of Regents of the University System of Georgia met on Tuesday, October 8, 2013, in Maple Room A of the Georgia College & State University Student Activities Center, Milledgeville, Georgia. The chair of the committee, Regent William H. NeSmith, called the meeting to order at approximately 9:30 a.m. Present, in addition to Chair NeSmith, were Vice Chair Philip A. Wilheit, Sr.; and Regents Kenneth R. Bernard, Jr.; Kessel D. Stelling, Jr.; Benjamin J. Tarbutton, III; and Larry Walker. Regent Larry R. Ellis was excused.

EXECUTIVE SESSION

At approximately 9:32 a.m., Chair William H. NeSmith called for an executive session for the purpose of discussing personnel and legal matters. With motion properly made and seconded, the Regents who were present voted unanimously to go into executive session. An affidavit regarding this executive session is on file in the Office of the Secretary to the Board.

Chair NeSmith reconvened the committee in its regular session at approximately 9:55 a.m. and announced that no actions were taken during executive session.

ADJOURNMENT

There being no further business to come before the committee, the meeting was adjourned at approximately 9:57 a.m. on Tuesday, October 8, 2013.

MINUTES OF THE MEETING OF THE COMMITTEE ON ECONOMIC DEVELOPMENT

The Committee on Economic Development of the Board of Regents of the University System of Georgia met on Tuesday, October 8, 2013, in Maple Room B of the Georgia College & State University Student Activities Center, Milledgeville, Georgia. The vice chair of the committee, Regent C. Dean Alford, called the meeting to order at approximately 9:30 a.m. Present, in addition to Regent Alford, were Regents Lori Durden, C. Thomas Hopkins, Jr.; and T. Rogers Wade. Regent Larry R. Ellis was excused.

1. The committee heard an information item on development of a system-wide inventory of economic development assets.
2. The committee discussed utilizing business startups from University System of Georgia institutions as a metric.
3. The committee discussed creating an innovative and entrepreneurial culture across the state, utilizing the University System of Georgia.

ADJOURNMENT

There being no further business to come before the committee, the meeting was adjourned at approximately 9:55 a.m. on Tuesday, October 8, 2013.

MINUTES OF THE MEETING OF THE COMMITTEE ON ACADEMIC AFFAIRS

The Committee on Academic Affairs met on Tuesday, October 8, 2013, at approximately 12:45 p.m. in the Donahoo Lounge of the Georgia College & State University Maxwell Student Union, Milledgeville, Georgia. Committee Chair C. Dean Alford called the meeting to order. Committee members in attendance, in addition to Chair Alford, were Regents Lori S. Durden; Rutledge A. Griffin, Jr.; C. Thomas Hopkins; and T. Rogers Wade. Regents Larry R. Ellis; Neil L. Pruitt; and Benjamin J. Tarbutton, III were excused. The Vice Chair of the Board, Regent Philip A. Wilheit, Sr., also was in attendance.

1. The Board approved establishment of a Bachelor of Science in Nursing at the University of North Georgia.
2. The Board approved establishment of a Master of Science with a major in First-Year Studies (online) at Kennesaw State University.
3. The Board approved requests for substantive changes to two University of West Georgia programs: the Master of Education with a major in Reading Instruction; and the Master of Education with a major in Secondary Education.
4. The Board approved termination of two University of West Georgia programs: the Bachelor of Science in Education with a major in Business Teacher Education (Vocational); and the Specialist in Education with a major in Business Teacher Education (Vocational).
5. The Board approved certain named faculty appointments and endowed positions, copies of which are on file with, and available for inspection in, the Office of the Secretary to the Board.

ADJOURNMENT

There being no further business to come before the committee, the meeting was adjourned at approximately 1:10 p.m. on Tuesday, October 8, 2013.

MINUTES OF THE MEETING OF THE COMMITTEE ON ORGANIZATION AND LAW

The Committee on Organization and Law met on Tuesday, October 8, 2013, at approximately 1:12 p.m. in the Donahoo Lounge of the Georgia College & State University Maxwell Student Union, Milledgeville, Georgia. Committee Chair Rutledge A. Griffin, Jr. called the meeting to order. Committee members in attendance, in addition to Chair Griffin, were Regents C. Dean Alford; Lori S. Durden; C. Thomas Hopkins; and T. Rogers Wade. Regents Larry R. Ellis; Neil L. Pruitt; and Benjamin J. Tarbutton, III were excused. The Vice Chair of the Board, Regent Philip A. Wilheit, Sr., also was in attendance.

1. The Board approved requests by President Ivelaw Griffith of Fort Valley State University and G.P. "Bud" Peterson of the Georgia Institute of Technology to award honorary degrees to Dr. Kenny Davis Anthony and Mr. Rodney C. Adkins, respectively.

EXECUTIVE SESSION

At approximately 1:17 p.m. on Tuesday, October 8, 2013, Chair Griffin called for an executive session for the purpose of discussing personnel matters and student records. With motion properly made and seconded, the Regents who were present voted unanimously to go into executive session. An affidavit regarding this executive session is on file in the Office of the Secretary to the Board.

Chair Griffin reconvened the committee in its regular session at approximately 2:07 p.m. and announced that no actions were taken during executive session. With motion properly made and unanimously seconded, the Regents who were present voted to deny the applications for review submitted by Mr. William Bell of Savannah State University; Mr. Steven Davenport of Savannah State University; Mr. Greg Lester of Savannah State University; and one student application for review, numbered 2265; and continued one student application for review, numbered 2261.

ADJOURNMENT

There being no further business to come before the committee, the meeting was adjourned at approximately 2:09 p.m. on Tuesday, October 8, 2013.

MINUTES OF THE MEETING OF THE COMMITTEE ON FINANCE AND BUSINESS OPERATIONS

The Committee on Finance and Business Operations of the Board of Regents of the University System of Georgia met at approximately 1:02 p.m. on Tuesday, October 8, 2013, in the Magnolia Ballroom of Georgia College & State University Student Activities Center, Milledgeville, Georgia. The chair of the committee, Regent Kenneth R. Bernard, called the meeting to order. Present, in addition to Regent Bernard, were Regents Richard L. Tucker; George Hooks; Donald M. Leebern, Jr.; Doreen Stiles Poitevint; E. Scott Smith; Kessel D. Stelling, Jr.; Larry Walker; and Don L. Waters. The Chair of the Board, Regent William H. NeSmith, Jr., also was present.

1. The Board approved an amendment to the fiscal year 2015 Capital Budget Request to include \$1.7 million in design funds to support the Price-Gilbert – Crosland Tower Renewal project at the Georgia Institute of Technology (GIT), bringing the amended FY 2015 capital request to \$236.925 million.
2. The committee heard an information item on the draft Fiscal Year 2013 Budget to Actuals for the University System of Georgia.

ADJOURNMENT

There being no further business to come before the committee, the meeting was adjourned at approximately 1:15 p.m. on Tuesday, October 8, 2013.

MINUTES OF THE MEETING OF THE COMMITTEE ON INTERNAL AUDIT, RISK & COMPLIANCE

The Committee on Internal Audit, Risk and Compliance of the Board of Regents of the University System of Georgia met at approximately 1:17 p.m. on Tuesday, October 8, 2013, in the Magnolia Ballroom of Georgia College & State University Student Activities Center, Milledgeville, Georgia. The chair of the committee, Regent Larry Walker, called the meeting to order. Present, in addition to Regent Walker, were Regents Kenneth R. Bernard; George Hooks; Donald M. Leebern, Jr.; Doreen Stiles Poitevint; E. Scott Smith; Kessel D. Stelling, Jr.; Richard L. Tucker; and Don L. Waters. The Chair of the Board, Regent William H. NeSmith, Jr., also was present.

1. The committee heard a presentation on University System of Georgia audit results and internal audit trends.

ADJOURNMENT

There being no further business to come before the committee, the meeting was adjourned at approximately 1:40 p.m. on Tuesday, October 8, 2013.

MINUTES OF THE MEETING OF THE COMMITTEE ON REAL ESTATE AND FACILITIES

The Committee on Real Estate and Facilities of the Board of Regents of the University System of Georgia met at approximately 1:40 p.m. on Tuesday, October 8, 2013, in the Magnolia Ballroom of Georgia College & State University Student Activities Center, Milledgeville, Georgia. The chair of the committee, Regent Larry Walker, called the meeting to order. Present, in addition to Regent Walker, were Regents Kenneth R. Bernard; George Hooks; Donald M. Leebern, Jr.; Doreen Stiles Poitevint; E. Scott Smith; Kessel D. Stelling, Jr.; Richard L. Tucker; and Don L. Waters. The Chair of the Board, Regent William H. NeSmith, Jr., also was present.

1. The committee heard an integrated evaluation of a proposal for the Georgia Institute of Technology renting 30,193 square feet on the 9th floor of the Centergy Building.
2. The committee heard an information item on emergency preparedness and planning activities for Fiscal Year 2013.
3. The Board approved a resolution, attached hereto as Appendix I, prepared by the Revenue Division of the Georgia Department of Law covering the issuance of 2014H General Obligation Bonds by the State of Georgia through the Georgia State Financing and Investment Commission for use in funding projects for the University System of Georgia.
4. The Board declared approximately 1.881 acres of unimproved real property in Athens-Clarke County to be no longer advantageously useful to the University of Georgia or other units of the University System of Georgia but only to the extent and for the purpose of allowing the exchange of this real property for a permanent 0.32-acre utility easement in the public right of way at Lumpkin and Baxter streets, Athens, for the benefit of UGA.
5. The Board approved acceptance of a gift of approximately 5.46 acres of real property known as Algonquin Drive and Cougar Court, Columbus, from the City of Columbus for the use and benefit of Columbus State University. Legal details involved with accepting this gift of real property will be handled by the Georgia Department of Law.
6. The Board accepted a gift of approximately 5.46 acres of real property known as Algonquin Drive and Cougar Court, Columbus, from the City of Columbus for the use and benefit of Columbus State University. Legal details involved with accepting this gift of real property will be handled by the Georgia Department of Law.
7. That the Board authorized project no. BR-10-1403, Health Sciences Campus Renovations Phase V, at the University of Georgia, with a total project budget of \$4,950,000, to be funded from UGA internal plant funds and private donations.
8. The Board authorized project no. BR-10-1401, Bamboo Farm Visitor Center, at the University of Georgia, with a total project budget of \$1,760,000, to be funded from \$1,250,000 in private gifts and donations and \$510,000 in UGA College of Agricultural and Environmental Sciences funds. Construction will begin only after all private funding is in hand. CAES agrees not to seek funding from the resident instruction or "A" budget to underwrite the costs of the operation of the facility. The new

facility will be treated as an extension facility rather than instruction or research for purposes of maintenance and operation.

9. The Board approved modification to the budget of project no. BR-30-1301, renovation of the John A. and Joyce K. Caddell Building at the Georgia Institute of Technology, to increase the total project budget from \$2,500,000 to \$3,300,000.
10. The Board approved modification to the budget of project no. BR-66-1302, Building #0448 renovation phase II, at Georgia Southern University, to increase the total project budget from \$1,300,000 to \$1,800,000.
11. The Board appointed the first-named design professional firm listed below for project no. BR-10-1402 (J-234), Science Learning Center, University of Georgia, and authorized the execution of a contract with the identified firm. Should it not be possible to execute a contract with the top-ranked firm, staff will then attempt to execute a contract with the other listed firms in rank order.

Total Project Cost: \$48,000,000

Construction Cost (Stated Cost Limitation): \$36,810,000

Number of firms that applied for this commission: 12

Recommended firms in rank order:

1. HDR Architecture, Inc., Atlanta
2. Cooper Carry, Inc., Atlanta
3. The S/L/A/M Collaborative, Atlanta
4. HKS, Inc., Atlanta
5. Flad & Associates, Inc., Atlanta

12. The Board appointed the first-named design professional firm listed below for project BR-30-1401, Gilbert H. Boggs Chemistry Building Renovation, Georgia Institute of Technology, and authorized the execution of a contract with the identified firm. Should it not be possible to execute a contract with the top-ranked firm, staff will then attempt to execute a contract with other listed firms in rank order.

Total Project Cost: \$9,900,000

Construction Cost (Stated Cost Limitation): \$7,400,000

Number of firms that applied for this commission: 14

Recommended firms in rank order:

1. HKS, Inc., Atlanta
2. HOK, Atlanta
3. Perkins + Will, Inc., Atlanta
4. Lord Aeck & Sargent, Inc., Atlanta
5. Flad & Associates, Inc., Atlanta

13. The Board approved the naming of the University Place I and II Residence Hall Complex at Kennesaw State University the "Chet and Hazel Austin Student Residence Complex," in recognition of Chet and Hazel Austin.

ADJOURNMENT

There being no further business to come before the committee, the meeting was adjourned at approximately 1:51 p.m. on Tuesday, October 8, 2013.

APPENDIX I

RESOLUTION OF THE BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA

I. WHEREAS, the Board of Regents of the University System of Georgia (the "Board") was created as an institution of the State of Georgia (the "State"), in accordance with O.C.G.A. § 20-3-20;

II. WHEREAS FURTHER, pursuant to Article VII, Section IV of the Constitution of the State of Georgia (the "Georgia Constitution"), the State may finance certain capital needs directly through the issuance of general obligation debt;

III. WHEREAS FURTHER, pursuant to Article VII, Section IV, Paragraph VII(a) of the Georgia Constitution, and the "Georgia State Financing and Investment Commission Act", O.C.G.A. § § 50-17-20 through 50-17-30 (the "Commission Act"), the Georgia State Financing and Investment Commission (the "Commission") is the agency and instrumentality of the State charged with issuing debt of the State and ensuring the proper application, as provided by law, of the proceeds of such debt to the purposes for which the debt is incurred;

IV. WHEREAS FURTHER, Article VII, Section IV, Paragraph I (c) of the Georgia Constitution, and the Commission Act provide that certain general obligation debt (as defined by O.C.G.A. § 50-17-21 (5) and hereinafter "General Obligation Debt") may be incurred to acquire, construct, develop, extend, enlarge, or improve land, waters, property, highways, buildings, structures, equipment, or facilities of the State, its agencies, departments, institutions, and of those State authorities which were created and activated prior to November 8, 1960;

V. WHEREAS FURTHER, Article VII, Section IV, Paragraph I (d) of the Georgia Constitution, and the Commission Act provide that certain General Obligation Debt may be incurred to provide educational facilities for county and independent school systems and to provide public library facilities for county and independent school systems, counties, municipalities, and boards of trustees of public libraries or boards of trustees of public library systems;

VI. WHEREAS FURTHER, as set forth in **ATTACHMENT 1** attached hereto and incorporated herein, the General Assembly has passed and the Governor has signed various appropriations acts authorizing amounts from state general funds to be appropriated for the purpose of financing certain capital projects through the issuance of General Obligation Debt, and such appropriations are more fully set forth in such **ATTACHMENT 1**;

VII. WHEREAS FURTHER, with respect to the appropriations set forth in **ATTACHMENT 1** hereto, the State previously has issued General Obligation Debt as

indicated and there remains the General Obligation Debt Available, as more fully set forth in ATTACHMENT 1 hereto;

VIII. WHEREAS FURTHER, the Board finds an immediate need for the aggregate principal amount of \$46,870,000 of the General Obligation Debt Available as set forth in ATTACHMENT 1 hereto for the purpose of financing some or all of the projects and facilities associated with the appropriations set forth in ATTACHMENT 1 hereto (the "Projects");

IX. WHEREAS FURTHER, the Board therefore desires to request the issuance of \$46,870,000 in aggregate principal amount of State of Georgia General Obligation Bonds, the instruments of which shall have maturities not in excess of the respective appropriations set forth in ATTACHMENT 1 hereto (the "General Obligation Bonds"), for the purpose of financing some or all of the Projects;

X. WHEREAS FURTHER, the Board is aware that the Projects shall be completed with proceeds derived from the sale of the General Obligation Bonds with the intent that interest on such General Obligation Bonds be excludable from gross income for federal income tax purposes pursuant to Section 103 of the Internal Revenue Code of 1986, as amended (the "Tax Code");

XI. WHEREAS FURTHER, the Board is aware of the provisions and requirements of the Tax Code and the regulations issued thereunder respecting arbitrage bonds and private activity bonds, and is aware that the Projects must proceed with due diligence and be timely completed following receipt of the proceeds derived from the sale of the General Obligation Bonds (the "Bond Proceeds");

XII. WHEREAS FURTHER, as used in this Resolution:

A. "Prior RZED Bonds" shall mean previously issued General Obligation Debt, which at the time of their issuance by the State, were designated by the State as recovery zone economic development bonds within the meaning of Section 1400U-2 of the Tax Code;

B. "Prior RZED Proceeds" shall mean the proceeds derived from the sale of Prior RZED Bonds,

C. "Prior RZED Bond Projects" shall mean those Board projects and facilities previously financed with Prior RZED Proceeds from the sale of Prior RZED Bonds,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA THAT:

SECTION 1.

The Board hereby approves and authorizes the Projects.

SECTION 2.

The Board hereby requests the Georgia State Financing and Investment Commission to undertake to issue \$46,870,000 in aggregate principal amount of State of Georgia General Obligation Bonds, the instruments of which shall have maturities not in excess of the respective appropriations set forth in **ATTACHMENT 1** hereto, for the purpose of financing some or all of the Projects.

SECTION 3.

The Board hereby determines and agrees that:

- (a) the final plans for the Projects are sufficiently complete such that substantial binding obligations to a third party or parties (as defined in the regulations issued under the Tax Code), involving the expenditure of at least five percent (5%) of the Bond Proceeds herein requested, to commence or acquire the Projects will be incurred within six (6) months after the issuance of such General Obligation Bonds;
- (b) eighty-five percent (85%) of the Bond Proceeds herein requested will be expended within three (3) years after the issuance of such General Obligation Bonds;
- (c) the Bond Proceeds herein requested, and anticipated investment proceeds (net of interest on such General Obligation Bonds during the estimated period of construction), will not exceed the amount necessary for the governmental purposes of financing the Projects;
- (d) during the time the General Obligation Bonds herein requested are outstanding, the Board will not take, or omit to take, any action which would cause such General Obligation Bonds to be deemed private activity bonds or arbitrage bonds under the Tax Code;
- (e) the Board will not use the Bond Proceeds herein requested, or the Projects financed with such Bond Proceeds, for any non-governmental purpose, or any purpose that would give rise to private business use within the meaning of the Tax Code, except for those specific instances in which the Board has previously consulted with the Commission;
- (f) the term of the General Obligation Bonds related to the Projects will not be longer than 120% of the reasonably expected economic life of the Projects financed thereunder;
- (g) no Bond Proceeds herein requested will be used for reimbursement of any Project expenditures which were made before the anticipated delivery date of such General Obligation Bonds, except in situations where, prior to any such expenditure, the Board has obtained a declaration

of “Official Intent” (as defined by the Tax Code) from the Commission, or the Board has been otherwise advised in writing by the Commission that such reimbursement will be permitted, it being the intention of the Board to comply in all respects with Section 1.150-2 of the regulations under the Tax Code;

(h) all of the expenditures of the Bond Proceeds for the Projects will constitute capital expenditures (as defined in Section 1.150-1(b) of the regulations under the Tax Code);

(i) with respect to the Projects, all of the Bond Proceeds will be allocated to Project expenditures no later than the earlier of: (i) eighteen (18) months after the date such Project is placed in service, or (ii) five (5) years after the issuance of such General Obligation Bonds; any unallocated Bond Proceeds remaining after the earlier of such dates shall be transferred to the Commission and used to redeem outstanding tax-exempt General Obligation Debt of the applicable issue.

SECTION 4.

The Board hereby determines and agrees that with respect to any Board project previously financed with proceeds of General Obligation Debt issued by the State with the intent that (i) the interest on such bonds be excludable from gross income for federal income tax purposes pursuant to Section 103 of the Tax Code or (ii) such bonds at the time of their issuance were designated by the State as Build America Bonds under Section 54AA of the Tax Code (a “Prior Bond Project”), and where any Prior Bond Project bonds remain outstanding (including any refunding bonds), the Board certifies that such Prior Bond Project is not now being used for any private business use within the meaning of pertinent provisions of the Tax Code, except for those specific instances in which the Board has identified to the Commission such use of the Prior Bond Project(s) and (a) provision was made so as to retire, redeem or defease any and all then-remaining outstanding bonds for the Prior Bond Project(s) concurrent with such use or (b) the Commission has determined that the aforementioned retirement, redemption or defeasance is not required to maintain the tax-exempt or Build America Bond status of such bonds.

SECTION 5.

The Board hereby determines and agrees that with respect to any Prior RZED Bond Projects funded by Prior RZED Bonds which remain outstanding (including any bonds issued to refund all or a portion of the Prior RZED Bonds), the Board certifies that:

(a) such Prior RZED Bond Projects are not now being used for any private business use within the meaning of pertinent provisions of the Tax Code, except for those specific instances in which the Board has identified to the Commission such use of the Prior RZED Bond Projects and:

(i) provision was made so as to retire, redeem or

defeasance any and all then-remaining outstanding Prior RZED Bonds for the Prior RZED Bond Projects concurrent with such use; or

(ii) the Commission has determined that the aforementioned retirement, redemption or defeasance is not required to maintain the qualification of the Prior RZED Bonds as "Recovery Zone Economic Development Bonds" under the Tax Code;

(b) the Board will not use or permit the use of any portion of the Prior RZED Proceeds, or take or omit to take any action which would cause such Prior RZED Bonds to be deemed private activity bonds or arbitrage bonds under the Tax Code;

(c) the Board hereby acknowledges that the Prior RZED Bond Projects financed, in whole or in part, with the Prior RZED Proceeds are subject to certain labor standards set forth in subchapter IV of Chapter 31 of Title 40, United States Code, which applies certain prevailing wage requirements to the construction of such projects, and hereby agrees to comply with such requirements;

(d) the Board will otherwise take all action within its power necessary to maintain, and will not take or omit to take any action that would adversely affect, the qualification of the Prior RZED Bonds as "Recovery Zone Economic Development Bonds" under the Tax Code.

SECTION 6.

The Chancellor of the University System of Georgia, the Chairman of the Board, the Secretary of the Board, and their valid delegates each are hereby authorized and directed to execute any instruments and take whatever action which may be necessary in connection with the issuance of the General Obligation Bonds by the Commission, including, but not limited to, the preparation and execution of answers in connection with any legal proceeding as to the validity of any action by the Board with respect to the issuance of the General Obligation Bonds by the Commission. The Attorney General or any Assistant Attorney General of the State are authorized to execute Acknowledgment of Service and Waiver of Process in such legal proceedings.

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This Resolution is hereby adopted this 9th day of October, 2013.



CHAIRMAN

BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA

ATTEST:



SECRETARY

BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA

ATTACHMENT 1

THE BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA

APPROPRIATIONS

H.B. 106, State Fiscal Year 2013-2014:

Pursuant to Paragraphs I through III of Section IV of Article VII of the Georgia Constitution, the General Appropriations Act for State Fiscal Year 2013-2014 (Ga. L. 2013, Volume One Appendix, commencing at p. 1 of 239, Act No. 309, 2013 Regular Session, H.B. 106) was enacted by the General Assembly and signed by the Governor on May 7, 2013, so as to make the certain appropriations, designated "General Obligation Debt Sinking Fund: GO Bonds New," to the State of Georgia General Obligation Debt Sinking Fund, as provided by the Georgia Constitution, Article VII, Section IV, Paragraph III.

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H.B.	Bond	Appropriation	General Obligation Debt Authorized	General Obligation Debt Previously Issued	General Obligation Debt Available	General Obligation Debt Requested
106	362.616	From State General Funds, \$368,720 is specifically appropriated for the purpose of financing projects and facilities for the Board of Regents of the University System of Georgia by means of the acquisition, construction, development, extension, enlargement, or improvement of land, waters, property, highways, buildings, structures, equipment or facilities, both real and personal, necessary or useful in connection therewith, through the issuance of not more than \$4,400,000 in principal amount of General Obligation Debt, the instruments of which shall have maturities not in excess of 240 months.	4,400,000	300,000	4,100,000	4,100,000
106	362.621	From State General Funds, \$209,500 is specifically appropriated for the purpose of financing projects and facilities for the Board of Regents of the University System of Georgia by means of the acquisition, construction, development, extension, enlargement, or improvement of land, waters, property, highways, buildings, structures, equipment or facilities, both real and personal, necessary or useful in connection therewith, through the issuance of not more than \$2,500,000 in principal amount of General Obligation Debt, the instruments of which shall have maturities not in excess of 240 months.	2,500,000	325,000	2,175,000	2,175,000
106	362.622	From State General Funds, \$157,125 is specifically appropriated for the purpose of financing projects and facilities for the Board of Regents of the University System of Georgia by means of the acquisition, construction, development, extension, enlargement, or improvement of land, waters, property, highways, buildings, structures, equipment or facilities, both real and personal, necessary or useful in connection therewith, through the issuance of not more than \$1,875,000 in principal amount of General Obligation Debt, the instruments of which shall have maturities not in excess of 240 months.	1,875,000	400,000	1,475,000	1,475,000
106	362.623	From State General Funds, \$385,480 is specifically appropriated for the purpose of financing projects and facilities for the Board of Regents of the University System of Georgia by means of the acquisition, construction, development, extension, enlargement, or improvement of land, waters, property, highways, buildings, structures, equipment or facilities, both real and personal, necessary or useful in connection therewith, through the issuance of not more than \$4,600,000 in principal amount of General Obligation Debt, the instruments of which shall have maturities not in excess of 240 months.	4,600,000	300,000	4,300,000	4,300,000
106	362.624	From State General Funds, \$393,860 is specifically appropriated for the purpose of financing projects and facilities for the Board of Regents of the University System of Georgia by means of the acquisition, construction, development, extension, enlargement, or improvement of land, waters, property, highways, buildings, structures, equipment or facilities, both real and personal, necessary or useful in connection therewith, through the issuance of not more than \$4,700,000 in principal amount of General Obligation Debt, the instruments of which shall have maturities not in excess of 240 months.	4,700,000	370,000	4,330,000	4,330,000

H.B.	Bond	Appropriation	General Obligation Debt Authorized	General Obligation Debt Previously Issued	General Obligation Debt Available	General Obligation Debt Requested
106	362.630	From State General Funds, \$209,500 is specifically appropriated for the purpose of financing projects and facilities for the Board of Regents of the University System of Georgia by means of the acquisition, construction, development, extension, enlargement, or improvement of land, waters, property, highways, buildings, structures, equipment or facilities, both real and personal, necessary or useful in connection therewith, through the issuance of not more than \$2,500,000 in principal amount of General Obligation Debt, the instruments of which shall have maturities not in excess of 240 months.	2,500,000	250,000	2,250,000	2,250,000
106	362.632	From State General Funds, \$134,080 is specifically appropriated to the Board of Regents of the University System of Georgia to provide public library facilities by grant to the governing board of the Houston County Public Library, for that library, through the issuance of not more than \$1,600,000 in principal amount of General Obligation Debt, the instruments of which shall have maturities not in excess of 240 months.	1,600,000	0	1,600,000	1,600,000
106	362.634	From State General Funds, \$75,420 is specifically appropriated to the Board of Regents of the University System of Georgia to provide public library facilities by grant to the governing board of the Mountain Regional Library System, for that library, through the issuance of not more than \$900,000 in principal amount of General Obligation Debt, the instruments of which shall have maturities not in excess of 240 months.	900,000	0	900,000	900,000
106	362.636	From State General Funds, \$335,200 is specifically appropriated for the purpose of financing projects and facilities for the Board of Regents of the University System of Georgia by means of the acquisition, construction, development, extension, enlargement, or improvement of land, waters, property, highways, buildings, structures, equipment or facilities, both real and personal, necessary or useful in connection therewith, through the issuance of not more than \$4,000,000 in principal amount of General Obligation Debt, the instruments of which shall have maturities not in excess of 240 months.	4,000,000	320,000	3,680,000	3,680,000
106	362.637	From State General Funds, \$293,300 is specifically appropriated for the purpose of financing projects and facilities for the Board of Regents of the University System of Georgia by means of the acquisition, construction, development, extension, enlargement, or improvement of land, waters, property, highways, buildings, structures, equipment or facilities, both real and personal, necessary or useful in connection therewith, through the issuance of not more than \$3,500,000 in principal amount of General Obligation Debt, the instruments of which shall have maturities not in excess of 240 months.	3,500,000	300,000	3,200,000	3,200,000

H.B.	Bond	Appropriation	General Obligation Debt Authorized	General Obligation Debt Previously Issued	General Obligation Debt Available	General Obligation Debt Requested
106	362.641	From State General Funds, \$163,410 is specifically appropriated for the purpose of financing projects and facilities for the Board of Regents of the University System of Georgia by means of the acquisition, construction, development, extension, enlargement, or improvement of land, waters, property, highways, buildings, structures, equipment or facilities, both real and personal, necessary or useful in connection therewith, through the issuance of not more than \$1,950,000 in principal amount of General Obligation Debt, the instruments of which shall have maturities not in excess of 240 months.	1,950,000	170,000	1,780,000	1,780,000
Total			\$53,125,000	\$6,255,000	\$46,870,000	\$46,870,000

CERTIFICATE

I, J. Burns Newsome, Secretary of the Board of Regents of the University System of Georgia, do hereby certify that I am custodian of the minutes of said Board, and that the foregoing is a true and correct copy of a Resolution duly adopted by said Board at a meeting held on the 9th day of October, 2013.

SO CERTIFIED, this 9th day of October, 2013.

J. Burns Newsome

SECRETARY

BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA

APPENDIX II

Policy 1.2.4 Fiscal Responsibilities

The Chancellor shall be responsible for the preparation for the Board of a suggested allocation of state appropriations to the USG institutions. This suggested allocation shall be accompanied by a statement of the basis upon which it is to be determined. The suggested allocation shall be transmitted to the Board by the Committee on Finance and Business Operations with such modifications as the Committee may deem necessary.

Budgets of the USG member institutions shall be submitted by heads of the institutions to the Chancellor. When the Chancellor has approved the budgets, the Chancellor shall submit all of the USG budgets to the Board for final approval.

The Chancellor, and/or the Chancellor's designee, is authorized to execute all documents concerning federal aid to the USG, including, but not limited to, applications, acknowledgments of grants, and other necessary documents, in the conduct of affairs on behalf of the Regents of the University System of Georgia in connection with the United States Government (BoR Minutes, 1966-67, pp. 414-415; February 2007; April 2007).

The Chancellor is further authorized to settle any claim or dispute against the Board or its employees for an amount not to exceed \$300,000 of Board of Regents' funding (BoR Minutes, May 2006).

The Chancellor and the Chancellor's designee are authorized and empowered to execute, accept, and deliver for, on behalf of, and in the name of the Board of Regents of the University System of Georgia and under its Seal, and without prior approval by the Board, the following documents:

1. Any and all rental agreements, supplemental agreements, and subrental agreements in which the Board of Regents is named as the tenant of the property rented and where the total rent to be paid by the Board does not exceed the sum of \$5,000 per month.
2. Any and all contracts, agreements, deeds, licenses, or other instruments related to the purchase or gift of real property (other than property acquired by condemnation) at a purchase price not to exceed the average of three separate appraisals made by independent and licensed real estate appraisers and where the purchase price (or gift value) of the real property does not exceed the sum of \$100,000. (BoR Minutes, April 2007).

The Chancellor, and/or the Chancellor's designee, is authorized to act without prior approval of the Board as the contracting officers for and on behalf of the Board of Regents, with authority to act for the Board in the execution of:

1. Construction contracts;
2. Change orders to construction contracts;
3. Contracts for professional services;
4. Selection of architects and engineers and execution of architectural/engineering contracts for the preparation of plans for new buildings or engineering projects,
5. Major remodeling;
6. Allocation of rehabilitation funds; and,
7. Other USG projects, except routine maintenance.

However, the authority so delegated shall not exceed the sum of \$1,000,000 for any one contractual obligation. The actions taken under the authority of this paragraph shall be reported annually to the Committee on Real Estate and Facilities (BoR Minutes, 1991-92, pp. 319-320).

The Chancellor, and/or the Chancellor's designee, is authorized to allocate to USG institutions, without prior approval of the Board, capital outlay appropriations – rehabilitation funds (cash or bonds) in amounts not to exceed \$200,000 for any one project. The actions taken under the authority of this paragraph shall be reported annually to the Committee on Real Estate and Facilities (BoR Minutes, 1991-92, pp. 319-320).

The Chancellor, and/or the Chancellor's designee, is authorized to delegate any or all of the above authority to act as contracting officers to individual USG institutions based upon an evaluation by the Chancellor or the Treasurer of the ability of an institution to properly administer the delegated authority. Such delegation of authority shall be administered in accordance with policies and procedures approved by the Chancellor, the Treasurer, or the Chancellor's designee (BoR Minutes, 1991-92, pp. 319-320).

~~The Chancellor is authorized to develop procedures whereby nonmandatory (revenue-producing) auxiliary fees from campus operations, such as bookstore, dormitory, cafeteria, and vending machines, may be approved by him or her without prior approval by the Board (BoR Minutes, 1980-81, p. 22).~~

Policy 1.4 Treasurer

The Treasurer shall be elected by the Board, upon the recommendation of the Chancellor; he/she shall not be a member thereof. The Treasurer shall be present at all meetings of the Board except as otherwise determined by the Board. He/she shall be placed under bond in an amount to be determined by the Board.

The Treasurer shall invest funds available for investments and shall maintain custody of securities, subject to the approval of the Board. He/she shall maintain financial supervision over trust funds of various institutions. The Treasurer shall see that all bank deposits of the USG and its institutions are adequately covered by insurance. He/she shall authorize a person or persons at each of the USG member institutions to sign checks drawn on banks where funds of the respective institutions are deposited, and shall empower the appointed person or persons to sign any documents that may be required by the banks in order to carry out this authorization. He/she shall see that fidelity bonds are secured for all persons in the USG for whom such bonds are necessary or advisable.

The Treasurer shall supply members of the Board with quarterly reports showing the financial status of the USG and of each member institution, and shall analyze all budgets and make copies of such analyses available to the Chancellor and members of the Committee on Finance and Business Operations. The Treasurer shall provide the Chancellor and members of the Committee on Finance and Business Operations with any information that will be helpful in preparing recommendations for the Board on the allocation of state funds. He/she shall assemble financial data that may be used as a basis for requests to the Governor and General Assembly for appropriations for the support of the USG and its institutions.

The Treasurer shall see that USG institutions establish and maintain uniform and effective procedures of accounting, budgetary control, internal **controls** ~~checks and audits~~, inventory controls, and business practices, and shall advise institutions on all problems of a fiscal or business nature. **Accounting and reporting procedures of the Board of Regents shall be approved by the Chancellor and published by the Treasurer.** The Treasurer shall assist each institution in preparing a manual of business procedures to be followed by that institution, and shall assist **the Vice Chancellor for Human Resources** ~~institutions~~ in developing policies governing terms and conditions of employment of classified personnel. Such policies shall include regulations regarding salaries and wages paid to various types of employees, job classification and merit plans, promotions, sick leaves, vacations, insurance, and retirement.

The Treasurer shall prepare and publish annual reports on the financial operations of the USG and its institutions. He/she shall be authorized to sign on behalf of the Board all documents necessary to convey, assign, transfer or sell investments for the various trust accounts for which the Board of Regents is the designated trustee. He/she shall perform such other duties and have such other powers as the Board may authorize or as may be assigned to him/her by the Chancellor.

The ~~USG chief financial officer and the~~ Treasurer **is the USG chief financial officer and is** ~~are~~ authorized, with the approval of the Chancellor, to delegate to the chief business officer of any institution the authority to execute any and all documents that may be necessary, required, or desirable in order to provide proper fiscal management of funds given to the institution or the Board of Regents for the benefit of the institution concerned.

Institutional chief business officers are responsible for enforcing the fiscal policies and procedures established by the Board of Regents, the Chancellor and the Treasurer. Institutional chief business officers shall immediately report to the Board Treasurer any situation that reasonably could be expected to create a deficit at an institution in coordination with the President's reporting of a deficit as required by the *Policy Manual*, Section 7.1.2.2 Deficits. Institutional chief business officers also must report to either the Treasurer or the USG chief audit officer any significant instances of non-compliance with Board Policy or business procedures that cannot be effectively remediated at the institution. To ensure accountability and effective fiscal management, the president of each institution shall consult with the Treasurer on significant personnel actions involving the institutional chief business officer to include appointment, qualifications for the position, and termination. The president shall determine the organizational and operating reporting relationships of the chief business officer at his or her institution.

Policy 2.1 Election of Presidents by the Board

The Board shall elect the presidents of institutions ~~at the April monthly meeting~~. Presidents shall not hold tenure at the institution but may hold, retain, or receive academic rank. They shall be elected each year for a term of one (1) year. The Chancellor shall notify them of their appointment, but such presidents shall not be entitled to a written employment contract. All such appointments will be made expressly subject to the Policies of the Board of Regents.

Persons holding tenure in the USG who receive an initial presidential appointment shall be required to relinquish their tenure before assuming the office of the president. No person shall be awarded tenure while serving as president (BoR Minutes, 1991-92, p. 34).

A person accepting the position of acting president at a USG institution shall not be a candidate for president of that institution (BoR Minutes, Aug. 2000, p. 63).

Policy 2.2 Procedure for Selection of a President for USG Institutions

When a vacancy occurs in a presidency, the chancellor shall consult with the chair to decide whether to conduct a national search. If a search is conducted, the chancellor in consultation with the chair may appoint an institutional search committee. The committee shall be composed of representatives of the faculty, alumni, foundation, students, and the community. Faculty shall compose the largest number of institutional members of the committee. Except as provided below, the chancellor shall name a faculty member as the chair of the institutional search committee.

For searches at research institutions, the chair shall serve on the institutional committee and name six other regents to the institutional search committee, one of whom shall be the regent residing closest to the institution. In addition, for a research institution search, the board chair shall name a regent, from those appointed, as chair of the institutional committee.

The institutional committee shall submit 3 to 5 unranked names to a Regents Special Committee for consideration. The chair shall appoint the Regents Special Committee, one of whom shall be the Regent residing closest to the institution. In the case of presidential searches at research universities, the institutional committee shall submit 3 to 5 unranked names to the board for consideration. Authority to name one or more finalists rests exclusively with the Board of Regents.

Policy 2.4.4 Educational Leave and Continued Employment

Any person vacating a USG presidency that he/she has held for not less than five (5) years may, at the discretion of the Chancellor, be:

1. Granted twelve (12) months educational leave with pay. Such educational leave may be extended by the Chancellor for an additional twelve (12) months. In no event shall the duration of such educational leave exceed twenty-four (24) months. Any paid educational leave granted under this policy shall terminate immediately upon acceptance by the leave recipient of full-time employment during the period of leave.
2. Employed in a professional or administrative position within the USG. Employment beyond the second year, if any, shall be under such terms and conditions as determined by the Chancellor or the employing institution.
3. Awarded an academic appointment at the rank of professor at a USG institution. Such appointment may, consistent with accreditation requirements and the needs of the institution, include an award of tenure by the Chancellor. Compensation and other terms of employment beyond the second year of appointment shall be as determined by the institution.

Except as otherwise provided in this section, the terms and conditions of such employment in items 2 and 3 above shall be as provided in Section 8.0 of this Policy Manual.

The compensation during any period of leave, employment, or appointment granted under this policy shall be as determined by the Chancellor. In making such determination, the Chancellor shall take into consideration the base salary and other compensation of the outgoing president prior to his/her vacating the presidency.

Nothing in this section shall prohibit any cooperative organization of the USG from supplementing the compensation of a former president during any period of leave, employment, or appointment granted under this section **subject to approval of said compensation by the Chancellor.**

Nothing contained in this section shall govern any terms or conditions of educational leave or employment beyond two (2) years from the date a person leaves the presidency of a USG institution (BoR Minutes, 1991-92, pp. 33-34).

Policy 2.5.4 Agreements

The president of each institution, or the president's designee, shall have the authority to execute, accept, or deliver, on behalf of the Board, the following types of research agreements, settlement agreements, service agreements, and reciprocal emergency law enforcement agreements affecting his/her institution:

1. Research or service agreements whereby the institution concerned, for monetary compensation or other good and valuable consideration, agrees to perform certain institution-oriented research or other personal services within a time period of one (1) year or less.
2. Agreements between USG institutions and hospitals or other organized medical facilities, both public and private, ~~located within the State of Georgia,~~ whereby the hospital or medical facility concerned agrees to provide clinical services to nursing and other students enrolled in nursing and allied health programs at the institution concerned. Said agreements ~~shall be effective for one year with the option of annual renewal as specified therein and~~ shall be subject to cancellation by either party.
3. Reciprocal emergency law enforcement agreements between USG institutions and county and municipal authorities, as authorized by the Georgia Mutual Aid Act, as amended (BoR Minutes, 1993-94, pp. 63-64).
4. Settlements of grievances and complaints, including those filed by state and federal agencies, that do not include a monetary commitment of more than \$100,000. Notice of settlements shall be filed with the University System Office of Legal Affairs (BoR Minutes, May 2006; April, 2007).
5. Any agreements necessary for the day-to-day operation of the institution (BoR Minutes, April, 2007).

Policy 2.8 Compensation of Presidents

The salaries, **taxable income** and associated fringe benefits for USG presidents and the Chancellor, as approved annually by the Board of Regents, shall be paid exclusively from state appropriations allocated to each institution. State appropriations shall be used to pay salary, housing allowance, subsistence allowance, **auto allowance, relocation expenses** and, where applicable, salary supplement, supplemental fringe benefits, deferred compensation, and any other items as approved by the Board. State appropriations will also pay for fringe benefits for presidents that are available to all USG employees. **Individuals receiving an auto allowance under a non-accountable plan for taxation purposes are not eligible for mileage reimbursements associated with travel within the home county where the institution is headquartered and are otherwise subject to the provision of the USG's travel regulations as outlined in the Business Procedures Manual.**

The annual merit salary increase paid from state funds shall be based upon the approved salary, exclusive of any allowance, supplement, or deferred compensation (BoR Minutes, August 2004).

Non-state funds may pay for expenses and allowances such as civic memberships, business-related entertainment, **and other expenses associated with the operations of the office of the president but not resulting in taxable income to the president.** ~~**automobile, auto allowance, maintenance and insurance for automobiles, and relocation expenses.**~~

Policy 7.2.2 Auxiliary Enterprises Revenues and Expenditures

Auxiliary enterprises revenues and expenditures shall be defined as all revenues received and expenditures made for functions and activities that are related to the mission of USG institutions including, but not limited to:

1. Housing;
2. Food Services;
3. Student Health Services;
4. Student Activities;
5. Intercollegiate Athletics (excluding intercollegiate athletics which are operated under the authority of a separately incorporated athletic association);
6. Parking;
7. Transportation;
8. Stores and Shops; and
9. Vending and Other Services.

Refer to Section 15.0, Auxiliary Enterprise Funds, of the Business Procedures Manual for more information on auxiliary enterprise funds.

Auxiliary enterprise operations shall operate on a self-supported basis with revenues derived from student fees and other non-state sources, except as provided below. Each auxiliary enterprise operation shall be charged for its share of plant operations and maintenance expense as a direct expense, and/or charged on the basis of an allocation methodology, such as share of total institutional square footage. USG institutions may choose also to charge administrative overhead to recoup general costs expended on behalf of each operation. **USG institutions shall, notwithstanding the above, allocate at least all direct expenses to the respective auxiliary.**

Each institution shall develop and update annually a five-year plan for each auxiliary enterprise operation that defines the level and manner of service to be provided, planned expenditures and sources of revenue, including projected fee requirements. The format and content of each plan shall be determined by the USG chief fiscal officer, but must minimally ~~shall~~ contain the following:

1. A statement regarding the role of the enterprise in the context of the institution's academic mission.
2. A statement of goals and objectives to be achieved over the course of the five-year plan.
3. A statement on operating strategy, including services to be provided and sources of revenue, including student fees.
4. A financial pro forma that projects future revenues and expenditures consistent with stated goals and objectives. The method used to allocate plant operations costs and other indirect costs, if charged, also shall be described in the five-year plan.
5. The plan shall provide for an adequate reserve to cover anticipated renewals and replacements and other contingencies, as necessary (BoR Minutes, January 2010).

Exceptions to the requirement that institutions operate their auxiliary enterprises on a self-supporting basis shall be recognized as follows:

1. Institutions may choose to operate some auxiliary enterprise activities on a loss basis, but must indicate in their five-year plans how the costs of such activities will be covered by revenues generated through other auxiliary operations and must also provide an alternative plan reflecting the elimination or privatization of the auxiliary. ~~It shall be the~~ The Board of Regents may, upon recommendation of the Chancellor, direct the institution to eliminate or privatize the auxiliary ~~determination as to whether such losses are sustainable based on the institution's five-year plan.~~
2. Institutions may apply general fund resources to auxiliary enterprise operations where such expenditures can be justified as supporting the primary mission of the institution; however, use of general fund resources for auxiliary enterprise operations is strongly discouraged and must be approved in advance by the Chancellor under procedures established by the USG chief fiscal officer. In no instance may general fund revenues be used to support athletic scholarships. The use and amount of general revenues applied to the support of auxiliary enterprise operations shall be included in the five-year plan.

Accounting records for auxiliary enterprises will be maintained on the full accrual basis. Therefore, funded depreciation will be required for all auxiliary enterprise service equipment, buildings, infrastructure and facilities, and other improvements. The reserve for depreciation will be used for repair and replacement of auxiliary assets according to guidelines provided in Section 7.0, Capitalization, of the Business Procedures Manual. The funds collected will be left with the institutions (BoR Minutes, February, 2007).

Policy 7.3.4.1 Out-of-State Tuition Waivers*

An institution may award out-of-state tuition differential waivers and assess in-state tuition for certain non-Georgia residents under the conditions listed below. Notwithstanding any provision in this policy, no person who is ~~unlawfully present~~ unable to show by the required evidence that they are lawfully in the United States shall be eligible for any waiver of the tuition differential (BoR Minutes, June 2010; October 2013).

Note: For the definition of residency status, see Section 4.3 of this Policy Manual.

Academic Common Market

Students selected to participate in programs offered through the Academic Common Market.

International and Superior Out-of-State Students

International students and superior out-of-state students selected by the institution president or an authorized representative, provided that the number of such waivers in effect does not exceed four percent (4%) for the University of Georgia, Georgia Institute of Technology, Georgia State University, Georgia Regents University, and two percent (2%) for all other institutions of the equivalent full-time students enrolled at the institution in the fall term immediately preceding the term for which the out-of-state tuition is to be waived. The proportionate percentage of out-of-state tuition waived shall be used when determining the number of waivers in effect such that a full waiver of out-of-state tuition counts as one waiver, while a 50% waiver of out-of-state tuition counts as a .5 waiver (BoR Minutes, April 2012, October 2013).

Military Personnel

Military personnel, their spouses, and their dependent children stationed in or assigned to Georgia and on active duty. ~~The waiver can be retained by the military~~ Military personnel, their spouses, and their dependent children may continue waiver eligibility if:

1. The military sponsor is reassigned outside of Georgia, and the student(s) remain(s) continuously enrolled and the military sponsor remains on active military status;
2. The military sponsor is reassigned out-of-state and the spouse and dependent children remain in Georgia and the sponsor remains on active military duty; or,
3. The active military personnel and their spouse and dependent children are stationed in a state contiguous to the Georgia border and live in Georgia. (BoR Minutes, February 2009)

Recently Separated Military Service Personnel

Members of a uniformed military service of the United States who, within twelve (12) months of separation from such service, enroll in an academic program and demonstrate an intent to become domiciled in Georgia. This waiver may also be granted to their spouses and dependent children. ~~This waiver may be granted for not more than one (1) year~~ (BoR Minutes, June 2004, amended October 2008).

**The remainder of this policy is unaltered*

Policy 7.4.1 Naming of Places, Colleges or Schools

The Board of Regents considers the naming of a place or an academic unit in honor of a living or deceased individual, corporation, foundation, or organization to be one of the highest and most distinct honors that it can bestow. Naming a place or an academic unit requires prior authorization by the Board of Regents and shall be in accord with Board of Regents procedures and guidelines.

This policy shall apply to the naming of all Board of Regents real estate and facilities, as defined in Section 9.1 of this Policy Manual. This includes all property owned or leased by the USG, including facilities constructed, donated, or acquired by affiliated organizations of the institutions. (Refer to Section 17.0, Affiliated Organizations, of the Business Procedures Manual, for more information on affiliated organizations.) This policy shall also apply to the naming of colleges and schools of all USG institutions.

The president of an institution is authorized to name, without prior approval of the Board of Regents, interior spaces and academic units subordinate to colleges and schools, such as departments. The president is also authorized to remove such names. The term “interior space” includes rooms, hallways, floors, and features, as well as other enclosed or conditioned space(s) within buildings. Institutions shall provide a report on interior namings and naming removals as information only to the USG chief external affairs officer at the end of each calendar year.

Board authorized namings shall not be modified. The namings of facilities and grounds of an institution will endure only for the useful life of the facility or feature and not in perpetuity. If a facility or area is substantially changed, a named building or area may no longer exist. In that event, the president of an institution may determine if maintaining the name for transfer to a new facility or area is appropriate and seek Board approval as appropriate.

Situations may occur that would warrant the removal of a name. Where naming authority lies with the Board of Regents, so does the authority and responsibility to remove a name.

Namings may be authorized for outstanding and distinguished service, for philanthropic giving, or both. The Board will authorize namings to honor a living person only when that person has been disassociated from employment by the USG or from local, state, or federal government employment for at least two years prior to seeking Board approval. In the event that the individual being honored is no longer living, the two year waiting period may be waived.

All proposed namings shall be submitted to the USG chief administrative officer who shall distribute the proposal for integrated review and, in conjunction with the chancellor, submit the request to the Board of Regents for action.

Naming a place or an academic unit is a significant fund raising opportunity. Presidents of institutions should maximize the potential of fund raising in association with any naming. Namings authorized without associated fund raising should be the exception.

In order for a place or an academic unit to be named based upon a contribution, the gift will comply with the following guidelines:

1. The gift must be in irrevocable form to be paid within a five-year period and based upon a signed pledge commitment.

2. Where possible, namings should be associated with endowment gifts; if a gift is to construct a facility, presidents are encouraged to seek at least a portion of the gift for endowment to support the facility or academic programs associated with the facility.
3. Generally, deferred gifts such as life insurance and bequests are not to be used for current naming opportunities. Institutions should discuss with the interested donor(s) about the possible naming opportunities that may be available when the gift is actually received. No request for a naming should be made to the Board based on a deferred gift.
4. In cases where a gift is paid over a period of time, presidents should make the formal naming request to the Board only when at least half of the total gift has been received by the institution.

USG institutions vary and “outstanding service” and “philanthropic giving” are intended, to a certain extent, to be flexible standards. Each naming situation must be judged on its merits after taking into account the facts that are relevant to the person or entity being honored and the institution involved. The president of each institution should ensure that the proposed naming is consistent with the interest of the institution and the USG.

Institution Policy:

Institutions shall also maintain their own naming policy. The policy should establish minimums for financial commitments corresponding to such naming opportunity. In setting minimums, institutions should benchmark against institutions similar in size, scope and mission. Each institution shall provide a copy of its naming policy to the USG chief administrative officer for approval.

Policy 7.7.2 Employee Purchasing

Absent a specific and approved exemption in state law or as approved by the Chancellor, USG employees shall not purchase goods or services for personal use through channels used in the purchase of goods and services for USG operation (BoR Minutes, 1955-56, pp. 254-55).

Policy 7.11.1 Sales of Institutional Products

A USG institution shall not enter into competition with private industry. Nothing in this Policy shall be interpreted to mean that USG institutions are prohibited from providing those goods and services connected with the institution's mission or those goods and services customarily provided by institutions of higher education.

~~An institution shall not be prohibited from selling milk, food, and other supplies to its dining halls and cafeterias or to the dining halls and cafeterias of other USG institutions, or to fraternity or sorority dining halls in which students of the institution only are regularly served meals.~~

USG institutions are not prohibited from making sales on the wholesale market. However, in no event are such sales to be made to the general public (BoR Minutes, 1947-48, p. 20; 1951-52, pp. 254-55).

Policy 8.3.2.2 Establishment of Named ~~Faculty~~ Positions*

Support of ~~Academic~~ Positions from Gifts and Endowments

No endowed chair, professorship, ~~or~~ fellowship, **or administrative position** will be established or announced without prior approval of the Board of Regents, and no initial appointment will be made to a chair, professorship, ~~or~~ fellowship, **or administrative position** without prior approval by the Board. Recommendations to the Board concerning specially designated **academic** positions will be made through the Chancellor to the Board. Before the final action of the Board, such recommendations will be referred to the Finance and Business Operations Committee and the Academic Affairs Committee (BoR Minutes, August 2007).

**The remainder of this policy is unaltered*

Policy 9.10.5 Presidents' Homes

The policy of the Board regarding presidents' homes shall be as follows:

1. Presidents of research universities will be required to live, without charge, in university housing unless an exception is granted by the Chancellor. **There shall be no presidential housing at other institutions. Existing presidential housing at other institutions will be phased out as rapidly as possible, and no additional presidents' houses shall be purchased or constructed for those institutions. Presidents who are currently furnished housing shall continue to occupy that housing during their tenure as president (BoR Minutes, 1984-85, p. 114; BoR Minutes, 1985-86, p. 53-54).**
2. The institutions shall be responsible for the **repair, upkeep, and routine cleaning** ~~repair and upkeep~~ of the buildings and grounds of the homes furnished for presidents.
3. The institutions shall be responsible for furnishing **electricity, gas, water/sewer, disposal, telephone, and internet services** ~~utilities, including local telephone service.~~
4. No food, food service, or other **personal** services shall be provided for the presidents and their families (BoR Minutes, 1967-68, pp. 416, 645).
5. Any proposed project for improvement of **the buildings and grounds of** a president's home, other than routine and necessary maintenance, shall be submitted for review **to the Vice Chancellor for Facilities, who will provide a recommendation to** ~~and approval by~~ the Chancellor and the Board of Regents as part of the regularly scheduled business of **the Committee on Real Estate and Facilities.** Improvement shall mean any change to the buildings or grounds such that it achieves greater future benefit, rather than maintains the buildings or grounds at its previous level of service. Any subsequent changes in the scope of the project or budget shall be similarly submitted for review and approval (BoR Minutes, 1990-91, p. 385).

21. Policy 9.12.7 Campus Security and Police*

The Board of Regents recognizes it is essential to maintain the safety and security of the campus environment. Each USG institution has the responsibility to employ security and police policies, standards, and practices to minimize the risk of disruption to the campus community.

Each institution shall establish and maintain a department responsible for providing security and police services and shall designate an individual to serve as the director of public safety or chief of police. The director or chief of police will be assigned the management responsibility and authority for conducting and coordinating security and police services. The director of public safety or chief of police shall consult with the USG chief of police on major organizational policies and procedures.

The USG chief of police shall serve as a liaison to the Board of Regents on security and police service matters. The USG chief shall maintain guidelines that all USG institutions should consider in the development and implementation of security and police services.

Each director or chief of police at an institution shall be certified in accordance with the Georgia Peace Officer Standards and Training Council (POST) rules and regulations. Prior to employment, candidates for director or chief of police positions must meet the requirements for entry into the state mandated police academy and eligibility to obtain POST certification within 12 months of employment. Any changes in the individual's name, title, certification status and contact information will be provided to the USG chief of police.

Each director or chief of police at an institution shall have a direct reporting relationship to a vice president or above of that institution. The president of each institution will determine the reporting relationship.

The vice president or president of each institution shall consult with the USG chief on significant personnel actions involving the director of public safety or chief of police to include appointment, qualifications for the position, and termination.

Each institution shall notify the USG chief of police, or designee, upon receipt of any reports of significant crimes or threats reported to or known by the institution, and of any potential or actual events that may disrupt the operations of the campus community.

**MINUTES OF THE SPECIAL TELEPHONIC MEETING OF THE
BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA
Held in Atlanta Georgia on October 30, 2013**

CALL TO ORDER

The Board of Regents of the University System of Georgia met by telephone conference call on Wednesday, October 30, 2013. The conference call originated from Room 7019 in the Office of the Chancellor, 270 Washington Street, S.W, in Atlanta, Georgia. The Chair of the Board, Regent William H. NeSmith, Jr., called the meeting to order at approximately 1:00 p.m. Present, in addition to Chair NeSmith and Vice Chair Philip A. Wilheit, Sr., were Regents C. Dean Alford, Lori Durden, Larry R. Ellis, Rutledge A. Griffin, Jr., C. Thomas Hopkins, Jr., Doreen Stiles Poitevint, Neil L. Pruitt, Jr., Scott Smith, Kessel D. Stelling, Jr., Benjamin J. Tarbutton, III, Rogers Wade, Larry Walker, and Don L. Waters. Regents Kenneth R. Bernard, Jr., Donald M. Leebern, Jr., and Richard L. Tucker were excused.

EXECUTIVE SESSION

At approximately 1:05 p.m. on Wednesday, October 30, 2013, Chair William H. NeSmith, Jr. called for an executive session for the purpose of discussing personnel matters. With motion properly made by Regent Rogers Wade and seconded by Regent C. Dean Alford, the members present voted unanimously to go into executive session. University System of Georgia staff members who were also present for portions of the executive sessions included Chancellor Henry M. Huckaby and members of his staff. In accordance with H.B. 278, Section 3 (amending O.C.G.A. § 50-14-4), affidavits regarding these executive sessions are on file with the Office of the Secretary to the Board.

At approximately 1:12 p.m. on Wednesday, October 30, 2013, Chair NeSmith reconvened the board in its regular session and announced that no actions were taken during the executive session.

NAMING OF FINALIST FOR THE PRESIDENCY OF MIDDLE GEORGIA STATE COLLEGE

At approximately 1:13 p.m. on Wednesday, October 30, 2013, the Board, on motion of Regent Larry Walker and seconded by Regent Lori Durden, unanimously named Dr. Christopher Blake as the finalist for the search for the President of Middle Georgia State College.

ADJOURNMENT

There being no further business to come before the Board, the meeting was adjourned at approximately 1:15 p.m., on Wednesday, October 30, 2013.

William H. NeSmith, Jr.
Chair, Board of Regents
University System of Georgia

James Burns Newsome
Secretary to the Board of Regents
University System of Georgia

**MINUTES OF THE SPECIAL TELEPHONIC MEETING OF THE
BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA
Held in Atlanta Georgia on November 6, 2013**

CALL TO ORDER

The Board of Regents of the University System of Georgia met by telephone conference call on Wednesday, November 6, 2013. The conference call originated from Room 7019 in the Office of the Chancellor, 270 Washington Street, S.W, in Atlanta, Georgia. The Vice Chair of the Board, Regent Philip A. Wilheit, Sr., serving as Acting Chair, called the meeting to order at approximately 11:05 a.m. Present, in addition to Acting Chair Wilheit were Regents C. Dean Alford, Kenneth R. Bernard, Jr., Lori Durden, C. Thomas Hopkins, Jr., Donald M. Leebern, Jr., Doreen Stiles Poitevint, Scott Smith, Kessel D. Stelling, Jr., Benjamin J. Tarbutton, III, Rogers Wade, Larry Walker, and Don L. Waters. Chair William H. NeSmith, Jr., and Regents Larry R. Ellis, Rutledge A. Griffin, Jr., Neil L. Pruitt, Jr., and Richard L. Tucker were excused. Chancellor Henry M. Huckaby and members of his staff also were present on the call.

INTRODUCTION

At approximately 11:07 a.m., Acting Chair Wilheit recognized Regent Larry Walker, the Chair of the Special Presidential Search Committee for Middle Georgia State College. Chair Walker thanked and congratulated the members of the search committee for their good work. Chair Walker also provided the Board with biographical information about Dr. Christopher Blake and shared the search committee's enthusiasm for Dr. Blake's candidacy. Chancellor Henry M. Huckaby also provided information regarding Dr. Blake and formally recommended Dr. Blake to the Board.

ELECTION OF THE PRESIDENT OF MIDDLE GEORGIA STATE COLLEGE

At approximately 11:10 a.m. on Wednesday, November 6, 2013, the Board, on motion of Regent Larry Walker and seconded by Regent Donald M. Leebern, Jr., unanimously elected Dr. Christopher Blake as the President of Middle Georgia State College. Acting Chair Wilheit thanked Chair Walker and the members of the search committee for their fine work.

ADJOURNMENT

There being no further business to come before the Board, the meeting was adjourned at approximately 11:11 a.m., on Wednesday, November 6, 2013.

Philip A. Wilheit, Sr.
Acting Chair, Board of Regents
University System of Georgia

James Burns Newsome
Secretary to the Board of Regents
University System of Georgia

AGENDA

Special Consolidation

November 12, 2013

Recommended:

1. That the Board approve the proposed consolidation of Southern Polytechnic State University and Kennesaw State University; and
2. That the Board authorize the Chancellor to take those measures which the Chancellor deems necessary and prudent to give effect to the Board's determination that these institutions be consolidated so as to enhance and improve educational offerings and student success. All final determinations regarding consolidations, including effective dates, shall be made by the Board, in consultation with the Chancellor.

**COMMITTEE OF THE WHOLE
COMMITTEE ON ORGANIZATION & LAW**

November 12, 2013

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| 5. Policy 8.3.9.1 Grounds for Removal | 5 |

1. Policy Manual Review

The System Office is in the process of a systematic review of the Board of Regents Policy Manual, part of a continuing commitment to process improvement.

This review is targeted to refine and improve policies that are outdated, unduly burdensome, or serve to hinder, rather than promote, institutional missions. These were presented to the Board of Regents during its September 2013 meeting.

2. Policy 2.5.3 Personnel Policies

The president shall be responsible for the initial appointment of faculty members and administrative employees of each institution, the salary and all promotions of each, and be authorized to make all reappointments of faculty members and administrative employees, except as otherwise specified in this Policy Manual. The president has the right and authority to grant leaves of absence for up to one (1) year for members of the faculty for study at other institutions or for such reasons as the president may deem proper.

He/she shall make **such reports as required from time to time** ~~an annual report~~ to the Board, through the Chancellor or his/her designee, of the condition of the institution under his/her leadership (BoR Minutes, February, 2007; **October 2013**).

The president of each institution, or his/her designee, is authorized to accept on behalf of the Board the resignation of any employee of his/her institution (BoR Minutes, 1977-78, p. 123; 1982-83, p. 225).

3. Policy 8.2.23 Amorous Relationships*

A USG faculty or staff member, including a graduate teaching assistant, is prohibited from having an amorous relationship with any student who the faculty or staff member supervises, teaches, or evaluates in any way. Consistent with Policy 8.2.3, a USG employee is prohibited from having an amorous relationship with any other employee if either employee supervises, evaluates, or in any other way directly affects the terms or conditions of the other's employment. Any individual who violates this policy is subject to disciplinary action commensurate with the offense, up to and including termination.

**This is a new Board of Regents policy.*

4. Policy 8.3.7.2 Tenure Requirements

Tenure resides at the institutional level. Institutional responsibility for employment of a tenured individual is to the extent of continued employment on a 100 percent workload basis for two (2) out of every three (3) consecutive academic terms until retirement, dismissal for cause, or release because of financial exigency, or program modification as determined by the Board.

Only assistant professors, associate professors, and professors are eligible for tenure. Normally, only faculty who are employed full-time (as defined by Regents' policies) by an institution are eligible for tenure. However, faculty members holding these professorial ranks who are employed by or on the staff of **Georgia Regents University** a **USG institution** on less than a full-time basis, and **who are assigned by the USG institution to** or hold an appointment at **a non-USG corporate or governmental entity** ~~the Veterans Administration Medical Center-Augusta,~~ shall, **subject to the approval of the Chancellor**, be eligible for promotion and/or the award of tenure by the institution president (BoR Minutes, August 2007). ~~Refer to Section 8.3.7.9 of this Policy Manual for more information on tenure for Georgia Regents University.~~

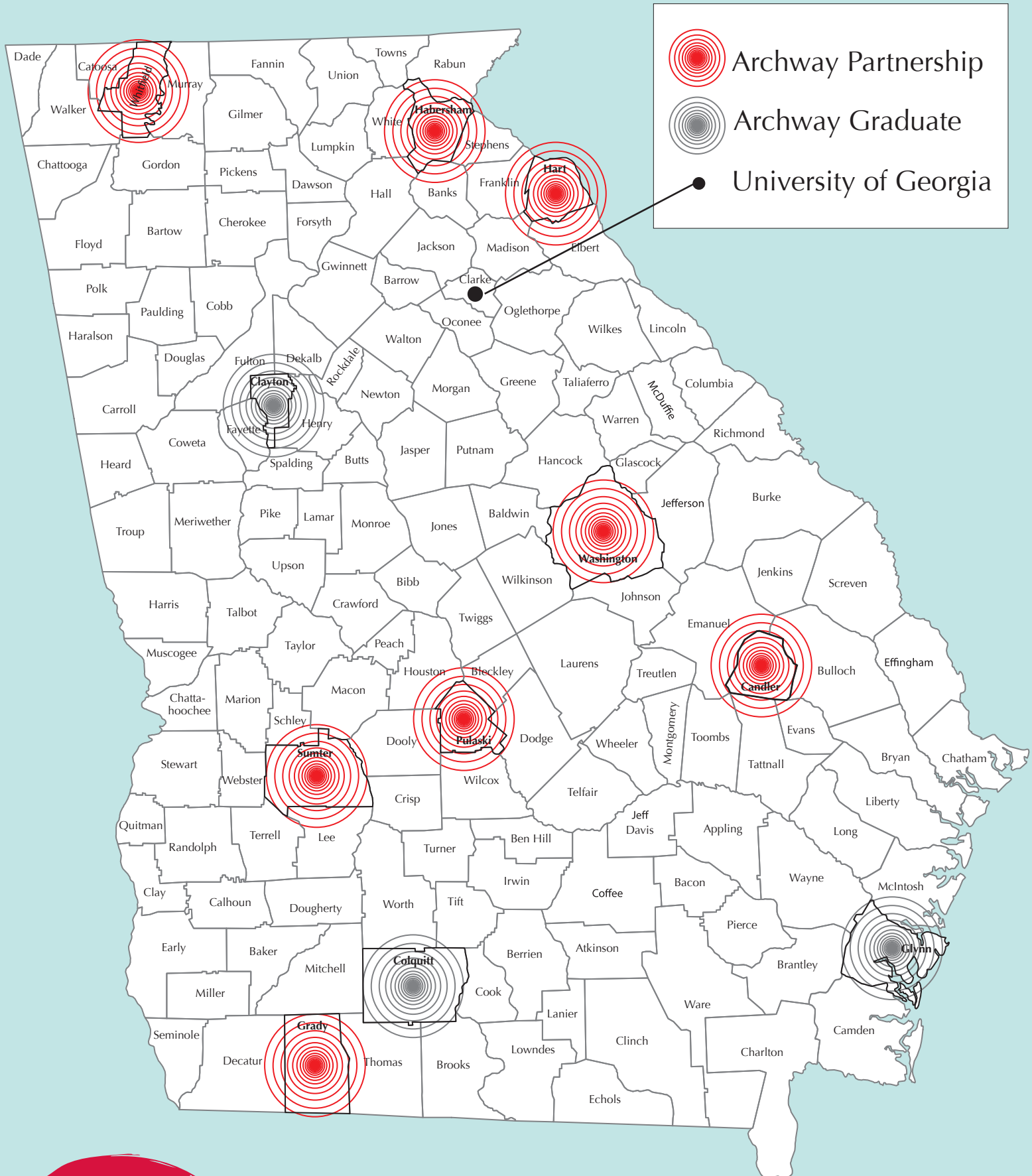
The term "full-time" is used in these tenure regulations to denote service on a 100 percent workload basis for at least two (2) out of three (3) consecutive academic terms. Faculty with non-tenure track appointments shall not acquire tenure. The award of tenure is limited to the above academic ranks and shall not be construed to include honorific appointments, such as adjunct appointments (BoR Minutes, October 2008).

5. Policy 8.3.9.1 Grounds for Removal

A tenured or non-tenured faculty member may be dismissed before the end of his/her contract term for any of the following reasons, provided that the institution has complied with procedural due process requirements:

1. Conviction or admission of guilt of a felony or of a crime involving moral turpitude during the period of employment—or prior thereto if the conviction or admission of guilt was willfully concealed.
2. Professional incompetency, neglect of duty, or default of academic integrity in teaching, in research, or in scholarship.
3. Unlawful manufacture, distribution, sale, use or possession of marijuana, a controlled substance, or other illegal or dangerous drugs as defined by Georgia laws; teaching or working under the influence of alcohol which interferes with the faculty member's performance of duty or his/her responsibilities to the institution or to his/her profession (BoR minutes 1989-90, pp.384-385).
4. Conviction or admission of guilt in a court proceeding of any criminal drug offense (BoR Minutes, 1989-90, pp. 384- 385).
5. Physical or mental incompetency as determined by law or by a medical board of three (3) or more licensed physicians and reviewed by a committee of the faculty.
6. False swearing with respect to official documents filed with the institution.
7. Disruption of any teaching, research, administrative, disciplinary, public service or other authorized activity.
8. Violation of, among other policies, Board Policy 8.2.1 (non-discrimination), Board Policy 8.2.16 (sexual harassment), or Board Policy 8.2.23 (amorous relationships).
89. Such other grounds for dismissal as may be specified in the Statutes of the institution.

Each institution, as a part of its statutes, may supplement Regents' policies governing causes for dismissal and procedures for dismissal. Each institution should provide for standards governing faculty conduct, including sanctions short of dismissal, and procedures for the implementation of such sanctions. In the imposition of sanctions, the burden of proof lies with the institution (BoR Minutes, 1951-52, pp. 315-319, pp. 159-60; 1966-67, p. 206; 1969-70, pp. 21-22; 1974-75, pp. 304-313; 1982-83, p. 254).



AGENDA
COMMITTEE ON ACADEMIC AFFAIRS
November 12, 2013

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1. Establishment of a Bachelor of Business Administration with a major in Healthcare Administration, Valdosta State University

Recommendation: That the Board approve the request of President William J. McKinney that Valdosta State University (“VSU”) be authorized to establish a Bachelor of Business Administration (BBA) with a major in Healthcare Administration, effective November 13, 2013.

Program Summary:

Building on its existing health-related majors such as nursing, exercise physiology and communication disorders, VSU’s BBA with a major in Healthcare Administration aligns current offerings in the health sciences and in business administration. The field of healthcare is growing rapidly and each clinical position filled requires administrative infrastructure to coordinate, support, and manage effective care.

The program of study for the BBA in Healthcare Administration includes healthcare applications in management, marketing, insurance, information systems, and law and ethics, to name a few. The required internship provides students with the opportunity to participate in a hands-on experience in a healthcare setting, working with current software tools and technologies.

Graduates of this program will find employment as healthcare managers in hospitals, group medical practices, nursing homes, home healthcare services, and outpatient care centers. They coordinate business functions such as human resources, accounting, finance, marketing, health informatics, and risk management and insurance, all occupations with very positive growth rates, in Georgia and the southeast.

List of Similar Existing USG Programs and Productivity:

The USG currently has three baccalaureate programs similar to the Bachelor of Business Administration with a major in Healthcare Administration degree. Below is a tabular representation of degrees conferred in the System.

Institution	2010	2011	2012
Clayton State University, BS with a major in Healthcare Management	77	105	113
Macon State College, BS in Health Services Management	19	33	39
Georgia Health Sciences University, BS in Health Information Administration	18	17	11

Projected Enrollment:

The program is expected to enroll 15 students by Year 1 growing to 50 students by Year 4.

Fiscal Summary:

Valdosta State University has previously received funding to support this program, and will launch and deliver the program through existing departmental resources using recently hired faculty.

Facilities Impact:

VSU states that they will use classrooms in the newly constructed Health Sciences and Business Administration Building on the VSU North Campus.

Accountability:

The Office of Academic Affairs will work with the institution to measure the success and continued effectiveness of the proposed program. The program will be reviewed in concert with the institution's programmatic schedule of comprehensive program reviews.

2. Establishment of a Master of Laws (LL.M.) Degree, Georgia State University

Recommendation: That the Board approve the request of President Mark P. Becker that Georgia State University (“GSU”) be authorized to establish a Master of Laws (LL.M) degree, effective November 13, 2013.

Program Summary: The LL.M. (Masters in Law), is a post-graduate degree designed for U.S. and internationally trained lawyers who may wish to earn an LL.M. in a generalized or specialized area of study. Foreign-trained lawyers enrolled in this program will undertake a one- to two-year course of study to bolster their knowledge of U.S. law and in some cases sit for the bar exam in a qualifying state. Georgia State Law’s LL.M. program would fully integrate these international lawyers into the existing J.D. program, thereby also increasing the global legal competence of Georgia State’s domestic students. Ultimately, Georgia State Law’s LL.M. degree would prepare all enrolled lawyers to serve foreign companies and law firms seeking to strengthen global business in Georgia.

In today's interconnected world of business and law, there is a recognized need for lawyers worldwide to possess global competency. This is evident not only in the growth of international programs in U.S. law schools that send U.S. students abroad, but in the great interest among foreign lawyers to study law in the United States and earn a U.S. credential that can position them in their home country. The LL.M. is the main vehicle by which foreign-trained lawyers accomplish this objective. Indeed, "An LL.M. from a U.S. law school has become an important calling card for attorneys across the globe." *National Jurist* (November 2012).

The benefits of attracting internationally trained lawyers to Georgia State University are numerous. It would add to the international diversity of the college’s student body, and improve the international profile of the college and university. Indeed, JD students in other programs often comment on the richness of the learning experience when foreign-trained lawyers are part of the in-class discussion. Graduates of similar programs have assumed leadership positions in their respective legal institutions, including the judiciary and government, and in law faculties and those of related disciplines in their home countries. They also played a key role in recruiting foreign businesses to Georgia. Eventually, this will result in a global network of Georgia State University-degreed lawyers connecting the university to legal institutions and academic institutions around the world and providing greater opportunity for faculty, staff and students to increase their global competency. Training foreign-educated lawyers who will return to their home countries with an appreciation for the rule of law and a sense of loyalty to GSU and Atlanta, is a development that is good for the School, good for the LL.M. graduates, good for Atlanta, and good for Georgia’s global reputation.

List of Similar Existing USG Programs and Productivity:

The USG currently has one LL.M degree program. Below is a tabular representation of degrees conferred in the System.

Institution	2010	2011	2012
University of Georgia	23	16	10

Projected Enrollment:

The program is expected to enroll 10 students by Year 1 growing to 15 students by Year 3.

Fiscal Summary:

Students enrolled in this program will pay standard non-resident J.D. tuition. In order to launch and deliver the program, Georgia State University will use part-time or adjunct faculty to teach the two new specialized courses tailored for the LL.M. students.

Facilities Impact:

GSU states that they will use existing classroom space in the Urban Life Building.

Accountability:

The Office of Academic Affairs will work with the institution to measure the success and continued effectiveness of the proposed program. The program will be reviewed in concert with the institution's programmatic schedule of comprehensive program reviews.

3. Establishment of a Bachelor of Arts with a major in Communication, University of North Georgia

Recommendation: That the Board approve the request of President Bonita Jacobs that the University of North Georgia (“UNG”) be authorized to establish a Bachelor of Arts with a major in Communication, effective November 13, 2013.

Program Summary:

The proposed Bachelor of Arts in Communication aims to satisfy the demand in the north Georgia region for organizational leaders and communicators in both the public and private sectors: cinematographers, post-production specialists, writers, and animators in the media and communication industries, including the state’s burgeoning motion picture and television industry; and community-minded journalists who can produce content for multiple media platforms.

The degree program offers three concentrations, each of which will prepare students for particular career paths: Film and Digital Media Production, Multimedia Journalism, and Organizational Leadership. Students in the Film & Digital Media Production concentration will be prepared to work in Georgia’s burgeoning motion picture and television industry, an area that has grown by over 400% between 2007 and 2010. Solidly grounded in the liberal arts and sciences, the Multimedia Journalism concentration prepares students to adapt to changing technologies in a field that is evolving at a rapid pace. The Organizational Leadership concentration will prepare graduates to succeed in careers as leaders and managers, public relations and advertising professionals, and sales personnel among others. Each of the program’s concentrations will enable students to compete in a diverse society marked by increasingly complex, converged, and technology-driven communication systems. Students may begin their studies on any of UNG’s four campuses and then transfer to the Gainesville campus to complete the degree.

List of Similar Existing USG Programs and Productivity:

The USG currently has fourteen baccalaureate degree programs in communication or related fields. Below is a tabular representation of degrees conferred in the System. Some of the data represent combined totals of multiple degrees.

Institution	2010	2011	2012
Albany State University	24	19	15
Augusta State University	54	52	53
Clayton State University	17	9	19
Columbus State University	39	29	23
Fort Valley State University	11	10	15
Georgia College & State University	42	52	57
Georgia Southern University	113	116	145
Georgia State University	276	292	324
Kennesaw State University	227	259	269
Savannah State University	41	43	40
Southern Polytechnic State University	18	22	37

University of Georgia	184	211	207
University of West Georgia	48	46	53
Valdosta State University	41	67	65

Projected Enrollment:

The program is expected to enroll 54 new students by Year 1 and each year thereafter.

Fiscal Summary:

University of North Georgia will launch and deliver the program using existing faculty. The institution will hire a new faculty member, using existing funds, in Year 2 as the demand for upper division courses grows.

Facilities Impact:

Housed in the newly opened Martha T. Nesbitt Academic Building, UNG possess excellent media production facilities and equipment to support the program.

Accountability:

The Office of Academic Affairs will work with the institution to measure the success and continued effectiveness of the proposed program. The program will be reviewed in concert with the institution's programmatic schedule of comprehensive program reviews.

4. Termination of Eighteen Options under Associate of Applied Science Degrees, Abraham Baldwin State College

Recommended: That the Board approve the request of President David Bridges that Abraham Baldwin Agricultural College (“ABAC”) be authorized to terminate eighteen options offered under specific Associate of Applied Science degrees, effective November 13, 2013.

Abstract: ABAC seeks to terminate eighteen options offered under specific Associate of Applied Science degrees. The request to terminate programs was based upon an institutional review of the Degree/Discipline Productivity – Low Producing Programs report. ABAC has confirmed that there are no students matriculating through these programs and there will be no adverse impact on faculty members or students within the career associate programs listed below:

- Associate of Applied Science in Business with options in:
 - Gaming Technology
 - Computer Programming
 - Computer Support Specialist
 - Internet Specialist
 - Internet Specialist – Web Site Design
 - Web Site Designer
 - Networking Specialist
 - Computer Support Specialist
 - Accounting
 - Business Administrative Technology
- Associate of Applied Science in Health with options in:
 - Medical Assisting
 - Radiologic Technology
 - Surgical Technology
 - Neuromuscular Therapist
 - Practical Nursing
 - Early Childhood Care and Education
- Associate of Applied Science in Technology with options in:
 - Convergent Telecommunications Technology
 - Criminal Justice Technology

5. Termination of Seven Associate of Applied Science Degrees, Atlanta Metropolitan State College

Recommended: That the Board approve the request of President Gary McGaha that Atlanta Metropolitan State College (“AMSC”) be authorized to terminate seven Associate of Applied Science degrees, effective November 13, 2013.

Abstract: AMSC seeks to terminate seven Associate of Applied Science degrees upon review of the Degree/Discipline Productivity – Low Producing Programs report. The institution has confirmed that there are no students matriculating through these programs and there will be no adverse impact on faculty members or students within the degrees listed below:

- Associate of Applied Science in Accountancy
- Associate of Applied Science in Business Management
- Associate of Applied Science in Computerized Office Management
- Associate of Applied Science in Computer Programming
- Associate of Applied Science in Recreation Leadership
- Associate of Applied Science in Office Administration (Secretarial)
- Associate of Applied Science in Technology with an option in Drafting

6. Termination of Twenty Baccalaureate Programs, Georgia Institute of Technology

Recommended: That the Board approve the request of President G. P. Peterson that Georgia Institute of Technology (“GIT”) be authorized to terminate twenty baccalaureate programs, effective November 13, 2013.

Abstract: GIT seeks to terminate twenty baccalaureate programs upon review of the Degree/Discipline Productivity – Low Producing Programs report. GIT no longer offers the bachelor’s degrees identified for dissolution. Action to terminate specific degrees and majors will enable institutional update of records and reflect current offerings. GIT will continue to retain viable, stand-alone degrees in multiple disciplinary areas. The institution has confirmed that there are no students matriculating through the identified programs and there will be no adverse impact on faculty members or students within the academic offerings listed below:

- Bachelor of Science in Applied Biology
- Bachelor of Science in Management Science
- Bachelor of Science in Polymer and Textile Chemistry
- Bachelor of Science in Textiles and Enterprise Management

- Bachelor of Science with a major in Aerospace Engineering
- Bachelor of Science with a major in Applied Mathematics
- Bachelor of Science with a major in Biochemistry
- Bachelor of Science with a major in Chemical and Biomolecular Engineering
- Bachelor of Science with a major in Chemistry
- Bachelor of Science with a major in Civil Engineering
- Bachelor of Science with a major in Computer Science
- Bachelor of Science with a major in Electrical Engineering
- Bachelor of Science with a major in Industrial Engineering
- Bachelor of Science with a major in Management
- Bachelor of Science with a major in Mechanical Engineering
- Bachelor of Science with a major in Nuclear and Radiological Engineering
- Bachelor of Science with a major in Physics
- Bachelor of Science with a major in Psychology
- Bachelor of Science with a major in Textiles
- Bachelor of Science with a major in Textile Science and Engineering

7. **Termination of Two Baccalaureate Programs, Southern Polytechnic State University**

Recommended: That the Board approve the request of President Lisa Rossbacher that Southern Polytechnic State University (“SPSU”) be authorized to terminate two baccalaureate programs, effective November 13, 2013.

Abstract: SPSU seeks to terminate two baccalaureate programs upon review of the Degree/Discipline Productivity – Low Producing Programs report. The institution has confirmed that there are no students matriculating through these programs and there will be no adverse impact on faculty members or students within the academic offerings listed below:

- Bachelor of Science with a major in Industrial Distribution
- Bachelor of Arts with a major in Mathematics

8. Termination of Eleven Associate of Applied Science Programs, University of North Georgia

Recommended: That the Board approve the request of President Bonita Jacobs that the University of North Georgia (“UNG”) be authorized to terminate eleven career associate programs, effective November 13, 2013.

Abstract: UNG seeks to terminate eleven career associate programs upon review of the Degree/Discipline Productivity – Low Producing Programs report. The institution has confirmed that there are no students matriculating through these programs and there will be no adverse impact on faculty members or students within the academic offerings listed below:

- Associate of Applied Science in Business with an option in Microcomputer Specialist
- Associate of Applied Science in Business with an option in Management Supervisory Development
- Associate of Applied Science in Business with an option in Marketing Management
- Associate of Applied Science in Health with an option in Surgical Technology
- Associate of Applied Science in Technology with an option in Printing/Graphics Technology
- Associate of Applied Science in Technology with an option in Fire Science Technology
- Associate of Applied Science in Technology with an option in Electronics Technology
- Associate of Applied Science in Technology with an option in Telecommunications Technology
- Associate of Applied Science in Technology with an option in Machine Tool Technology
- Associate of Applied Science in Technology with an option in Advanced Machine Tool Technology
- Associate of Applied Science in Technology with an option in Air Conditioning Technology

9. Termination of Eighty-One Academic Program Offerings, Valdosta State University

Recommended: That the Board approve the request of President William J. McKinney that Valdosta State University (“VSU”) be authorized to terminate forty-eight career associate options, twelve bachelor’s, twelve master’s, and nine specialist in education degree programs, a total of eighty-one program offerings, effective November 13, 2013.

Abstract: VSU seeks to terminate forty-eight career associate options, twelve bachelor’s, twelve master’s, and nine specialist in education majors upon review of the Degree/Discipline Productivity – Low Producing Programs report. The institution has confirmed that there are no students matriculating through the identified eighty-one program offerings and there will be no adverse impact on faculty members or students within the degrees and majors listed below:

<u>Specialist in Education Degrees (Ed.S.)</u>
Specialist in Education with a major in Reading Education
Specialist in Education with a major in Career Education
Specialist in Education with a major in Teaching Field – Gifted
Specialist in Education with a major in Teaching Field – Behavior Disorders
Specialist in Education with a major in Teaching Field – Mental Retardation
Specialist in Education with a major in Teaching Field – Learning Disabilities
Specialist in Education with a major in Teaching Field – English
Specialist in Education with a major in Teaching Field – Mathematics
Specialist in Education with a major in Teaching Field – Social Studies
Total: Nine (9) Specialist in Education Degree Programs

Termination of Eighty-One Academic Program Offerings, Valdosta State University
(Continued)

<u>Bachelor's Degrees</u>	<u>Master's Degrees</u>
BS in Education with a major in Secondary Teacher Education	Master of Art Education
BS in Education with a major in Birth through Five	Master of Education with a major in Interrelated Special Education and Early Childhood Education
BS in Education with a major in Teaching Field - English	Master of Education with a major in Teaching Field – Gifted
BS in Education with a major in Teaching Field – French	Master of Education with a major in Teaching Field – Behavior Disorders
BS in Education with a major in Teaching Field – Spanish	Master of Education with a major in Teaching Field – Mental Retardation
BS in Education with a major in Teaching Field – Mathematics	Master of Education with a major in Teaching Field – Learning Disabilities
BS in Education with a major in Teaching Field – Biology	Master of Education with a major in Teaching Field – English
BS in Education with a major in Teaching Field - History	Master of Education with a major in Teaching Field – Spanish
BS in Education with a major in Teaching Field – Earth/Space Science	Master of Education with a major in Teaching Field – Mathematics
BS in Education with a major in Teaching Field – Physics	Master of Education with a major in Teaching Field – Science
BS in Education with a major in Teaching Field – Political Science	Master of Education with a major in Teaching Field – Social Studies
BS in Education with a major in Teaching Field – Mental Retardation	Master of Education with a major in Teaching Field – History
Total: Twelve (12) Bachelor's Degree Programs	Total: Twelve (12) Master's Degree Programs

**Termination of Eighty-One Academic Program Offerings, Valdosta State University
(Continued)**

<u>Associate of Applied Science (A.A.S.)</u>	
<p>Associate of Applied Science in Business with options in:</p> <ul style="list-style-type: none"> ■ Computer Programming ■ Computer Information Systems ■ Accounting ■ Business and Office Technology ■ Information and Office Technology ■ Marketing Management 	<p>Associate of Applied Science in Technology with options in:</p> <ul style="list-style-type: none"> ■ Printing/Graphics Technology ■ Advanced Telecommunications Technology ■ Automated Manufacturing Technology ■ Advanced Drafting ■ Advanced Drafting and Design ■ Drafting ■ Masonry ■ Carpentry ■ Residential/Commercial Wiring ■ Industrial Electrical Technology ■ Building and Facilities Maintenance ■ Plumbing ■ Electronics Fundamentals ■ Electronics Technology ■ Air Conditioning Technology ■ Advanced Air Conditioning Technology ■ Heavy Equipment Mechanic ■ Industrial Maintenance Technology ■ Automotive Collision Repair ■ Automotive Fundamentals ■ Automotive Technology ■ Diesel Mechanics ■ Truck Repair Technician ■ Machine Tool Technology ■ Advanced Machine Tool Technology ■ Welding and Joining Technology ■ Cabinetmaking ■ Applied Manufacturing Technology
<p>Associate of Applied Science in Services with options in:</p> <ul style="list-style-type: none"> ■ Environmental Horticulture ■ Cosmetology ■ Culinary Art ■ Child Development ■ Child Development and Related Care 	
<p>Associate of Applied Science in Health with options in:</p> <ul style="list-style-type: none"> ■ Dental Hygiene ■ Dental Assisting ■ Medical Assisting ■ Pharmacy Technology ■ Paramedic Technology ■ Radiation Therapy ■ Radiologic Technology ■ Surgical Technology ■ Practical Nursing 	
<p>Total: Forty-eight (48) Associate of Applied Science programs in Business, Health, Technology, and Services with specific options offered in cooperation with various technical colleges.</p>	
<p>Note: Options were offered in cooperation with Valdosta Technical College, Albany Technical College, Moultrie Technical College, Southwest Georgia Technical College, and East Central Technical College.</p>	

10. Termination of Two Baccalaureate Programs, Columbus State University

Recommended: That the Board approve the request of President Timothy Mescon that Columbus State University (“CSU”) be authorized to terminate two baccalaureate programs, effective December 31, 2013.

Abstract: CSU seeks to terminate two baccalaureate programs upon review of the Degree/Discipline Productivity – Low Producing Programs report. Action to terminate specific degrees and majors will enable institutional update of records and reflect current offerings. The institution has confirmed that there are no students matriculating through these programs and there will be no adverse impact on faculty members or students within the academic offerings listed below:

- Bachelor of Arts with a major in English (with a secondary education track) (13130502)
- Bachelor of Arts with major in History (13131803)

11. Mission Change for Gordon State College

Institutional Mission Statement Modification, Gordon State College

Recommendation: That the Board approve the request of President Max Burns, that Gordon State College (“GSC”) be authorized to revise its institutional mission statement, effective November 13, 2013.

Abstract:

President Burns has requested that GSC be authorized to revise its mission statement. The proposed mission statement is the product of the Strategic Planning Task Force, a group with representatives from the faculty, staff, students, alumni, foundation, and community. Further input was gathered through the use of focus groups for off-campus constituents, online surveys of all faculty and staff, discussions with the faculty senate and staff council, and student questionnaires. The revised mission statement has received the support and endorsement of the full faculty and staff, student governance, the GSC Foundation, and GSC Alumni Board. Both the current and proposed mission statements are provided below.

Current mission statement:

Gordon State College joined the [University System of Georgia](#) in 1972 as an associate level institution with a distinctive legacy of excellence in scholarship and service. From its founding in 1852, Gordon has grown and changed, not only in response to, but also in anticipation of, the educational needs of its community. Gordon's scope of influence now extends beyond the surrounding areas to include the rapidly growing suburban areas south of Atlanta, east of Columbus, and north of Macon. A community in flux, this area of Georgia is rich in diversity and reflects extremes in economic and population growth which demand a mission that includes focused two-year professional offerings, the traditional pre-baccalaureate curricula, and baccalaureate offerings targeting needs of the area. Gordon State College fully serves the community by providing educational and cultural opportunities both within and beyond this area. The mission of Gordon State College, therefore, is to:

1. prepare students for transfer into and success in baccalaureate and professional degree programs through the college transfer program;
2. prepare students for entry into and success in specific occupations and careers especially demanded by the surrounding community through appropriate Associate and Baccalaureate programs;
3. strengthen the academic skills of students otherwise unprepared for entry-level college work through the Learning Support program; and
4. serve the community by providing opportunities for life-long learning and professional development through community service programs.

Gordon State College is dedicated to providing a superior climate of learning through excellence in instruction, attention to students' needs, and cooperation with other agencies to enhance Gordon's own resources. The College further commits itself to assembling a faculty with excellent credentials that is dedicated to teaching, service and active in the pursuit of scholarship.

In addition, Gordon State College offers student services and extracurricular activities which bolster the academic offerings of the College and extend the superior climate of learning from the classroom into every facet of campus life. Residence halls enable the College to attract talented students from the state, nation, and world, further diversifying and enhancing the student body.

The College aspires to reflect the complexity of its community by attracting and retaining a diverse student body, faculty, and staff; by offering classes at sites and at times to meet the needs of both traditional and non-traditional students; and by anticipating and offering programs and services which will prepare its students for a rapidly changing world. Gordon State College distinguishes itself by offering strong programs in general education, the fine arts, and health care education, and by providing exciting cultural events for the area.

Gordon State College shares with the other state colleges of the University System of Georgia the following core characteristics or purposes:

1. a supportive campus climate, necessary services, and leadership and development opportunities to educate the whole person and meet the needs of students, faculty, and staff;
2. 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;
3. technology to advance educational purposes, including instructional technology, student support services, and distance education;
4. collaborative relationships with other System institutions, state agencies, local schools and technical institutes, and business and industry, sharing physical, human, informational, and other resources to expand and enhance programs and services available to the citizens of Georgia;
5. a commitment to excellence and responsiveness within a scope of influence defined by the needs of a local area and by particularly outstanding programs or distinctive characteristics that have a magnet effect throughout the region or state;
6. a commitment to a teaching/learning environment, both inside and outside the classroom, that sustains instructional excellence, functions to provide University System access for a diverse student body, and promotes high levels of student learning;
7. a high quality general education program that supports a variety of well-chosen associate programs and prepares students for transfer to baccalaureate programs, learning support programs designed to ensure access and opportunity for a diverse student body, and a limited number of certificate or other career programs to complement neighboring technical institute programs;
8. a commitment to public service, continuing education, technical assistance, and economic development activities that address the needs, improve the quality of life, and raise the educational level within the College's scope of influence; and
9. a commitment to scholarship and creative work to enhance instructional effectiveness and meet local needs

Revised Mission Statement:

To provide an exceptional education through innovative teaching and engaged learning for the benefit of the world in which we live.

Gordon State College will strive:

- To ensure affordable, supportive access to high quality post-secondary education.
- To develop creativity, critical thinking, problem solving, innovation, a global perspective and a commitment to lifelong learning that includes a respect for everyone involved in the process.
- To maintain a commitment to engaged faculty-student interaction through intimate classroom experiences, innovative and effective teaching strategies, excellent advising and mentorship programs, and effective student support services.
- To serve the broader community and region by developing academic programs and producing leaders equipped to contribute positively to middle Georgia, the United States, and the world.
- To remember and celebrate the heritage of the College and its graduates.
- To provide a beautiful and vibrant center of learning and scholarship as the touchstone of a diverse, connected community.

12. Establishment of the Linda J. and Mark C. Smith Chair, Georgia Institute of Technology

Recommended: That the Board approve the request of President G. P. Peterson that Georgia Institute of Technology (“GIT”) be authorized to establish the Linda J. and Mark C. Smith Chair, effective November 13, 2013.

Abstract: GIT seeks approval to establish the Linda J. and Mark C. Smith Chair to be housed in the School of Electrical and Computer Engineering of the College of Engineering. The Georgia Tech Foundation has confirmed that \$1.5 million is on deposit to establish the endowed position. The Linda J. and Mark C. Smith Chair will enhance the School of Electrical and Computer Engineering’s ability to attract and retain eminent teacher-scholars for an academic leadership position.

Biosketch: The endowed position was created to honor the memory of the donor’s late husband, Mark C. Smith. A native of Birmingham, Alabama, Mr. Smith earned his bachelor’s degree in electrical engineering from Georgia Tech in 1962. Mr. Smith began his career in Huntsville, working for Space Craft, Inc. and later formed his own data communications company in 1969, Universal Data Systems. After leading a successful merger of Universal Data Systems with Motorola in 1979, Mr. Smith continued his service for several years as president. He later founded and led ADTRAN, a global provider of networking and communications solutions.

13. Establishment of the Brooks Byers Faculty Positions, Georgia Institute of Technology

Recommended: That the Board approve the request of President G. P. Peterson that Georgia Institute of Technology (“GIT”) be authorized to establish the Brook Byers special faculty positions, effective November 13, 2013.

Abstract: Georgia Tech seeks approval to establish the Brook Byers special faculty positions. The Georgia Tech Foundation has confirmed that the Brook Byers Faculty Endowment Fund has \$2.25 million on deposit to establish endowed positions. Initial deployment of the Fund will involve support for three Professorships. The endowment fund provides the provost with the flexibility to determine the deployment of fund distributions to support a combination of faculty positions to meet the needs of the Brook Byers Institute for Sustainable Systems and the institution as a whole. GIT has shared that other uses of the Fund may include the establishment of early career professorships, professorships, professors of the practice, and faculty chairs.

Biosketch: The endowment fund is supported through the philanthropy of Brook H. Byers and Shawn S. Byers. Brook Byers, a general partner at Kleiner Perkins Caufield and Byers (KPCB) since 1977, formed the first life sciences practice group in 1984 and led KPCB to become a venture capital firm in medical, healthcare, and biotechnology sectors. Byers was the founding president and chairman of four KPCB biotechnology incubators that later became public companies with an aggregate market value of more than \$8 billion. KPCB has invested in more than 110 life science companies that have developed products to treat the underserved medical needs of patients. Mr. Byers serves on the board of directors of CardioDX, Crescendo, Elcelyx, Foundation Medicine, Oculeve, OptiMedica, Pacific Biosciences, Inc., Tethys, Veracyte, and XDx, Inc.

14. Establishment of the Chandler Family Early Career Professorship, Georgia Institute of Technology

Recommended: That the Board approve the request of President G. P. Peterson that Georgia Institute of Technology (“GIT”) be authorized to establish the Chandler Family Early Career Professorship, effective November 13, 2013.

Abstract: GIT seeks approval to establish the Chandler Family Early Career Professorship in the H. Milton Stewart School of Industrial and Systems Engineering of the College of Engineering. The Georgia Institute of Technology Foundation has confirmed that \$500,000 is on deposit to establish the endowed position. The Professorship was established to attract and retain tenure-track faculty members early in their careers toward academic leadership.

Biosketch: The professorship is supported through the philanthropy of A. Russell Chandler, III. As founder and president of Qualicare, Inc. since its establishment in 1972 and growth through 1983, Mr. A. Russell Chandler, III has founded and led several companies. He is the founder and chairman of Whitehall Group, Ltd. He serves as chairman of The White Oak Group, Inc. He served as chairman of Datapath, Inc. from October 2004 to June 2006 and United Plastics Film, Inc., from 1987 to 1993. He has been an independent director of Miller Industries, Inc. since April 1994. He was active in the bid for the 1996 Olympic Games in Atlanta, Georgia and led the development and creation of the Olympic Village. He served as mayor of the Olympic Village for the Atlanta Committee for the Olympic Games from 1990 to August 1996.

15. Establishment of the Georgia Athletic Association Professorship in the Odum School of Ecology, University of Georgia

Recommended: That the Board approve the request of President Jere Morehead that the University of Georgia (“UGA”) be authorized to establish the Georgia Athletic Association Professorship in the Odum School of Ecology, effective November 13, 2013.

Abstract: UGA seeks approval to establish the Georgia Athletic Association Professorship in the Odum School of Ecology. The University of Georgia Foundation has confirmed that \$281,927 is on deposit to establish the endowed position. The Professorship was established to support teaching and research in the School of Ecology. The appointed professor will be engaged in teaching and research in general ecology and conservation. A leading scholar and tenured, full professor, the appointee will advise graduate students and instruct undergraduates on ecology courses.

16. Establishment of the University of Georgia Foundation Professorship in the Ecology in the Odum School of Ecology, University of Georgia

Recommended: That the Board approve the request of President Jere Morehead that the University of Georgia (“UGA”) be authorized to establish the University of Georgia Foundation Professorship in Ecology, effective November 13, 2013.

Abstract: UGA seeks approval to establish the University of Georgia Foundation Professorship in Ecology to be housed in the Odum School of Ecology. The University of Georgia Foundation has confirmed that \$261,513 is on deposit to establish the endowed position. The University of Georgia Foundation has provided funding to support schools and colleges by establishing professorships within areas as recommended by UGA’s President. The appointed professor shall be engaged in teaching and research in global ecological change and conservation. A leading scholar and tenured, full professor, the appointee will advise graduate students and instruct undergraduates on conservation ecology courses.

17. Redesignation of the Georgia Power Professorship in Textile Science to the Georgia Power Professorship in Fiber and Polymer Science, University of Georgia

Recommended: That the Board approve the request of President Jere Morehead that the University of Georgia (“UGA”) be authorized to redesignate the Georgia Power Professorship in Textile Science to the Georgia Power Professorship in Fiber and Polymer Science, effective November 13, 2013.

Abstract: UGA seeks approval to redesignate the Georgia Power Professorship in Textile Science to the Georgia Power Professorship in Fiber and Polymer Science. The change in title more accurately reflects the research focus and curriculum of the special faculty position. A revision to the endowed professorship is sought before launching a search to fill the vacant position. The Professorship will strengthen programs in the College of Family and Consumer Sciences. The University of Georgia Foundation confirmed that a total fund balance of \$304,115 was available in the endowment as of October 2013.

18. Establishment of the L.Lynn Hogue Professorship, Georgia State University

Recommended: That the Board approve the request of President Mark Becker that Georgia State University (“GSU”) be authorized to establish the L. Lynne Hogue Professorship, effective November 13, 2013.

Abstract: GSU seeks approval to establish the L. Lynne Hogue Professorship within the College of Law. The Georgia State University Foundation has confirmed that \$250,000 is on deposit to establish the endowed position. The holder of the position will be engaged in highly visible teaching, research, service, or administrative activities consistent with the purpose of the professorship and her or his academic interests. The professorship will benefit local and state communities by providing leadership in teaching, research, and public service in ways that enhance the visibility of the College of Law and underscore the importance of law as both an academic discipline and profession.

Biosketch: The endowed position is made available through the philanthropic gift of Thomas J. Guzzo, a 1998 Georgia State University law graduate. The intent of the professorship is to focus on teaching and scholarly research and support the academic work of a distinguished, tenured professor whose accomplishments reflect the dedication of Professor L. Lynn Hogue, emeritus professor of law, in advancing the College of Law’s mission.

19. Establishment of the Hamer Distinguished Chair in Cello, Columbus State University

Recommended: That the Board approve the request of President Timothy Mescon that Columbus State University (“CSU”) be authorized to establish the Hamer Distinguished Chair in Cello, effective November 13, 2013.

Abstract: CSU seeks approval to establish the Hamer Distinguished Chair in Cello. The Columbus State University Foundation has confirmed that Mrs. Leah Hamer has provided a testamentary bequest in her will of \$1 million to fund the endowment and until her death will provide a \$40,000 annual gift to fund the position. The special faculty position will be housed in the Schwob School of Music and has been named in honor of Mr. and Mrs. George Hamer.

Biosketch: The endowed position is made available through the testamentary philanthropic bequest of Mrs. Leah Hamer, the widow of George S. Hamer, Jr. Mr. Hamer, born in October 1922, served in the U.S. Army during World War II and attended the University of Georgia where he served as captain of the golf team. His accomplishments included the triple crown in 1946 when he won the National Intercollegiate Golf Tournament, the Southern Amateur, and the All-American Amateur. In 1947, Mr. Hamer was the Georgia Amateur Champion, a member of the U.S. Walker Cup Team, and participated in the Masters Golf Tournament. During years 1951 and 1952 he was the Southeastern Amateur Champion. Mr. Hamer devoted himself to promoting junior golf through the state and region. His contributions to the sport include being a founding member, major contributor, and lifetime supporter of the internationally recognized Fred Haskins Outstanding Collegiate Golfer Award. Mrs. Hamer and her son, George Hamer III, have been major supporters of Columbus State University’s Schwob School of Music and the CSU golf program.

20. Named Faculty Position Appointments

Details regarding institutional requests to appoint faculty with the appropriate qualifications into named faculty positions are found in the supplemental agenda. The following are included this month.

Institution Name: Georgia Institute of Technology

Faculty's Name: Dr. Todd McDevitt

Chair/Professorship Name: Carol Ann and David D. Flanagan Professorship

Institution Name: Georgia Institute of Technology

Faculty's Name: Dr. Krishnendu Roy

Chair/Professorship Name: Carol Ann and David D. Flanagan Professorship

Institution Name: Georgia Institute of Technology

Faculty's Name: Dr. Ton Dieker

Chair/Professorship Name: Fouts Family Early Career Professorship

Institution Name: Georgia Institute of Technology

Faculty's Name: Dr. Joel Sokol

Chair/Professorship Name: Fouts Family Early Career Professorship

Institution Name: Georgia Institute of Technology

Faculty's Name: Dr. Santanu Dey

Chair/Professorship Name: Fouts Family Early Career Professorship

Institution Name: Georgia Institute of Technology

Faculty's Name: Dr. Nagi Gebraeel

Chair/Professorship Name: Chandler Family Early Career Professorship

Institution Name: Georgia Institute of Technology

Faculty's Name: Dr. Paul Russo

Chair/Professorship Name: Hightower Chair in Biopolymers

Institution Name: Georgia Institute of Technology

Faculty's Name: Dr. Suresh Menon

Chair/Professorship Name: Hightower Professorship in Engineering

Institution Name: Georgia Regents University

Faculty's Name: Ms. Selina Smith

Chair/Professorship Name: Curtis G. Hames, M.D. Distinguished Chair for the Department of Family Medicine

Institution Name: University of Georgia

Faculty's Name: Dr. Leann Birch

Chair/Professorship Name: Bill and June Flatt Professor of Foods and Nutrition

Institution Name: University of Georgia

Faculty's Name: Dr. Beth B. Phillips

Chair/Professorship Name: Rite Aid Professorship in Community Pharmacy

Institution Name: University of Georgia

Faculty's Name: Dr. Sergiy Minko

Chair/Professorship Name: Georgia Power Professorship in Fiber and Polymer Science

University System of Georgia
Awards/Degrees Conferred, FY2008 through FY2012
For Degrees and Majors Authorized as of June 2013

Institution	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Avg of Five Years	1-Year Percent Change	5-Year Percent Change
<i>Research Universities</i>								
Georgia Health Sciences University*	738	838	852	840	825	819	-1.8%	11.8%
Georgia Institute of Technology	4,494	5,067	5,021	5,349	5,277	5,042	-1.3%	17.4%
Georgia State University	5,809	6,124	6,430	6,702	7,209	6,455	7.6%	24.1%
University of Georgia	8,911	8,950	9,021	9,587	9,515	9,197	-0.8%	6.8%
<i>Comprehensive Universities</i>								
Georgia Southern University	2,972	2,991	3,378	3,527	3,674	3,308	4.2%	23.6%
Kennesaw State University	3,823	4,009	4,066	4,200	4,355	4,086	3.7%	13.9%
University of West Georgia	1,717	1,898	2,103	2,099	2,136	1,988	1.8%	24.4%
Valdosta State University	2,160	2,246	2,410	2,411	2,631	2,372	9.1%	21.8%
<i>State Universities</i>								
Albany State University	662	657	662	710	812	701	14.4%	22.7%
Armstrong Atlantic State University	1,135	1,321	1,400	1,534	1,334	1,345	-13.0%	17.5%
Augusta State University*	992	1,135	1,181	1,097	1,039	1,089	-5.3%	4.7%
Clayton State University	1,027	1,097	1,191	1,203	1,281	1,160	6.5%	24.7%
Columbus State University	1,299	1,469	1,417	1,512	1,398	1,419	-7.5%	7.6%
Fort Valley State University	322	313	290	293	425	328	45.1%	32.0%
Georgia College & State University	1,308	1,451	1,521	1,574	1,747	1,523	11.0%	33.6%
Georgia Southwestern State University	496	458	640	739	681	602	-7.8%	37.3%
North Georgia College & State University*	1,132	1,169	1,121	1,203	1,307	1,184	8.6%	15.5%
Savannah State University	345	368	440	412	454	405	10.2%	31.6%
Southern Polytechnic State University	740	712	793	945	991	835	4.9%	33.9%
<i>State Colleges</i>								
Abraham Baldwin Agricultural College	435	493	477	555	506	491	-8.8%	16.3%
Atlanta Metropolitan State College	195	226	234	276	350	255	26.8%	79.5%
Bainbridge State College	610	634	539	525	415	546	-21.0%	-32.0%
College of Coastal Georgia	414	387	286	355	407	370	14.6%	-1.7%
Dalton State College	684	589	621	652	685	644	5.1%	0.1%
Darton State College	629	573	716	803	833	708	3.7%	32.4%
East Georgia State College	94	121	144	131	168	131	28.2%	78.7%
Gainesville State College*	704	747	859	882	977	832	10.8%	38.8%
Georgia Gwinnett College	5	74	91	185	340	139	83.8%	6700.0%
Georgia Highlands College	392	424	492	500	600	480	20.0%	53.1%
Georgia Perimeter College	1,667	1,557	1,674	1,825	2,143	1,772	17.4%	28.6%
Gordon State College	411	459	487	525	583	492	11.0%	41.8%
Macon State College*	743	830	807	846	874	820	3.3%	17.6%
Middle Georgia College*	499	381	435	502	530	467	5.6%	6.2%
South Georgia College*	192	243	256	251	238	235	-5.2%	24.0%
<i>Two-Year Colleges</i>								
Waycross College*	88	105	97	105	105	99	0.0%	19.3%
System Totals	47,844	50,116	52,152	54,855	56,845	52,337	3.6%	18.8%

*Institutions that were consolidated during the 2012-13 year.
Source: USG Office of Research & Policy Analysis, srpt602.

**University System of Georgia
First-Time, Full-Time Degree-Seeking Freshmen
System-Wide One-Year Retention Rates
Fall 2007 to Fall 2011**

Institution	Fall 2007 Cohort	Fall 2008 Cohort	Fall 2009 Cohort	Fall 2010 Cohort	Fall 2011 Cohort	1-Year Pct Pt Change	5-Year Pct Pt Change
<i>Research Universities</i>							
Georgia Health Sciences University*	NA	NA	NA	NA	NA	NA	NA
Georgia Institute of Technology	94.4	94.5	95.1	95.6	95.5	-0.1	1.1
Georgia State University	88.1	89.1	89.4	89.1	88.0	-1.1	-0.1
University of Georgia	94.9	95.9	96.1	96.2	96.1	-0.1	1.2
<i>Comprehensive Universities</i>							
Georgia Southern University	88.0	88.8	87.6	88.1	86.9	-1.2	-1.1
Kennesaw State University	83.3	83.2	84.1	84.9	82.4	-2.5	-0.9
University of West Georgia	81.2	80.8	79.5	80.5	78.6	-1.9	-2.6
Valdosta State University	82.6	82.3	81.0	79.6	78.9	-0.7	-3.7
<i>State Universities</i>							
Albany State University	83.3	84.0	79.2	73.3	76.1	2.8	-7.2
Armstrong Atlantic State University	74.6	76.1	72.2	75.4	76.8	1.4	2.2
Augusta State University*	72.7	73.3	72.0	72.5	71.3	-1.2	-1.4
Clayton State University	64.6	74.5	70.2	74.0	77.5	3.5	12.9
Columbus State University	72.5	68.9	73.8	75.2	71.3	-3.9	-1.2
Fort Valley State University	79.3	76.4	69.9	65.6	63.3	-2.3	-16.0
Georgia College & State University	92.7	94.7	94.8	94.6	94.2	-0.4	1.5
Georgia Southwestern State University	83.5	77.5	77.7	76.2	72.0	-4.2	-11.5
North Georgia College & State University*	84.8	83.9	86.0	84.5	86.1	1.6	1.3
Savannah State University	79.5	78.9	79.7	77.5	78.7	1.2	-0.8
Southern Polytechnic State University	87.7	81.7	84.6	84.2	84.7	0.5	-3.0
<i>State Colleges</i>							
Abraham Baldwin Agricultural College	63.6	65.1	60.8	63.5	63.9	0.4	0.3
Atlanta Metropolitan State College	60.1	60.5	54.8	37.2	49.3	12.1	-10.8
Bainbridge State College	65.0	68.3	58.7	54.9	46.8	-8.1	-18.2
College of Coastal Georgia	64.4	65.6	62.7	56.6	51.9	-4.7	-12.5
Dalton State College	63.0	66.8	66.1	61.3	67.3	6.0	4.3
Darton State College	53.3	58.2	49.4	57.0	58.7	1.7	5.4
East Georgia State College	68.5	61.8	67.2	63.3	54.3	-9.0	-14.2
Gainesville State College*	69.2	71.6	68.6	65.2	68.7	3.5	-0.5
Georgia Gwinnett College	78.6	82.3	75.0	73.1	67.8	-5.3	-10.8
Georgia Highlands College	65.7	66.1	63.9	66.5	64.2	-2.3	-1.5
Georgia Perimeter College	68.4	66.9	62.2	64.2	54.2	-10.0	-14.2
Gordon State College	59.3	63.6	60.9	53.2	60.0	6.8	0.7
Macon State College*	61.6	63.4	57.3	57.6	67.0	9.4	5.4
Middle Georgia College*	65.1	62.3	59.6	65.5	63.5	-2.0	-1.6
South Georgia College*	60.1	61.7	60.2	55.7	60.1	4.4	0.0
<i>Two-Year Colleges</i>							
Waycross College*	67.4	62.0	63.7	58.4	65.6	7.2	-1.8
System Totals	78.9	78.9	77.0	76.6	76.1	-0.5	-2.8

*Institutions that were consolidated during the 2012-13 year.
Source: USG Office of Research & Policy Analysis, srpt670.

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University System of Georgia
First-Time, Full-Time Degree-Seeking Freshmen
System-Wide Bachelor's Degree Six-Year Graduation Rates
Fall 2002 to Fall 2006

Institution	Fall 2002 Cohort	Fall 2003 Cohort	Fall 2004 Cohort	Fall 2005 Cohort	Fall 2006 Cohort	1-Year Pct Pt Change	5-Year Pct Pt Change
<i>Research Universities</i>							
Georgia Health Sciences University*	NA	NA	NA	NA	NA	NA	NA
Georgia Institute of Technology	79.5	81.3	81.6	80.9	80.8	-0.1	1.3
Georgia State University	52.7	57.7	55.8	56.0	57.8	1.8	5.1
University of Georgia	81.6	82.4	83.7	85.0	83.9	-1.1	2.3
<i>Comprehensive Universities</i>							
Georgia Southern University	55.8	57.4	56.5	58.5	60.5	2.0	4.7
Kennesaw State University	42.5	46.2	49.3	49.7	51.5	1.8	9.0
University of West Georgia	41.6	45.3	43.5	47.3	46.4	-0.9	4.8
Valdosta State University	51.2	53.0	51.3	55.4	52.3	-3.1	1.1
<i>State Universities</i>							
Albany State University	54.9	46.2	50.0	46.3	46.0	-0.3	-8.9
Armstrong Atlantic State University	36.2	40.4	39.0	42.5	40.9	-1.6	4.7
Augusta State University*	28.2	28.3	32.7	31.2	34.0	2.8	5.8
Clayton State University	27.3	39.5	32.2	35.5	37.0	1.5	9.7
Columbus State University	34.6	39.2	41.0	37.6	41.4	3.8	6.8
Fort Valley State University	40.3	40.0	42.2	36.3	33.8	-2.5	-6.5
Georgia College & State University	57.0	62.2	72.2	70.5	75.5	5.0	18.5
Georgia Southwestern State University	43.0	42.7	38.6	42.4	39.9	-2.5	-3.1
North Georgia College & State University*	56.5	55.8	59.7	59.9	63.1	3.2	6.6
Savannah State University	40.1	36.7	42.3	36.6	38.0	1.4	-2.1
Southern Polytechnic State University	42.9	42.5	44.6	45.8	48.8	3.0	5.9
<i>State Colleges</i>							
Dalton State College	5.0	32.4	15.0	23.6	20.9	-2.7	15.9
Georgia Gwinnett College**	NA	NA	NA	NA	NA	NA	NA
Macon State College*	21.1	22.5	23.5	30.7	30.4	-0.3	9.3
System Total	56.7	59.0	59.2	59.5	60.5	1.0	3.8

*Institutions that were consolidated during the 2012-13 year.

**Fall 2007 is the first first-time, full-time cohort for Georgia Gwinnett.

Source: USG Office of Research & Policy Analysis, srpt660.

University System of Georgia
First-Time, Full-Time Degree-Seeking Freshmen
System-Wide Associate's Degree Three-Year Graduation Rates
Fall 2005 to Fall 2009

Institution	Fall 2005 Cohort	Fall 2006 Cohort	Fall 2007 Cohort	Fall 2008 Cohort	Fall 2009 Cohort	1-Year Pct Pt Change	5-Year Pct Pt Change
<i>State Colleges</i>							
Abraham Baldwin Agricultural College	18.2	16.1	14.2	14.8	14.5	-0.3	-3.7
Atlanta Metropolitan State College	9.3	9.7	8.7	12.5	11.0	-1.5	1.7
Bainbridge State College	12.9	10.6	17.7	15.3	15.6	0.3	2.7
College of Coastal Georgia	11.7	13.7	14.4	9.3	8.7	-0.6	-3.0
Dalton State College	14.3	11.7	8.2	8.2	6.2	-2.0	-8.1
Darton State College	10.1	9.6	9.7	12.8	11.5	-1.3	1.4
East Georgia State College	7.3	7.3	8.6	6.0	6.1	0.1	-1.2
Gainesville State College*	13.6	10.5	11.9	10.2	9.2	-1.0	-4.4
Georgia Highlands College	7.9	8.3	8.6	6.8	9.8	3.0	1.9
Georgia Perimeter College	9.4	8.9	9.8	7.7	8.4	0.7	-1.0
Gordon State College	13.1	13.6	12.5	11.8	9.3	-2.5	-3.8
Macon State College*	5.2	2.6	3.6	3.0	3.6	0.6	-1.6
Middle Georgia College*	12.8	12.4	9.8	12.6	10.4	-2.2	-2.4
South Georgia College*	14.7	15.4	12.7	13.7	12.7	-1.0	-2.0
<i>Two-Year Colleges</i>							
Waycross College*	14.7	15.4	23.4	19.5	19.6	0.1	4.9
Total**	11.4	10.6	10.7	9.8	9.5	-0.3	-1.9

*Institutions that were consolidated during the 2012-13 year.

**Total does not include institutions in other USG sectors that offer associate degrees.

Source: USG Office of Research & Policy Analysis, srpt660.

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UNIVERSITY SYSTEM OF GEORGIA: TRANSFORMING COLLEGE MATHEMATICS JULY 2013

How to dramatically increase success rates in mathematics gateway courses
without compromising the integrity of the mathematical content

The University System of Georgia Mathematics Task Force: Report and Recommendations

Introduction

In January 2013, the University System of Georgia (USG) established a System-wide Task Force on the Role of Mathematics in College Completion. The task force was charged with determining how the System's colleges could dramatically improve success rates in gateway mathematics courses without compromising the disciplinary integrity of these courses. The task force was charged with developing its recommendations by July 31, 2013.

The System Executive Vice Chancellor and Chief Academic Officer appointed eight distinguished Georgia mathematics leaders to serve as members of the task force and engaged two senior consultants to support their deliberations. (See Appendix for task force membership.) The work was carried out under the leadership of Teresa Betkowski, Interim Assistant Vice Chancellor for Transitional and General Education, and Virginia Michelich, Associate Vice Chancellor for Student Achievement.

Background

*Complete College Georgia, Georgia's Higher Education Completion Plan 2012*¹ presents a compelling vision and strategy for developing a state workforce that will ensure a prosperous future for Georgia residents. Among its key planks is the commitment to increase the proportion of young adults with postsecondary degrees and certificates from 42 percent to 60 percent by 2020. Achieving this commitment will require fundamental changes in the ways in which higher

¹ Retrieved from
http://www.usg.edu/educational_access/documents/GaHigherEducationCompletionPlan2012.pdf.

education supports its students in completing key gateway course sequences.

Complete College Georgia is a gubernatorial effort aligned with federal objectives that are outlined in the 2012 report from the President's Council of Advisors on Science and Technology (PCAST), *Engage to Excel*.² The report presents the challenge that the United States needs to produce one million more graduates in Science, Technology, Engineering and Mathematics (STEM) fields over the next decade in order to meet its projected industrial needs. In order to achieve that goal, the nation's higher education institutions must address the reality that less than 40 percent of students who begin postsecondary education intending to major in a STEM discipline actually complete a degree in a STEM field. PCAST charged the President with launching a national experiment in postsecondary mathematics, and Georgia is in the vanguard of states responding to the federal challenge.

Currently, approximately 1 in 5 of all students in the University System of Georgia colleges and approximately 2 in 5 of all students in the System's access colleges begin their studies in remedial (learning support) classes, which neither award college credit nor require mastery of college-level course content.³ Less than one-sixth of these students complete a degree within six years.⁴ Moreover, for many of these students, mathematics is a nearly insurmountable barrier to their hopes of attaining a certificate or degree and, more broadly, to their hopes of establishing an economically rewarding career. However, it is not only in learning support courses that students flounder. Failure rates (D, F, W) in College Algebra typically exceed 40 percent.⁵ Thus, the improvement of lower division mathematics courses and instruction, and the establishment of suitable, focused student support mechanisms must be a priority for the University System of Georgia. The call for the redesign of lower division mathematics comes at a time

² Retrieved from http://www.whitehouse.gov/sites/default/files/microsites/ostp/pcast-engage-to-excel-final_feb.pdf.

³ Source: The University System of Georgia Research and Policy Analysis.

⁴ Source: The University System of Georgia Research and Policy Analysis.

⁵ Source: The University System of Georgia Research and Policy Analysis.

of growing recognition among labor economists that mathematical knowledge and skills are increasingly vital to an individual's upward economic and social mobility. This finding follows in part from dramatic advances in mathematics and its increasing centrality to an expanding number of academic and professional fields.⁶ A modernization of the mathematics curriculum, therefore, will serve to increase access for students with limited prior success in the discipline. Given the high attrition rate among more accomplished students who begin college with the intention of pursuing mathematics-intensive academic majors and professions, modernization of the mathematics curriculum is also vital to keeping students in STEM fields.⁷

A half century ago, most students who took college mathematics were preparing for careers in engineering or the sciences, and calculus was the clear entry point for these STEM programs of study. Today, almost all students need a deeper understanding of basic mathematics and how to apply it in unfamiliar settings. They also need sufficient knowledge of statistics and data analysis to make sense of and to manage the inescapable reality of uncertainty in both physical systems and human affairs. Thus, many more students need to study mathematics, especially in courses that teach them how to use mathematics to make sense of the world around them, to prepare them for responsible citizenship, and to prepare them for success in an increasing diversity of majors.

Recommendations

The following recommendations reflect the consensus of the Mathematics Task Force for highest priority action. These recommendations are intended to apply to all campuses in the University System of Georgia. The task force believes strongly that pilot projects, which typically affect small numbers of students on individual

⁶ National Research Council. (2013). *The mathematical sciences in 2025*. Washington, DC: The National Academies Press.

⁷ Carnevale, A. P., & Desrochers, D. M. (2003). The democratization of mathematics. In B. L. Madison & L. A. Steen (Eds.), *Quantitative literacy: Why numeracy matters in schools and colleges* (pp. 21-31). Princeton, NJ: The National Council on Education and the Disciplines. Retrieved July 27, 2013, from <http://www.maa.org/sites/default/files/pdf/QL/WhyNumeracyMatters.pdf>.

campuses and small numbers of campuses within the System, cannot bring about the outcomes of Georgia's Higher Education Completion Plan. It is time to innovate at scale, and the **Task Force Recommendations** are offered as a blueprint for this innovation. We therefore recommend the following System policies and College practices:

1. Focus on supporting success in college credit-bearing, gateway mathematics courses for *all* students.
2. Align gateway mathematics course sequences with academic programs of study. In particular, College Algebra should not be the default class for non-STEM majors.
3. Implement a co-requisite approach to support student success in gateway mathematics courses.
4. Develop year-long mathematics pathways for students with significant gaps in preparation.
5. Use multiple measures to place students in gateway courses and appropriate supports.
6. Terminate use of COMPASS as an exit examination.
7. Align the outcomes of gateway mathematics courses with the Common Core Georgia Performance Standards (CCGPS) for Mathematics.
8. Develop advising systems and protocols for placing students in gateway mathematics courses and co-requisite supports that align with their intended programs of study.

Recommendation 1: Focus on supporting success in college credit-bearing, gateway mathematics courses for all students.

Students attend college to learn college-level material. The focus of lower division mathematics education should be on enabling students to master the material in gateway courses (Quantitative Skills and Reasoning, Introduction to Mathematical Modeling, and College Algebra). Learning support and remediation strategies should be designed to further this aim, not to reteach high school material unless essential to college course success. In brief, learning support should be a vehicle to support learning of college-level material, not an end in itself.

We recommend that many more students be advised to begin their programs of study in college-level, credit-bearing gateway courses. Well-prepared students should begin their study of college mathematics in gateway courses.

Underprepared students should also study college-level material with integrated, just-in-time support either in a single semester or over one year (see Recommendations 3 and 4).

Recommendation 2: Align gateway mathematics course sequences with academic programs of study. In particular, College Algebra should not be the default class for non-STEM majors.

System institutions should ensure the alignment of pathways for Area A mathematics to programs of study so that students learn the mathematical content necessary for success in their majors. There are currently two primary mathematics pathways: for STEM majors, through College Algebra⁸ and Precalculus,⁹ and for non-STEM majors, through Quantitative Skills and Reasoning¹⁰ or Introduction to Mathematical Modeling.¹¹

Most students in System colleges now take College Algebra as their entry-level mathematics course. College Algebra was designed explicitly to meet the needs of students who are preparing to take Precalculus and Calculus. Most students in non-STEM majors would be better served by enrolling in Quantitative Skills and Reasoning or Introduction to Mathematical Modeling, possibly followed by a statistics course in Area D (Natural Science, Mathematics, and Technology) of the core curriculum. Quantitative Skills and Reasoning and Introduction to Mathematical Modeling were designed to meet the needs of non-STEM majors and include significant real-world applications. They are appropriate, rigorous

⁸ For College Algebra course description, see

http://www.usg.edu/academic_planning/documents/Math_1111_College_Algebra_-_Outline.pdf.

⁹ For Precalculus course description, see

http://www.usg.edu/academic_planning/documents/Math_1113_Precalculus_-_acceptable_Outline.pdf.

¹⁰ For Quantitative Skills and Reasoning course description, see

http://www.usg.edu/academic_planning/documents/Math_1001_Quantitative_Skills_and_Reasoning_-_Outline_.pdf.

¹¹ For Introduction to Mathematical Modeling course description, see

http://www.usg.edu/academic_planning/documents/Math_1101_Introduction_to_Mathematical_Modeling_-_Outline.pdf

mathematics courses for a broad array of non-STEM programs of study in which deep knowledge of and facility with basic mathematics are essential to prepare students for responsible citizenship.

These two courses are currently underutilized for a number of reasons including: (1) the longstanding use of College Algebra as a barrier to entry for many selective, non-math-intensive majors; (2) the risk aversion among advisors who are concerned that non-STEM students might change their mind and seek to pursue STEM majors; and (3) the misperception that Quantitative Skills and Reasoning and Introduction to Mathematical Modeling lack mathematical rigor. The practice of using College Algebra as a proxy for general quantitative ability or to ensure that students can later transfer to a STEM major must end. System data suggest that placement in College Algebra for the above reasons is a major contributor to student failure. Furthermore, the broad audience in College Algebra makes it challenging to organize this important course as a true stepping stone to Calculus.¹²

The task force recognizes that new strategies will need to be developed to support the relatively small number of students who begin their college studies in non-STEM major and who then wish to change to a STEM major. Advice on this matter should be sought from the Academic Committee on Mathematical Subjects (ACMS). However, normative mathematics pathways should be designed to serve the vast majority of students in their pursuit of a clear program of study.

Recommendation 3: Implement a co-requisite approach to support student success in gateway mathematics courses.

The traditional approach to learning support in the University System of Georgia colleges has been to enroll underprepared students in special non-credit courses,

¹² In a representative sample of USG colleges, only 5 percent of students completing Calculus I have taken College Algebra, which suggests that very small numbers of students who complete College Algebra eventually pursue STEM majors. Just 7 percent of students who begin in non-STEM majors eventually transfer to a more math-intensive major. The task force recognizes that more research needs to be done on the role that College Algebra plays as a pathway to STEM majors.

which were designed to allow them to learn, or most often relearn, key prerequisites for college-level introductory courses. These learning support classes in mathematics include a wide variety of topics typically taught in middle school and high school, are not specifically targeted to the learning needs of individual students, and are not tied to the content of the college-level class.

As documented in *Complete College Georgia, Georgia's Higher Education Completion Plan 2012*, the traditional approach to learning support has not led to degree or certificate attainment by the great majority of students it was designed to help.¹³ It is time to rethink the support systems for student success in gateway mathematics courses without reducing our System's commitment to success for all students.

The task force recommends that a new set of co-requisite support courses and course support structures be developed System-wide. The central idea is to provide students in standard gateway college-credit courses with more learning time and intensive instruction explicitly designed to support mastery of college material as the need arises—in essence, just-in-time support.

There are several models of co-requisite support, which include one- to two-credit linked learning labs, which show special promise for emulation and refinement in the University System of Georgia. The common features of co-requisite models are: (1) whatever the co-requisite format, students will complete a gateway college-credit course in one semester, saving students time and money while increasing their likelihood of success; and (2) the content of the co-requisite support is integrated with the college content of the gateway college-credit course. In other words, students will start their college mathematics experience learning college-level material, although perhaps with very different levels of support.

Experience with co-requisite approaches at other postsecondary systems and campuses suggests that many students with only moderate academic deficiencies

¹³ See Complete College America (2011, September). *Time is the enemy*. Washington, DC: Author. Retrieved from http://www.completecollege.org/resources_and_reports/time_is_the_enemy.

can succeed in gateway courses if they are enrolled in a linked lab that enables them to master the key course content without falling behind. Important examples include efforts at Austin Peay State University, the Community College of Baltimore County, the University of Maryland, the University of Texas, and the University of Michigan, which have all demonstrated impressive gains in student achievement with a linked lab approach.

ACMS should collaborate with members of the Mathematics Task Force in making recommendations for mathematics course pathways for students who are admitted to System colleges with substantial mathematical deficiencies to successfully complete a gateway college-credit math course in one semester. An ad hoc committee of the ACMS should be charged with developing a framework and set of guiding principles for USG co-requisite math courses and support structures. System colleges should be supported in developing co-requisite courses and supports that reflect the needs of their campus populations and reflect the design principles set forth by the ACMS.

Recommendation 4: Develop year-long mathematics pathways for students with significant gaps in preparation.

While low to moderate need students will benefit from the co-requisite strategy, significantly underprepared students or non-traditional students may need a more comprehensive support model. The task force recommends developing year-long pathways that would enable these high-need students to complete gateway math course content within one academic year. The pathways will be designed for student completion in two, back-to-back semesters and might consist of a foundations course followed by an appropriate gateway course. The foundation course will include college-level material with significant supports to master concepts. Initially, two year-long pathways should be established, STEM and non-STEM.

The Statway™ and Quantway™ projects developed by the Carnegie Foundation for the Advancement of Teaching and the New Mathways Project (NMP) have demonstrated on many campuses dramatic improvements in the success of

students with major academic deficiencies in one-year, co-requisite versions of gateway mathematics courses. The University of Texas, Dana Center's New Mathways Project, a one-year co-requisite model designed for use at scale in postsecondary systems, is worthy of consideration as a model for the University System of Georgia.

Recommendation 5: Use multiple measures to place students in gateway courses and appropriate supports.

Extensive data collected on student success rates in College Algebra suggest that high school grade point average (HSGPA), in combination with test scores, provides a better predictor of student success than test scores alone. For example, a student with a COMPASS score of 41 has a probability of success in College Algebra that varies from 25 percent for a student with a 2.0 high school GPA to 68 percent for a student with a 3.5 high school GPA.¹⁴ Currently, high school GPA is not used in placing students.

The task force recommends that the University System develop a uniform placement index based on a student's probability of success in a gateway course. The index should take into account both test scores (SAT/ACT or COMPASS) and high school GPA. The choice of index and the cut-offs used for placement will need to be informed by System data analysis and in consultation with stakeholders in mathematics and other disciplines. Key concerns for a committee of experts to address include:

- Establishing system-level cutoff ranges for gateway, co-requisite, and year-long strategies based on the probability of success in a gateway course.
- Identifying a timeline for regular review and revision of system cutoffs.
- Determining whether probability of success should be based on data from the entire system, a sector of the system, or an individual college.
- Determining whether very low success rates at a particular institution should trigger a review of institutional support systems.

¹⁴ Source: The University System of Georgia Research and Policy Analysis.

- Developing a policy on which tests should be used for placement and whether students should be required to submit SAT or ACT scores for placement purposes.

The task force recognizes that measures appropriate for recent high school graduates might not be appropriate for non-traditional students. For non-traditional students, in order to ensure that the placement index reflects current information, it might be appropriate to give relatively greater weight to a recent placement test and less weight to high school GPA.

Recommendation 6: Terminate use of COMPASS as an exit examination.

The task force strongly recommends the elimination of the COMPASS as an exit exam.

As we shift our focus on learning support towards completion of the college-level gateway courses, the COMPASS exit exam creates an unnecessary hurdle to college completion for students who have already demonstrated proficiency by passing learning support courses. Learning support must not be a barrier locking students out of gateway material; it must be an integrated support system for helping students develop the skills they need to be successful in gateway courses.

Furthermore, the COMPASS exit exam is misaligned to the skills needed for the Quantitative Skills and Reasoning and Introduction to Mathematical Modeling courses. It therefore stifles innovation among institutions that want to develop alternate mathematics pathways leading to these courses.

Recommendation 7: Align the outcomes of gateway mathematics courses with the Common Core Georgia Performance Standards (CCGPS) for Mathematics.

At present, the ACMS-approved learning outcomes for Area A mathematics courses delineate student learning outcomes in terms of content knowledge. The lists of learning outcomes should be updated to articulate standards of practice such as problem solving, abstract reasoning, construction of viable arguments, and modeling with mathematics at the college level. Reflecting advances in the

learning sciences, these dimensions of mathematical skills and knowledge are clearly articulated in Georgia's K–12 Common Core Georgia Performance Standards (CCGPS) for Mathematics.¹⁵ The ACMS should revise its learning outcomes accordingly.

Revision of learning outcomes for gateway mathematics courses would send a powerful signal to K–12 about the importance of the Common Core curriculum to college readiness. Explicit alignment of the expectations of USG gateway courses with the secondary mathematics performance standards will facilitate a smoother transition for students from high school to college. Such alignment would also promote student understanding and success at the college level.

Recommendation 8: Develop advising systems and protocols for placing students in gateway mathematics courses and co-requisite supports that align with their intended programs of study.

Transitioning to the new system of gateway mathematics courses and course support systems demands significant change in long-established traditions of college advising by both faculty and professional staff. At the most basic level, faculty members, professional advisors, and administrators responsible for course planning and scheduling will need to understand new system guidelines and the rationale for them. Advisors will need tools and knowledge to: (1) support students in the selection of an appropriate mathematics pathway for their desired programs of study; (2) match student needs to new support structures including co-requisite and year-long models; and (3) understand a new placement index based on multiple measures that predict the probability of student success in gateway courses. Without intensive support for advisors, the dramatic improvements in student success which we seek through these recommendations will not be realized.

¹⁵ See the Common Core Standards for Mathematical Practice at www.corestandards.org/Math/Practice.

Infrastructure for Implementation of Recommendations

The Mathematics Task Force recommends the development of an infrastructure to implement its recommendations.

- The USG Office of Educational Access and Success, with advice from the ACMS Executive Committee, should be tasked with forming an Ad Hoc Steering Committee of mathematics faculty to direct the implementation of the recommendations. Financial support must be provided to support the intensive work of the steering committee.
- The Mathematics Task Force recommendations should be a top priority of the Office of the Executive Vice Chancellor and Chief Academic Officer, with dedicated time secured from staff of the Office of Educational Access and Success and the Office of Research and Policy Analysis.
- The Office of Research and Policy Analysis should continue to develop a longstanding relationship with the ACMS and individual mathematics department heads so that System mathematics leaders have current and relevant data for monitoring and recognizing successes and problem areas as they arise.
- Task force members should attend the Complete College America meeting in August 2013.

Steps for Specific Recommendations

Recommendation 1: Focus on supporting success in college credit-bearing, gateway mathematics courses for all students.

Recommendation 2: Align gateway mathematics course sequences with academic programs of study. In particular, College Algebra should not be the default class for non-STEM majors.

The Mathematics Task Force will develop descriptions of gateway courses that include information about how course content is used in and aligns to high enrollment majors.

ACMS will work with subject area advisory committees to recommend the mathematics course or course sequences appropriate to disciplines.

An ACMS Ad Hoc Steering Committee will develop resources and materials for advisors, explaining mathematics pathways and alignment to programs of study.

Recommendation 3: Implement a co-requisite approach to support student success in gateway

<i>mathematics courses.</i>
The University System of Georgia will seek ACMS endorsement of the co-requisite strategy.
<p>An ACMS Ad Hoc Steering Committee will begin working immediately to:</p> <ol style="list-style-type: none"> (1) Review co-requisite models in Georgia and in other states to identify a small number of recommended models, including information about the number and type of credits offered, staffing, student population, and financing. (2) Build co-requisite curricular materials to provide just-in-time support to students. (3) Identify common course numbers for support courses/lab components. (4) Develop resources for advisors for placing students in co-requisite support models.
<i>Recommendation 4: Develop year-long mathematics pathways for students with significant gaps in preparation.</i>
<p>An ACMS Ad Hoc Steering Committee will begin working immediately to:</p> <ol style="list-style-type: none"> (1) Examine national year-long pathway curricular models such as the New Mathways Project, Statway™/Quantway™, New Life Project, etc. (2) Recommend one or a small number of year-long courses/curricular options. (3) Provide guidance for implementation, including course numbers, number and type of credits, who enrolls in courses, etc. (4) Develop resources for advisors about year-long models.
<i>Recommendation 5: Use multiple measures to place students in gateway courses and appropriate supports.</i>
The USG will create a committee with representation from the Mathematics Task Force, Learning Support Directors, and University System office to establish System-wide cut-off ranges for gateway, co-requisite, and year-long models based on data provided by the USG Office of Research Policy Analysis.
The committee will develop a uniform placement index based on standardized test scores and high school grade point average (HSGPA) and evaluates the key considerations described above (Recommendation 5).
<i>Recommendation 6: Terminate use of COMPASS as an exit examination.</i>
The University System office will terminate the use of COMPASS for the purposes of exit.
<i>Recommendation 7: Align the outcomes of gateway mathematics courses to the Common Core Georgia Performance Standards (CCGPS) for Mathematics.</i>
An ACMS Ad Hoc Steering Committee will review and revise current course descriptions of all current gateway courses for submission to the full ACMS for approval.
The University System office will provide grant opportunities to support colleges in pilot efforts to

incorporate the CCGPS performance standards in college-level courses.

Recommendation 8: Develop advising systems and protocols for placing students in gateway mathematics courses and co-requisite supports that align with their intended programs of study.

The University System office will establish an Administrative Committee for Advisors with a point of contact on every campus that will:

- (1) Lead institutions in ensuring that System-wide recommendations for changes in remediation and recommendations concerning new math pathways are communicated to all advisors at their institutions.
- (2) Develop strategies for enabling students to choose as early as possible a coherent program of study and for enrolling them in the relevant mathematics gateway course.
- (3) Support the use of “Degree Works” in directing students to the correct pathway for their majors.
- (4) Communicate the role that “GAtracs” can play in the advisement of transfer students.

The University System office should provide extensive regional direct training workshops for all advisors that enable them to properly and efficiently guide students in the selection of gateway mathematics courses relevant to the students’ programs of study.

Appendix

Membership

The task force consists of eight experts in the field of mathematics, representing each institutional sector (research, regional, state university, and state college). The task force was supported by consultants from The Charles A. Dana Center and Complete College America as well as staff from the University System of Georgia.

Task Force

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UNIVERSITY SYSTEM OF GEORGIA: TRANSFORMING REMEDICATION IN ENGLISH AND READING JULY 2013

How to dramatically increase success rates in gateway courses without
compromising the integrity of the content

The University System of Georgia English and Reading Implementation Team: Report and Recommendations

Introduction

In April 2013, the University System of Georgia (USG) established a System-wide Implementation Team to Transform Remediation in Learning Support English and Reading. The team was charged with determining how the System's colleges could dramatically improve success rates in gateway courses without compromising the disciplinary integrity of these courses. The task force was charged with developing its recommendations by July 31, 2013.

Five distinguished Georgia leaders served as members of the team. (See Appendix for membership.) The work was carried out under the leadership of Teresa Betkowski, Interim Assistant Vice Chancellor for Transitional and General Education, and Virginia Michelich, Associate Vice Chancellor for Student Achievement.

Background

*Complete College Georgia, Georgia's Higher Education Completion Plan 2012*¹ presents a compelling vision and strategy for developing a state workforce that will ensure a prosperous future for Georgia residents. Among its key planks is the commitment to increase the proportion of young adults with postsecondary degrees and certificates from 42 percent to 60 percent by 2020. Achieving this commitment will require fundamental changes in the ways in which higher education supports its students in completing key gateway course sequences.

¹ Retrieved from
http://www.usg.edu/educational_access/documents/GaHigherEducationCompletionPlan2012.pdf.

Currently, approximately 1 in 5 of all students in the University System of Georgia colleges and approximately 2 in 5 of all students in the System's access colleges begin their studies in remedial (learning support) classes, which neither award college credit nor require mastery of college-level course content.² Less than one-sixth of these students complete a degree within six years.³ However, it is not only in learning support courses that students flounder. Failure rates (D, F, W) in English Composition 1 and Political Science typically are near 25 percent.⁴ Thus, the improvement of lower division courses and instruction, and the establishment of suitable, focused student support mechanisms must be a priority for the University System of Georgia.

Recommendations

The following recommendations reflect the consensus of the Implementation Team for highest priority action. These recommendations are intended to apply to all campuses in the University System of Georgia. The team believes strongly that pilot projects, which typically affect small numbers of students on individual campuses and small numbers of campuses within the System, cannot bring about the outcomes of Georgia's Higher Education Completion Plan. It is time to innovate at scale, and the **Implementation Team Recommendations** are offered as a blueprint for this innovation. We therefore recommend the following System policies and College practices:

1. Focus on supporting success in college credit-bearing, gateway courses for *all* students.
2. Enroll most students needing support in gateway courses and implement a co-requisite approach to support student success.
3. Use multiple measures to place students in gateway courses and appropriate supports.
4. Create a combined reading/writing course.

² Source: The University System of Georgia Research and Policy Analysis.

³ Source: The University System of Georgia Research and Policy Analysis.

⁴ Source: The University System of Georgia Research and Policy Analysis.

5. Terminate use of COMPASS as an exit examination.
6. Align with the Common Core Georgia Performance Standards (CCGPS).
7. Develop advising systems and protocols for placing students in gateway courses and support advisors in transition to new models.

Recommendation 1: Focus on supporting success in college credit-bearing, gateway courses for all students.

Students attend college to learn college-level material. The focus of lower division education should be on enabling students to master the material in gateway courses. Learning support and remediation strategies should be designed to further this aim, not to reteach high school material unless essential to college course success. In brief, learning support should be a vehicle to support learning of college-level material, not an end in itself.

We recommend that many more students be advised to begin their programs of study in college-level, credit-bearing gateway courses. Well-prepared students should begin their study in gateway courses. Underprepared students should also study college-level material with integrated, just-in-time support either in a single semester or over one year (see Recommendations 2).

Recommendation 2: Enroll most students needing support in gateway courses and implement a co-requisite approach to support student success.

The traditional approach to learning support in the University System of Georgia colleges has been to enroll underprepared students in special non-credit courses, which were designed to allow them to learn, or most often relearn, key prerequisites for college-level introductory courses. These learning support classes in reading and English include a wide variety of topics typically taught in middle school and high school, are not specifically targeted to the learning needs of individual students, and are not tied to the content of the college-level class.

As documented in *Complete College Georgia, Georgia's Higher Education Completion Plan 2012*, the traditional approach to learning support has not led to

degree or certificate attainment by the great majority of students it was designed to help.⁵ It is time to rethink the support systems for student success in gateway courses without reducing our System's commitment to success for all students.

The task force recommends that a new set of co-requisite support courses and course support structures be developed System-wide. The central idea is to provide students in standard gateway college-credit courses with more learning time and intensive instruction explicitly designed to support mastery of college material as the need arises—in essence, just-in-time support.

There are several models of co-requisite support, which include one- to two-credit linked learning labs that show special promise for emulation and refinement in the University System of Georgia. The common features of co-requisite models are: (1) whatever the co-requisite format, students will complete a gateway college-credit course in one semester, saving students time and money while increasing their likelihood of success; and (2) the content of the co-requisite support is integrated with the college content of the gateway college-credit course. In other words, students will start their college experience learning college-level material, although perhaps with very different levels of support.

Experience with co-requisite approaches at other postsecondary systems and campuses suggests that many students with only moderate academic deficiencies can succeed in gateway courses if they are enrolled in a linked lab that enables them to master the key course content without falling behind. Important examples include efforts at Austin Peay State University, the Community College of Baltimore County, the University of Maryland, the University of Texas, and the University of Michigan, which have all demonstrated impressive gains in student achievement with a linked lab approach.

The Implementation Team recognizes that new strategies will need to be developed to support the co-requisite approach. The University System Office should collaborate with members of the Implementation Team to seek

⁵ See Complete College America (2011, September). *Time is the enemy*. Washington, DC: Author. Retrieved from http://www.completecollege.org/resources_and_reports/time_is_the_enemy.

endorsement of the co-requisite strategy from the Academic Committee on English (ACE). This strategy will allow students to successfully complete a gateway college-credit course in one semester. An ad hoc committee of the ACE should be charged with developing a framework and set of guiding principles for USG co-requisite courses and support structures. System colleges should be supported in developing co-requisite courses and supports that reflect the needs of their campus populations and reflect the design principles set forth by the ACE.

Recommendation 3: Use multiple measures to place students in gateway courses and appropriate supports.

Extensive data collected on student success rates in English Composition suggest that high school grade point average (HSGPA), in combination with test scores, provides a better predictor of student success than test scores alone. For example, a student with a COMPASS score of 62 has a probability of success in English Composition 1 that varies from 44 percent for a student with a 2.0 high school GPA to 75 percent for a student with a 3.5 high school GPA.⁶ Currently, high school GPA is not used in placing students.

The implementation team recommends that the University System develop a uniform placement index based on a student's probability of success in a gateway course. The index should take into account both test scores (SAT/ACT or COMPASS) and high school GPA. The choice of index and the cut-offs used for placement will need to be informed by System data analysis and in consultation with stakeholders in other disciplines. Key concerns for a committee of experts to address include:

- Establishing system-level cutoff ranges for gateway, co-requisite, and year-long strategies based on the probability of success in a gateway course.
- Identifying a timeline for regular review and revision of system cutoffs.
- Determining whether probability of success should be based on data from the entire system, a sector of the system, or an individual college.

⁶ Source: The University System of Georgia Research and Policy Analysis.

- Determining whether very low success rates at a particular institution should trigger a review of institutional support systems.
- Developing a policy on which tests should be used for placement and whether students should be required to submit SAT or ACT scores for placement purposes.

The team recognizes that measures appropriate for recent high school graduates might not be appropriate for non-traditional students. For non-traditional students, in order to ensure that the placement index reflects current information, it might be appropriate to give relatively greater weight to a recent placement test and less weight to high school GPA.

Recommendation 4: Create a combined reading/writing course.

While low to moderate need students will benefit from the co-requisite strategy, significantly underprepared students or non-traditional students may need a more comprehensive support model. System enrollment data from Fall 2010 to Fall 2012 confirms that students needing learning support reading dropped almost 70% and those needing learning support English dropped almost 58%.⁷ With these declining numbers and since reading and writing are skills developed simultaneously, a combined course particularly one with online enhancements needs to be considered. Combined developmental reading and writing courses have been described in the literature for decades, going back to the seminal work of David Bartholomae at the University of Pittsburgh.⁸

The team has begun the development of a “Foundations for College English” to replace the current learning support reading and writing courses. ACE should collaborate with members of the Implementation Team in making recommendations for this course for students who are admitted to System colleges with substantial deficiencies to successfully complete a gateway college-credit course in one semester.

⁷ Retrieved from http://www.usg.edu/research/student_data/semester_enrollment_reports

⁸ Bartholomae, D. & Petrosky, A. (1986). *Facts, artifacts and counterfactuals*. Upper Mountclair, NY: Boynton Cook.

Recommendation 5: Terminate use of COMPASS as an exit examination.

The task force strongly recommends the elimination of the COMPASS as an exit exam for underprepared students who need additional support.

As we shift our focus on learning support towards completion of the college-level gateway courses, the COMPASS exit exam creates an unnecessary hurdle to college completion for students who have already demonstrated proficiency by passing the “Foundations for College English” course. Learning support must not be a barrier locking students out of gateway material; it must be an integrated support system for helping students develop the skills they need to be successful in gateway courses.

Recommendation 6: Align to the Common Core Georgia Performance Standards (CCGPS).

At present, the ACE-approved learning outcomes for English Composition delineate student learning outcomes in terms of content knowledge. Revision of the current learning outcomes for gateway courses would send a powerful signal to K–12 about the importance of the Common Core curriculum to college readiness. Explicit alignment of the expectations of USG gateway courses with the secondary performance standards will facilitate a smoother transition for students from high school to college. Such alignment would also promote student understanding and success at the college level.

Recommendation 7: Develop advising systems and protocols for placing students in gateway courses and support advisors in transition to new models.

Transitioning to the new system of gateway courses and course support systems demands significant change in long-established traditions of college advising by both faculty and professional staff. At the most basic level, faculty members, professional advisors, and administrators responsible for course planning and scheduling will need to understand new system guidelines and the rationale for them. Advisors will need tools and knowledge to: (1) support students in the selection of appropriate courses for their desired programs of study; (2) match

student needs to new support structures including co-requisite and combined reading/writing models; and (3) understand a new placement index based on multiple measures that predict the probability of student success in gateway courses. Without intensive support for advisors, the dramatic improvements in student success, which we seek through these recommendations, will not be realized.

Infrastructure for Implementation of Recommendations

The Implementation Team recommends the development of an infrastructure to implement its recommendations.

- The USG Office of Educational Access and Success, with advice from the ACE Executive Committee, should be tasked with forming an Ad Hoc Steering Committee of English faculty to direct the implementation of the recommendations. Financial support must be provided to support the intensive work of the steering committee.
- The Implementation Team recommendations should be a top priority of the Office of the Executive Vice Chancellor and Chief Academic Officer, with dedicated time secured from staff of the Office of Educational Access and Success and the Office of Research and Policy Analysis.
- The Office of Research and Policy Analysis should continue to develop a longstanding relationship with the ACE and individual English department heads so that System leaders have current and relevant data for monitoring and recognizing successes and problem areas as they arise.

Steps for Specific Recommendations

University System of Georgia: Transforming Remediation in English and Reading JULY 2013

<i>Recommendation 1: Focus on supporting success in college credit-bearing, gateway courses for all students.</i>
<i>Recommendation 2: Enroll most students needing support in gateway courses and implement a co-requisite approach to support student success.</i>
The University System of Georgia will seek ACE endorsement of the co-requisite strategy.
An ACE Ad Hoc Steering Committee will begin working immediately to: <ul style="list-style-type: none"> (1) Review co-requisite models in Georgia and in other states to identify a small number of recommended models, including information about the number and type of credits offered, staffing, student population, and financing. (2) Build co-requisite curricular materials to provide just-in-time support to students. (3) Identify common course numbers for support courses/lab components. (4) Develop resources for advisors for placing students in co-requisite support models.
<i>Recommendation 3: Use multiple measures to place students in gateway courses and appropriate supports.</i>
The USG will create a committee with representation from the Implementation Team, Learning Support Directors, and University System office to: <ul style="list-style-type: none"> (1) Establish System-wide cut-off ranges for gateway and co-requisite models based on data provided by the USG Office of Research Policy Analysis. (2) Develop a uniform placement index based on standardized test scores and high school grade point average (HSGPA).
<i>Recommendation 4: Create a combined reading/writing course.</i>
The Implementation Team will begin to develop a combined reading/writing course for students requiring additional support based on their placement index.
The “Foundations for College English” will replace the current learning support reading and writing courses.
<i>Recommendation 5: Terminate use of COMPASS as an exit examination.</i>
The University System office will terminate the use of COMPASS for the purposes of exit.
<i>Recommendation 6: Align to the Common Core Georgia Performance Standards (CCGPS).</i>
The ACE ad hoc committee will review current course content and encourage greater collaboration between K-12 and Higher Education.
The University System office will provide grant opportunities to support colleges in pilot efforts to incorporate the Common Core Georgia performance standards in college-level courses.
<i>Recommendation 7: Develop advising systems and protocols for placing students in gateway courses and support advisors in transition to new models.</i>

University System of Georgia: Transforming Remediation in English and Reading JULY 2013

The University System office will establish an Administrative Committee for Advisors with a point of contact on every campus that will:

- (1) Lead institutions in ensuring that System-wide recommendations for changes in remediation are communicated to all advisors at their institutions.
- (2) Develop strategies for enabling students to choose as early as possible a coherent program of study and for enrolling them in the relevant gateway course.
- (3) Support the use of “Degree Works” in directing students to the correct pathway for their majors.
- (4) Communicate the role that “GAtracs” can play in the advisement of transfer students.

The University System office should provide extensive regional direct training workshops for all advisors that enable them to properly and efficiently guide students in the selection of gateway mathematics courses relevant to the students’ programs of study.

Appendix

Membership

The Implementation Team consists of five experts in the field of English. The team was supported by staff from the University System of Georgia.

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University System of Georgia: Transforming Remediation in English and Reading JULY 2013

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COMMITTEE ON ORGANIZATION & LAW

November 12, 2013

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APPROVAL ITEMS

- | | | |
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| 1. | Security Clearance Authorizations: Georgia Institute of Technology;
Savannah State University | 1 |
| 2. | Executive Session: Applications for Review | 2 |

1. Security Clearance Authorizations: Georgia Institute of Technology; Savannah State University

Recommended: That the Board authorize certain named personnel at the Georgia Institute of Technology and Savannah State University to apply for and receive United States Government security clearance related to classified government research.

Background: The Georgia Institute of Technology and Savannah State University perform certain classified research on behalf of, and via contract with, the United States Department of Defense and other agencies of the United States government. The National Industrial Security Program Operating Manual requires the Board of Regents to authorize persons to receive necessary security clearances and to make certain declarations regarding the security of designated facilities.

2. Executive Session: Applications for Review

Applications for review are made to the Board of Regents pursuant to Article VIII of the Bylaws. They are typically personnel matters and issues of academic status, which are discussed in executive session.

AGENDA

COMMITTEE ON FINANCE AND BUSINESS OPERATIONS

November 12, 2013

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APPROVAL ITEM

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| 1. | Approval of Professional Program Tuition for Master of Laws (LL.M.), Georgia State University | 1 |
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INFORMATION ITEM

- | | | |
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| 2. | Report on First Quarter Revenues and Expenditures | 2 |
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AGENDA

COMMITTEE ON FINANCE AND BUSINESS OPERATIONS

November 12, 2013

1. Approval of Professional Program Tuition for Master of Laws (LL.M.), Georgia State University

Recommended: That the Board approve the request of President Mark P. Becker of Georgia State University for a professional program, in-state student tuition rate of \$6,900 per semester (\$575 per credit hour) and a professional program, out-of-state student tuition rate of \$16,740 per semester (\$1,395 per credit hour) for the Master of Laws (LL.M.) degree program, effective Fall 2014, contingent upon approval of the program by the Board of Regents.

Background: The Board of Regents will be considering approval of the establishment of the Master of Laws (LL.M.) at Georgia State University (GSU) during the November 2013 meeting. The new program, if approved, is scheduled to begin Fall 2014. GSU has requested that the program's proposed tuition rate be considered for approval at the Board's November 2013 meeting as well. The program will reside in GSU's College of Law with classes taught at GSU's main campus in downtown Atlanta. The program can be finished in one year (two semesters) for full-time students or two years (four semesters) for part-time students. This program is designed to attract U.S. and internationally trained lawyers who may wish to earn an LL.M. degree in a generalized or specialized area of study. Internationally-trained lawyers enrolled in this program will undertake a course of study to bolster their knowledge of U.S. law and where appropriate sit for the bar exam in a qualifying state. GSU's LL.M. program would fully integrate these international lawyers into the existing J.D. program, thereby also increasing the global legal competence of Georgia State's domestic students. Ultimately, GSU's LL.M. degree would prepare all enrolled lawyers to serve international companies and law firms seeking to strengthen global business in Georgia.

The program will offer students a choice of three study tracks: a general LL.M., an LL.M. with specialization, and an LL.M. that as mentioned is directed at preparing the internationally-trained lawyers enrolled in the program to sit for the bar exam in certain states. Since the proposed program's course of study will be similar in most respects to that of GSU's existing Juris Doctor (J.D.) graduate law degree program, both programs will be able to efficiently and effectively leverage the present resources within the College of Law.

GSU is requesting Board approval of the professional program tuition of \$6,900 per semester (\$575 per credit hour) for in-state students and \$16,740 per semester (\$1,395 per credit hour) for out-of-state students, effective Fall 2014. The proposed tuition rates are identical to the rates for the GSU's College of Law's existing Juris Doctor (J.D.) degree program. The requested tuition rate is nationally competitive, and consistent with Board Policy 7.3.1.5. The differential tuition will be applied towards enhancing the quality of program delivery for the new professional program.

2. **Information Item: Report on First Quarter Revenues and Expenditures**

Vice Chancellor for Fiscal Affairs, John Brown, will present information on the First Quarter Revenues and Expenditures for the University System of Georgia.

Board of Regents of the University System of Georgia



First Quarter Financial Report FY 2014



Purpose of Quarterly Reporting

- Monitor revenues and expenditures:
 - System Level
 - Institution Level
- Ensure the Board, the System Office and Institutions are aware of financial status.
- Identify any unanticipated changes or emerging trends in a timely manner.
- Increase the transparency of institutional finances.



Quarterly Reporting Improvements

- Improvements to quarterly reporting over the past year.
- Identify key financial trends to include:
 - Cash
 - Short-Term Investments
 - Receivables and Liabilities
 - Trends over a 3-Year Period
- Streamline the Process
- Quarterly Budget to Actuals (System and Institutions)
- Financial information must be certified by President and Chief Business Officer

Key Financial Trends

First Quarter – FY 2014

As of First Quarter (September 30)

	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>2 YR % Change</u>	<u>3 YR % Change</u>
Cash and Equivalents	\$1,193,517,019	1,326,679,719	\$1,448,513,392	9%	21%
Short Term Investments	1,927,899	7,898,003	10,189,063	29%	429%
Student Receivables	67,552,949	50,650,794	65,546,488	29%	-3%
Federal Receivables	91,574,365	95,498,583	84,061,840	-12%	-8%
Other Receivables	1,037,971,302	1,030,784,983	1,162,204,804	13%	12%
Current Liabilities	-223,291,895	-178,815,507	-196,440,277	10%	-12%
Lease Purchase Obligations	-3,202,311,386	-3,451,260,424	-3,491,904,317	1%	9%

FY 2014 First Quarter Budget to Actuals – General Funds Only

	FY 2014 Annual Budget	FY 2014 Budget Through First Quarter	FY 2014 Actuals Through First Quarter	Year-to-Date Variance (Positive variance is favorable)	Percent Variance
Revenues:					
State Appropriations	\$ 1,675,838,203	\$ 418,959,552	\$ 418,959,552	\$ -	0.00%
Tuition	1,687,354,532	849,702,449	856,199,251	6,496,802	0.76%
Other General Funds	289,938,519	131,320,093	132,088,437	768,344	0.59%
Total General Funds Revenues	\$ 3,653,131,254	\$ 1,399,982,094	\$ 1,407,247,240	\$ 7,265,146	0.52%
Expenditures:					
Salaries and Wages	\$ 2,819,166,324	\$ 637,039,294	\$ 633,504,725	\$ 3,534,569	0.55%
Operating Expenses	833,964,930	144,423,396	127,112,659	17,310,737	11.99%
Total General Funds Expenditures	\$ 3,653,131,254	\$ 781,462,690	\$ 760,617,384	\$ 20,845,306	2.67%
Revenues less Expenditures	\$ -	\$ 618,519,404	\$ 646,629,856	\$ 28,110,452	

General funds include state appropriations, tuition, special institutional fee and other general revenues (i.e. applications fee, lab fees, fine, etc.).

AGENDA

COMMITTEE ON INTERNAL AUDIT, RISK, AND COMPLIANCE

November 12, 2013

<u>Agenda Item</u>	<u>Page No.</u>
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APPROVAL ITEMS

- | | |
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| 1. Internal Audit Plan | 1 |
|------------------------|---|

INFORMATION ITEMS

- | | |
|----------------------|---|
| 2. Fraud Prevention | 2 |
| 3. Executive Session | 3 |

AGENDA

COMMITTEE ON INTERNAL AUDIT, RISK, AND COMPLIANCE

November 12, 2013

1. Approval Item: Internal Audit Plan

Recommended: That the Board approve the November 2013 System Office Internal Audit Plan as outlined in Attachment A. Be it further resolved that the University System of Georgia Chief Audit Officer be authorized to approve revisions and modifications to the System Office internal audit plan with notification to the Committee on Internal Audit, Risk, and Compliance.

Recommended: That the Board approve the institutional internal audit plans as outlined in Attachment B. Be it further resolved that the University System of Georgia Chief Audit Officer be authorized to approve revisions and modifications to institutional internal audit plans.

Background: Internal audit professional standards require the Chief Audit Officer to establish risk-based audit plans. The USO Office of Internal Audit and Compliance (OIAC) audit plan is prepared on a “rolling” basis to include near-term (one to six months), medium-term (seven to 12), and long-term (13-18) months. The OIAC audit plan and risk assessment is intended to assist management address significant governance, risk management, compliance, and internal control risks through internal audit assurance and consulting engagements. The audit plan and risk assessment will be presented to the Committee for review and approval approximately two times per year. The Chief Audit Officer may modify the plan as needed and will report changes to the Committee on Internal Audit, Risk, and Compliance.

The Chief Audit Officer and Associate Vice Chancellor is charged with providing oversight, on behalf of the Board of Regents Committee on Internal Audit, Risk, and Compliance, to the 26 institutional audit functions within the University System of Georgia. As part of this oversight process, institutional chief auditors provide their campus audit plans to the Chief Audit Officer for review and approval. The System Office audit staff reviews these plans and recommends the plan for review and approval to the Chief Audit Officer. The remaining institutions receive internal audit coverage only through Office of Internal Audit and Compliance engagements.

At this meeting, Chief Audit Officer and Associate Vice Chancellor John Fuchko, III will update the Committee on the audit plans for the next 18 months.

2. Information Item: Fraud Prevention

The University System of Georgia has implemented a program to detect fraud through ethics training, a reporting hotline, follow-on investigations, and through cooperation with the Department of Law. Proposed for discussion today is an additional program specifically designed to prevent fraud through an educational campaign designed to highlight both the positive aspects of working in the University System while also emphasizing the absolute prohibition on fraud, waste, and abuse of resources. Chief Audit Officer and Associate Vice Chancellor Mr. John Fuchko, III will present the proposed program. The Office of Media and Communications, the Office of Human Resources, and the Office of Internal Audit and Compliance will partner with institutional representatives to design and implement the program.

3. Executive Session: Personnel Matters

The Committee will meet in Executive Session to discuss personnel matters.



Office of Internal Audit
and Compliance

Rolling Audit Plan and Risk Assessment – Internal Audit

November 12, 2013



Office of Internal Audit
and Compliance

Agenda

- Setting the Stage: Dynamic risk environment requires flexible Rolling Audit Plan
- Rolling Audit Plan Approval
 - University System Office Audits: Attachment A
 - Institutional Audits: Attachment B



Office of Internal Audit
and Compliance

Setting the Stage

- Audit plan continuously evolves to support our dynamic risk environment, focusing on current and emerging Reputational, Compliance, Operational, Information Technology and Financial risks

To achieve greatest impact, OIAC “rebalances” internal audit activities in the Rolling Audit Plan to link to USG strategic issues and critical processes



Office of Internal Audit
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Key Focus Areas: System Office Audit

- **Auxiliary Operations & Finances (Athletics)**
 - Are auxiliaries profitable? If no, what corrective action is being taken?
- **Fiscal Management**
 - Is the institution managing its budget within its means and the New Normal?
 - How effective are internal controls over accounts receivable, cash, inventory, & purchasing?
- **Information Technology Governance & Security**
 - Is the USG and our institutions properly managing information technology assets and protecting critical data?
- **Public Private Ventures**
 - Are we managing our financial and compliance risks?
- **Student Financial Aid**
 - Is the institution complying with Federal and State regulations?
- **Support to Shared Services/Human Capital Management Efforts**
 - Advisory service to provide support to the USG's efforts.



Office of Internal Audit
and Compliance

Audit Plan: In-Process

Assurance	Consulting
<ul style="list-style-type: none">•Dalton State College (ISSUED)•Georgia Gwinnett College – Audit (ISSUED)•Savannah State University (ISSUED)•Darton State College – Audit & PPV (DRAFT)•Fort Valley State University Presidential Transition (DRAFT)•Georgia Gwinnett College – PPV (DRAFT)•Information Technology Security – DNS (DRAFT)•University of Georgia Presidential Transition (DRAFT)•University System Office (ONGOING)•Dalton State College Follow-Up (<i>added</i>; IN PROGRESS)•Presidential Transition: College of Coastal Georgia (IN PROGRESS)•Telecommunications Billing (IN PROGRESS)•PPV Audit – University of West Georgia (IN PROGRESS)	<ul style="list-style-type: none">•Affiliated Organizations Inventory (ISSUED)•Columbus State IT (ISSUED)•Academic Program Review (DRAFT)•Shared Services Assistance (IN PROGRESS)



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Audit Plan: Near-Term

Assurance	Consulting
<ul style="list-style-type: none"> •Financial Aid – System-Wide (<i>added</i>) •Presidential Transition: Albany State University •USG Information Technology Security Program •Supplemental Retirement Plan: Compliance Review – System-Wide (<i>added</i>) •Auxiliary Financials – System-Wide (<i>moved</i>) 	<ul style="list-style-type: none"> •Annual Report •Support to Campus IT Audit (GCSU)
<ul style="list-style-type: none"> •PPV Audit – Kennesaw State University •PPV Audit – Georgia Southern University 	

Near-Term

Medium-Term

Long-Term

12/13

7/14

12/14

7/15

Audit – Consultation – Compliance and Ethics – Enterprise Risk Management – Investigations



Office of Internal Audit
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Audit Plan: Medium-Term

Assurance	Consulting
<ul style="list-style-type: none">• Abraham Baldwin Agricultural College• Georgia Southwestern State University• State Audit Support: Institutions TBD• Clayton State University• Upon Request	<ul style="list-style-type: none">• Upon Request• Archives Transition Assistance/Review (<i>moved</i>)
<ul style="list-style-type: none">• PPV Audit – Upon Request• PPV Audit – System-Wide Inspection Review (<i>added</i>)	

Near-Term

Medium-Term

Long-Term

12/13

7/14

12/14

7/15

Audit – Consultation – Compliance and Ethics – Enterprise Risk Management – Investigations



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Audit Plan: Long-Term

Assurance	Consulting
<ul style="list-style-type: none"> •Bainbridge College •Fort Valley State University •Middle Georgia State College •South Georgia State College •USO System-Wide Audit (TBD) •Upon Request 	<ul style="list-style-type: none"> •Upon Request •Upon Request
<ul style="list-style-type: none"> •PPV Audit – Middle Georgia State College (<i>added</i>) •PPV Audit – TBD 	PPV Consult – Mgt. Request

Near-Term

Medium-Term

Long-Term

12/13

7/14

12/14

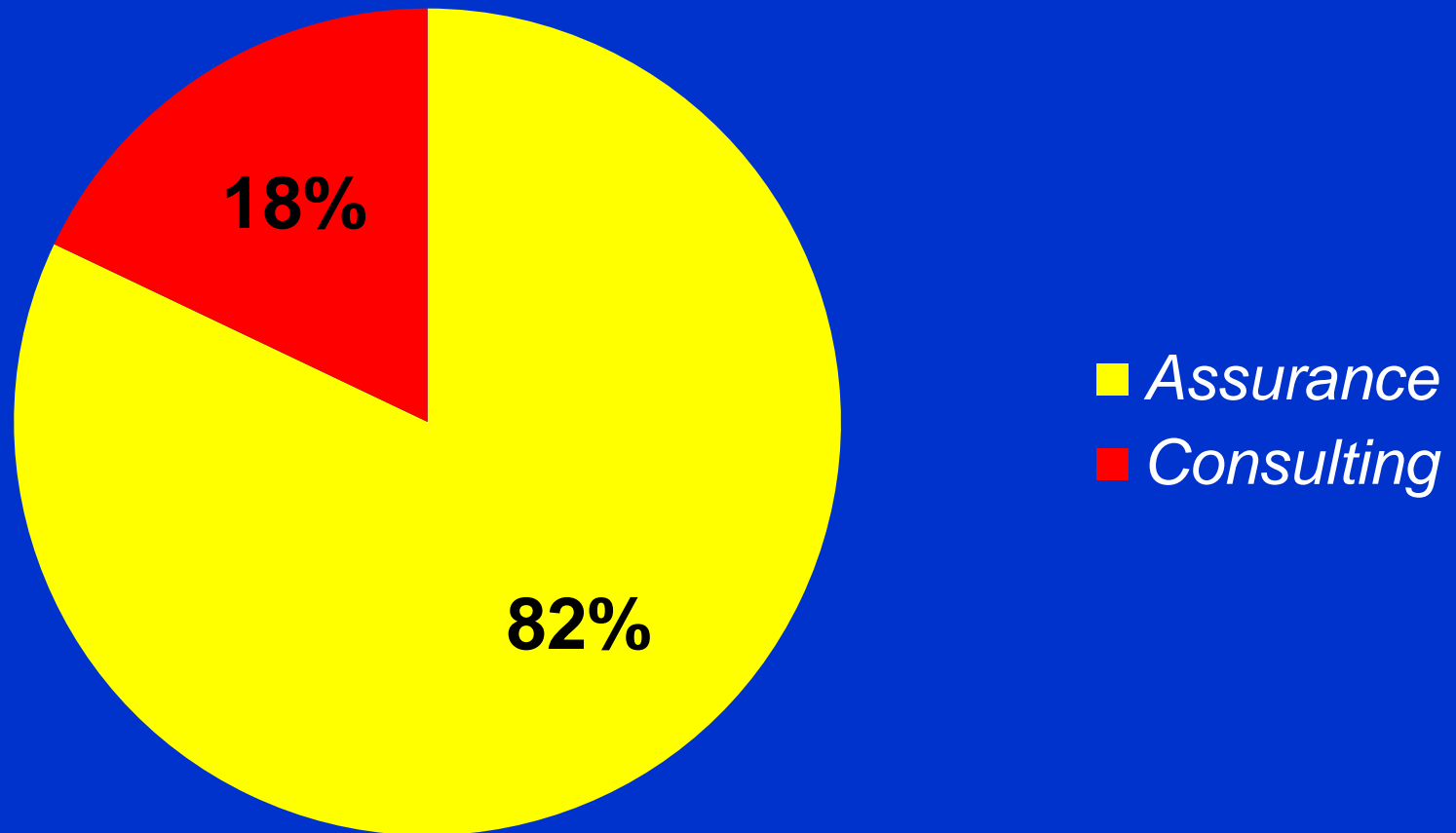
7/15

Audit – Consultation – Compliance and Ethics – Enterprise Risk Management – Investigations

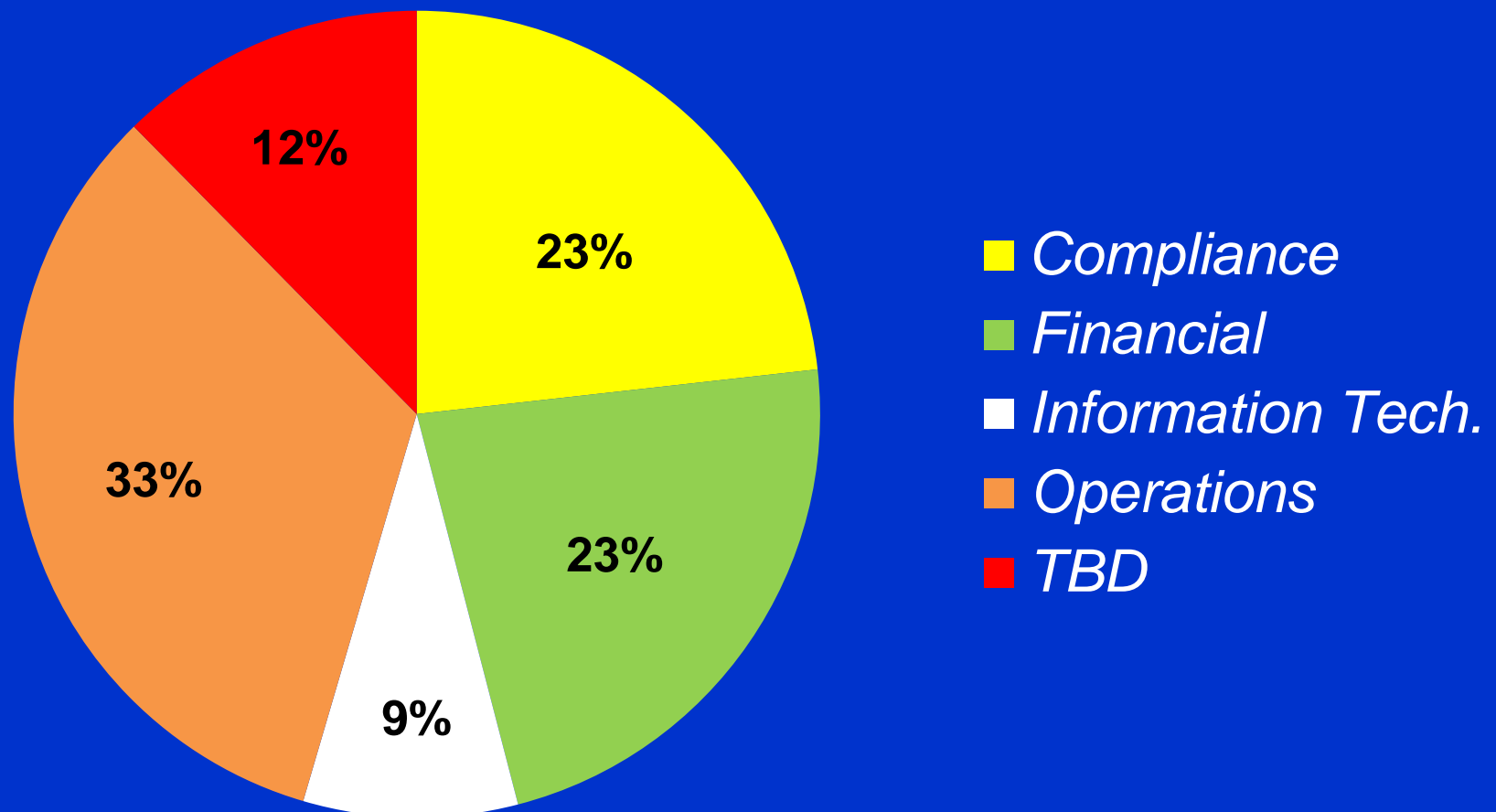


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Campus Internal Audit: Engagements by Type



Campus Internal Audit: Engagements by Focus





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Questions?



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Campus Internal Audit: Engagements by Institution

SLIDE FOR
REFERENCE

Institution	Compliance	Financial	Information Tech.	Operations	TBD	Grand Total
Albany State University	3	10		8	2	23
Armstrong Atlantic State University	2	2		3	2	9
Atlanta Metropolitan State College	1	2	1	5	2	11
Clayton State University	3	4	1	1	2	11
College of Coastal Georgia	3	3	3	3	2	14
Columbus State University	3	3		1	2	9
East Georgia State College	4	6	1	8	2	21
Georgia College and State University	6	2	2	2	2	14
Georgia Gwinnett College	6	2	2	1	2	13
Georgia Highlands College	3	1	1	4	2	11
Georgia Institute of Technology	16	9	3	7	2	37
Georgia Perimeter College	3	2	1	8	2	16
Georgia Regents University	4	3	5	6	2	20
Georgia Southern University	5	1		4	3	13
Georgia State University		5	2	6	2	15
Kennesaw State University	2	3	1	15	3	24
Middle Georgia State College	3	2		4	2	11
Savannah State University	3	5		8	2	18
Southern Polytechnic State University	2	9		3	2	16
University of Georgia	15	3	2	6	3	29
University of North Georgia	2	5	1	5	2	15
University of West Georgia	2	3	5	12	2	24
Valdosta State University	1	5	3	11	2	22
Grand Total	92	90	34	131	49	396



Office of Internal Audit
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Potential Issue Areas

Operational: Compliance

SLIDE FOR REFERENCE

1. Information Technology: Is the institution adequately protecting our information systems from external threats? Is the institution controlling how employees can access and use our information systems? Is the institution effectively managing information technology resources? Are the institution's IT systems prepared in the event of a natural or man-made disaster?
2. Capital Assets & Inventory Management: Is the institution properly tracking equipment?
3. Human Resources: Is the institution performing the required background checks? Is employee leave appropriately managed? Is the institution complying with I-9 requirements? Is the institution properly classifying employees as exempt versus non-exempt and as contractors versus employees?
4. Public Private Ventures: Are IRS rules complied with? Are conflicts of interest managed? What is the financial strength of PPV projects?



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and Compliance

Potential Issue Areas

Financial: Reporting & Compliance

SLIDE FOR REFERENCE

5. Budget & Cash Flow Management: Is the budget development and oversight process effective? Is the institution projecting and managing cash flow? Has the institution adequately considered the impact of enrollment declines?
6. Cashiering Operations: Is the institution adequately protecting cash assets? Do Bursar operations have sufficient segregation of duties?
7. Fraud Prevention/Detection: Has the institution implemented adequate controls to prevent and detect fraud?
8. Procurement Life Cycle: Is the institution managing their contracts? Is the institution following purchasing policy and procedure? Is the institution managing its P-Card usage?
9. Federal Grant Compliance: Has the institution complied with applicable Federal rules governing federal grants, e.g., conflict of interest, effort reporting, monitoring, and human subjects research protection?



Office of Internal Audit
and Compliance

SLIDE FOR REFERENCE

Potential Issue Areas

Students: Compliance, Financial, & Strategic

10. Student Fees: Is the institution adhering to Board Policy and USG procedures governing the budgeting and use of student fees?
11. Financial Aid: Is the institution properly administering federal and state financial aid programs? Is the institution managing its default rate?
12. Tuition and Fees: Is the institution following Board Policy in its admissions practices? Is the institution properly classifying students with respect to in-state/out-of-state tuition? Is the institution collecting accounts receivable? Are waivers of mandatory fees and mandatory housing requirements consistent with Board Policy and procedures?

Attachment A

Office of Internal Audit and Compliance System Office Audit Plans January 1, 2014 - June 30, 2015		
Type	Focus	Engagement Title
Assurance	Financial	Financial Aid: System-Wide
Assurance	Per Risk Assessment	Albany State University: Presidential Transition Audit
Assurance	Information Technology	USG Information Technology Governance & Security Program
Assurance	Per Risk Assessment	Supplemental Retirement Plan: Compliance Review-System Wide
Assurance	Financial	Auxiliary Financials
Assurance	Public Private Venture	Kennesaw State University
Assurance	Public Private Venture	Georgia Southern University
Consulting	N/A	Annual Report
Consulting	Information Technology	Georgia College & State Univeristy Information Technology
Assurance	Per risk assessment	Abraham Baldwin Agricultural College
Assurance	Per risk assessment	Georgia Southwestern State University
Assurance	Financial/Information Tech	State Audit Support: Institutions TBD
Assurance	Per Risk Assessment	Clayton State University
Assurance	TBD	TBD per Management Request/Updated Risk
Assurance	Public Private Venture	TBD per Management Request/Updated Risk
Assurance	Public Private Venture	System-Wide Inspection Review of High Risk Areas
Consulting	TBD	TBD per Management Request/Updated Risk
Consulting	Operations	Archives Transition Assistance/Review
Assurance	Per risk assessment	Bainbridge College
Assurance	Per Risk Assessment	Fort Valley State University
Assurance	Per risk assessment	Middle Georgia State College
Assurance	Per risk assessment	South Georgia State College
Assurance	TBD	USO System-Wide Audit TBD
Consulting	TBD	TBD per Management Request/Updated Risk
Assurance	Public Private Venture	Middle Georgia State College
Assurance	Public Private Venture	TBD per Management Request/Updated Risk
Consulting	TBD	TBD per Management Request/Updated Risk
Consulting	TBD	TBD per Management Request/Updated Risk
Consulting	Public Private Venture	TBD per Management Request/Updated Risk

Office of Internal Audit and Compliance Institutional Audit Plans January 1, 2014 - June 30, 2015			
Institution	Type	Focus	Engagement Title
Research Universities			
Georgia Regents University	Assurance	Compliance	Enterprise: Affiliate Agreement and Integration Follow Up
	Assurance	Information Tech.	Health System: Charge Capture
	Assurance	Financial	University: P-Card Administration and Controls
	Assurance	Information Tech.	University: IT BANNER System Implementation
	Assurance	Information Tech.	Enterprise Badging / Proximity Access / Physical Security
	Assurance	Operations	Medical Center: Quality Assurance Administration
	Assurance	Financial	University: Construction & Capital Projects Management
	Assurance	Information Tech.	Medical Center: IT - Change Management
	Assurance	Operations	Health System: Control and Management of Controlled Substances
	Assurance	Compliance	Financial Aid
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	Financial	Enterprise: Entity Level Controls
	Assurance	Information Tech.	Enterprise: IT Information Security
	Consulting	Compliance	Enterprise: Risk Based Surveys and Department Reviews
	Consulting	Operations	University: International Affairs
	Consulting	Compliance	University: Athletics Management and NCAA Compliance
	Consulting	Operations	Health System: Labor Management and T&A
	Consulting	Operations	University: Student Retention, Progression, Graduation Project Review
	Consulting	Operations	University: Salary At Risk Program Administration
	Consulting	Compliance	Health System: Meaningful Use Compliance
Georgia State University	Assurance	Financial	Reserves/Fund Balances
	Assurance	Operations	Sponsored Research - Setting Up Awards
	Assurance	Financial	Cash Management Follow-Up
	Assurance	Information Tech.	Payment Card Industry (PCI) Data Security Standards Compliance
	Assurance	Operations	Football Attendance
	Assurance	Financial	Sponsored Research - Agency Billing
	Assurance	Compliance	Financial Aid
	Assurance	Operations	Panther Card
	Assurance	Operations	Housing
	Assurance	Financial	Sponsored Research - Cost Sharing
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Consulting	Operations	Space Utilization
	Consulting	Operations	Student Exchange - International
	Consulting	Financial	Expenditure Review
	Assurance	Information Tech.	Information Systems Physical Security

Office of Internal Audit and Compliance Institutional Audit Plans January 1, 2014 - June 30, 2015			
Institution	Type	Focus	Engagement Title
Georgia Institute of Technology	Assurance	Compliance	Continuing Education Units (CEU)
	Assurance	Operations	Contract Management
	Assurance	Compliance	4th Quarter FY13 P-Card Audit
	Assurance	Compliance	Grade Verification
	Assurance	Operations	Campus Emergency Procedures/Cleary Act/Building Security
	Assurance	Financial	AVP Financial Services
	Assurance	Financial	Cost Overruns
	Assurance	Compliance	Departmental Review - Assurance Cycle
	Assurance	Compliance	Departmental Review - Assurance Cycle
	Assurance	Compliance	Departmental Review - Assurance Cycle
	Assurance	Compliance	Departmental Review - Assurance Cycle
	Assurance	Compliance	OMB Circular A-21
	Assurance	Compliance	Import Export Controls
	Assurance	Financial	Cash Counts Campus-wide
	Assurance	Operations	BuzzMart
	Assurance	Operations	GTRI
	Assurance	Compliance	Government Owned Property
	Assurance	Compliance	Campus Recreation Center (CRC)
	Assurance	Financial	Extra Compensation
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	Operations	GTRI Personal Services
	Assurance	Financial	Financial Audit of GT Statements
	Assurance	Financial	Reserve Accounts
	Assurance	Compliance	Financial Aid
	Assurance	Compliance	Intellectual Property
	Assurance	Compliance	Peripheral Campus Units (Huntsville, Savannah, Etc.)
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	Operations	Door Access
	Assurance	Compliance	Travel
	Assurance	Information Tech.	Wireless
	Assurance	Information Tech.	BANNER Security
	Consulting	Financial	State Audit Support
	Consulting	Financial	Financial Risk Assessment
	Consulting	Compliance	Cell Phone/Telecom
	Consulting	Financial	Expedited Transaction Reports Campus Wide
	Assurance	Operations	Office of Organizational Development Transition
	Assurance	Information Tech.	Campus Post Office

Office of Internal Audit and Compliance Institutional Audit Plans January 1, 2014 - June 30, 2015			
Institution	Type	Focus	Engagement Title
University of Georgia	Assurance	Compliance	Cooperative Extension Visits
	Assurance	Financial	Class Fees
	Assurance	Compliance	A&S - Computer Science
	Assurance	Compliance	College of Journalism and Mass Communication
	Assurance	Compliance	Center for Applied Isotope Study
	Assurance	Compliance	Facilities Management Admin
	Assurance	Financial	Cash Management Follow-Up
	Assurance	Compliance	Facilities Management Division Custodial
	Assurance	Compliance	Cooperative Extension Visits
	Assurance	Compliance	A&S - Communication Studies
	Assurance	Compliance	A&S - Mathematics
	Assurance	Compliance	Food Service
	Assurance	Compliance	Complex Carbohydrate Center
	Assurance	Compliance	College of Engineering
	Assurance	Financial	Class Fees
	Assurance	Compliance	A&S - Geography
	Assurance	Information Tech.	Enterprise ITS
	Assurance	Compliance	Financial Aid
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	Information Tech.	Customer Information Security Audit - IT
	Assurance	Compliance	Auditing Policy Risk List against List of UGA System Assets for compliance.
	Assurance	Operations	Cooperative Extension Visits
	Assurance	Compliance	UGA Athlete's HIPAA Data Compliance Audit - IT
	Assurance	Operations	CAES - Plant Genome Mapping Lab
	Assurance	Operations	CAES - Dean & Director's Office
	Assurance	Operations	CAES - Engineering
	Assurance	Operations	Administrative Services Division
	Assurance	Operations	EA Technology Services
	Special Project	TBD	TBD - OIAC Request
Comprehensive Universities			
Georgia Southern University	Assurance	Compliance	Federal Communications Commission (FCC) Compliance
	Assurance	Compliance	Financial Aid
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	Compliance	NCAA Compliance
	Assurance	Financial	Cash Management Follow-up
	Assurance	Compliance	College of Education
	Assurance	Compliance	Procurement Card
	Assurance	Operations	University Store
	Consulting	Operations	Herty Advance Materials Development Center Migration
	Assurance	Operations	Writing and Linguistics
	Assurance	Operations	Jiann-Ping Hsu College of Public Health
	Consulting	Compliance	Payment Card Industry Compliance

Office of Internal Audit and Compliance Institutional Audit Plans January 1, 2014 - June 30, 2015			
Institution	Type	Focus	Engagement Title
Kennesaw State University	Assurance	Compliance	SACS Accreditation
	Assurance	Financial	Accounts Payable
	Assurance	Operations	The Institute for Global Initiatives
	Assurance	Operations	Health Clinic
	Assurance	Information Tech.	BANNER Access and Security Follow-up
	Assurance	Operations	Bookstore Follow-Up
	Assurance	Operations	Plant Operations
	Assurance	Operations	Public Safety
	Assurance	Operations	External Affairs
	Assurance	TBD	Assistance to Consolidation Efforts
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	Operations	Strategic Security and Safety
	Assurance	Operations	Center for Excellence in Teaching and Learning (CETL)
	Assurance	Operations	Continuing Education Follow-Up
	Assurance	Operations	Museum of History & Holocaust Education Follow-up
	Assurance	Operations	Culinary Services Follow-Up
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Consulting	Operations	Risk and Internal Control Assessments
	Consulting	Financial	Flash Expense Assessments
	Consulting	Operations	Workshops
	Assurance	Financial	Student Accounts Receivable
	Assurance	Compliance	In-State/Out-of-State Residency Classification
	Assurance	Operations	Department of Sports and Recreation
	Assurance	Compliance	Financial Aid Administration
University of West Georgia	Assurance	Operations	Payment and Procurement Process
	Assurance	Operations	Travel Processing and Controls
	Assurance	Information Tech.	Public Use Computer Security
	Assurance	Financial	Cash Management Follow-Up
	Assurance	Operations	Athletics Ticketing and Game Day Operations
	Assurance	Operations	Auxiliary and Athletics Camp Operations
	Assurance	Information Tech.	Data Center Operations
	Assurance	Compliance	Financial Aid
	Assurance	Operations	Departmental Audit - RCOB Marketing
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	Operations	Departmental Audit - ORSO
	Assurance	Compliance	Financial Aid - Veterans Benefits
	Assurance	Financial	Accounting General Controls Review
	Assurance	Operations	PreK Child Care Center Operations
	Consulting	Operations	Controls within Faculty Hiring Process
	Consulting	Operations	Complete College Georgia Assessment
	Consulting	Information Tech.	Cloud Computing Utilization
	Consulting	Operations	Fortis Implementation Consult
	Consulting	Compliance	PCI Consultation
	Consulting	Operations	Tuition Differential Waiver Consult
	Consulting	Information Tech.	ITS Service Management Consultation
	Consulting	Information Tech.	ITS Service Desk Consultation
	Consulting	Operations	General Controls - University Foundation
	Assurance	Financial	Cash Management Follow-up - Enrollment Service Center

Office of Internal Audit and Compliance Institutional Audit Plans January 1, 2014 - June 30, 2015			
Institution	Type	Focus	Engagement Title
Valdosta State University	Assurance	Information Tech.	3rd Party Hosted Vendors
	Assurance	Operations	Grants & Contracts
	Assurance	Operations	Presidents Office
	Assurance	Compliance	Financial Aid
	Assurance	Operations	Environmental & Occupational Safety
	Assurance	Operations	Health Services Insurance Billing
	Assurance	Financial	Cash Management Follow-Up
	Assurance	Operations	King's Bay
	Assurance	Financial	Fixed Assets Recording and/or plant inventory management
	Assurance	Operations	Social Media Office
	Assurance	Financial	Agency Funds
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Consulting	Information Tech.	Personally Identifiable Information
	Assurance	Operations	Admissions office
	Assurance	Operations	Access Management
	Assurance	Operations	Budget and Enrollment Mgt
	Assurance	Operations	Bookstore Inventory
	Assurance	Financial	Bank account reconciliations
	Assurance	Compliance	Student Fees
	Assurance	Information Tech.	I.T. Business Continuity
	Assurance	Operations	International Students
	Assurance	Financial	Purchase Orders and Encumbrances
State Universities			
Albany State University	Assurance	Financial	Unannounced Cash Counts FY12
	Assurance	Operations	Grade Validation
	Assurance	Financial	Reserves
	Assurance	Operations	Human Resources Audit
	Assurance	Compliance	Financial Aid
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	Operations	Grants and Contracts (Post Award Management)
	Assurance	Operations	Emergency Preparedness
	Assurance	Financial	Procurement (Contract Management)
	Assurance	Financial	Accounts Receivable (BANNER/PeopleSoft/Bb, Touchnet)
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Consulting	Financial	YE Petty Cash Counts
	Consulting	Financial	Cash Collections and Operations
	Consulting	Financial	Homecoming Collections - in process
	Consulting	Operations	Risk Assessment Workshop - Strategic Plan 2012-2017 - in process
	Consulting	Compliance	Conflict of Interest - Outside employment
	Consulting	Financial	YE Petty Cash Counts
	Consulting	Financial	Athletics Purchases/Expenses
	Consulting	Compliance	Title III/ITS
	Consulting	Operations	Facilities Operation/Open Purchase Order
	Consulting	Operations	Vice President Transition
	Assurance	Financial	ELC Revenue/Expenses

Office of Internal Audit and Compliance Institutional Audit Plans January 1, 2014 - June 30, 2015			
Institution	Type	Focus	Engagement Title
Armstrong Atlantic State University	Assurance	Financial	Reserves
	Assurance	Compliance	Financial Aid
	Assurance	Operations	Registration and Enrollment (to be complete by October 2014)
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	Financial	Cash Management Follow-Up
	Assurance	Operations	Contract Management
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	Operations	IT Asset Management
	Assurance	Compliance	Environmental Health and Safety
Clayton State University	Assurance	Compliance	FERPA Student Privacy
	Assurance	Financial	College of Business - Financial and operational
	Assurance	Compliance	Financial Aid
	Assurance	Compliance	NCAA Eligibility
	Assurance	Operations	LakerCard Office Audit
	Assurance	Compliance	Student Travel Policies and Procedures
	Assurance	Financial	Construction Audit- Health Clinic
	Assurance	Financial	Cash Management Follow-Up
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Consulting	Information Tech.	BANNER Review
Columbus State University	Assurance	Financial	Accounts Payable
	Assurance	Compliance	Financial Aid
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	Compliance	Athletic Dept. - Compliance Program
	Assurance	Financial	Cash Counts - Campus Wide
	Assurance	Financial	Athletic Dept. - Receipts/Camps
	Assurance	Compliance	Intellectual Property
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	Operations	Operations Review - Oxbow Meadows
	Assurance	Financial	Cash Management - Campus Wide

Office of Internal Audit and Compliance Institutional Audit Plans January 1, 2014 - June 30, 2015			
Institution	Type	Focus	Engagement Title
Georgia College and State University	Assurance	Operations	Admissions -Department Audit
	Assurance	Compliance	NCAA Compliance
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	Compliance	Title IX
	Assurance	Compliance	Human Resources
	Assurance	Financial	Cash Management Follow-Up
	Assurance	Compliance	Grants
	Assurance	Operations	Public Private Ventures
	Assurance	Compliance	Financial Aid
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Consulting	Financial	Student Accounts
	Consulting	Information Tech.	User Access Management
	Consulting	Information Tech.	IT Consulting Review (w/USG-OIAC)
	Consulting	Compliance	Jeanne Clery Act
Savannah State University	Assurance	Financial	Athletics (Ticket Sales & Concessions)
	Assurance	Compliance	Financial Aid
	Assurance	Financial	Unannounced Cash Counts
	Assurance	Operations	Public Safety (Cash & Seized Drugs)
	Assurance	Financial	Reserves
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	Compliance	Unofficial Withdrawals
	Assurance	Financial	Accounts Payable (Vendor Invoices)
	Assurance	Operations	Grants & Contracts
	Assurance	Financial	Student Accounts Receivable
	Consulting	Operations	Emergency Preparedness (Testing Procedures)
	Consulting	Operations	Housing (Room Assignment Process)
	Consulting	Compliance	Counseling & Disability Services
	Consulting	Compliance	Environmental Health & Safety (Hazardous Materials)
	Consulting	Operations	Faculty Overload Process
	Consulting	Operations	Management Contracts
	Assurance	Operations	University Advancement
	Assurance	Operations	Motor Pool
Southern Polytechnic State University	Assurance	Financial	Accounts Receivable-Fees
	Assurance	Operations	Procurement Audit-Bidding/Contracts
	Assurance	Financial	Fixed Asset Audit-Recording Entries
	Assurance	Compliance	Follow Up on Lawful Presence
	Assurance	Compliance	Financial Aid
	Assurance	Financial	Benefits Account Reconciliation
	Assurance	Financial	BANNER to PeopleSoft Reconciliation
	Assurance	Financial	Accounts Payable-Audit Follow-Up
	Assurance	Compliance	Follow up on Residency Review
	Assurance	Financial	Cash Management Follow-Up
	Assurance	Financial	Restricted Funds
	Assurance	Financial	Agency Funds
	Assurance	Financial	Financial Statement Preparation Controls
	Assurance	Operations	Follow Up on Housing
	Assurance	TBD	Assistance to Consolidation Efforts
	Assurance	Operations	Identity Management

Office of Internal Audit and Compliance Institutional Audit Plans January 1, 2014 - June 30, 2015			
Institution	Type	Focus	Engagement Title
University of North Georgia	Assurance	Operations	International Student Travel
	Assurance	Operations	Contract Management/Purchasing
	Assurance	Operations	Theater Alliance
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	Compliance	Financial Aid
	Assurance	Compliance	P-Cards
	Assurance	Financial	Cash Count in Bursar's Office
	Assurance	Financial	Reserves
	Assurance	Financial	Accounts Receivable
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Consulting	Financial	Review of Cash Flow Trends
	Assurance	Operations	Surplus Property
	Assurance	Operations	Enrollment
	Assurance	Information Tech.	IT
	Assurance	Financial	Bookstore Cash
State Colleges			
Atlanta Metropolitan State College	Assurance	Operations	Incident/Crisis Management and Emergency Response/Disaster Recovery
	Assurance	Compliance	Financial Aid
	Assurance	Financial	Cash Management Follow-Up
	Assurance	Information Tech.	BANNER Data Accuracy
	Assurance	Operations	Procurement Process/Order Management
	Assurance	Financial	Budget Process/Reserves Review
	Assurance	Compliance	Grants/Contract Compliance
	Assurance	Operations	Physical Inventory Management
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Consulting	Operations	Internal Communication Process
	Consulting	Operations	Institutional Branding
College of Coastal Georgia	Assurance	Financial	Unannounced cash counts
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	Compliance	In-state/Out-of-state residency classification
	Assurance	Compliance	Financial Aid
	Assurance	Information Tech.	BANNER System Access
	Assurance	Information Tech.	Information Technology
	Assurance	Financial	Reserve accounts
	Assurance	Operations	Contract management
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Consulting	Information Tech.	IT Business Continuity/Disaster Recovery
	Assurance	Financial	Unannounced Cash Counts
	Assurance	Compliance	Academic and Non-Academic Personnel Leave
	Assurance	Operations	Continuance of Instruction, Including eLearning
	Assurance	Operations	Policies and Procedures Review

Office of Internal Audit and Compliance Institutional Audit Plans January 1, 2014 - June 30, 2015			
Institution	Type	Focus	Engagement Title
East Georgia State College	Assurance	Operations	Foundation - Donor Perfect
	Assurance	Compliance	Financial Aid
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	Compliance	Human Resources
	Assurance	Operations	Contract Management
	Assurance	Financial	Business & Finance
	Assurance	Financial	Unannounced Cash Counts
	Assurance	Financial	Auxiliary Services
	Assurance	Financial	Accounts Receivable
	Assurance	Compliance	Athletics
	Assurance	Financial	Reserves
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Consulting	Operations	Public Safety - Statesboro
	Consulting	Compliance	Counseling & Disability Services - Statesboro
	Special Project	Information Tech.	Banner Module -R2T4
	Assurance	Operations	Emergency Mgmt.
	Consulting	Financial	Donor Perfect System & GL Interface
	Assurance	Operations	Campus Housing
	Assurance	Operations	Campus Cafes/Restaurants
	Special Project	Operations	Business Continuity & Disaster Recovery Plan
Georgia Gwinnett College	Assurance	Operations	Executive Cabinet Exp.
	Assurance	Information Tech.	Information Technology (Identity Access Management)
	Assurance	Compliance	Grant Administration/Compliance, Misuse
	Assurance	Compliance	Property Control - Assets (Computers/Tablets, Furniture, Cell Phones)
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	Financial	Cash Counts - Student Accounts
	Assurance	Compliance	P-Cards
	Consulting	Financial	Student Affairs
	Assurance	Compliance	Financial Aid
	Consulting	Operations	Enrollment Management
	Consulting	Information Tech.	Information Technology (Perimeter and Network Security)
Georgia Highlands College	Consulting	Compliance	Emergency Action Plan
	Assurance	Compliance	DOE-HEOA Faculty Textbook Adoption/Bookstore Notification
	Assurance	Compliance	Financial Aid
	Assurance	Operations	Contract Management
	Assurance	Financial	Unannounced Cash Counts (and handling of cash/ deposit procedures)
	Assurance	Compliance	Travel & Expense Reimbursement
	Assurance	Compliance	P - Cards
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	Operations	Procurement / purchasing (price control, vendor preference)
	Assurance	Compliance	Student Fee Oversight
	Consulting	Information Tech.	Business Continuity Plan (consult with IT Department)
	Consulting	Operations	Risk & Internal Control Assessment for Athletic Dept.
	Consulting	Operations	Risk & Internal Control Assessment with Registrar

Office of Internal Audit and Compliance Institutional Audit Plans January 1, 2014 - June 30, 2015			
Institution	Type	Focus	Engagement Title
Georgia Perimeter College	Assurance	Operations	Counseling Services
	Assurance	Operations	Crisis Management and Intervention
	Assurance	Compliance	Hazardous Waste and Materials
	Assurance	Operations	Student J-Card Administration
	Assurance	Financial	Cash Receipts and Handling
	Consulting	Operations	Dental Hygiene Department
	Assurance	Financial	Student Refunds
	Assurance	Operations	Retention and Graduation
	Assurance	Operations	Academic Department Administration - Fine Arts
	Assurance	Information Tech.	IT General Controls
	Assurance	Operations	Grants and Sponsored Programs Administration
	Assurance	Compliance	Financial Aid
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	Compliance	Mobile Devices
	Assurance	Operations	Student Life Administration
	Consulting	Compliance	Computation of Return to Title IV Funds
Middle Georgia State College	Assurance	Compliance	Financial Aid
	Assurance	TBD	TBD per Management Request/Updated Risk/OIAC Approval
	Assurance	Financial	Reserve Accounts
	Assurance	Compliance	Financial Aid - Unofficial Withdrawals
	Assurance	Compliance	HOPE Eligibility Requirements/Transcript Evaluations
	Assurance	Operations	Student/Complaint Grievance Process
	Assurance	Financial	Cash Management Follow-Up
	Assurance	Operations	USG OIAC Audit - Assist at another institution audit
	Assurance	Operations	Course Scheduling
	Assurance	Compliance	In-state/Out-of-state Residency Classification
	Consulting	Operations	Auto Refunding Process Implementation



Leveraging our Culture to Prevent Fraud

November 12, 2013

John M. Fuchko, III
University System of Georgia
Chief Audit Officer

Transforming the System, Changing Lives, Strengthening the State



How do we prevent fraud?

- Recognize hard work of faculty and staff; shared values of integrity, excellence, accountability and respect
- Highlight benefits of preventing fraud:
 - Good stewardship
 - Reflection on entire System
 - Empowers individuals to do the right thing
 - Efficient and effective use of resources



Some background ...

- No organization is exempt from the risk of fraud
 - USG has experienced fraud, e.g., P-Cards, travel violations, cash theft, etc.
- To build our culture and prevent fraud – USG:
 - Implemented fraud hotline
 - Designed and provided ethics training to all employees
 - Works closely in support of law enforcement
 - Conducts data analytics and focused reviews



Elements of a Fraud Prevention Program

- Design the program in partnership with Media / Communications and HR – System and Institution
- Utilize e-mail, social media, web site, and posters to deliver the message
 - Modeled after water conservation campaign
- Emphasize ...
 - Great things that we are empowered and entrusted to accomplish
 - contrasted against acts that are prohibited and inconsistent with our core values
- Use Case Studies



Timeline for Implementation

- Convene working group with institutional reps (Nov/Dec 2013)
- Design media campaign and surveys to measure effectiveness (Jan-Mar 2014)
- Prepare roll-out of campaign, actual media, etc. (Apr-Jul 2014)
- Execute campaign (Aug-Sep 2014)
- Survey employees to assess effectiveness (Oct 2014)
- Report on campaign effectiveness (Nov 2014)



?? QUESTIONS ??

Transforming the System, Changing Lives, Strengthening the State

AGENDA

COMMITTEE ON REAL ESTATE AND FACILITIES

November 12, 2013

<u>Agenda Item</u>	<u>Page No.</u>
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2. Executive Session	2
APPROVAL ITEMS	
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AGENDA

COMMITTEE ON REAL ESTATE AND FACILITIES

November 12, 2013

1. Environmental & Occupational Safety Annual Report

In conformance with Board of Regents policy 9.12.4, Environmental and Occupational Safety, the University System of Georgia Chief Facilities Officer, Vice Chancellor Jim James, will update the Board on environmental and occupational safety activities for Fiscal Year 2013.

2. Executive Session

(Materials to be handed out in Executive Session)

3. Exchange of Real Property, Athens-Clarke County, University of Georgia

Recommended: That the Board declare approximately 1.075 acres of unimproved real property (the “BOR Property”) and an additional approximately 0.045 acre required for easements (the “Easement Property”) in Athens-Clarke County (the “County”) to be no longer advantageously useful to the University of Georgia (“UGA”) or other units of the University System of Georgia but only to the extent and for the purpose of allowing the exchange of the BOR Property and the Easement Property for 1.075 acres of improved real property (the “County Property”) adjacent to UGA’s Chicopee Complex for the benefit of UGA.

Recommended further: That the Board convey the BOR Property and grant easements to the Easement Property to the County.

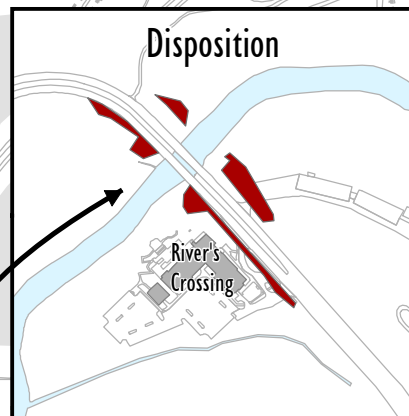
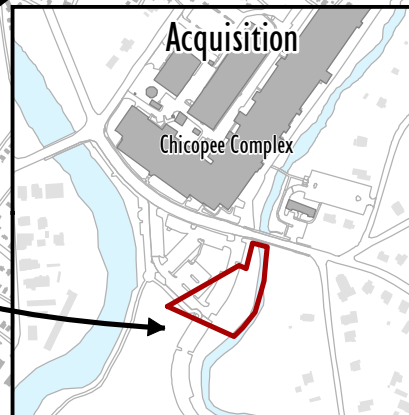
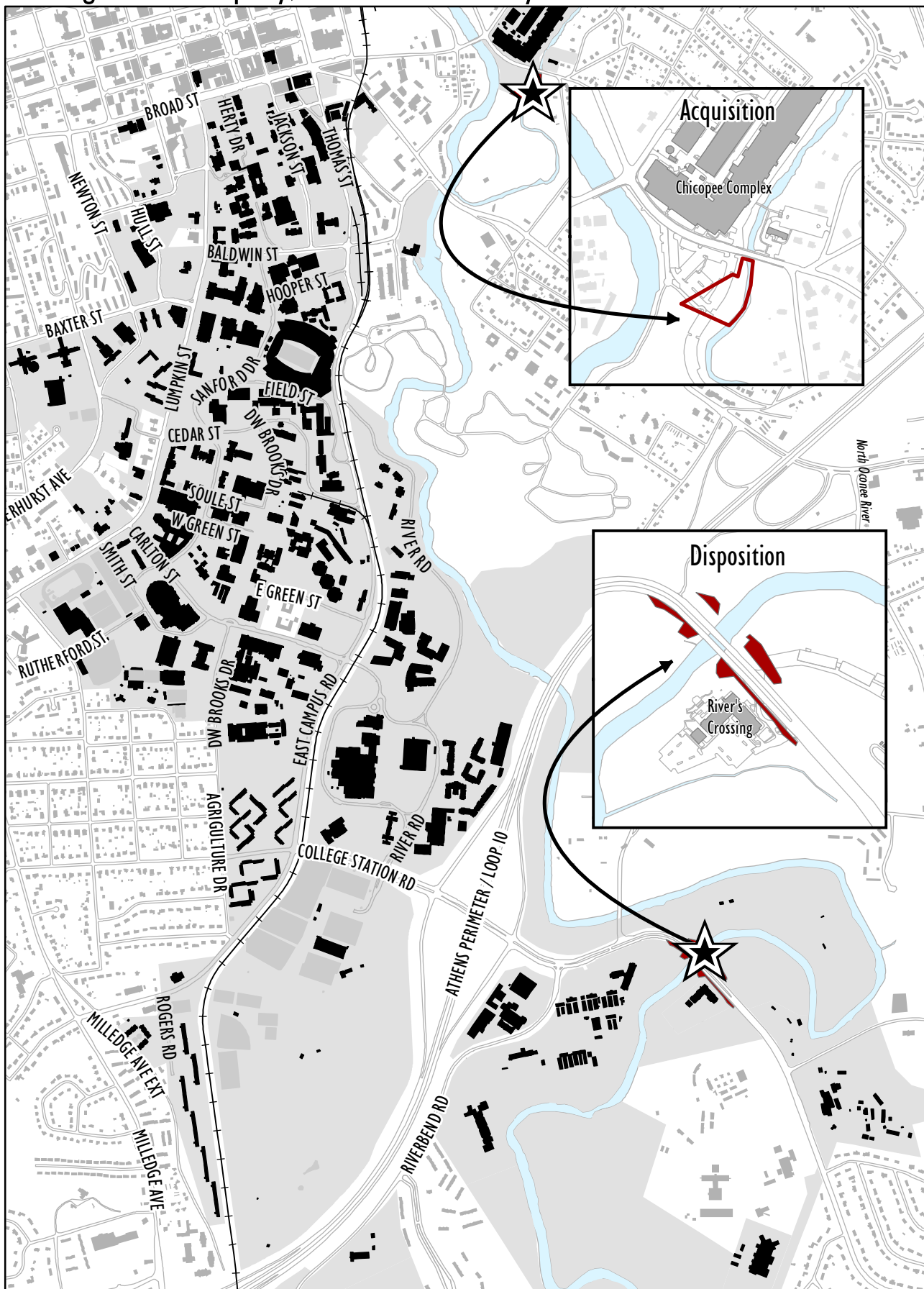
Recommended further: That the Board accept the County Property from the County.

Recommended further: That the legal details involved with this exchange of real property be handled by the Georgia Department of Law.

Understandings: This exchange of real property was identified to the Board as part of the Integrated Review Information Item in August 2013. The BOR Property is necessary for the County to replace the bridge at College Station Road over the North Oconee River. As part of this bridge replacement, the County, at the County’s expense, will relocate existing UGA utilities within the County’s right-of-way. The County Property will offer contiguous parking to employees and visitors of UGA’s Chicopee Complex.

An environmental site assessment has been conducted on the County Property and indicates no significant adverse environmental issues.

The County will reserve easements for ingress and egress, utilities, water line, sewer line, and a riparian buffer to serve the County’s adjacent property. There are no restrictions on the County Property and no additional known reversions, restrictions, or adverse easements on the County real property.



4. **Subrental Agreement, 75 5th Street, 9th Floor, Atlanta, Georgia Institute of Technology**

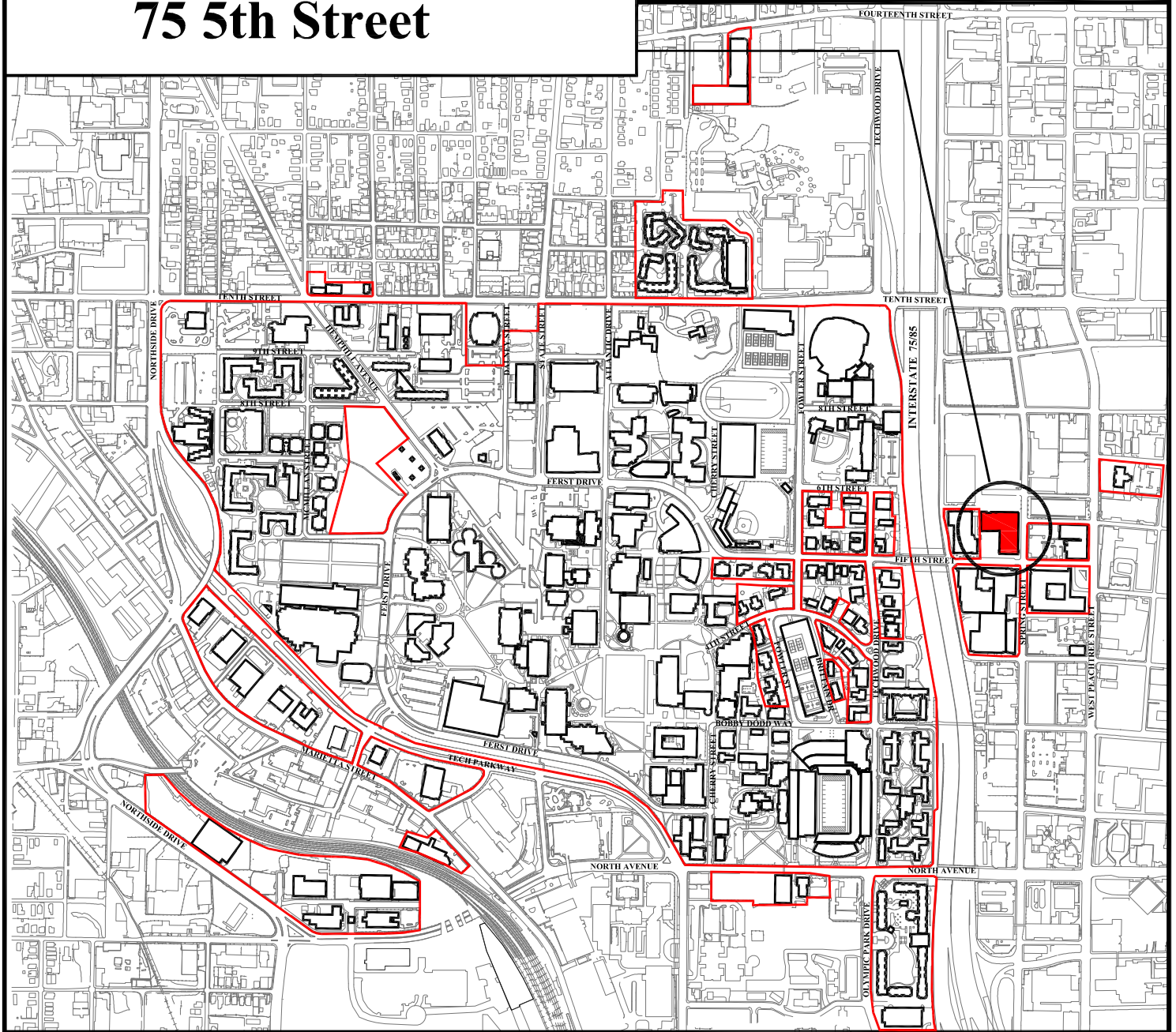
Recommended: That the Board authorize the execution of a subrental agreement between Georgia Tech Research Corporation, Sublandlord, and the Board of Regents, Subtenant, for approximately 30,193 square feet of academic and administrative support space located at 75 5th Street, 9th floor, Atlanta, for the period December 1, 2013, through June 30, 2014, at a monthly rent of \$65,418.17 (\$785,018.04 per year annualized / \$26.00 per square foot (“sf”) per year) with options to renew on a year-to-year basis for five consecutive one-year periods, at the same rent rate until January 1, 2017 (during the third option period) and then increasing to \$69,192.29 per month (\$830,307.48 annualized / \$27.50 per sf per year) and then at the same rent rate for remaining option periods, for the use of the Georgia Institute of Technology (“GIT”). Rent is abated for the period December 1, 2013 through November 30, 2014.

Recommended further: That the terms of this rental agreement be subject to review of the Georgia Department of Law.

Understandings: This space will be used by the GIT Information and Computer Lab for the Interactive Computer Applications Division, Advanced Computing Research Division, and Director’s office. These divisions, which are currently located at 250 14th Street, are being displaced because of the need by the Electric Systems Integration Division for space for additional research.

All operating expenses are included in the rent rate above except real estate taxes, which are estimated to be \$120,800.00 per year annualized, and are abated for the first 12 months of the lease and option periods. Subtenant is responsible for a proportionate share of increased operating expenses during any option periods exercised.

75 5th Street



5. Rental Agreement, 34 Peachtree Street, Atlanta, Georgia State University

Recommended: That the Board authorize the execution of a rental agreement between Fairlead Commercial Real Estate, LLC, Landlord, and the Board of Regents, Tenant, for approximately 82,553 square feet of educational and administrative support space located at 34 Peachtree Street, Atlanta, for the period November 1, 2013, through June 30, 2014, at a monthly rent of \$137,588.33 (\$1,651,060.00 per year annualized / \$20.00 per square foot per year) with an option to renew for up to one consecutive one-year period for portions of the space actually occupied with rent increasing 2%, for the use of Georgia State University (“GSU”).

Recommended further: That the terms of this rental agreement be subject to review by the Georgia Department of Law.

Understandings: This rental agreement was identified to the Board as part of the Integrated Review Information Item in August 2013. In November 2002, the Board approved renting 22,084 sf in this building. In March 2005, August 2006, February 2008, October 2008, and September 2010 the Board approved incrementally renting additional space. The last option period has expired.

This space is used for educational and administrative support purposes by various GSU colleges and programs, including the GSU College of Arts & Sciences, GSU Byrdine F. Lewis School of Nursing and Health Professions, GSU College of Education, and GSU Institute of Public Health.

All operating expenses are included in the rent rate.



34 Peachtree Street



BUILDINGS OCCUPIED BY GEORGIA STATE

GEORGIA STATE PARKING

STREET LEVEL ACCESSIBLE ENTRANCE

STREET LEVEL ACCESSIBLE ENTRANCE (ON COLLINS STREET BELOW COURTLAND)

INFORMATION & WELCOME CENTER

- 1 ARTS & HUMANITIES (ARTS) E5
1a Florence Knoll (Knoll Hall)
1b Ernest G. Welch Gallery
- 2 100 AUBURN AVENUE (100AUB) H7
- 3 CLASSROOM SOUTH (CLS0) D3
J. MACK ROBINSON
- 4 COLLEGE OF BUSINESS (RCB) A6
- 5 COLLEGE OF EDUCATION (COE) B4
- 6 COLLEGE OF LAW (LAW) F2
BENNETT A. BROWN
- 7 COMMERCE BUILDING (BBCOM) A7
- 8 COURTLAND BUILDING (COURTB) E2
- 9 COURTLAND NORTH (COURTN) E2
- 10 DAHLBERG HALL (DBERG) G5

- 11 148 EDGEWOOD (148EDG) I6
- 12 HASS-HOWELL BUILDING (HASS) B8
- 13 INTEREST HOUSING (INTHOUS) I6
- 14 315 IRWIN STREET - RECREATIONAL FIELDS (315IRW) O9
- 15 KELL HALL (KELL) E4
- 16 LANGDALE HALL (LANGDL) D4
HELEN M. ADERHOLD
- 17 LEARNING CENTER (ADHOLD) B8
- 18 LIBRARY NORTH (LIBNO) E3
- 19 LIBRARY SOUTH (LIBSO) E2
- 20 NATURAL SCIENCE CENTER (NSC) C4
- 21 ONE PARK PLACE (1PP) B5
- 22 10 PARK PLACE (10PP) C5

- 23 25 PARK PLACE (25PP) D6
- 24 25 PARK PLACE ANNEX D6
- 25 PATTON HALL (PATTON) I6
- 26 34 PEACHTREE ST. BUILDING (34PTRE) B6
- 27 75 PIEDMONT (75PIED) J8
- 28 PIEDMONT NORTH K11
28a Piedmont North Building A (PIEDNA)
28b Piedmont North Building B (PIEDNB)
- 29 RIALTO CENTER FOR THE ARTS (RIALTO) B9
- 30 SCIENCE ANNEX (SCIAXN) D4
PARKER H. PETIT
- 31 SCIENCE CENTER (PETIT) F1
MICROW POLYNO
- 32 SCHOOL OF POLICY STUDIES (AYSPS) A5

- 33 SCULPTURE STUDIO (SCULPI) J6
- 34 SPARKS HALL (SPARKS) F4
- 35 SPORTS ANNEX (SPTANX) F1
- 36 SPORTS ARENA (ARENA) E2
- 37 STANDARD BUILDING (STAND) B9
- 38 STUDENT CENTER (STUCTR) G3
- 39 STUDENT RECREATION CENTER (REC) G2
- 40 UNIVERSITY BOOKSTORE (BOOK) F3
- 41 UNIVERSITY CENTER (UCTR) F3
- 42 UNIVERSITY COMMONS (COMMON) K10
- 43 UNIVERSITY LOFTS (LOFTS) H5
- 44 URBAN LIFE BUILDING (URBAN) G2

6. Rental Agreement, 10 Park Place, Atlanta, Georgia State University

Recommended: That the Board authorize the execution of a rental agreement between Ten Park Place Partners, LLC, Landlord, and the Board of Regents, Tenant, for approximately 39,213 square feet of administrative support space located at 10 Park Place, Atlanta, for the period November 1, 2013, through June 30, 2014, at a monthly rent of \$54,929.57 (\$659,154.84 per year annualized / \$16.81 per square foot per year) with an option to renew for up to one consecutive one-year period for portions of the space actually occupied with rent increasing 2%, for the use of Georgia State University (“GSU”).

Recommended further: That the terms of this rental agreement be subject to review by the Georgia Department of Law.

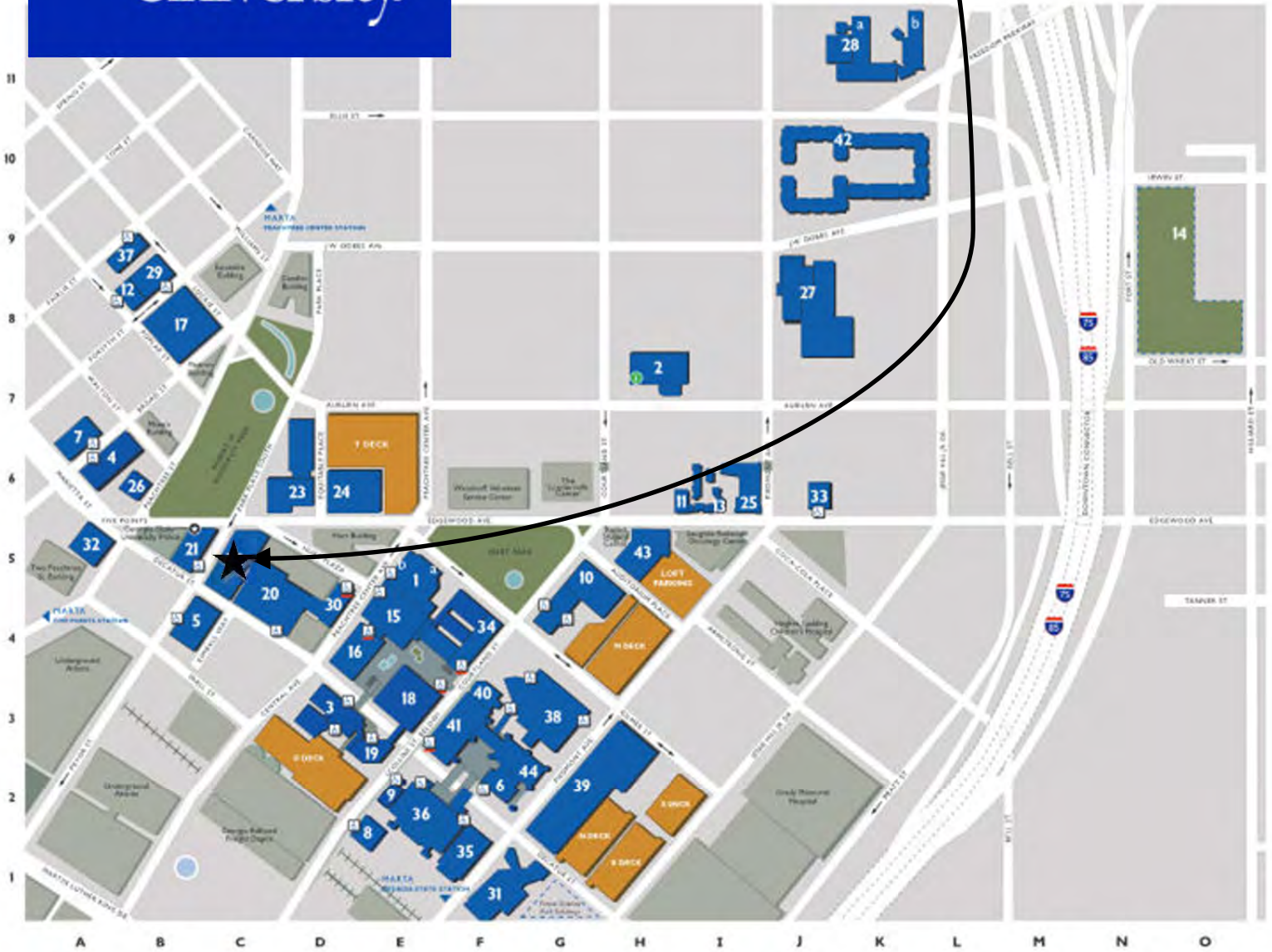
Understandings: This rental agreement was identified to the Board as part of the Integrated Review Information Item in August 2013. GSU has occupied space in this building since March 1997. The last option period has expired.

This space is used for administrative support purposes by various GSU colleges, programs, and offices, including the Andrew Young School of Policy Studies, College of Arts & Sciences, J. Mack Robinson College of Business, Center for Trade & Technology, Provost Office, Regents Testing Program, Office of Legal Affairs, Georgia Institute of Community Business Development, and Office of Cooperative Education.

All operating expenses are included in the rent rate.



10 Park Place



BUILDINGS OCCUPIED BY GEORGIA STATE **GEORGIA STATE PARKING** **STREET LEVEL ACCESSIBLE ENTRANCE** **STREET LEVEL ACCESSIBLE ENTRANCE (ON COLLINS STREET BELOW COURTLAND)** **INFORMATION & WELCOME CENTER**

- | | | | |
|--|--|---|---------------------------------------|
| 1 ARTS & HUMANITIES (ARTS) E5
1a Florence Koppleff Reuter Hall
1b-Simon G. Wicks Gallery | 11 148 EDGEWOOD (148EDG) 16 | 23 25 PARK PLACE (25PP) D6 | 33 SCULPTURE STUDIO (SCULP) J6 |
| 2 100 AUBURN AVENUE (100AUB) H7 | 12 HASS-HOWELL BUILDING (HASS) B8 | 24 25 PARK PLACE ANNEX D6 | 34 SPARKS HALL (SPARKS) F4 |
| 3 CLASSROOM SOUTH (CLS0) D3
J. MACK ROBINSON | 13 INTEREST HOUSING (INTHOU) I6 | 25 PATTON HALL (PATTON) I6 | 35 SPORTS ANNEX (SPTANX) F1 |
| 4 COLLEGE OF BUSINESS (RCB) A6 | 14 315 IRWIN STREET -
RECREATIONAL FIELDS (315IRN) O9 | 26 34 PEACHTREE ST. BUILDING (34PTRE) B6 | 36 SPORTS ARENA (ARENA) E2 |
| 5 COLLEGE OF EDUCATION (COE) B4 | 15 KELL HALL (KELL) E4 | 27 75 PIEDMONT (75PIED) J8 | 37 STANDARD BUILDING (STAND) B9 |
| 6 COLLEGE OF LAW (LAW) F2
BENNETT A. BROWN | 16 LANGDALE HALL (LANGDL) D4
HELEN M. ADERHOLD | 28 PIEDMONT NORTH K11
28a Piedmont North Building A (PIEDNA)
28b Piedmont North Building B (PIEDNB) | 38 STUDENT CENTER (STUCTR) G3 |
| 7 COMMERCE BUILDING (BBCOM) A7 | 17 LEARNING CENTER (ADHOLD) B8 | 29 RIALTO CENTER FOR THE ARTS (RIALTO) B9 | 39 STUDENT RECREATION CENTER (REC) G2 |
| 8 COURTLAND BUILDING (COURTB) E2 | 18 LIBRARY NORTH (LIBNO) E3 | 30 SCIENCE ANNEX (SCIAXN) D4
PARKER H. PETIT | 40 UNIVERSITY BOOKSTORE (BOOK) F3 |
| 9 COURTLAND NORTH (COURTN) E2 | 19 LIBRARY SOUTH (LIBSO) E2 | 31 SCIENCE CENTER (PETIT) F1
MICROW POLYNO | 41 UNIVERSITY CENTER (UCTR) F3 |
| 10 DAHLBERG HALL (DBERG) G5 | 20 NATURAL SCIENCE CENTER (NSC) C4 | 32 SCHOOL OF POLICY STUDIES (AYSPS) A5 | 42 UNIVERSITY COMMONS (COMMON) K10 |
| | 21 ONE PARK PLACE (1PP) B5 | | 43 UNIVERSITY LOFTS (LOFTS) H5 |
| | 22 10 PARK PLACE (10PP) C5 | | 44 URBAN LIFE BUILDING (URBAN) G2 |

7. **Subrental Agreement, 190 Technology Circle, Savannah, Georgia Institute of Technology**

Recommended: That the Board declare the building at 190 Technology Circle, Savannah, containing approximately 55,266 square feet (“sf”) of leased space, to be no longer advantageously useful to the Georgia Institute of Technology (“GIT”) or other units of the University System of Georgia but only to the extent and for the purpose of allowing the sublease of this real property.

Recommended further: That the Board authorize the execution of a subrental agreement between the Board of Regents, Landlord, and Gulfstream Aerospace Corporation (“Gulfstream”), Tenant, for the building at 190 Technology Circle, Savannah, containing approximately 55,266 sf of academic and administrative support space, for the period December 16, 2013, through June 30, 2023, at a monthly rent of \$63,326.00 (\$759,908.00 per year annualized / \$13.75 per square foot per year), with rent increasing 2.5% per year, with two consecutive three year options to renew.

Recommended further: That the terms of this subrental agreement be subject to review of the Georgia Department of Law.

Understandings: In June, 2002, the Board authorized the rental of two buildings containing approximately 96,899 sf of space with options to renew on a year-to-year basis for consecutive one-year periods through June 30, 2028. In November, 2012 the Board authorized an amendment to the rental agreement to reduce the rent amount and add options through June 30, 2032. The term of this sublease is contingent on and subject to the exercise of renewal options on the rental agreement.

In addition to this collocation of facilities, GIT and Gulfstream have expressed mutual intent to establish agreements for educational programs, research collaboration, and faculty exchange. Gulfstream and GIT currently collaborate in educational development activities in applied systems engineering, embedded software systems and manufacturing leadership. Gulfstream sponsors cooperative education students and interns from GIT, and Gulfstream employees serve as subject matter experts for selected areas of GIT course development.

Gulfstream will pay all operating expenses, including but not limited to utilities, maintenance, janitorial, security, and administration associated with the building operations.



8. Authorization of a Ground Lease and Rental Agreement, Project No. PPV-89-1201, Student Activity and Recreation Center, Gordon State College

Recommended: That the Board declare an approximately 1.43 acre tract of real property located on the campus of Gordon State College (“GSC”) to be no longer advantageously useful to GSC or other units of the University System of Georgia but only to the extent and for the purpose of allowing this real property to be ground leased to Gordon State College Properties Foundation III, LLC (the “LLC”) for the purpose of providing a student activity and recreation center containing approximately 54,700 square feet and related site amenities (the “Center”).

Recommended further: That the Board authorize the execution of a ground lease, including necessary access, use, and construction easements and encroachments, between the Board of Regents, Lessor, and the LLC, Lessee, for the above-referenced approximately 1.43 acres of real property on the campus of GSC for a period not to exceed 31 years (not to exceed 29 years from the date the LLC obtains a certificate of occupancy for the Center and providing a construction period of not more than two years) with an option to renew for up to an additional five years should there be debt outstanding at the end of the original ground lease term, for the purpose of providing the Center.

Recommended further: That the Board authorize the execution of a rental agreement between the LLC, Landlord, and the Board of Regents, Tenant, for the Center for the period commencing on the first day of the first month after the LLC obtains a certificate of occupancy but not earlier than August 1, 2014 and ending the following June 30 at a rent not to exceed \$350,000.00 for the first year with an option to renew for one year at a rent not to exceed \$1,050,000.00 and with further options to renew on a year-to-year basis for up to 27 consecutive one-year periods with the last option period ending no later than June 30, 2043, (the total not to exceed 30 years from the date the LLC obtains a certificate of occupancy for the Center) with rent increasing no more than 1% for each option period exercised.

Recommended further: That the terms of these agreements be subject to review by the Georgia Department of Law.

Recommended further: That the Board authorize the execution of site licenses between the LLC, Licensee, and the Board of Regents, to allow mobilization, site work and grading activities.

Recommended further: That the Board authorize the execution of any necessary easements for relocation of utilities.

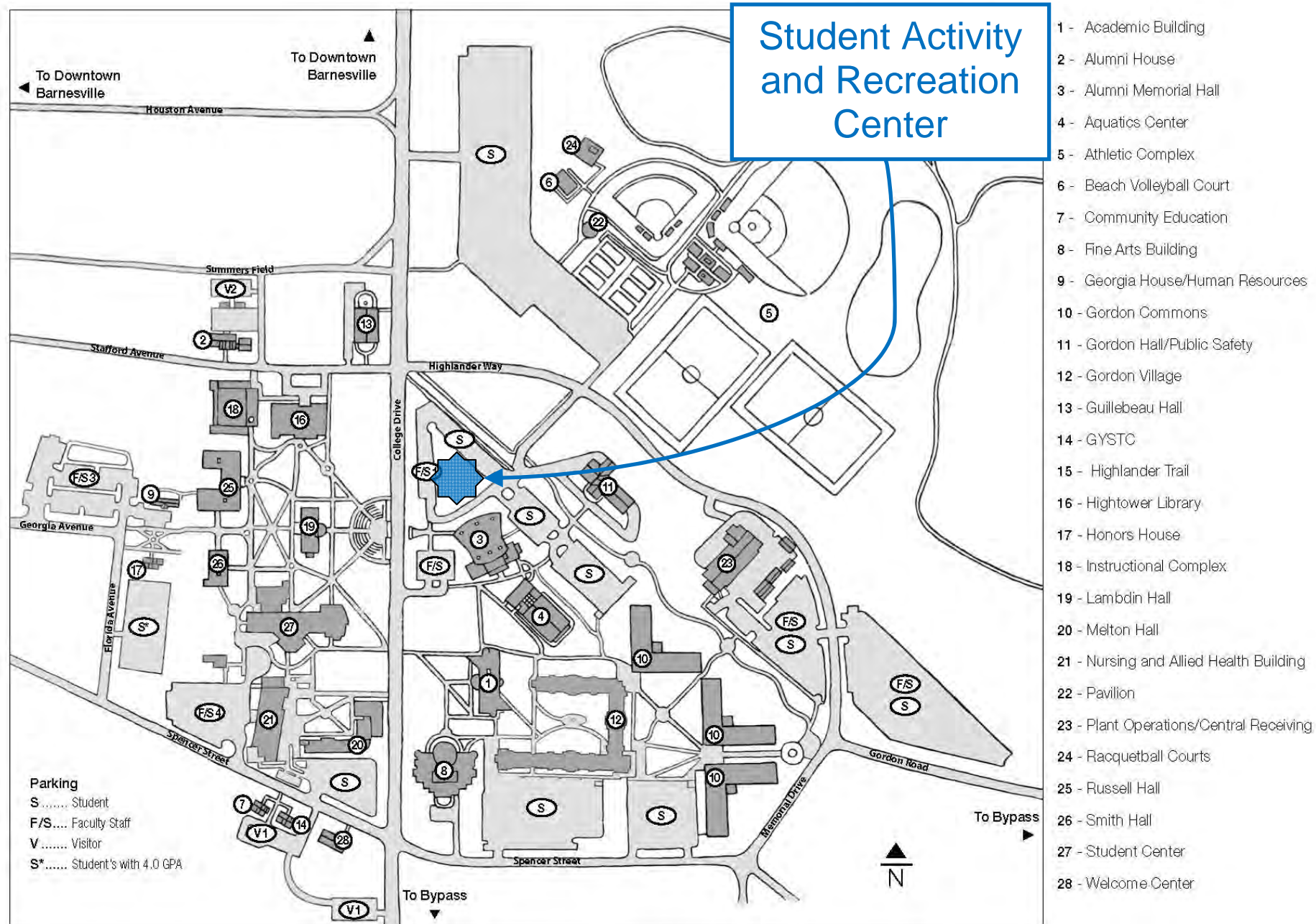
Understandings: In August 2012, the Board authorized the project. In February 2013 the Board approved the selection of a program management firm and a design professional firm. In March 2013 the Board approved the selection of a construction management firm. In September 2013 the Board approved a budget modification.

8. Authorization of a Ground Lease and Rental Agreement, Project No. PPV-89-1201, Student Activity and Recreation Center, Gordon State College (continued)

The anticipated schedule is for the LLC to have a bond closing by the end of December 2013, and commence construction immediately thereafter. Construction is expected to be complete in July 2014 to allow occupancy by Fall Semester of 2014.

At the end of the term of the ground lease, the real property, all improvements, and any accumulated capital reserves will become the property of the Board of Regents.

Gordon State College



9. Release of Reversionary Interest, City of Douglas

Recommended: That the Board release a reversionary interest in approximately 0.289 acre of real property in Douglas, Georgia but only to the extent and for the purpose of allowing this real property to be used by the Georgia Department of Transportation for road enhancements that will benefit the Douglas Municipal Airport (the “Airport”).

Recommended further: That this release of reversionary interest be subject to legal review by the Georgia Department of Law.

Understandings: In March 1958 the Board authorized the conveyance of 101 acres of real property to the City of Douglas. Of this conveyance, 78 acres was designated for use for airport purposes and was subject to a reversion to the Board if the real property ceased to be used for airport purposes.

The Georgia Department of Transportation intends to widen State Route 135 in Douglas from a two lane road to a four lane road. This \$27 million project will require 0.164 acre of right of way and 0.125 acre of slope and maintenance easement from the 78 acre Airport tract.

A map of the South Georgia State College area. The college campus is circled in green and labeled 'South Georgia State College'. To the south of the campus is a 'Community Golf Course'. Further south is 'Douglas Airport', which is circled in yellow and labeled 'Douglas Airport'. A blue star icon is located on 'Pitterson Ave S' near the intersection with a horizontal road, with a blue arrow pointing to it from a box labeled 'Area of Reversion to be Released'. Various streets are labeled, including Brooks Ave, College Park Dr W, Wheeler Ave S, Loyce Ln, Mitchell St E, Ross St E, Pearl Ave S, Coffee Ave S, Brooks Ave E, Gaskin Ave S, Pine St, Lonnie St, Roper St, Sears St, S Gaskin Ave, Benton Dr, and Pinecrest Dr. A road labeled 'Tiger Rd' runs diagonally between the college and the golf course.

South Georgia
State College

Area of
Reversion to be
Released

Douglas
Airport

10. Demolition of Bolton Hall, University of Georgia

Recommended: That the Board declare Bolton Hall, also known as Bolton Dining Commons, 315 Baxter Street, Athens, on the campus of the University of Georgia (“UGA”), to be no longer advantageously useful to UGA or other units of the University System of Georgia and authorize demolition and removal of this building.

Recommended further: That the Board request the Governor to issue an Executive Order authorizing the demolition and removal of this building from the campus of UGA.

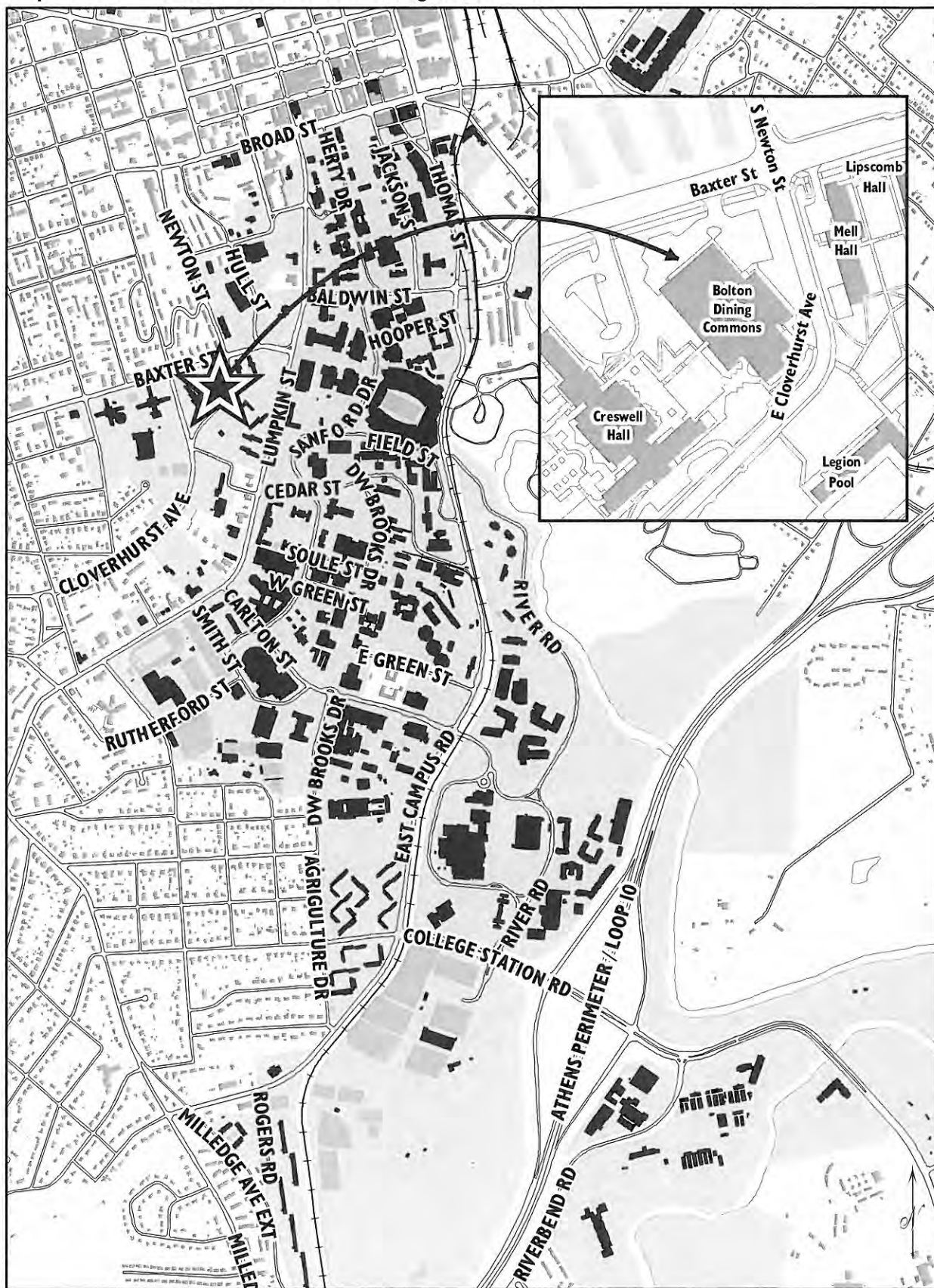
Recommended further: That demolition and removal of this building be subject to adequate mitigation of all adverse environmental impacts.

Understandings: The 35,948 square foot Bolton Hall, constructed in 1963, is a split level two-story structure. The UGA Northwest Precinct master plan identified this building for demolition. In April 2012 the Board approved the Bolton Dining Commons Replacement project, and was informed that further action may be requested for this demolition.

As required by the Georgia Environmental Policy Act and the appropriate State Stewardship review, the Georgia Historic Preservation Division has reviewed this proposed demolition and determined that mitigation is required. UGA will comply with the proposed mitigation requirements.

A hazardous materials survey and assessment has been conducted and has identified recommendations for the proper management and disposal of asbestos-containing materials, lead based paint, and other hazardous materials during demolition to ensure compliance with environmental regulations.

Upon completion of the Bolton Dining Commons Replacement project and demolition of this building, the site will be used for parking and green space.



11. Appointment of Construction Management Firm, Project No. BR-10-1402 (J-234), Science Learning Center, University of Georgia

Recommended: That the Board appoint the first-named construction management firm listed below for the identified project and authorize the execution of a contract with the identified firm. Should it not be possible to execute a contract with the top-ranked firm, staff will then attempt to execute a contract with the other listed firms in rank order.

Following public advertisement, a qualifications-based selection process was held in accordance with Board of Regents procedures. The following recommendation is made:

Project No. BR-10-1402 (J-234), Science Learning Center, University of Georgia

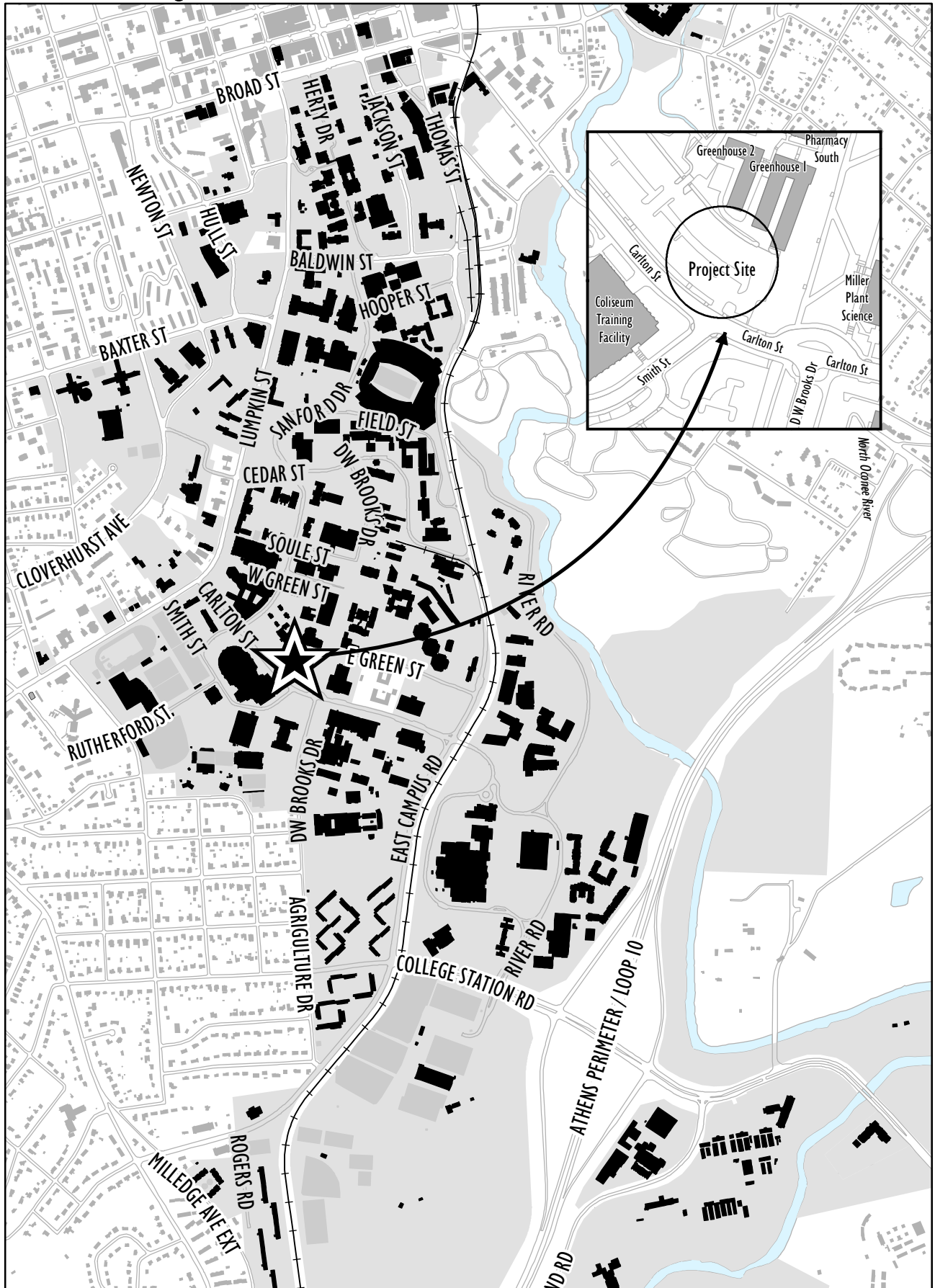
Project Description: The Science Learning Center, authorized by the Board in September 2013. A design professional firm was appointed by the Board in October 2013. The approximately 122,500 square foot Science Learning Center, authorized by the Board in September 2013, will provide centralized teaching and laboratory space in chemistry, biological sciences (including biology and microbiology), physics and astronomy, ecology and plant biology to facilitate the instruction of undergraduate science courses at the University of Georgia (“UGA”) to both science majors and non-science majors. Core undergraduate laboratory instruction and some lecture instruction for the majority of students who matriculate at UGA will be moved from the Biological Sciences Building, Chemistry Building, Physics Building and Miller Plant Sciences Building.

Total Project Cost:	\$48,000,000.00
Construction Cost (Stated Cost Limitation):	\$36,810,000.00

Number of firms that applied for this commission: 18

Recommended firms in rank order:

- 1)
- 2)
- 3)
- 4)
- 5)



12. Appointment of Construction Management Firm, Project No. BR-30-1401, Gilbert H. Boggs Chemistry Building Renovation, Georgia Institute of Technology

Recommended: That the Board appoint the first-named construction management firm listed below for the identified project and authorize the execution of a contract with the identified firm. Should it not be possible to execute a contract with the top-ranked firm, staff will then attempt to execute a contract with the other listed firms in rank order.

Following public advertisement, a qualifications-based selection process was held in accordance with Board of Regents procedures. The following recommendation is made:

Project BR-30-1401, Gilbert H. Boggs Chemistry Building Renovation, Georgia Institute of Technology

Project Description: This project was authorized by the Board in August 2013. A design professional firm was appointed by the Board in October 2013. Project Description: This project was authorized by the Board in August 2013. The Gilbert H. Boggs Chemistry Building was constructed in 1970. Its third and ground floors were renovated between 2008 and 2011 to accommodate relocation of the Georgia Institute of Technology (“GIT”) School of Mechanical Engineering’s Nuclear and Radiological Engineering Program, the GIT Radiologic Safety Office, and the GIT Radiation Containment Zone from the Neely Research Building prior to its demolition, and expansion of space for the GIT Zone 3 Maintenance staff. This renovation will update and upgrade the remaining areas of the building, the second and first floors, and replace the building’s mechanical systems. This project will complete the renovation of the building.

The project will be funded from approximately \$9.0 million in GIT funds and \$900,000.00 in Fiscal Year 2014 Maintenance Repair and Renovation (“MRR”) funds.

Total Project Cost:	\$9,900,000.00
Construction Cost (Stated Cost Limitation):	\$7,400,000.00

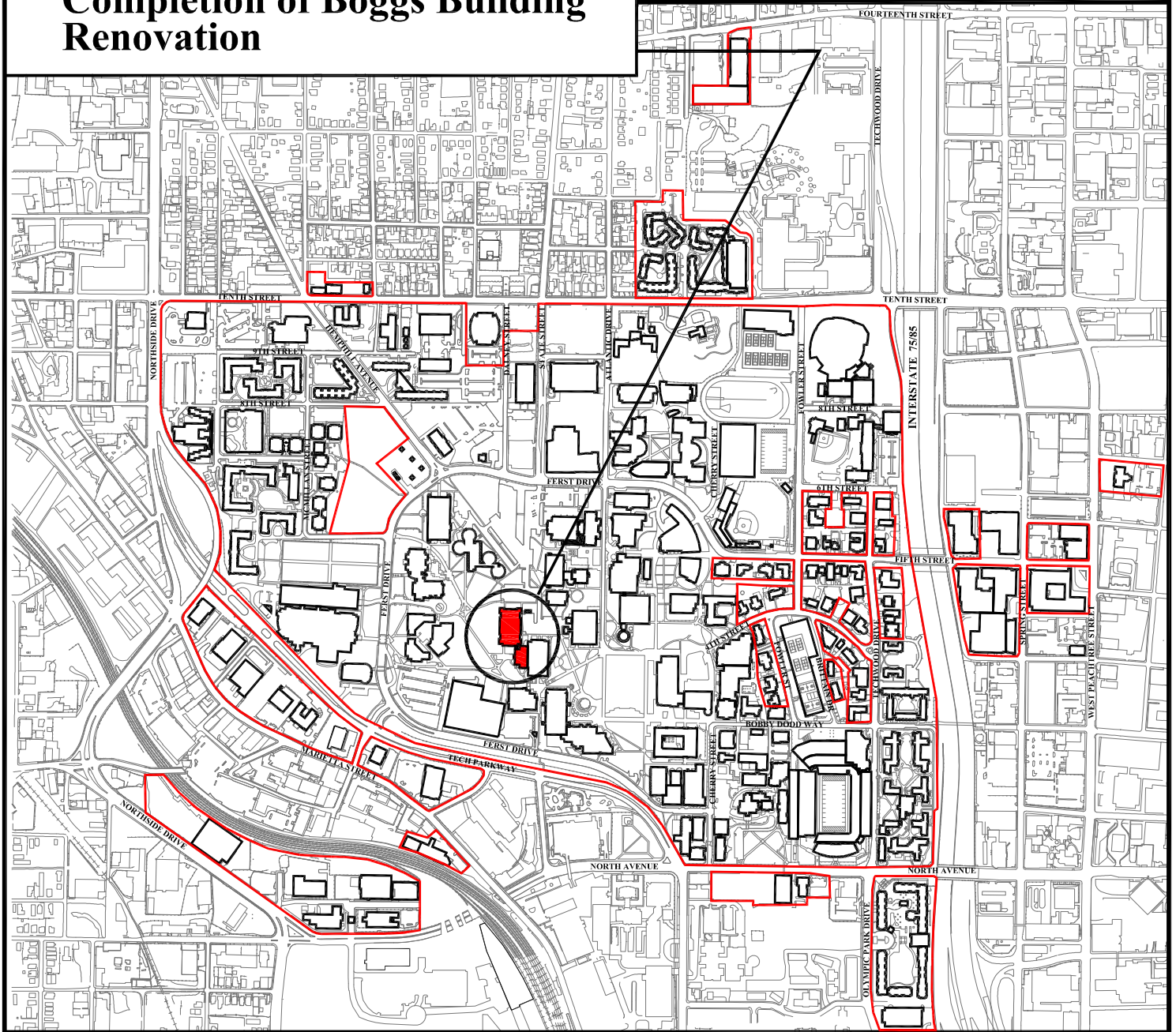
Number of firms that applied for this commission: 18

Recommended firms in rank order:

- 1)
- 2)
- 3)
- 4)
- 5)

Completion of Boggs Building Renovation

Georgia Institute of Technology Campus Map 2013



13. Appointment of Master Planning Firm, Project No. BR-40-1403, GRU Enterprise Master Plan, Georgia Regents University

Recommended: That the Board appoint the first-named master planning firm listed below for the identified project and authorize the execution of a contract with the identified firm. Should it not be possible to execute a contract with the top-ranked firm, staff will then attempt to execute a contract with other listed firms in rank order.

Following public advertisement, a qualifications-based selection process was held in accordance with Board of Regents procedures. The following recommendation is made:

Project BR-40-1403, GRU Enterprise Master Plan, Georgia Regents University

Project Description: This project was authorized by the Board in May 2013. The project will be a comprehensive master plan for the entire Georgia Regents University (“GRU”) enterprise, including GRU, Georgia Regents Medical Center, and Georgia Regents Medical Associates. The enterprise space portfolio encompasses approximately 6.5 million square feet and 670 acres supports over 20,000 students, faculty, and staff along with hundreds of thousands of patients annually. The master planning project will include extensive assessment of existing facilities and infrastructure and a campus historic preservation plan.

The project will be funded from \$1.5 million in GRU funds and \$1 million in Georgia Regents Medical Center funds.

Total Project Cost: \$2,500,000.00

Number of firms that applied for this commission: 10

Recommended firms in rank order:

- 1)
- 2)
- 3)
- 4)

AGENDA
GRADUATE MEDICAL EDUCATION COMMITTEE

November 13, 2013

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Information Item

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| 1. Update on GME expansion activities | 1 |
|---------------------------------------|---|

Approval Items

- | | |
|---|---|
| 2. Approval of Funding Recommendations from GREAT | 2 |
|---|---|

AGENDA

GRADUATE MEDICAL EDUCATION COMMITTEE

November 13, 2013

1. **Information Item:** Update on GME expansion activities

The legislature appropriated \$2.075 million into the USG budget for FY 2014 to further ongoing efforts to create new residency programs at new teaching hospitals in Georgia. This funding adds to the \$1.2 million appropriated by the legislature in FY 2013 and gives the USG a total of approximately \$3.3 million to support GME expansion in FY 2014. Efforts in FY 2014 will focus on further development at existing GME partners and on bringing new partners into the GME system. Dr. Shelley Nuss and Mr. Ben Robinson will provide the committee with a more detailed update on recent developments as well as a report on ongoing progress with existing and potential hospital partners.

2. **Action Item:** Approval of Funding Recommendations from the GREAT

Background: The GREAT met on November 8, 2013 to consider specific funding recommendations for hospitals interested in or currently pursuing new GME programs. Staff will forward these specific recommendations to the GME committee for approval when it meets on Wednesday morning, November 13, 2013.

AGENDA
COMMITTEE ON ECONOMIC DEVELOPMENT
November 13, 2013

Agenda Item

INFORMATION ITEMS

1. Discussion of how the USG will enhance our *support of the statewide business recruitment and expansion* efforts.
2. Discussion of how the USG will *drive the creation of new Georgia businesses* by developing an innovation and entrepreneurial friendly ecosystem across the system.
3. Discussion of ED Committee potential for suggesting BOR-USG policy and legislative changes in the future to enhance Georgia's abilities to leverage our intellectual property to a greater good, reduce barriers to institution/company collaboration and enhance the process for USG researchers and companies to conduct sponsored research.
4. Discussion of how the USG will need to work in close collaboration with GDEcD, GRA and each USG institution to identify and monitor the creation, emergence and level of success of early stage companies linked to our institutions.

AGENDA

COMMITTEE OF THE WHOLE: PERSONNEL AND BENEFITS COMMITTEE

November 12, 2013

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INFORMATIONAL ITEM

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| 1. Update on the Healthcare Procurement Processes | 1 |
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APPROVAL ITEM

- | | |
|--|---|
| 2. Approval of the Medicare-Eligible and Enrolled Retiree Strategy | 2 |
|--|---|

AGENDA

COMMITTEE OF THE WHOLE: PERSONNEL AND BENEFITS COMMITTEE

November 12, 2013

1. Update on Healthcare Procurement Processes

Dr. Valerie Hepburn, Chair of the Total Rewards Steering Committee, will present an update on the procurement processes for the new health insurance plans.

Background: The University System of Georgia recently issued an RFP on November 1, 2013 to secure a comprehensive new employee healthcare plans and vendor(s), effective with the 2015 plan year.

2. Approval of the Medicare-Eligible and Enrolled Retiree Strategy

Recommended: That the Board approves the Medicare-Eligible and Enrolled Retiree Strategy.

Background: The University System of Georgia (USG) provides the opportunities for retirees, who meet certain employment conditions, to continue to purchase health insurance through the system's group plans. The coverage is available to the retiree, his/her spouse and qualified dependents (hereinafter, dependents) in its various health insurance program offerings. Approximately, 14,000 enrollees are retirees and/or dependents who qualify for Medicare.

Within that group of retirees, some 1,000 individuals are eligible for, but not enrolled in, all parts of the Medicare program. Those eligible, but not enrolled, individuals pay premiums which range from equivalent to active employees to the "full" average cost of employee/employer premium. Because the USG health insurance program provides primary coverage for most of their services, the claims cost for a non-enrolled individual averages about three times the cost for an enrolled individual. For cost and coverage purposes, it is advantageous to the retirees/dependents and to the USG that all eligible persons become enrolled in all appropriate parts of Medicare for primary coverage, making USG health insurance the secondary payer on any claims.

Goal: We are recommending that the board approve the following two stage process to enroll all eligible retirees in Medicare and to provide Medicare-enrolled retirees with a Defined Contribution Health Care Credit.

The first stage is to educate retirees in 2014 about the change in the USG healthcare policy which will become effective January 1, 2015 to only allow secondary coverage for Medicare eligible retirees/dependents. During this stage, assistance will be provided to the retiree/dependents to help them enroll in Medicare B. In addition, USG will offer a one-time opportunity to the retiree/dependent to pay any late enrollment penalties if they enroll in Medicare B during this period.

Beginning in 2015, the USG healthcare plan will provide secondary coverage to all Medicare eligible retirees/dependents.

In the second stage, beginning 2016, the USG will provide secondary coverage to all Medicare eligible USG retirees/dependents through a defined contribution health care investment account. This would allow the member to secure secondary coverage through a range of public and private market options outside of the USG healthcare plan.

University System of Georgia

HEALTH INSURANCE PLANS

UPDATE ON THE PROCUREMENT PROCESS
AND OVERVIEW OF PROPOSED ACTION ITEM

NOVEMBER 13, 2013



TOTAL REWARDS STEERING COMMITTEE & PARTNERS

- Dr. Valerie Hepburn, Chair, University of Georgia, visiting professor of health policy
- Dr. William Custer, Georgia State University, professor of health care administration and risk assessment
- Russ Toal, Georgia Southern University, associate professor of health policy
- Dr. Phaedra Corso, University of Georgia, professor of health policy and health economics
- Tom Gausvik, Vice President for Human Resources, Clayton State University
- Susan Norton, Chief Human Resources Officer, Georgia Regents University
- John Brown, VC for Fiscal Affairs,
- Marion Fedrick, VC for Human Resources

- Karin Elliott, AVC for Total Rewards
- Monica Fenton, Director of System Benefits
- Sherea Frazer, Special Assistant to the VC for Fiscal Affairs

Partners

- Aon Hewitt
 - David Batten, Senior Vice President, South Large Markets
 - Stephanie DeLorm, Senior Vice President, Higher Ed Markets
- Legal - Daryl Griswold, AVC for Legal Affairs
- Procurement - Michael Herger, LiftSourcing

VALUE AND GOALS

- SEEKING PARTNERS WITH COMMITMENT TO QUALITY, ACCESS, EFFICIENCY, VALUE TO USG AND STATE, RESPONSIVENESS, AND SHARED RESPONSIBILITY
- MORE THAN INSURANCE – A COMPREHENSIVE APPROACH TO IMPROVING MEMBER HEALTH AND OUTCOMES – AND REDUCING COSTS
- FOCUSED ON:
 - IMPROVING PATIENT OUTCOMES AND PROVIDER QUALITY
 - PROMOTING WELLNESS AND EVIDENCE-BASED SERVICES
 - ASSURING OPTIMAL PLAN PRICING, OPERATION AND PERFORMANCE

General Procurement Approach and Timeline

- RFPs Issued November 1, 2013
- Submission Deadline - January 10, 2014
- Final Selection - April/May 2014
- Board Action on Plan Design and Pricing – August 2014
- Open Enrollment – October/November 2014
- New Plans Become Effective - January 2015

General Procurement Approach and Timeline

- For Self-Insured Option (~95,000 covered lives) - One overarching RFP with considerable flexibility to make selection based on range of considerations - quality, value, access, innovation, strength of sub-vendor integration, and price (discounts and administrative fees)
 - Medical Plan Administration (Claims Administration, Networks, Behavioral, Care Management, and Wellness)
 - Pharmacy Benefits to be optional carve-in or standalone provider
- For Fully-Insured, In-Network Only Option in Atlanta MSA (~6,000 covered lives) – Dedicated RFP for this Plan Option
- Retirees are included for now, but Medicare-eligibles/enrolled are proposed to be carved-out in the future

Number and Types of Plans

- Pricing Requested Based on 2014 Plan Designs
- In the future, anticipate two self-insured plans with statewide coverage:
 - Consumer Directed Health Plan (HDHP with greater decision tools) and HSA/HRA
 - PPO/POS with focus on medical home (with greater decision tools and provider engagement)
- One fully-insured plan option for “in-network only” in Metro Atlanta (assuming cost-benefit analysis supports this option)
- Availability of national networks and international reimbursement (at least one plan)
- Too much choice is costly and paralyzing
- One plan must provide “safe harbor” under ACA
- All plan deductibles and out-of-pocket (to include pharmacy) must be pooled

Anticipated Five-Year Staged Implementation

- Administrative fees and discounts aren't the primary costs; poor health, bad outcomes, and inappropriate utilization are the cost drivers in self-insured plans
- Select 5 to 7 key areas for initial performance improvement in member health outcomes with goal of bending cost curve
- Select 2 to 4 program strategies or developments which offerors must address for future implementation (what they have now, what they will have in the coming years and how that will benefit the USG population) – e.g., care management, patient medical home, wellness, reference-based pricing, etc.
- Structure methods for Offerors to address the dynamic future of health care and wellness

Areas of Strategic Focus for New Health Plans

- Using tools and technology provided by the plan vendor(s), increase consumer/member understanding of wellness, disease management and optimal health services utilization;
- Institute programs to engage members in Health Risk Assessment activities and structure programs for member engagement and follow-up action based on initial findings;
- Promote consumer linkage with primary care and a medical home;
- Reduce inappropriate Emergency Room utilization;
- Identify and reduce areas of high plan participant morbidity (based on current data: Diabetes, Asthma, CAD/CHF, Behavioral Health, and COPD) through active outreach and DSM programs;

Areas of Strategic Focus for New Health Plans

- Reduce inpatient readmission rates and actively engage with inpatient providers which perform well in Medicare readmission analyses;
- Reduce percentage of, and costs related to, high risk pregnancies and inappropriate pre- and post-natal care;
- Promote among members the documentation and understanding of BMI and begin efforts to reduce BMI, with focus on adults with a BMI greater than 30;
- Reduce the use of tobacco among members and dependents;
- Increase utilization of generic medications and mail order pharmacy and improve medication management and compliance;

Areas of Strategic Focus for New Health Plans

- Implement the utilization of health quality metrics and benchmarks;
- Reduce administrative costs and improve service outcomes and access to quality providers;
- Encourage cost-effective strategies to support the USG's health teaching, research and service missions; and
- Make high costs and specialty service purchasing decisions based on reference-based pricing.

The plans must be dynamic – and responsive to annual improvements based on data, cost trends and member experience.

ACTION ITEM - Medicare-Eligible Retirees

Proposed Two Stage Process

Background: Approximately 1,000 of the 14,000 USG retirees/dependents are eligible for, but not enrolled in, Medicare. USG serves as the primary insurer which is costly and problematic for the members, because financial penalties are imposed (at the time of eventual enrollment) for each year beyond 65 that a person fails to enroll in Medicare.

In August 2013, the Board acted to close the loophole which allowed future Medicare-eligibles to remain with USG as primary coverage. Now, we need to get the “outliers” enrolled in Medicare.

- Stage One - During 2014, use a case finding and management process to move all/most of the 1,000 eligibles into Medicare. TRSC proposing that financial penalties be offset by USG.

ACTION ITEM - Medicare-Eligible Retirees

Proposed Two Stage Process

- Stage Two (a) – During 2015, establish Defined Contribution Health Care Investment Account for all Medicare enrolled members. Assist members in making secondary coverage selections to be effective 2016.
- Stage Two (b) – Beginning 2016, provide secondary coverage to all current and future Medicare enrolled USG-retirees/dependents through a defined contribution health care investment account, which would allow the member to secure secondary coverage through a range of public and private market options. (Retain flexibility to explore options.) Primary coverage no longer would be an option for anyone who is Medicare-eligible.

NOTE: Retirees under 65 (and not Medicare-eligible) will retain coverage through the active employee plans. (~5,000 retirees/dependents)



Progress Report

8-Year Plan (July 2010-Sept 2013)

Journey so Far...

GRU/GRHS

Our Transformative Journey

GRU has been on an aggressive transformational path for the past 3 yrs. with 4 major initiatives:

1. Increasing strategic alignment
2. Achieving greater administrative integration, quality and efficiency
3. Enhancing size, revenue growth and alternative resourcing
4. Improving brand recognition

EDUCATION - Progress Report

Education Goals

8-Year Health Sciences Plan (prior to consolidation)

1. Utilize a ***“hub and spoke” model*** for advanced health professions education, ***expanding partnerships*** to enhance student enrollment and educational delivery
2. Determine ***optimum structure*** for the state’s only public academic health center
3. Achieve a strategic ***25 percent graduate enrollment increase*** across an evolving academic program array
4. Focus ***strategic faculty increases*** to support academic program growth and maintain accreditations
5. Align the ***academic program array*** to state workforce needs

Goal 1: Utilize a *“hub and spoke” model* for advanced health professions education emphasizing, *expanding partnerships* to enhance student enrollment and educational delivery

- Opened 3 medicine residential clinical campuses (*Albany, Savannah & Rome*)
- Expanded student educational experiences from ***660 sites in 2011 to 1031 affiliation sites today***
 - Time in a region increases the likelihood of students practicing in that area

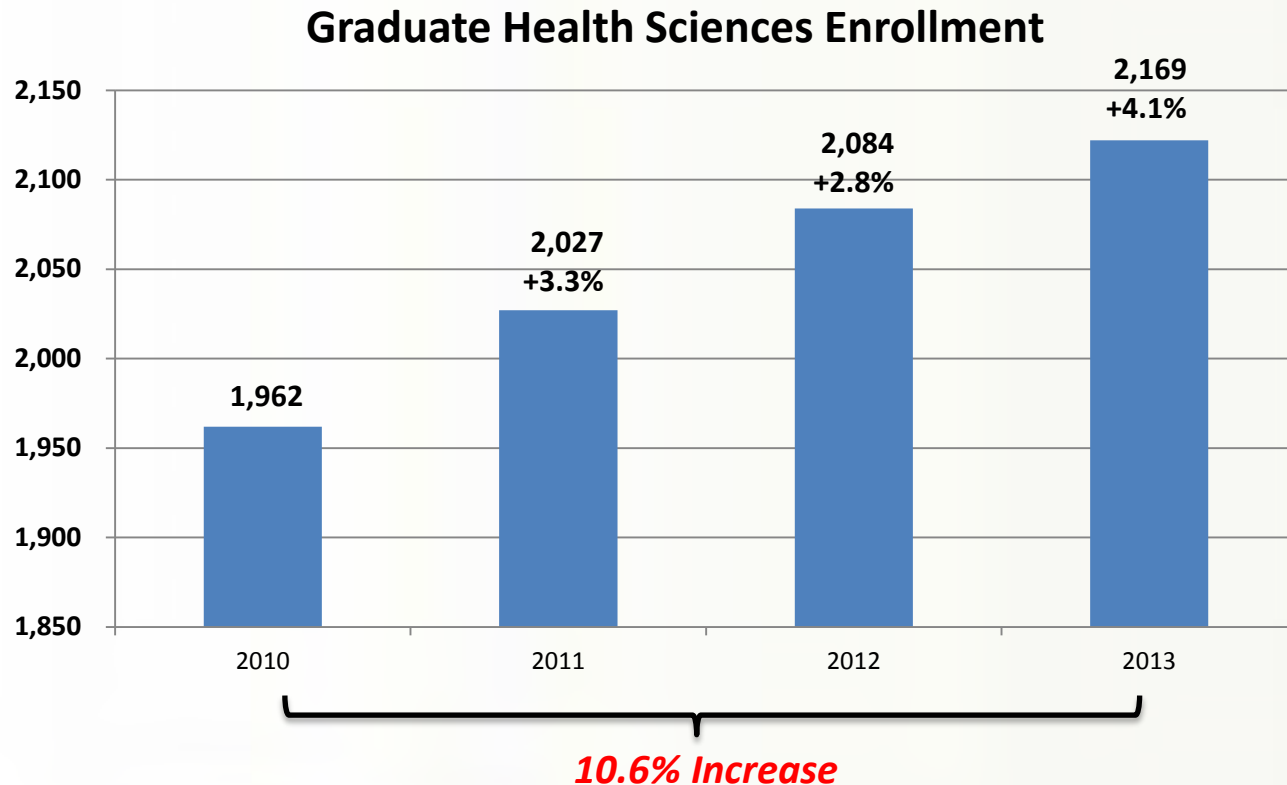


Goal 2: Determine *optimum structure* for the state's only public academic health center

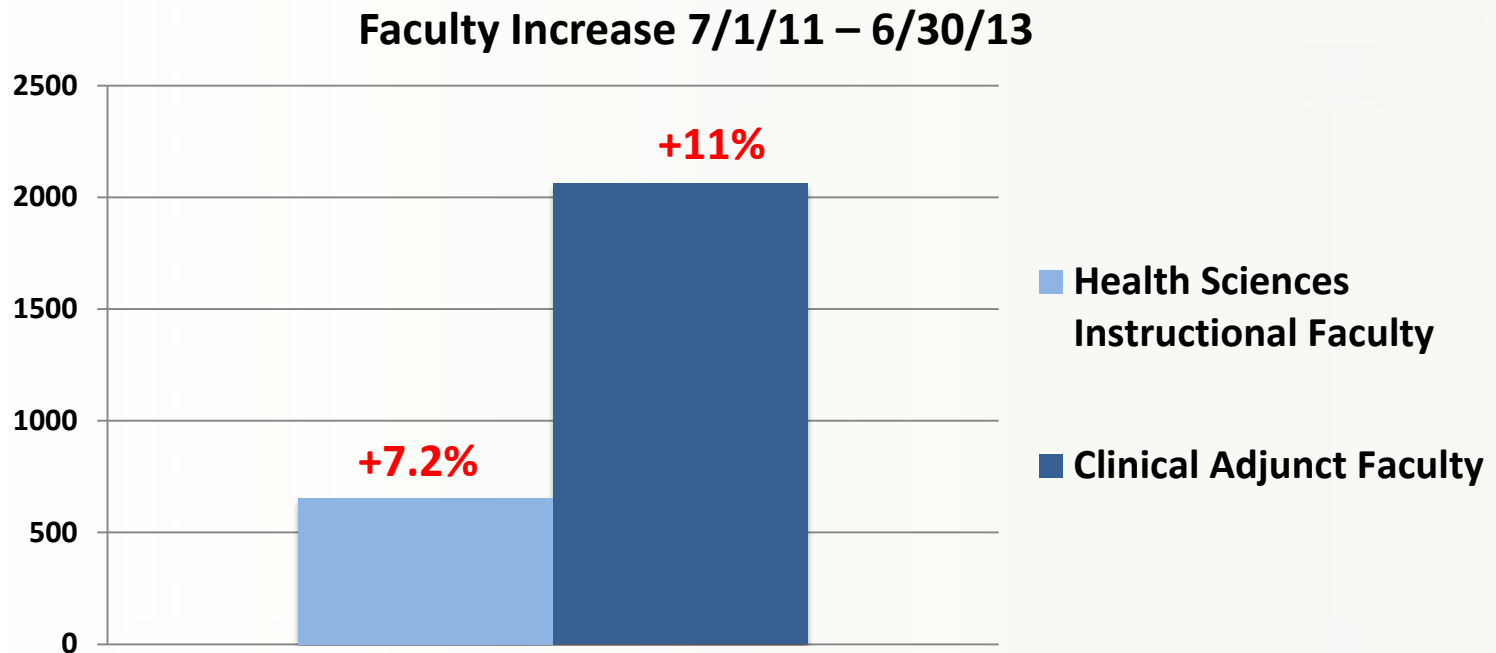
Academic Health Center (AHC)	Total	NIH Funding	USNWR Research	USNWR Primary Care
AHC: Distant related	14	14%	36%	36%
AHC: Freestanding	29	28%	17%	31%
AHC: Proximate/Large	33	48%	48%	48%
<i>AHC: Proximate/Small</i>	<i>18</i>	<i>61%</i>	<i>72%</i>	<i>50%</i>

- Consolidation of GRU resulted in the creation of a ***strong AHC part of a proximate/small university***
 - *The structure w/ the highest potential to achieve greater success (e.g. UAB)*

Goal 3: Achieve a strategic ***25 percent graduate enrollment increase*** across an evolving health science academic array



Goal 4: Focus *strategic faculty increases* to support academic program growth and maintain accreditations



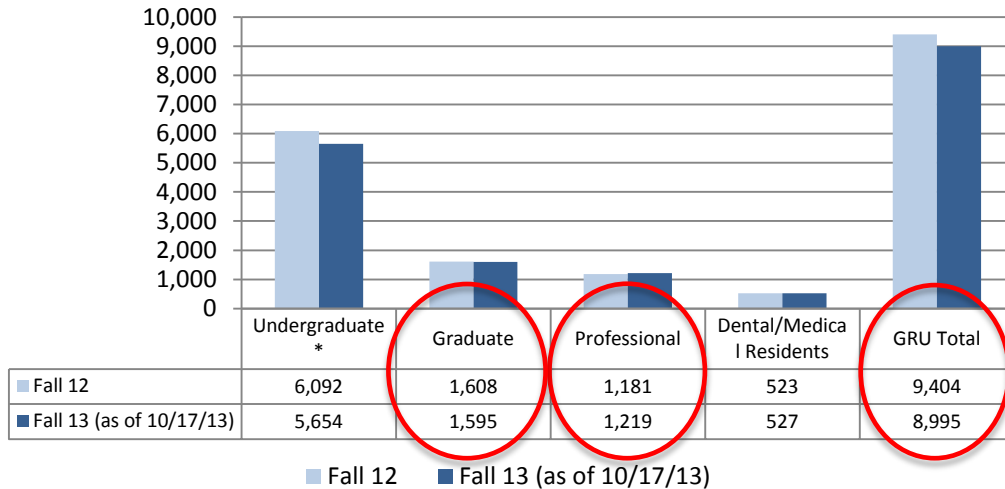
Goal 5: Align the *academic program array* to state workforce needs

Occupation	Employment	Enrollment
	% Projected Change (2010 – 2020)	% Change (2010-2013)
Dental Hygienists	35%	53%
Respiratory Therapists	33%	8%
Physician Assistants	30%	0%
Registered Nurses	30%	6%
Nursing Instructors, Health Educators	20%	115%
Radiation Therapists	28%	17%
Physical Therapists	28%	6%
Occupational Therapists	24%	10%
Medical Records & Health IT	23%	12%
Dentists, All Other specialists	20%	18%
Physicians, Surgeons, All Other	19%	13%

Consolidation Progress Report: 2012 to 2013

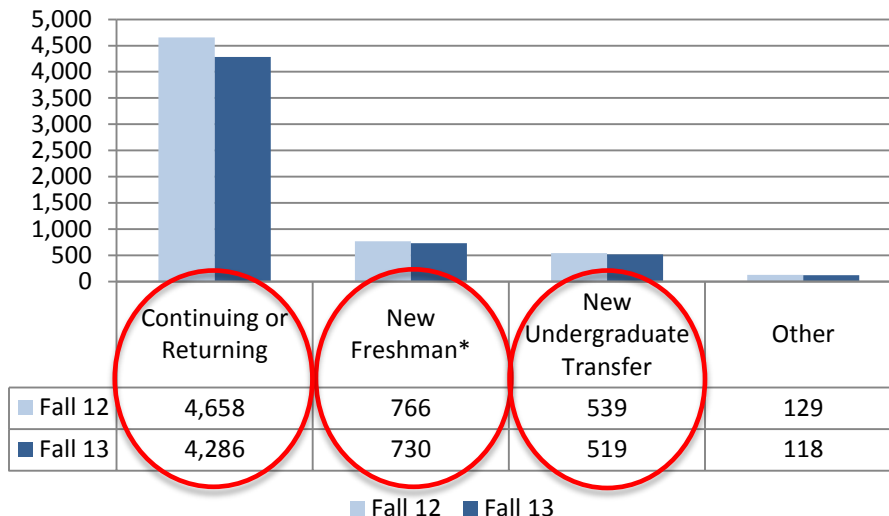
**Without 2012 University College enrollment (153 students)*

Total Student Headcount



- Overall headcount is lower than Fall '12:
 - *Decrease in continuing students*
 - *Our freshman, transfers & graduate enrollment is relatively unchanged*
 - *Health sciences professional enrollment is greater*

Undergraduate Enrollment

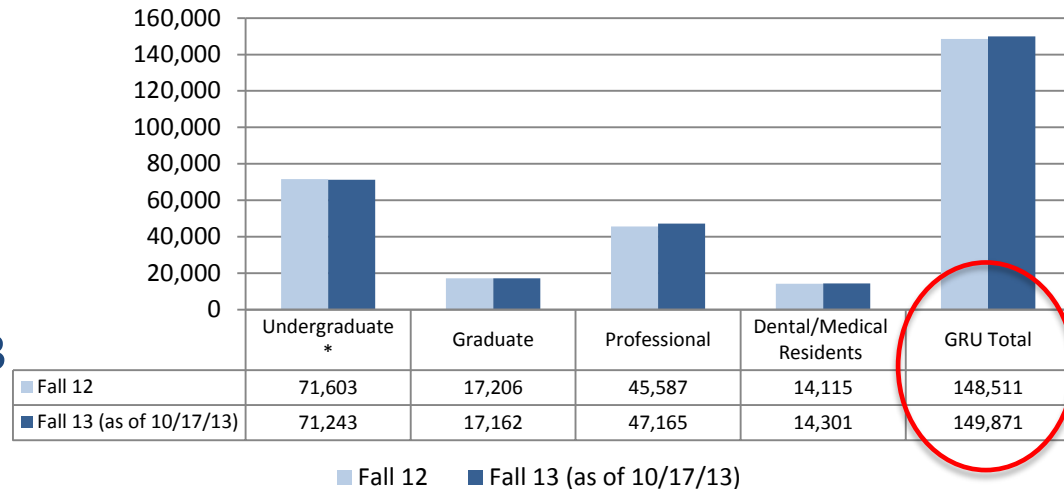


Consolidation Progress Report: 2012 to 2013

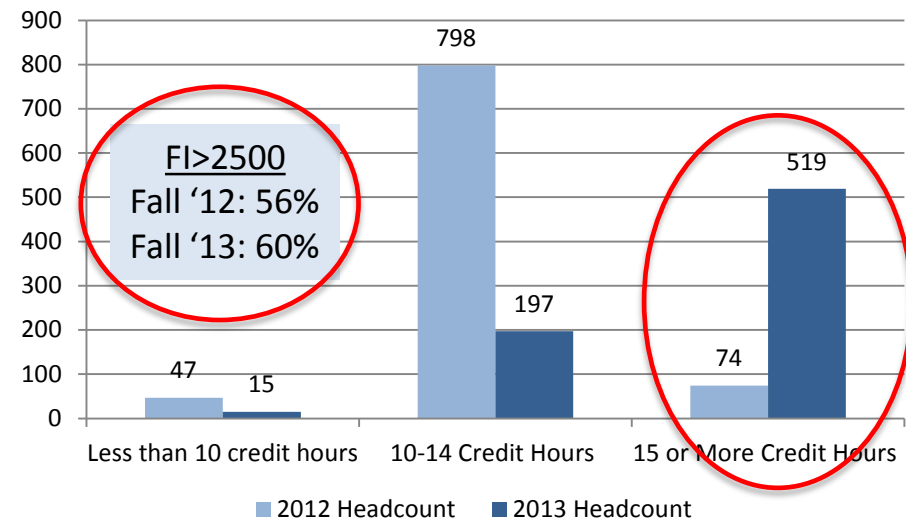
**Without 2012 University College enrollment (153 students)*

- Overall credit hours are higher
- No. freshmen taking ≥ 15 credit-hours is higher
 - 9% in Fall '12 vs. 71% Fall '13 ('4 Years 4 U' plan)
- Number of high capability students (FI>2500) increased
- Created partnership with EGSC to enhance/ensure local access (n=95 students)
 - Transferred faculty and redirected savings of ~\$155,000

Total Credit Hours



Freshman Enrollment Pattern



Education Scorecard

8 Year Health Sciences Plan (prior to consolidation)

1. Utilize a *“hub and spoke” model* for advanced health professions education, *expanding partnerships* to enhance student enrollment and educational delivery
2. Determine *optimum structure* for the state’s only public academic health center
3. Achieve a strategic *25 percent graduate enrollment increase* across an evolving academic program array
4. Focus *strategic faculty increases* to support academic program growth and maintain accreditations
5. Align the *academic program array* to state workforce needs

ALL Progressing Satisfactorily

RESEARCH - Progress Report

Research Goals

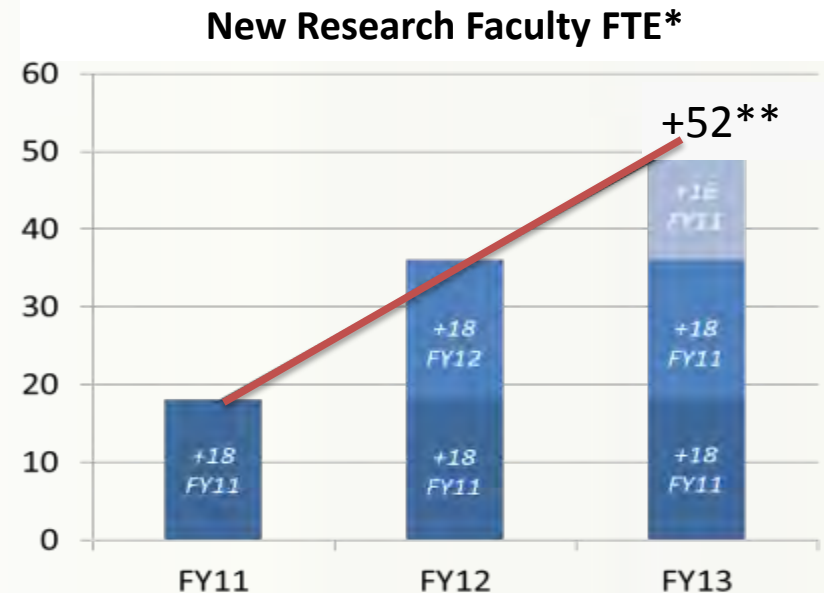
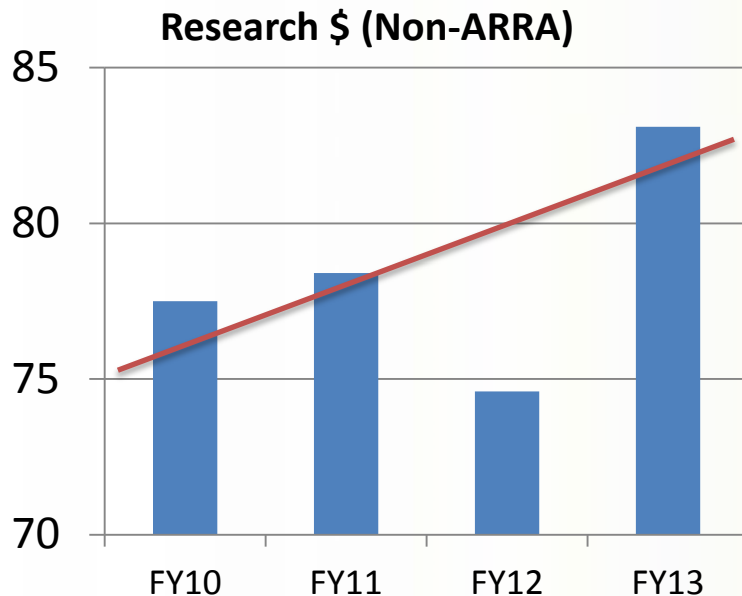
8-Year Health Sciences Plan (prior to consolidation)

1. Move medical school into the top 50 in research funding by:

- *Doubling our research funding* from the NIH, thru the...
- *Recruiting 100 net new research faculty*
- *Building GA's 2nd NCI-designated Cancer Center*
- *Increasing our research space* to accommodate new faculty

2. Expand our *economic impact* through increased commercialization of research discoveries

Goal 1: Move medical school into the top 50 in research funding, by *doubling our research funding from the NIH and by recruiting 100 new research faculty*



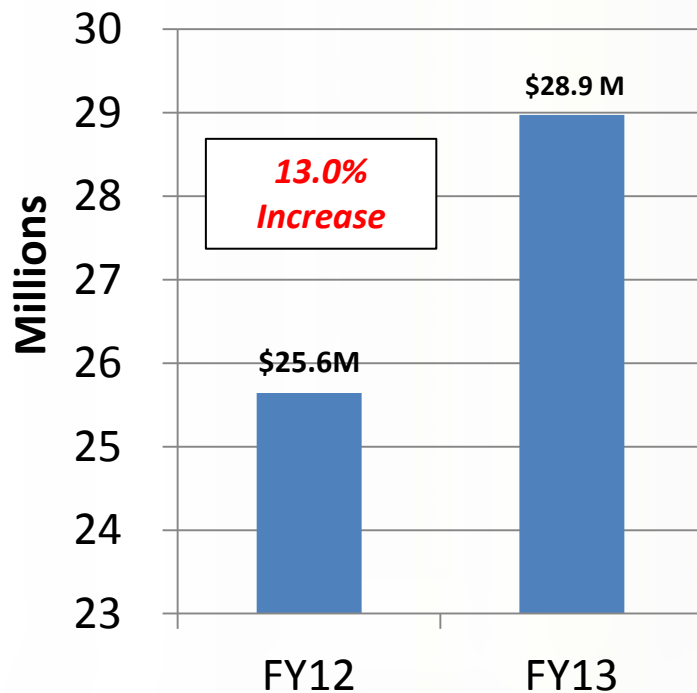
*Defined as having $\geq 50\%$ Research Effort

**Not including 44 replacement faculty

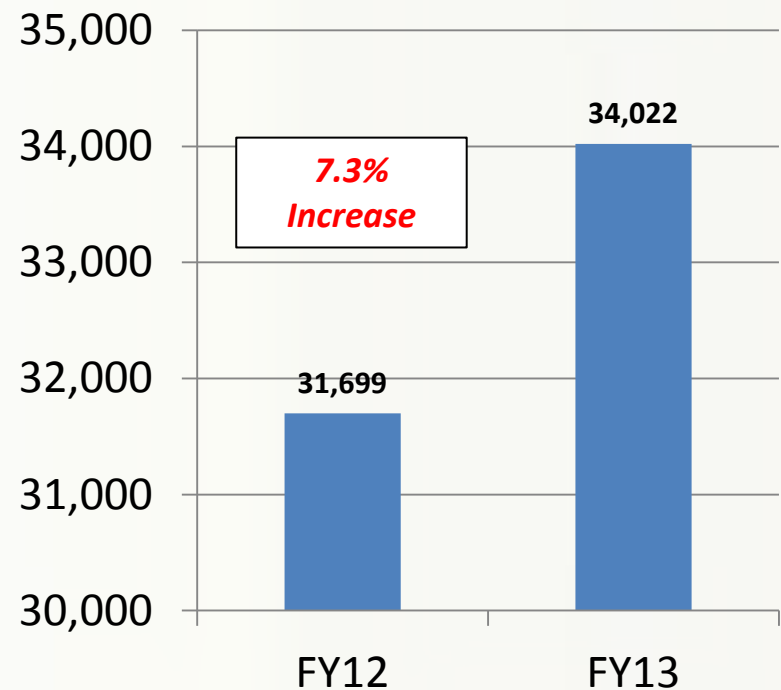
- Launched **Institute of Public and Preventive Health**
 - Currently ranked No. 1 among USG institutions for external NIH funding in public health

Goal 1: Move medical school into the top 50 in research funding, by *building GA's 2nd NCI-designated Cancer Center*

GRU Cancer Clinic Total Grant Funding

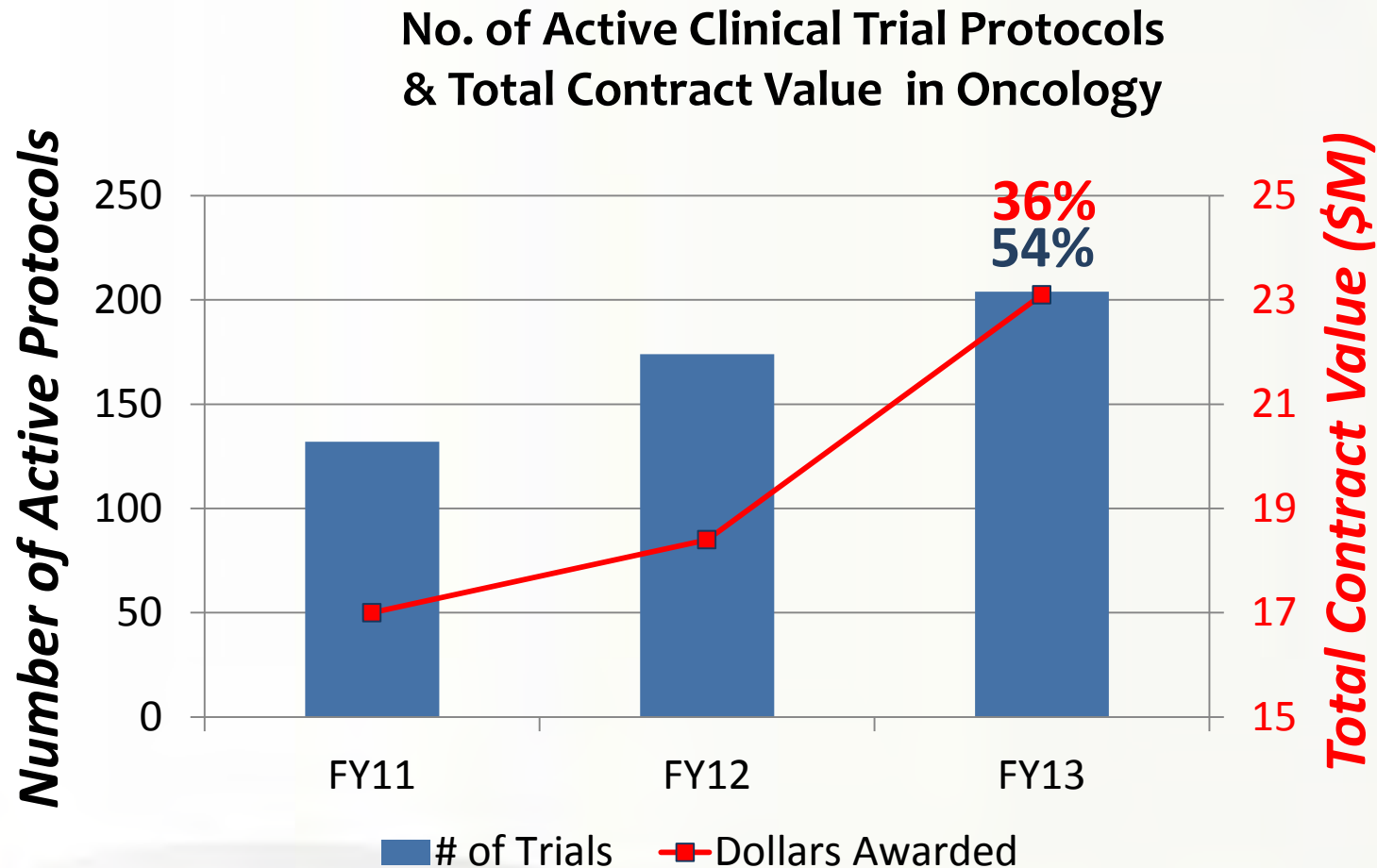


GRU Cancer Clinic Patient Volumes



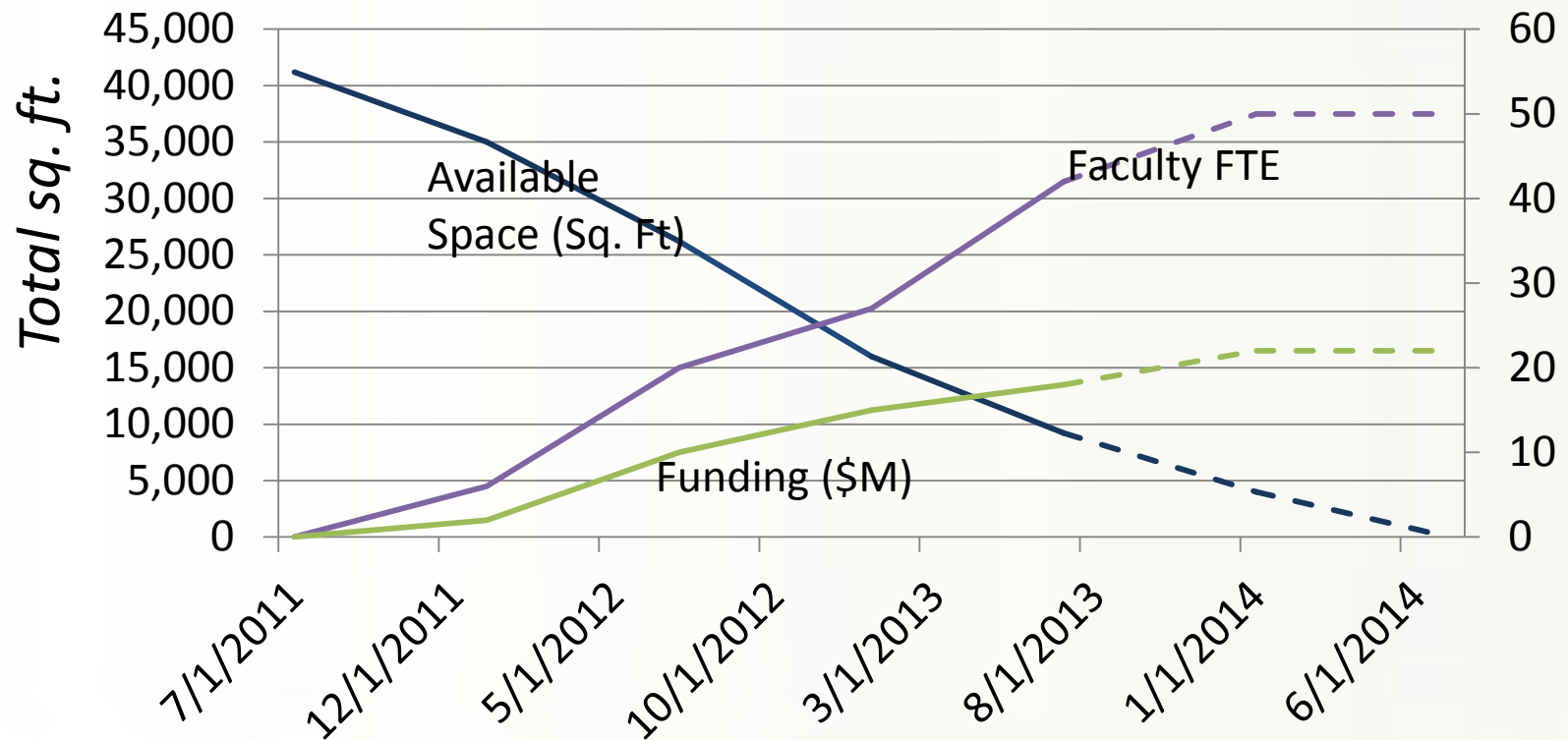
- Added 10 net new CC faculty (FY12 & FY13)

Goal 1: Move medical school into the top 50 in research funding, by *building GA's 2nd NCI-designated Cancer Center*



Goal 1: Move medical school into the top 50 in research funding, by *increasing our research space* to accommodate new faculty

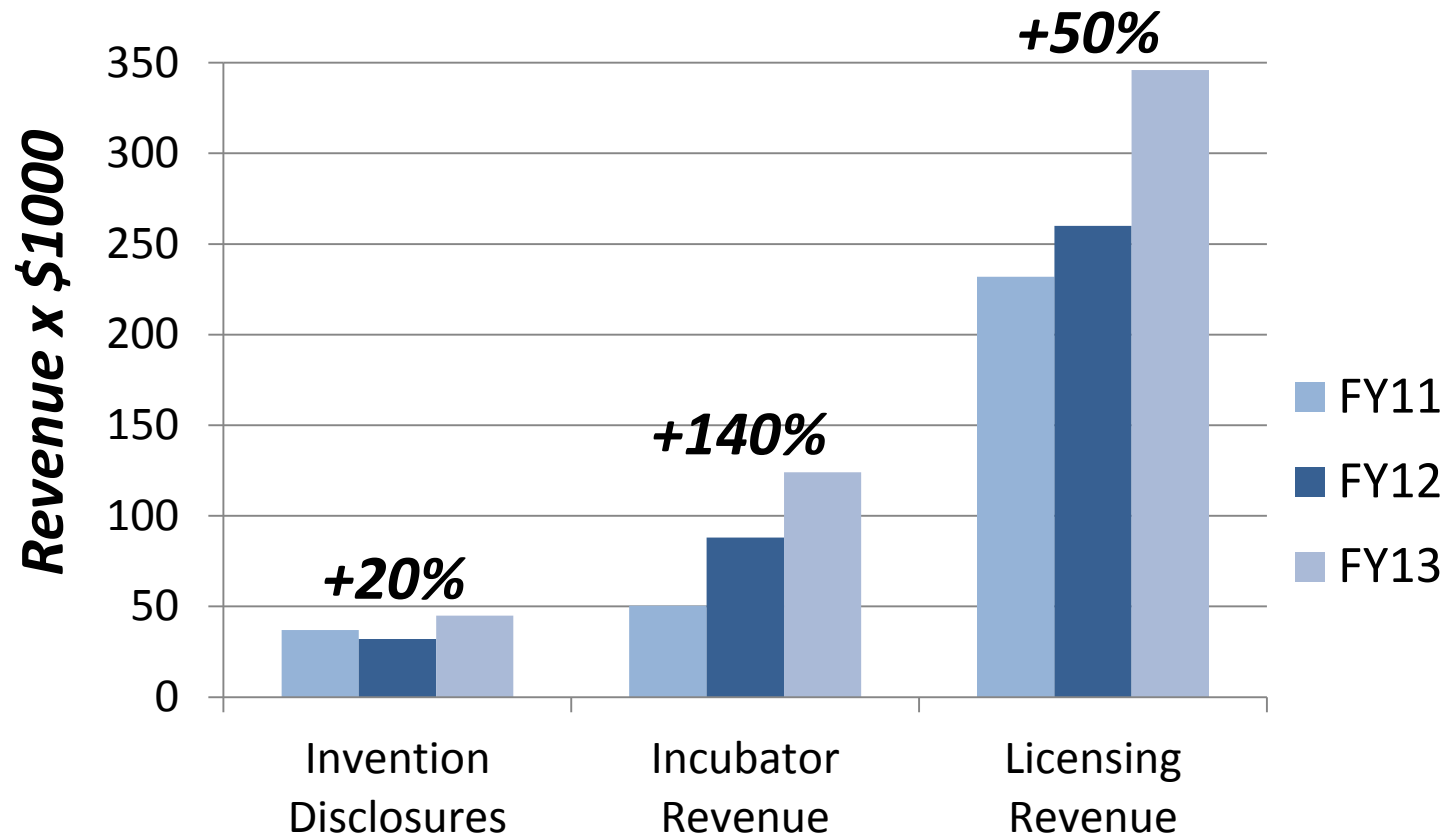
Research Space Consumption Pattern



New Research Building slated for FY15 is just in time!

Goal 2: Expand our *economic impact* through increased commercialization of research discoveries & development of small-businesses

Overall Revenue from IP



Research Scorecard

8-Year Health Sciences Plan (prior to consolidation)

1. Move into the top 50 medical schools in research funding by:

- ***Doubling our research funding*** from the NIH, thru the...
- Recruiting ***100 net new research faculty***
- Building GA's 2nd ***NCI-designated Cancer Center***
- ***Increasing our research space*** to accommodate new faculty

2. Expand our ***economic impact*** through increased commercialization of research discoveries

ALL Progressing Satisfactorily

PATIENT CARE - Progress Report

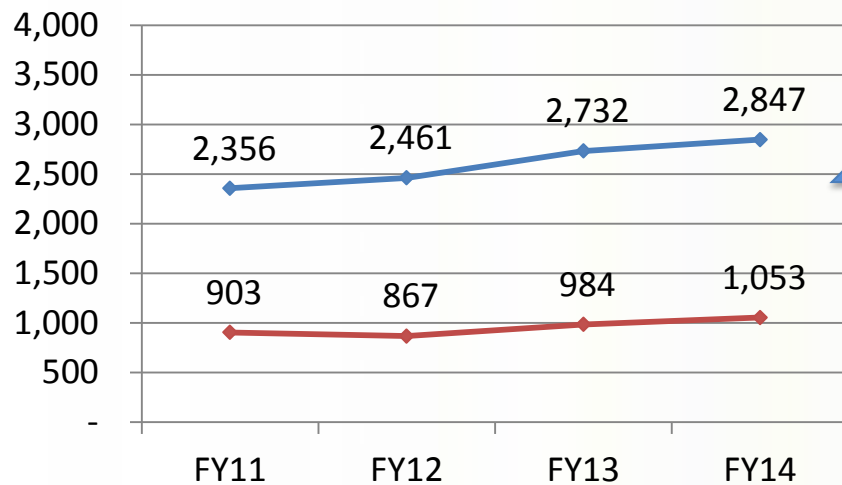
Healthcare Goals

8-Year Health Sciences Plan

1. Increase ***advanced and complex*** clinical services
2. Achieve ***Top Decile Performance in Quality*** for AHCs
3. Create a ***broader regional footprint*** through expanded partnerships

- Goal 1:** Increase *advanced and complex* clinical services
- Goal 2:** Achieve *Top Decile Performance in Quality* for AHCs

Complex & Advanced Care by Geography

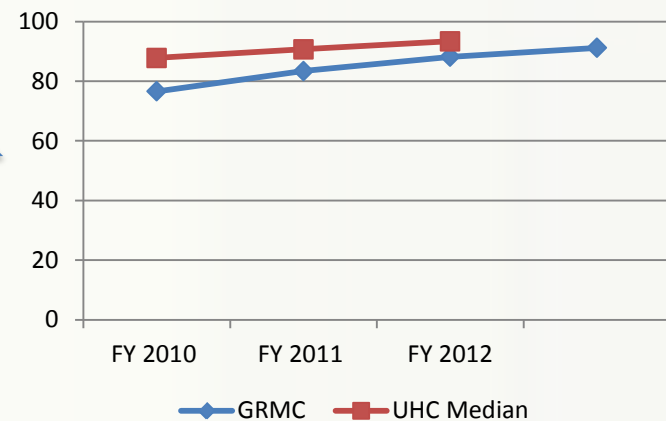


— Central Savannah River Area (CSRA)

— no

Higher = Better

CMS Appropriate Care Measures



Higher = Better

Consumer Choice Award-Natl Research Corp. (2011 & 2012)

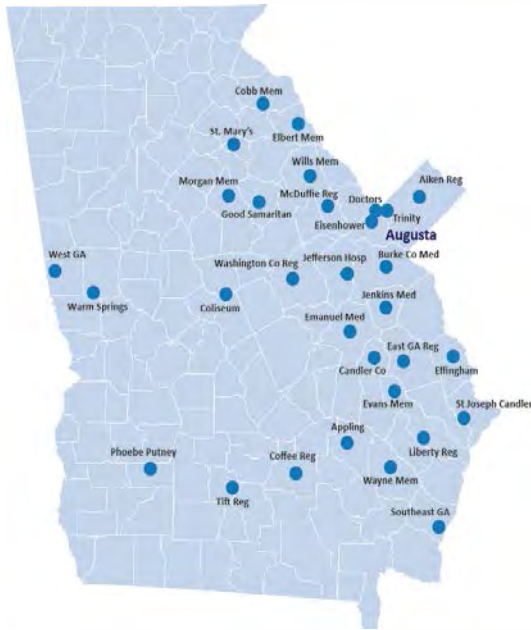
3 Year Joint Commission Accreditation (2011)

Comprehensive Stroke Center Status (2013)*

**1st in Georgia and 13th in nation*

Goal 3: Create a *broad regional footprint* through expanded partnerships

Clinical Partnerships



- **Expanded Rural Outreach efforts** that includes direct patient care and consultative assistance
 - **↑ 9%** in complex/advanced cases from outside MSA (FY11-FY14 proj.)
- **Phillips Healthcare Alliance**
 - **15 year/\$350 Million partnership**
 - **1st of its type in the world**
- Assisting state providing health care to 50,000 inmates, and **in FY13 saving GDC \$8M**
- Assisting state in managing the **Roosevelt Warm Springs Hospital**

Patient Care Scorecard

8-Year Health Sciences Plan

1. Increase *advanced and complex* clinical services
2. Achieve *top Decile Performance in Quality* for AHCs
3. Create a *broader regional footprint* through expanded partnerships

ALL Progressing Satisfactorily

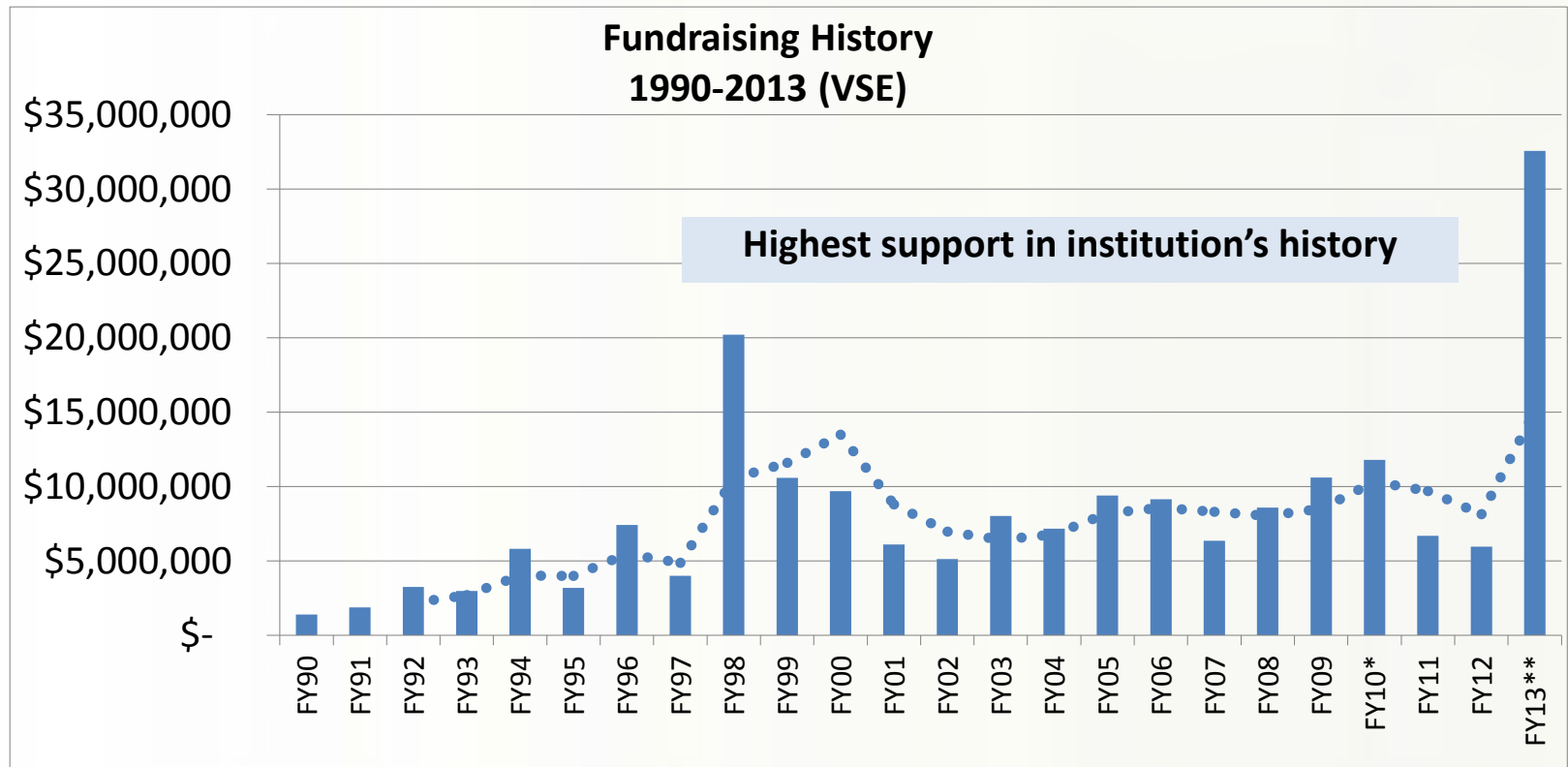
STEWARDSHIP OF RESOURCES - Progress Report

Efficiencies & Financial Goals

8-Year Health Sciences Plan (prior to consolidation)

1. Diversify revenue sources and support from *non-state and private sources*
2. Increase *efficiencies*
3. Increase direct annual *economic impact*

Goal 1: Diversify revenue sources and support from *non-state* and *private* sources

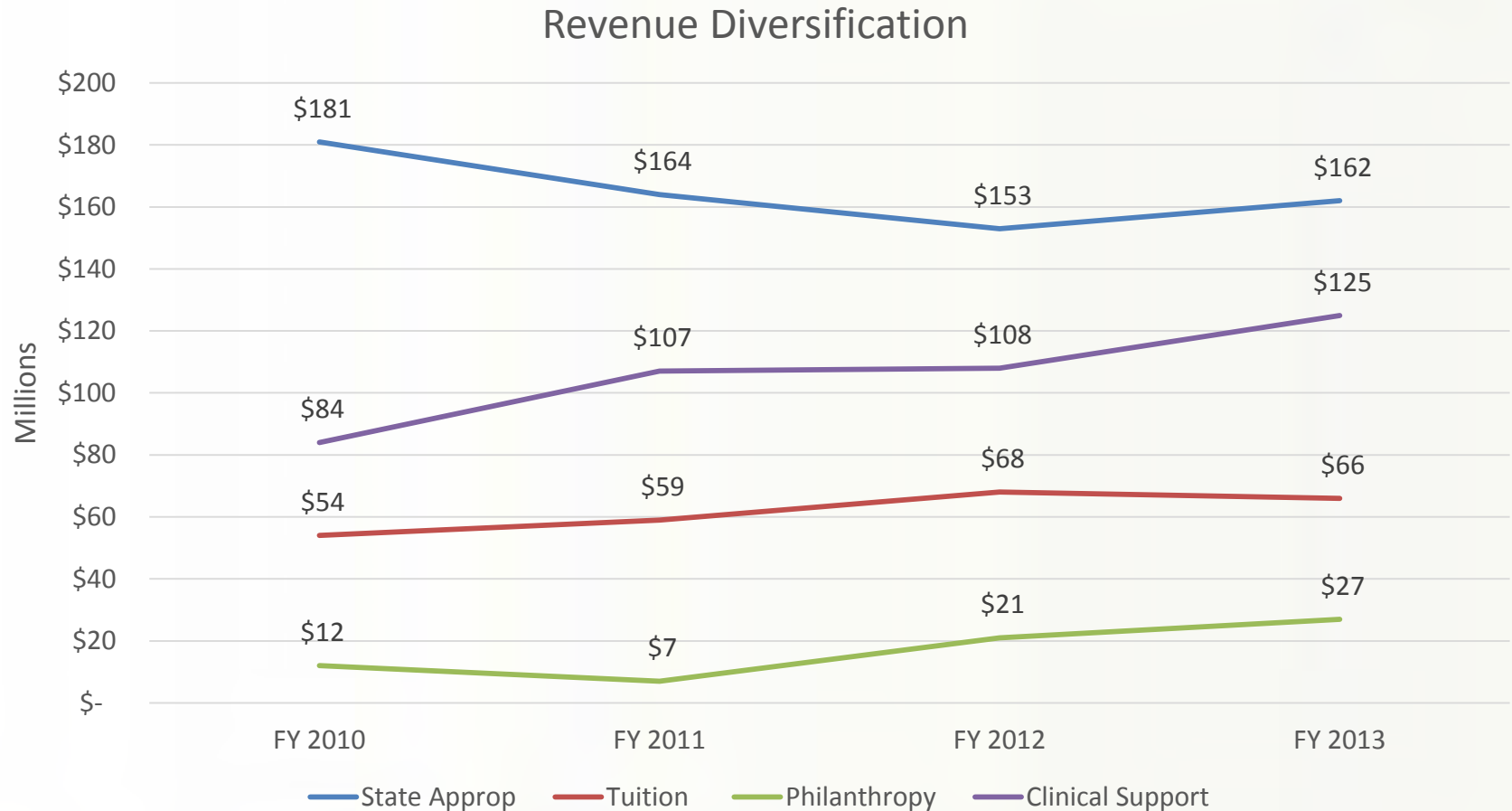


*Includes ASU for FY10 and beyond

**Unaudited VSE projection

- Received **the largest single gift in university history** supporting a capital project (\$10M)
- Received **largest gift of any public institution in GA history** (\$66M)

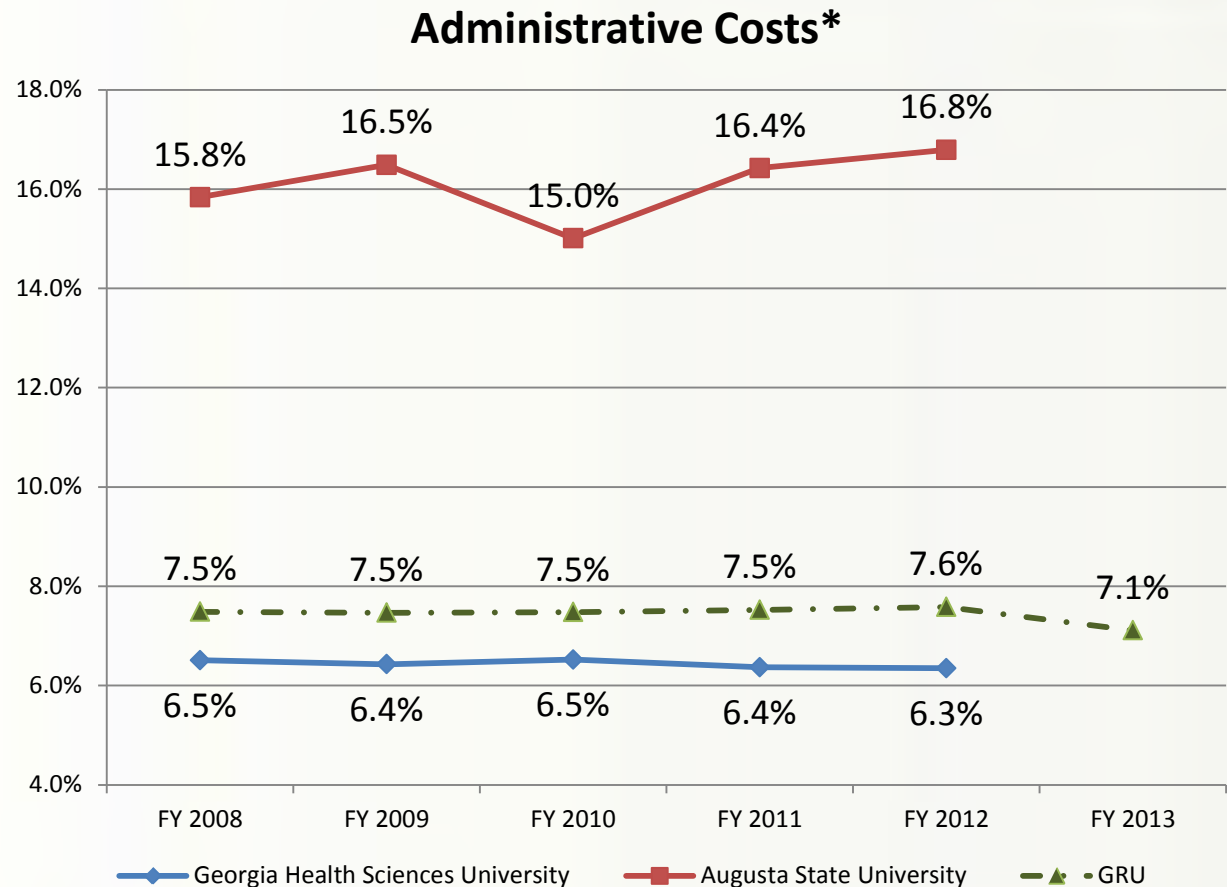
Goal 1: Diversify revenue sources and support from *non-state and private sources*



Goal 3: Increase *efficiencies*

- Created Shared Services units across the enterprise

- Facilities
- IT
- HR
- Audit
- Compliance & Risk Management
- Institutional Effectiveness

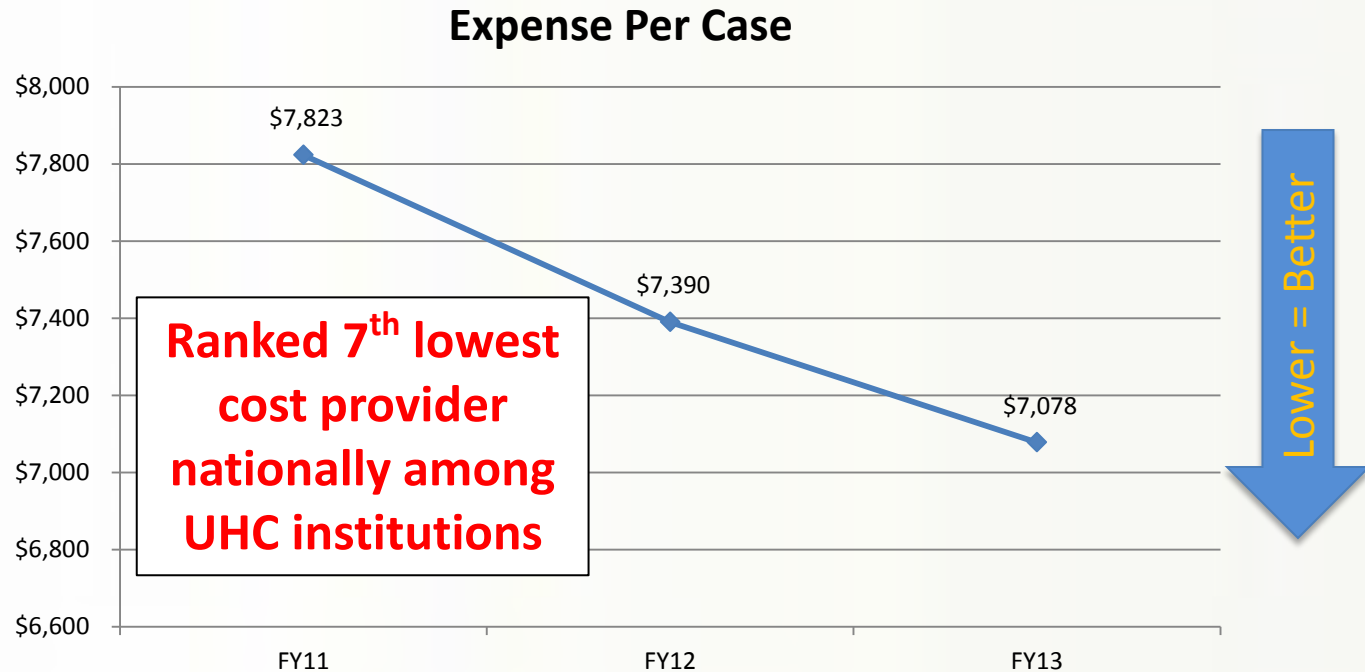


Decreased administrative costs by almost 10% since consolidation

**Administrative costs = NACUBO defined 'institutional support' + IT*

Goal 3: Increase *efficiencies*

Georgia Regents Medical Center: **Lowest Costs among AHC's in the Nation Patient Care**



UHC model Adjusted for Case Mix and Outpatient Volumes

Efficiencies & Financial Scorecard

8-Year Health Sciences Plan (prior to consolidation)

1. Diversify revenue sources and support from *non-state and private sources*
2. Increase *efficiencies*
3. Increase direct annual *economic impact*

ALL Progressing Satisfactorily

SUMMARY - Progress Report

GRU/GRHS

Our Transformative Journey

- There are at 7 looming threats to our future that demand attention
 1. Changes in educational preferences away from full-time, in-person, ‘bricks & mortar’
 2. Mounting ‘deferred maintenance’ and capital improvement costs
 3. The high costs of necessary IT infrastructure for Distance Learning, ‘Big Data’ research, and Electronic Health Records
 4. ACA mandates and state-federal misalignment
 5. The ‘Sequester’ and the federal deficit
 6. Revision in state formula funding
 7. Changes in state demographic growth patterns, and the absence of an Atlanta presence

Thank You

www.gru.edu/8-year