



**BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA
Atlanta, Georgia 30303-3083**

**BOARD OF REGENTS MEETING AGENDA
Wednesday, January 6, 2016**

<u>Approximate Times</u>	<u>Tab</u>	<u>Agenda Item</u>	<u>Time</u>	<u>Presenter</u>
9:00 AM Room 8003	1	Graduate Medical Education		Regent Don L. Waters
9:30 AM Room 8026	2	Executive & Compensation Committee Meeting		Chairman Kessel D. Stelling, Jr.
10:00 AM Room 7007	3	Call to Order		Chairman Kessel D. Stelling, Jr.
	4	Invocation/Pledge of Allegiance		Ms. Sri Rajasekaran, SGA President Georgia Perimeter College
	5	Safety Briefing		Chief of Police Bruce Holmes
	6	Approval of November Minutes		Assistant Secretary to the Board Kimberly Ballard-Washington
	7	Chairman's Remarks		Chairman Kessel D. Stelling, Jr.
10:20 AM	8	Consolidation Update – GSU/GPC Approval		Chairman Kessel D. Stelling, Jr.
10:35 AM	9	Chief Leadership Initiative Program		Chief of Police Bruce Holmes
10:45 AM		<u>Track I Committee Meetings</u>		
Room 8000 Room 8000 Room 8000	10	Academic Affairs		Regent Lori S. Durden
	11	Economic Development		Regent W. Paul Bowers
	12	Organization & Law		Regent Larry Ellis
10:45 AM		<u>Track II Committee Meetings</u>		
Room 7007 Room 7007	13	Internal Audit, Risk, and Compliance		Regent Don L. Waters
	14	Real Estate & Facilities		Regent Sachin Shailendra
11:50 AM Room 8026	15	Lunch		

**Approximate
Times**
12:50 PM
Room 7007

<u>Tab</u>	<u>Agenda Item</u>	<u>Presenter</u>
16	Reconvene	Chairman Kessel D. Stelling, Jr.
17	Remarks from Technical College System of GA Commissioner Gretchen Corbin	Chancellor Henry Huckaby
18	Special Report on Enrollment Analysis	Dr. Steve Wrigley Mr. David Tanner, Associate Dir. Mr. Matthew Hauer, Public Service Assoc.
19	Ethics Training	Chairman Kessel D. Stelling, Jr Mr. Michael Foxman
20	Chancellor's Report	Chancellor Henry Huckaby
21	Committee Reports: A. Executive & Compensation B. Academic Affairs C. Economic Development D. Graduate Medical Education E. Internal Audit, Risk, and Compliance F. Organization & Law G. Real Estate & Facilities	Chairman Kessel D. Stelling, Jr Regent Lori S. Durden Regent W. Paul Bowers Regent Don L. Waters Regent Don L. Waters Regent Larry R. Ellis Regent Sachin Shailendra
22	Unfinished Business	Chairman Kessel D. Stelling, Jr
23	New Business	Chairman Kessel D. Stelling, Jr.
24	Petitions and Communications	Assistant Secretary to the Board Kimberly Ballard-Washington
25	Executive Session	Chairman Kessel D. Stelling, Jr
26	Adjournment	Chairman Kessel D. Stelling, Jr

1:35 PM

AGENDA
GRADUATE MEDICAL EDUCATION COMMITTEE

January 6, 2016

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

The legislature appropriated \$4.275 million into the USG budget for FY 2016 to further ongoing efforts to create new residency programs at new teaching hospitals in Georgia. This funding adds to the \$9.75 million appropriated by the legislature in FYs 2013 through 2015. Efforts in FY 2016 will focus on further development with existing GME partners and assisting them in completing and/or enhancing new GME programs. Mr. Ben Robinson will provide the committee with a more detailed update on recent developments and ongoing progress with emerging teaching hospitals in Georgia.

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

Background: In FY13 the board approved funding to support creation of GME programs at the South Georgia Consortium. Since that time considerable change has developed in this partnership, with new and innovative healthcare partnerships emerging to operate alongside more traditional hospital based partnerships in Southwest Georgia. As these new partnerships have evolved, the need for additional supports has been identified to ensure that further GME growth can happen in Southwest Georgia, one of the most medically underserved areas of the state.

Thus, at this time the GREAT makes the following recommendations for funding GME programs operating WellStar:

- WellStar Healthcare System – Provide \$2 million in additional support to continue ongoing development of 6 GME programs at Kennestone Hospital

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EXECUTIVE & COMPENSATION COMMITTEE

January 6, 2016

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1. Executive Session

The Committee will discuss several matters in Executive Session.

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SPECIAL COMMITTEE ON CONSOLIDATION

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AGENDA

SPECIAL COMMITTEE ON CONSOLIDATION

January 6, 2016

1. **Approve a Resolution consolidating Georgia State University and Georgia Perimeter College, creating Georgia State University**

Recommended: That the Board approve the proposed Resolution consolidating Georgia State University and Georgia Perimeter College, creating Georgia State University, effective January 6, 2016.

**BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA
270 WASHINGTON STREET, S.W.
ATLANTA, GEORGIA 30334-1450**

A RESOLUTION OF

THE BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA

WHEREAS, the management, governance and control of the University System of Georgia is entrusted by the Georgia Constitution in the Board of Regents; and

WHEREAS, Georgia State University, a unit of the University System of Georgia, is an urban research institution offering educational opportunities for traditional and nontraditional students at both the undergraduate and graduate levels, blending theoretical and applied inquiry, scholarly and professional pursuits, and scientific and artistic expression; and

WHEREAS, Georgia Perimeter College, a unit of the University System of Georgia, is a regional nonresidential two and four-year multi-campus institution, providing accessible and affordable high quality undergraduate credit and noncredit programs for students seeking to complete an associate degree, transfer to a senior college or university, prepare for immediate entry into a career, pursue personal goals, or enhance current workplace skills; and

WHEREAS, the Board of Regents finds that the strengths of each institution enhance and promote the many strengths of the other; and

WHEREAS, the Board of Regents further finds that the consolidation of Georgia State University and Georgia Perimeter College will more effectively serve the citizens and students of Georgia by expanding academic and extracurricular offerings and increasing access to educational attainment; NOW, THEREFORE BE IT

RESOLVED, That Georgia State University and Georgia Perimeter College shall, effective immediately, be consolidated and united to form Georgia State University; and, be it further

RESOLVED, That the consolidated Georgia State University inure to and possess all of the rights, authorities, and obligations formerly possessed by Georgia State University or Georgia Perimeter College; and, be it further

RESOLVED, That Bylaw 1.6 of *The Bylaws of the Board of Regents of the University System of Georgia* be amended to reflect the creation and name of Georgia State University; and, be it further

RESOLVED, That Chancellor Henry M. Huckaby is hereby directed to take those actions that will most efficiently and effectively give effect to this Resolution of the Board of Regents.

RESOLVED this 6th day of January, 2016, in Atlanta, Georgia.

Chair of the Board of Regents
of the University System of Georgia

Assistant Secretary to the Board of Regents
of the University System of Georgia

2. Naming of the President of Georgia State University

Recommended: It is recommended that the Board of Regents approve Chancellor Henry M. Huckaby's recommendation that Dr. Mark P. Becker be appointed the President of Georgia State University, with all rights and authorities, and all terms of employment contained in the *The Policy Manual of the Board of Regents of the University System of Georgia*.

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COMMITTEE ON ACADEMIC AFFAIRS
January 6, 2016

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1. **Establishment of a Bachelor of Science in Music Technology, Georgia Institute of Technology**

Recommendation: That the Board approve the request of President G. P. “Bud” Peterson that Georgia Institute of Technology (“GIT”) be authorized to establish a Bachelor of Science in Music Technology, effective January 6, 2016.

Program Summary: The proposed Bachelor of Science in Music Technology (BSMT) at GIT is an interdisciplinary program, housed in the School of Music, combining rigorous professional training in music with intensive interdisciplinary study in mechanical engineering, electrical engineering, computer science, or industrial design. The program integrates a broad range of musical styles, performance practices, and creative projects with the design, development, and implementation of advanced music technologies. Students gain substantive theoretical and practical skills in performance, computer music, world music, sound synthesis, music production, software development, digital signal processing, acoustics, psychoacoustics, and music perception and cognition. Additional specialties can include music information retrieval, human-computer interaction, robotic musicianship, composition, interactivity, multimedia, audio systems, and sound design. The overall objective of the program is to educate and train the next generation of designers, developers, leaders, and entrepreneurs in music technology. The degree will strategically complement and enhance the successful Master of Science and PhD programs in Music Technology. The addition of the BSMT will make GIT one of the few institutions in the nation with comprehensive interdisciplinary degrees in music technology at every degree level – Bachelor’s, Master’s, and Doctorate.

Graduates of the program will be ideally positioned for employment in a wide range of dynamic and rapidly expanding fields. These include music/sound hardware design and manufacturing, music software and app development, internet-related music and sound design and implementation, commercial/personal/home entertainment technologies, the video game industry, radio/television/film production, and multimedia products/performance. Individuals completing the rigorous course of study will also be well prepared to pursue graduate studies in music technology and related fields.

List of Similar Existing USG Programs and Productivity: There are no existing similar programs in the USG. Georgia State University and Georgia Southern University both offer music technology-related concentrations and/or minors.

Projected Enrollment:

	First FY	Second FY	Third FY	Fourth FY
Shifted from other programs	10	5	3	2
New to the institution	0	10	14	16
<i>Total Majors</i>	10	25	42	60

Fiscal Summary: Additional required resources (two new faculty, graduate teaching assistants, one new staff member) will come from new funds generated from tuition revenue from enrollment growth and from redirection of funds within the institution’s existing budget.

Facilities Impact: The program will be delivered using existing space and technology infrastructure at the institution. Currently, the Couch Building can accommodate the projected enrollment of 60 total students through the first four years and beyond. Should enrollment increase in excess of that number, new or renovated spaces will be required.

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 Interdisciplinary Studies, Georgia State University

Recommendation: That the Board approve the request of President Mark Becker that Georgia State University (“GSU”) be authorized to establish a Master of Interdisciplinary Studies, effective January 6, 2016.

Program Summary: GSU proposes a new Master of Interdisciplinary Studies (MIS) program that will address emerging, interdisciplinary areas of study by offering a limited number of new MIS concentrations at the graduate level. The MIS will not be a generic degree or individualized for specific students. Instead, GSU will offer concentrations within the degree, with each concentration emerging from regional and global industry needs and, in most cases, from the Second Century Initiative. The goal of the Second Century Initiative is to build the overall quality and competitiveness of research at the university, with emphasis on interdisciplinary collaboration. Under this initiative, the university has hired almost one- hundred new faculty members over the past five years, all in interdisciplinary clusters in emerging fields of inquiry. Rather than propose to establish all at once a series of new degree programs in these often-experimental fields, GSU proposes to use the structure of the MIS program to offer a limited number of concentrations to determine which of these emerging areas best respond to workforce needs and student demand. For those programs that are most successful, GSU would then propose to offer them as free-standing degree programs through the BOR approval process.

The initial concentration offered through the program will be Biotechnology Enterprise. Biotechnology Enterprise is part of an emerging professional field at the interface between research and development in the biosciences; entrepreneurial business endeavors concerned with taking a product from discovery to marketplace; and the legal, ethical, and regulatory framework that bounds this process. As an interdisciplinary program, the MIS will be overseen by the Office of the Vice Provost.

List of Similar Existing USG Programs and Productivity:

Institution	Academic Program	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Fort Valley State University	Master of Science in Biotechnology	0	1	2	8	5	8

Projected Enrollment:

	First FY	Second FY	Third FY	Fourth FY
I. ENROLLMENT PROJECTIONS				
Student Majors				
Shifted from other programs	0	0	0	0
New to the institution	5	10 (+5)	20 (+10)	20 (+20)
Total Majors	5	15	30	40

Fiscal Summary: Nearly all of the necessary resources such as personnel, library, equipment, laboratories, and supplies are already available to support the proposed degree. When the concentration reaches its full capacity of 20 students per cohort, an additional administrative staff member will be needed. Any additional necessary resources for this program will come from new funds generated from tuition revenue from enrollment growth and from redirection of funds within the institution's existing budget.

Facilities Impact: The program will be delivered using existing space and technology infrastructure at the institution.

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 Science with a major in Integrated Business, South Georgia State College**

Recommendation: That the Board approve the request of President Virginia M. Carson that South Georgia State College (“SGSC”) be authorized to establish a Bachelor of Science with a major in Integrated Business, effective January 6, 2016.

Program Summary: The proposed Bachelor of Science with a major in Integrated Business (“BSIB”) is designed as a two-year completion program for students who have already earned an associate of science degree in business and/or who have completed the necessary prerequisite courses. The program design is similar to SGSC’s Bachelor of Science in Nursing and Bachelor of Science in Biology programs requiring students to complete the Associate of Science in Nursing/Biology or qualify through a bridge program for admission. In designing this two-step progression to the Bachelor’s degree, the SGSC seeks to target both traditional students and working adults who are in or aspiring to be in middle management roles or small business owners with multifaceted roles. The program is designed to prepare students to enter the workforce immediately, to pursue graduate studies, or to advance in their present place of employment.

The proposed BSIB allows students to complete two of three concentrations, each consisting of 24 credits of upper-level coursework. The concentrations are also intended to link coursework with work experiences in the areas of management, organizational behavior, or marketing. The BSIB will be offered on the Douglas Campus.

List of Similar Existing USG Programs and Productivity:

Institution	Academic Program	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Atlanta Metropolitan State College	Bachelor of Business Administration with a major in Business Administration	Program approved in 2014					
Clayton State University	Bachelor of Business Administration with a major in General Business	31	21	19	11	23	21
College of Coastal Georgia	Bachelor of Business Administration in General Business	0	5	14	22	32	49
Columbus State University	Bachelor of Business Administration with a major in General Business	32	20	21	15	15	30
Georgia Gwinnett College	Bachelor of Business Administration with a major in General Business	63	100	143	203	214	275

Georgia Institute of Technology	Bachelor of Science in Business Administration	387	407	348	408	392	407
Middle Georgia State University	Bachelor of Science in Business Administration	11	29	35	20	35	38
University of Georgia	Bachelor of Business Administration with a major in General Business	12	14	11	12	6	15

Projected Enrollment:

	First Year	Second Year	Third Year
Student Majors			
Shifted from other programs (continuing from SGSC A.S. program)	8	8	12
Continuing students (seniors)		12	13
New to the institution (juniors)	7	7	15
Total Majors	15	27	40

Fiscal Summary: Resources for this program will come from tuition revenue and redirection of funds within the institution's existing budget. Associated costs include the hiring of a Dean of the School of Business and Social Sciences, and two new full-time faculty.

Facilities Impact: The program will be delivered using existing space and technology infrastructure at the institution.

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. **Establishment of a Doctor of Philosophy with a major in Environmental Design and Planning, University of Georgia**

Recommendation: That the Board approve the request of President Jere Morehead that the University of Georgia (“UGA”) be authorized to establish a Doctor of Philosophy with a major in Environmental Design and Planning, effective January 6, 2016.

Program Summary: The Ph.D. in Environmental Design and Planning is an advanced degree which will prepare individuals to work in a range of settings, including universities, governmental agencies at various levels (counties and cities, regional and state, and federal agencies), private consulting, research and development firms, and non-profit organizations. The program will prepare students to propose and conduct research to support the design, planning, and management of the natural, cultural, and built environment through the integration of research methods and theories, innovative technologies, design, and problem-solving and research-driven solutions.

UGA’s College of Environment and Design currently offers professional, master’s-level degrees in three disciplines: landscape architecture, historic preservation, and environmental planning and design. This combination of programs is unique within the state and uncommon at a national level. The master’s degree within each of these three fields has traditionally been considered as preparation for practice, and Ph.D. programs within these disciplines are relatively new. The Ph.D. is now considered the terminal degree in the planning field, and while the Master’s degree is still the terminal degree in landscape architecture and historic preservation, increasingly it is expected or desired of new teaching hires that they have a doctorate.

Students will be exposed to the main theoretical foundations, history, and evolution of the discipline, as well as the rapidly expanding applications of technology in various aspects of analysis, research, visualization, design, and implementation (e.g., 3D visualization, geographic information systems (GIS) for advanced mapping, spatial analysis, and geo-design, data management, LEED technologies) used in solving current societal needs, in areas such as public health, climate change, sustainability, resilient communities, and others.

List of Similar Existing USG Programs and Productivity:

There are currently no similar programs in the USG. UGA currently offers a Master of Environmental Planning and Design (17 graduates in FY2015).

Projected Enrollment:

	First FY	Second FY	Third FY	Fourth FY
I. ENROLLMENT PROJECTIONS				
Student Majors				
Shifted from other programs	1	1	1	1
New to the institution	4	4	4	4
Total Majors	5	10	15	15

Fiscal Summary: Resources for this program, including new non-instructional personnel costs, will come from new funds generated from tuition revenue from enrollment growth, external grants, and from redirection of funds within the institution's existing budget.

Facilities Impact: The program will be delivered using existing space and technology infrastructure at the institution.

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.

5. Establishment of a Master of Arts in Teaching with a major in Music Education, Valdosta State University

Recommendation: That the Board approve the request of Interim President Cecil Staton that Valdosta State University (“VSU”) be authorized to establish a Master of Arts in Teaching with a major in Music Education, effective January 6, 2016.

Program Summary: The proposed Master of Arts in Teaching with a major in Music Education (MAT) degree will replace VSU’s deactivated Bachelor of Music in Music Education degree. This proposed program reflects changes in new teacher preparation programs across the nation and will allow traditional undergraduates to prepare within the content area and complete an undergraduate degree in four years, then enter into the MAT program to acquire preparation in pedagogy and necessary skills to perform as teachers in the P-12 environment. The program is designed to address the development of teaching skills that the traditional undergraduate teacher preparatory experience simply cannot provide. This program structure also allows students who have completed music degrees at VSU or other regional programs to gain initial teacher certification. The shortened path to a graduate degree would now total five years of work rather than the typical 6 years. The MAT program will be completed in fifteen months and offer tracks in both choral and instrumental. Program design also allows for entrance by transfer students or students with other music degrees provided they meet the entrance requirements.

List of Similar Existing USG Programs and Productivity:

Institution	Academic Program	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Columbus State University	Master of Music with a major in Music Education	5	2	2	4	0	1
Georgia College & State University	Master of Music Education	3	8	7	4	3	5
University of Georgia	Master of Music Education	16	19	9	19	10	13
University of West Georgia	Master of Music with a major in Music Teacher Education	2	0	1	1	2	8
Valdosta State University	Master of Music Education	0	1	1	0	3	1

Projected Enrollment:

	First FY	Second FY	Third FY	Fourth FY
Shifted from other programs	0	0	0	0
New to the institution	12	17	22	22
<i>Total Majors</i>	12	17	22	22

Fiscal Summary: Resources for this program will come from new funds generated from tuition revenue and from redirection of funds within the institution's existing budget. Full-time faculty who have been teaching in the B.M. in Music Education program will be reassigned to teach in the MAT in Music Education program.

Facilities Impact: The program will be delivered using existing space and technology infrastructure at the institution.

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.

6. Request to reactivation a degree program, Georgia Southern University

Recommended: That the Board approve the request of Interim President Jean Bartels that Georgia Southern University (“GSOU”) be authorized to reactivate the Bachelor of Science in Education (BSEd), with a major in Secondary Education, stand-alone, effective January 6, 2016.

Abstract: The GSOU service region and the state of Georgia is experiencing a teacher shortage, especially in the content fields of science and math in secondary education. GSOU currently offers the MAT with a major in Secondary Education, but is not preparing an adequate number of graduates from this degree to meet the needs of secondary schools. Per a BOR mandate, GSOU deactivated its BSEd with a major in Secondary Education in fall 2006 and implemented the MAT program. The MAT program typically attracts career changers who possess an in-field or related undergraduate degree. To increase the number of highly qualified science and math teachers, GSOU is seeking to reactivate its BSEd with a major in Secondary Education, adding concentrations in Biology Education, Chemistry Education, Mathematics Education, and Physics Education.

Enrollment Projections: GSOU estimates the number of students seeking the BSEd with a major in Secondary Education at 20 students at the end of the third year of implementation.

7. **Request for a Substantive Change to an existing program, Kennesaw State University**

Recommended: That the Board approve the request of President Daniel Papp that Kennesaw State University (“KSU”) be authorized to substantively change the existing Bachelor of Science with a major in Communications to create a stand-alone Bachelor of Science with a major in Journalism and Emerging Media, effective January 6, 2016.

Abstract: Students, faculty and employers have identified a need to have a separate Journalism and Emerging Media Major to ensure students are both marketable and competitive in the work place. The current journalism and emerging media concentration (within the existing B.S. with a major in Communications) has 180 enrolled students. Transitioning to a major will enable the department to better serve these students in a discipline that is in high demand by students and is offering tremendous job opportunities in Georgia and nationally. The journalism field is increasingly broad and includes traditional newspaper, magazine, television, and radio, but also includes emerging media of online and mobile news with social media applications. Increasingly students are expected to be proficient deliverers of content in an environment of media convergence. Courses emphasize multiple writing styles and digital production in recognition of content delivered in multi-media formats.

Enrollment Projections: KSU estimates the number of students seeking the Bachelor of Science with a major in Journalism and Emerging Media at 250 students at the end of the third year of implementation.

8. **Request for a Substantive Change for an existing program at the 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 substantively change the existing Bachelor of Science with majors in Biology and Chemistry, each with Secondary Education tracks, to a stand-alone Bachelor of Science in Education with a major in Secondary Education (BSEd), effective January 6, 2016.

Abstract: This degree option will be offered as a pathway to initial teacher certification. Each year, UNG experiences a demand from service area administrators for secondary science teachers, which cannot be filled. The BSEd degree will allow UNG to meet this demand and provide a degree program with 120 semester hours enabling students to complete the degree in four years, as recommended by Complete College Georgia.

Enrollment Projections: UNG estimates the number of students seeking the Bachelor of Science Education at five students by the end of the third year of implementation.

9. **Request to terminate programs at Abraham Baldwin Agriculture College and Kennesaw State University**

Recommendation: That the Board approve the request of President David Bridges that Abraham Baldwin Agricultural College (“ABAC”) be authorized to terminate the Associate of Applied Science in Agricultural Engineering Technology, effective January 6, 2016.

Recommendation: That the Board approve the request of President Daniel Papp that Kennesaw State University (“KSU”) be authorized to terminate the Bachelor of Arts with a major in Physics, effective January 6, 2016.

Abstract: The B.A. in Physics at KSU is a low enrollment program. The Associate of Applied Science in Agricultural Engineering Technology program at ABAC was deactivated because of declining enrollment and limited career opportunities for graduates with this degree. Both institutions affirm that there are no students matriculating through these programs, and that there is no adverse impact on faculty members and students.

10. **Endorsement of an Associate of Science Degree in Criminal Justice offered by Wiregrass Georgia Technical College to articulate with Valdosta State University**

Recommended: That the Board endorse the recommendation of Interim President Cecil P. Staton for Wiregrass Georgia Technical College (“WGTC”) to develop a new Associate of Science degree in Criminal Justice to articulate with Valdosta State University (“VSU”), effective January 6, 2016.

Abstract: This articulation agreement provides students who graduate from the proposed Associate of Science degree program in Criminal Justice at WGTC, and who meet the Bachelor of Arts degree with a major in Criminal Justice transfer admission requirements at VSU, with the opportunity to enroll in a baccalaureate degree program as a rising junior. The major-specific curriculum has been modeled on programs offered at several institutions within the USG. All associate of science degree courses identified in this agreement will be taught by WGTC faculty who meet the credentialing guidelines of SACS. This agreement has been approved by the faculty at both institutions. The new program will fully articulate only with VSU and students will be advised of the specificity of the program articulation agreement. Should students transfer from VSU to another USG institution, not all courses will be guaranteed to transfer.

11. Revision of Board Policies Related to the Core Curriculum (FOR REVIEW ONLY)**Revision of Board Policy 3.3.1**

- a. Overlay requirements**
- b. Transfer policy**

Recommendation: That the Board approve the following changes to BOR Policy 3.3.1 – Core Curriculum effective March 9, 2016.

Abstract:**a. Degree Completion Problems Caused by Overlays to the Core Curriculum**

The policy changes proposed below are intended to remove barriers to college completion that were added when the new Core Curriculum was adopted in 2010. In addition to coursework for Areas A – E, three “overlay” requirements were created in US Perspectives, Global Perspectives, and Critical Thinking. Although the overlay requirements were intended to be fulfilled as students take courses in Areas A – E, they create problems for students who transfer before completing these requirements, for students transferring from outside the USG, and for “adult learners” who accumulated credits prior to 2010. Students in these latter three categories may be forced to take additional credits beyond those ordinarily required for the degree just to meet the overlay requirements. Since the overlay requirements are, as the name suggests, overlaid on Core Curriculum Areas A – E, they can be removed without damage to the Core Curriculum, to students, and to institutions. The recommended changes are designed to eliminate the overlay requirements to facilitate degree completion in the USG.

b. Credits for Core Curriculum Courses That Do Not Transfer

The policy changes proposed below are also intended to remove barriers to college completion due to problems with transfer of credits granted by USG institutions where the course being credited was not completed at the USG institution. The clearly stated intent of the current USG Core Curriculum is to ensure that “core curriculum courses . . . at one USG institution . . . are fully transferable to another USG institution.” The current wording in the USG policy manual states that “core curriculum courses completed at one USG institution or through eCore, the USG’s designated online core curriculum, are fully transferable to another USG institution.” The wording “courses completed at one USG institution” has been taken very literally by some USG institutions, resulting denial of credit for core curriculum courses credited by a USG institution, but not completed at that institution. Examples would include course credits based on transfer from an accredited non-USG institution, course credits based on examination scores (such as AP or CLEP), and course credits based other forms of prior learning assessment (such as portfolio assessment). Students with course credits earned in this manner often lose those course credits on transfer from one USG institution to another and are required to retake courses that they have already passed. The recommended changes are designed to ensure that credits for core curriculum courses earned through any means at one USG institution are fully transferrable to other USG institutions.

CURRENT POLICY:**3.3 Curriculum****3.3.1 Core Curriculum**

The USG core curriculum was developed with the goals of assuring institutional accountability for learning, incorporating learning requirements in global perspectives and critical thinking, allowing institutions some flexibility in tailoring courses to their institutional mission, while ensuring that core curriculum courses completed at one USG institution or through eCore, the USG's designated online core curriculum, are fully transferable to another USG institution. All core curriculum requirements must be completed as part of the associate of arts, associate of science, bachelor of arts and bachelor of science degree programs.

Each institution's core curriculum shall consist of 42 semester credit hours, with minimum credit hours in each area of the core as follows:

Area	Name	Hours
Area A1	Communication Skills	At least 6 semester hours
Area A2	Quantitative Skills	At least 3 semester hours
Area B	Institutional Options	At least 3 semester hours
Area C	Humanities/Fine Arts, and Ethics	At least 6 semester hours
Area D	<p>Natural Sciences, Mathematics, and Technology At least 4 of these hours must be in a lab science course.</p> <p>*Given the importance of the STEM disciplines, any institution that wishes to drop Area D below 10 hours must make a compelling intellectual case that its core proposal will not lead to students knowing less about the natural sciences, math, and technology. [An example of such a compelling</p>	At least 7 semester hours*

	case might be if the institution proposed to put 3 or more hours of math in Area B and 7 hours of natural science in Area D.]	
Area E	Social Sciences	At least 6 semester hours

The specific learning outcomes for areas A through E of an institution's core curriculum are approved by the Council on General Education.

In addition to Areas A-E, three additional learning goals, US perspectives, Global Perspectives, and Critical Thinking are added to the core. US perspectives and global perspectives are overlay requirements and each institution must designate some courses in Areas A-E that satisfy these learning requirements. Each institution must also develop a plan to insure that students who complete Areas A-E acquire foundational critical thinking skills. Courses designated as meeting the US perspectives and global perspectives overlay requirements, and institutional critical thinking plans, must be approved by the Council of General Education.

Students completing any core curriculum course at one USG institution or through eCore will receive full credit for that course upon transfer to another USG institution within the same major, even if a core area is not completed and even if it means giving transfer credit across areas (e.g., credit of a math course in Area C).

Assessment of the core curriculum by each institution is required as part of their accreditation by the Southern Association of Colleges and Schools and by the USG Comprehensive Program Review process.

(BoR Minutes, October 2009, October 2014, October 2015)

PROPOSED POLICY:

3.3 Curriculum

3.3.1 Core Curriculum

The USG core curriculum was developed with the goals of assuring institutional accountability for learning, incorporating learning requirements in global perspectives and critical thinking, allowing institutions some flexibility in tailoring courses to their institutional mission, while ensuring that core curriculum courses completed at one USG institution or through eCore, the USG's designated online core curriculum, are fully transferable to another USG institution. All core curriculum requirements must be completed as part of the associate of arts, associate of science, bachelor of arts and bachelor of science degree programs.

Each institution's core curriculum shall consist of 42 semester credit hours, with minimum credit hours in each area of the core as follows:

Area	Name	Hours
Area A1	Communication Skills	At least 6 semester hours
Area A2	Quantitative Skills	At least 3 semester hours
Area B	Institutional Options	At least 3 semester hours
Area C	Humanities/Fine Arts, and Ethics	At least 6 semester hours
Area D	<p>Natural Sciences, Mathematics, and Technology</p> <p>At least 4 of these hours must be in a lab science course.</p> <p>*Given the importance of the STEM disciplines, any institution that wishes to drop Area D below 10 hours must make a compelling intellectual case that its core proposal will not lead to students knowing less about the natural sciences, math, and technology. [An example of such a compelling case might be if the institution proposed to put 3 or more hours of math in Area B and 7 hours of natural science in Area D.]</p>	At least 7 semester hours*
Area E	Social Sciences	At least 6 semester hours

The specific learning outcomes for areas A through E of an institution's core curriculum are approved by the Council on General Education.

In addition to Areas A-E, three additional learning goals, US perspectives, Global Perspectives, and Critical Thinking are added to the core. US perspectives and global perspectives are overlay requirements and each institution must designate some courses in Areas A-E that satisfy these

~~learning requirements. Each institution must also develop a plan to insure that students who complete Areas A-E acquire foundational critical thinking skills. Courses designated as meeting the US perspectives and global perspectives overlay requirements, and institutional critical thinking plans, must be approved by the Council of General Education.~~

Students ~~completing~~ receiving credit for any core curriculum course at one USG institution (by completing the course at the institution, by transfer of credit from an accredited non-USG institution, by examination or other assessment of prior learning, or through eCore) will receive full credit for that course upon transfer to another USG institution within the same major, even if a core area is not completed and even if it means giving transfer credit across areas (e.g., credit of a math course in Area C).

Assessment of the core curriculum by each institution is required as part of their accreditation by the Southern Association of Colleges and Schools and by the USG Comprehensive Program Review process.

(BoR Minutes, October 2009, October 2014)

12. **a. Establishment of the J. Harold Harrison, M.D. Distinguished University Chair in Basic Sciences, Augusta University**

Recommended: That the Board approve the request of President Brooks Keel that Augusta University (“AU”) be authorized to establish the J. Harold Harrison, M.D. Distinguished University Chair in Basic Sciences, effective January 6, 2016.

Abstract: Augusta University seeks to establish the J. Harold Harrison, M.D. Distinguished University Chair in Basic Sciences. The proposed Distinguished University Chair will be supported through an allocation of \$2 million that is derived from the transformational endowment gift of \$66 million that was made to the institution by the Harrison family and the late Dr. Harrison in June 2012. The J. Harold Harrison, M.D. Distinguished University Chair in Basic Sciences is proposed to provide funding for the recruitment and retention of distinguished physician-researchers at the Medical College of Georgia.

Biosketch: The late Dr. J. Harold Harrison was a graduate of the Medical College of Georgia’s Class of 1948 and a nationally recognized vascular surgeon. A native of Kite, Georgia, he entered medical school at the Medical College of Georgia at 18 years of age. Upon graduating, Dr. Harrison quickly developed an exemplary and renowned reputation in his specialization of vascular surgery. After retiring from a fifty-year career, Dr. Harrison became a cattle farmer in Bartow, Georgia. The J. Harold Harrison endowment continues to inspire and provide philanthropic, educational, and research legacies at Augusta University.

12. **b. Establishment of the Dunn 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 Dunn Family Early Career Professorship, effective January 6, 2016.

Abstract: Georgia Institute of Technology seeks to establish the Dunn Family Early Career Professorship. The Georgia Tech Foundation has confirmed that the proposed Professorship is supported with a \$500,000 endowment that will be housed within the School of Physics, College of Sciences. It is proposed that the Professorship shall be held for a specified term of years by a tenure-track faculty member who is in the early stage of her/his academic career within the School of Physics. The Professorship is supported through the philanthropy of the Dunn Family Foundation.

Biosketch: A multitalented leader and alumnus, Douglas Dunn received an undergraduate degree in physics in 1964 and a graduate degree in industrial management in 1965. As a student at Georgia Tech, Dunn was involved in campus life, track and cross country athletic teams and worked as a resident assistant and physics lab instructor. After graduating from Georgia Tech, he earned a Doctor of Philosophy in Industrial Management from the University of Michigan. Dr. Dunn has forged a successful career in research, business, and higher education. After working for more than two decades at AT&T, where he conducted research on time series analysis and graphical methods, he transitioned to the corporate side of the company and served in senior leadership positions in which he led strategies involving multimedia and visual communications, regional government affairs, and federal regulatory matters. Dr. Dunn later was named dean of Carnegie Mellon University’s Graduate School of Industrial Administration (now the Tepper School of Business) where he served until his retirement in year 2002. In addition to being co-author of the Peabody Picture Vocabulary Test, fourth edition assessment tool, Dr. Dunn has been the managing partner of Dunn Associates, a real estate management company, since 1976.

12. **c. Establishment of the Elizabeth D. and Thomas M. Holder Faculty Fund, 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 Elizabeth D. and Thomas M. Holder Faculty Fund, effective January 6, 2016.

Abstract: Georgia Institute of Technology seeks to establish the Elizabeth D. and Thomas M. Holder Faculty Fund. The Georgia Tech Foundation has confirmed that the proposed Fund is supported with a \$2 million endowment that will be housed within the Ernest Scheller Jr. College of Business. It is proposed that the Fund shall enhance the College’s ability to attract and retain eminent teacher-scholars to various faculty positions of academic leadership. The donor agreement stipulates that the Dean of the College have flexibility in determining distributions from the Fund at levels required to support a combination of faculty positions to meet the needs of the academic unit. The Elizabeth D. and Thomas M. Holder Faculty Fund is supported through the philanthropy of Elizabeth D. and Thomas M. Holder.

Biosketch: A noted and generous alumnus, Thomas M. Holder received his baccalaureate degree in management in 1979 from the Georgia Institute of Technology. Upon graduation he joined Holder Construction Company as a project engineer and manager. By 1986 he was elected President of Holder Construction and later in 1990 assumed the position of President and CEO. In 1994, he was elected President and CEO of Holder Corporation, the parent company of Holder Construction and Holder Properties, which was established by his father, Robert M. Holder, Jr., in 1960. Holder Construction has become the largest Atlanta-based construction company with offices worldwide and clients including The Coca-Cola Company, AT&T, Cox Enterprises, Mellon Financial, UPS, and the American Cancer Society. Mr. Holder has enhanced his community through decades-long involvement and support of non-profit organizations and educational institutions inclusive of the Woodruff Arts Center, Children’s Healthcare of Atlanta, Agnes Scott College, the American Cancer Society, and Kennesaw State University, where he served as Chairman of the Board of Trustees. In recognition of significant contributions to Kennesaw State University, Mr. Holder received an honorary doctorate in year 2007.

12. **d. Redesignation of the Georgia Athletic Association Distinguished Professorship in Connected Critical Infrastructure to the Georgia Athletic Association Distinguished Professorship in Resilient Infrastructure, 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 existing Georgia Athletic Association Distinguished Professorship in Connected Critical Infrastructure to the Georgia Athletic Association Distinguished Professorship in Resilient Infrastructure, effective January 6, 2016.

Abstract: The University of Georgia seeks to redesignate the Georgia Athletic Association Distinguished Professorship in Connected Critical Infrastructure to the Georgia Athletic Association Distinguished Professorship in Resilient Infrastructure. The proposed Professorship is currently supported with a \$490,166 endowment. The endowed position is housed within the College of Engineering. The duties of the holder of the position will be to produce scholarship and lead research activities in resilient, sustainable systems. The intent of the original professorship was to assist with the recruiting of renowned scholars in the field of critical infrastructure. The faculty identified resiliency as a key aspect of infrastructure systems such as the power grid, water systems, agricultural systems, and information networks. Given current research directions in the field, a revised name is more appropriate for the endowed fund. The Distinguished Professorship is supported through the Georgia Athletic Association.

12. **e. Establishment of the Ike Cousins Head Baseball Coach Endowment, 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 Ike Cousins Head Baseball Coach Endowment, effective January 6, 2016.

Abstract: The University of Georgia seeks to establish the Ike Cousins Head Baseball Coach Endowment. The University of Georgia has confirmed that the proposed endowment is supported with a \$500,000 gift based on Thomas Grady Cousins’ resolve to strengthen programs of the University of Georgia Athletic Association in honor of his late father, Isaac William Cousins, Sr. (Ike). Based on the endowment, a position will be established and housed within the University of Georgia Athletic Association to support the head baseball coach and offset other operational needs of the program. The holder of the position will have demonstrated competency for leading young men both on and off the baseball field.

Biosketch: Through the philanthropy of Thomas Grady Cousins, the Ike Cousins Head Baseball Coach Endowment was developed to honor his father, Isaac William Cousins, Sr. (Ike), who played baseball, football, and basketball, lettered in all three sports while attending Oglethorpe College, and excelled at the center position for the two-time SIAA champion football team. As a talented baseball player, Isaac William Cousins, Sr. was approached by a major league team, but passed on the offer choosing marriage with his wife Lillian over the prospects of a professional baseball career. Outside of sports, Isaac William Cousins, Sr. was an active member of Alpha Lambda Tau fraternity and the tech club on the Oglethorpe College campus. He graduated from the School of Science in Oglethorpe’s eighth commencement class alongside seven classmates in 1927. Isaac William Cousins, Sr. was an automobile distributor for General Motors in several southeastern cities including Charlotte (NC), Jacksonville (FL), and Atlanta (GA). He later operated his own dealerships in Clarkesville and Rome, Georgia.

Entrepreneurship was the focus of both the patriarch and his son. In 1958 with an investment of \$2,500, Tom Cousins with his father Isaac William (Ike) by his side, decided to establish his own real estate business which later grew and became Cousins Properties. Headquartered in Atlanta, Georgia, Cousins Properties is one of the oldest publicly traded real estate companies in the country since 1962. At the time of this death, Isaac William Cousins, Sr. was retired from the company and held the title of Chairman Emeritus of the Cousins Properties Board of Directors.

12. **f. Establishment of the Lalita and Raghubir Sharma Distinguished Professorship, 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 Lalita and Raghubir Sharma Distinguished Professorship, effective January 6, 2016.

Abstract: The University of Georgia seeks to establish the Lalita and Raghubir Sharma Distinguished Professorship. The University of Georgia Foundation has confirmed that the proposed Distinguished Professorship is supported with a \$500,000 endowment that will be housed within the Department of Physiology and Pharmacology in the College of Veterinary Medicine. The purpose of the endowed faculty position is to support the scholarly activities of the recipient. The holder of the position will be engaged in teaching, research, and public service in veterinary medicine or a combination of such duties.

Biosketch: The endowment was created to commemorate the exceptional career of Dr. Raghubir P. Sharma who joined the University of Georgia in 1995 as the first holder of the Fred C. Davison Chair of Physiology and Pharmacology. Dr. Sharma held this position until his retirement in year 2006. Dr. Sharma received his training in veterinary medicine at the University of Rajasthan, India in 1959. He then emigrated to the United States where he completed doctoral studies at the University of Minnesota in 1968. A year later he joined the faculty at Utah State University where he became professor in 1978. Dr. Sharma served as Director of the Center for Environmental Toxicology, an interdisciplinary graduate and research program. Through his long and illustrious career, Dr. Sharma’s research was supported by grants from the National Institutes of Health along with other institutions. He mentored thirty-three doctoral and twenty-nine master’s students. Dr. Sharma served as author or co-author for more than 275 research publications, edited four books, and contributed to approximately fifty book chapters. Consistently sought after by leading national and international teaching and research institutions, Dr. Sharma credits much of his success to the unwavering encouragement and support of his wife, Lalita, to whom he has been married for over fifty years.

13. 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: Augusta University

Faculty's Name: Ms. Cheryl Goldsleger

Chair/Professorship Name: William S. Morris Eminent Scholar Chair in Art

Institution Name: Augusta University

Faculty's Name: Dr. Balakrishnan L. Lokeshwar

Chair/Professorship Name: J. Harold Harrison M.D. Distinguished Chair in Basic Sciences

Institution Name: Augusta University

Faculty's Name: Dr. Simon Medcalfe

Chair/Professorship Name: Cree-Walker Chair in the Hull College of Business

Institution Name: Augusta University

Faculty's Name: Dr. Pamela Shiao

Chair/Professorship Name: E. Louise Grant Endowed Chair

Institution Name: Georgia Institute of Technology

Faculty's Name: Dr. John Wise

Chair/Professorship Name: Dunn Family Early Career Professorship

Institution Name: Georgia Institute of Technology

Faculty's Name: Dr. Vinod Singhal

Chair/Professorship Name: Charles W. Brady Chair

Institution Name: University of Georgia

Faculty's Name: Dr. Brian Bledsoe

Chair/Professorship Name: Georgia Athletic Association Distinguished Professorship in Resilient Infrastructure

Institution Name: University of Georgia

Faculty's Name: Professor Paul Pfeiffer

Chair/Professorship Name: Lamar Dodd Professorial Chair of Arts

Institution Name: University of Georgia

Faculty's Name: Mr. Scott Stricklin

Chair/Professorship Name: Ike Cousins Head Baseball Coach Endowment

Institution Name: University of Georgia

Faculty's Name: Professor Martha Thomas

Chair/Professorship Name: Despy Karlas Professorship in Piano

AGENDA
COMMITTEE ON ECONOMIC DEVELOPMENT

January 6, 2016

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1. Information Item: Update on Nursing Education Activities and Ongoing Actions to Ensure Needs of Future Workforce are Met

Beginning around 2000, state leaders became aware of pending and profound shortages in the RN workforce in Georgia. Critical to the operations of healthcare providers, these shortages were seen as a critical problem that had to be addressed quickly and comprehensively.

The causes for this problem were numerous, but included insufficient production of new RNs from the state's post-secondary education systems. As of 2001 the Technical College System operated only one RN program. As of 2002, the USG graduated only 1,240 nursing students, well below the need for new RNs, as reported by the GA Dept. of Labor. Given the role that these two systems played in preparing the RN workforce for Georgia, accounting for nearly 9 out of every ten RN graduates per year, action to increase production of new RNs by these two systems was seen as critical.

Analysis of production of pre-licensure RN graduates between the systems suggests that the USG and TCSG have corrected for shortfalls and are now operating at levels that meet reported needs. However, even as the USG and TCSG expanded their activities in nursing education, fundamental changes were occurring in the US healthcare system. These changes, driven primarily by the Affordable Care Act, are anticipated to change future demand for RNs and the anticipated role that they will play in providing healthcare to their patients. Given the potential scope of these changes, and the continued leading role of the USG and TCSG RN education programs in prepare Georgia's future RN workforce, it is critical that we assess the current condition and emerging requirements for this workforce, and adjust our efforts accordingly.

To ensure the Board is aware of our efforts with nursing, and to highlight the recent successes that both the TCSG and USG have experienced in their education of new RNs, Mr. Ben Robinson will provide the Board with updates on both USG and TCSG efforts regarding nursing education, describe substantial achievements made by either system in this area, describe likely changes stemming from the ACA that will impact the work of our RN programs and discuss our work with the Center for Health Workforce out of Albany, New York, to understand how the USG and TCSG are currently positioned and what changes they need to make with their respective RN education programs to properly prepare the RN workforce for the future.

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1. Security Clearance Authorizations: Georgia Institute of Technology

The Georgia Institute of Technology seeks the Board's authorization for certain named personnel to apply for and receive United States Government security clearance related to classified government research. This was approved at the Board's Nov. 10, 2015, meeting; however, the institution requires 2016 approval to align with a new federal inspection cycle.

Background: The Georgia Institute of Technology performs 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 Discretionary Review

Applications for review are made to the Board of Regents Office of Legal Affairs pursuant to Policy 8.6 Applications for Discretionary Review. They are typically personnel matters and issues of academic status, which are discussed in executive session.

AGENDA

COMMITTEE ON INTERNAL AUDIT, RISK, AND COMPLIANCE

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AGENDA

COMMITTEE ON INTERNAL AUDIT, RISK, AND COMPLIANCE

January 6, 2016

1. Information Item: Committee on Internal Audit, Risk, and Compliance Orientation and Forward Agenda

The Committee on Internal Audit, Risk, and Compliance (Committee) maintains a one-year forward agenda that details items scheduled for approval and review by the Committee. At this meeting, Interim Chief Audit Officer Michael Foxman will review the planned forward agenda and obtain the Committee's feedback on additional agenda items that should be addressed over the coming year.

The operations of the Committee are specified in the Committee's Charter as approved by the Board of Regents. A copy of the proposed 2016 charter is included as part of item four within the Committee's agenda.

2. Approval Item: Internal Audit Charter

Recommended: That the Board approve the Internal Audit Charter.

Background: The Internal Audit Charter defines the purpose, authority, and responsibility of the internal audit function of the University System of Georgia. The professional standards governing internal audit state that the chief audit executive must “periodically review the internal audit charter and present it to senior management and the board for approval.” The charter was last approved in January 2015. At this meeting, Interim Chief Audit Officer Michael Foxman will present the Internal Audit Charter for approval. No changes have been made to the previously approved charter.

3. Approval Item: Compliance and Ethics Charter

Recommended: That the Board approve the Compliance and Ethics Charter.

Background: The Compliance and Ethics Charter defines the purpose, authority, and responsibility of the University System of Georgia compliance and ethics function. The federal standards governing compliance programs states that the “organization’s governing authority shall be knowledgeable about the content and operation of the compliance and ethics program and shall exercise reasonable oversight with respect to the implementation and effectiveness of the compliance and ethics program.” A charter is a recognized tool to enhance oversight of the compliance and ethics function. The charter was last approved in January 2015. At this meeting, Interim Chief Audit Officer Michael Foxman will present the Compliance and Ethics Charter for approval. No changes have been made to the previously approved charter.

4. Approval Item: Committee on Internal Audit, Risk and Compliance Charter

Recommended: That the Board approve the Committee on Internal Audit, Risk, and Compliance Charter.

Background: The oversight role of the Committee on Internal Audit, Risk, and Compliance (hereafter Committee) was previously defined within the “Internal Audit Charter” and the “Compliance and Ethics Charter.” An external peer review of the USG internal audit function recommended that the role of the Committee formally be defined in a separate charter. Additionally, the Committee’s role with respect to oversight of USG risk management is defined within the proposed charter. The Committee charter was last approved in January 2015.

At this meeting, Interim Chief Audit Officer Michael Foxman will present the Committee on Internal Audit, Risk, and Compliance Charter for approval. No changes have been made to the previously approved charter.

AGENDA
COMMITTEE ON REAL ESTATE AND FACILITIES

January 6, 2016

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AGENDA

COMMITTEE ON REAL ESTATE AND FACILITIES

January 6, 2016

1. Chancellor's Actions

Pursuant to authority delegated by the Board, the Chancellor took the following actions:

1.a Appointment of Construction Management Firm, Project No. J-270, Classroom South, Phase II, Georgia State University

Recommended: That the Board approve the ranking of the construction management firms named 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, qualifications-based selection processes were held in accordance with Board of Regents procedures. The following recommendation is made:

Project No. J-270, Classroom South, Phase II, Georgia State University

Project Description: This project was authorized by the Board in September 2014. Encompassing approximately 35,000 square feet, this five-story addition will include a large, tiered lecture room, classrooms, and teaching labs. The structure will connect to both the original building and the first phase addition while also providing a new entrance to the Classroom South Building.

The project will be funded with \$4,900,000 in Fiscal Year (“FY”) 16 State General Obligation (G.O.) Bonds and \$12,100,000 in institution funds.

Total Project Cost:	\$17,000,000
Construction Cost (Stated Cost Limitation):	\$13,270,000

Number of firms that applied for this commission: 8

Recommended firms in rank order:

1. New South Construction Company, Atlanta
2. Balfour Beatty Construction, LLC, Atlanta
3. The Beck Group, Atlanta

1.b. Acquisition of Real Property, Collins Industrial Way, Lawrenceville, Georgia Gwinnett College

Recommended: That the Board authorize the purchase of approximately 1.563 acres of vacant real property located on Collins Industrial Way in Lawrenceville (the “Property”) for \$363,500 from the City of Lawrenceville for the use and benefit of Georgia Gwinnett College (“GGC”).

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

Understandings: The Property currently functions as a gravel parking lot leased by GGC from the City of Lawrenceville. This acquisition would allow GGC to install paving that would improve parking for students, faculty and staff. In conjunction with a planned sidewalk project, the new parking would also provide better connectivity to and from the southeastern section of the school’s campus.

Purchase of the Property is compatible with the Master Plan for the GGC Campus and would result in ownership control of land adjacent to campus operations.

Four independent appraisals of the Property are as follows:

<u>Appraiser</u>	<u>Appraised Value</u>	<u>Average</u>
Russell L. Phillips & Associates, Buford	\$477,000	
McColgan & Company, Atlanta	\$300,000	\$363,500
Witcher & Associates, Lawrenceville	\$224,000	
Ronald S. Foster & Co., Inc., Lilburn	\$453,000	

An environmental site assessment has been conducted and indicates no significant adverse environmental issues. There are no restrictions on the acquisition and no known reversions, restrictions, or adverse easements on the real property.

If authorized by the Board, funding for the purchase would come from institution funds.

2. **Revisions to Policy Manual Section 9.0: Facilities**

Recommended: That the Board approve revisions to Policy Manual Section 9.0, Facilities, effective as of January 6, 2016.

Understandings: The proposed revisions pertain primarily to real estate transactions, including acquisitions, dispositions, conveyances and easements, and leasing as landlord and as tenant. The main purpose of these revisions is to address inconsistencies and gaps in the policy manual, and to align the Vice Chancellor's delegated authority for real estate transactions with authority for capital project approvals and contracts. Additional flexibility on the use of appraisals would replace a current requirement to obtain three appraisals. This flexibility is particularly appropriate for smaller acquisitions or dispositions.

These revisions were presented to the Board as an information item in November 2015.

The current and proposed policies are shown below, with strikethroughs and highlights to show the proposed revisions.

LEGEND

Plain text = existing policy language

Highlighted in yellow = new text

~~Strike through~~ – existing policy text to be deleted

<i>Current Policy</i>	<i>Proposed Policy</i>
9.7.3 Modular/Temporary Buildings The renting, leasing, or purchase of modular or other type temporary buildings and trailers is prohibited. Modular or other temporary buildings and trailers currently being rented or leased for or owned by a USG institution are exempt from this policy	9.7.3 Modular/Temporary Buildings The renting, leasing, rental, lease, or purchase of modular or other type -temporary buildings and trailers is prohibited with the exception of trailers supporting an active construction project. Any other exception to this prohibition must be submitted to the USG chief facilities officer for review and approval in advance of the installation. Modular or other temporary buildings and trailers currently being rented or leased for or owned by a USG institution are exempt from this policy.

<p>9.9.2 Acquisition</p> <p>The Chancellor and/or the USG chief facilities officer 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, 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 (3) 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 \$250,000, provided the acquisition is in accordance with the institution master plan on file and shall not be subject to any reversions, restrictions, covenants, or adverse easements.</p>	<p>9.9.2 Acquisition</p> <p>The Chancellor and/or the USG chief facilities officer are is 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, 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 (3) 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 \$250,000 \$1,000,000 and is at or below fair market value as determined by independent and licensed real estate appraiser(s), provided the acquisition is in accordance with the institution master plan on file and where the property shall is not be subject to any adverse reversions, restrictions, covenants, or adverse easements.</p> <p>For gifts of property, a written opinion of value by a licensed real estate professional may be used in lieu of appraisal.</p> <p>For acquisitions exceeding \$1,000,000, at least two appraisals from independent and licensed real estate appraisers are required to validate the purchase price.</p> <p>Board approval is required for any property acquired by condemnation, regardless of value.</p>
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<p>9.9.3 Disposition</p> <p>9.9.3.1 Sale of Property (Reserved)</p>	<p>9.9.3 Disposition</p> <p>9.9.3.1 Sale of Property</p> <p>The Chancellor or the USG chief facilities officer is 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, any and all contracts, agreements, deeds, licenses, or other instruments related to the disposition of real property where the sale, transfer, or exchange price of the real property does not exceed \$1,000,000 and is at or above fair market value as determined by independent and licensed real estate professional(s).</p> <p>For dispositions where the sale, transfer, or exchange price exceeds \$1,000,000, at least two appraisals from independent and licensed real estate appraisers are required to validate the purchase price.</p>
<p>9.9.3.2 Conveyances for Road Improvements</p> <p>The Chancellor or the USG chief facilities officer is authorized to declare, without further approval of the Board, that unimproved real property is no longer advantageously useful to any USG institution but only for the purpose of conveying title for public road improvements provided that less than one (1) acre of real property is to be conveyed. The Chancellor or the USG chief facilities officer is authorized to request, without further authorization of the Board, that the Governor execute a deed without warranty, quitclaim deed, or other deed of conveyance for unimproved real property for</p>	<p>9.9.3.2 Conveyances for Road Transportation Improvements</p> <p>The Chancellor or the USG chief facilities officer is authorized to declare, without further approval of the Board, that unimproved real property is no longer advantageously useful to any USG institution but only for the purpose of conveying title for public transportation improvements provided that less no more than one (1) five (5) acres of real property is to be conveyed. The Chancellor or the USG chief facilities officer is authorized to request, without further authorization of the Board, that the Governor execute a deed without warranty, quitclaim deed, or other deed of conveyance for</p>

<p>the purpose of conveying title for public road improvements provided that less than one (1) acre of real property is conveyed.</p>	<p>unimproved real property for the purpose of conveying title for public road transportation improvements provided that less than one (1) five (5) acres of real property is conveyed.</p>
<p>9.9.3.3. Demolition</p> <p>The Chancellor or the USG chief facilities officer is authorized to declare, without further approval of the Board, that a building, structure, or other improvement on the real property of the Board of Regents is no longer advantageously useful to any USG unit, but only for the purpose of authorizing demolition, provided that such building, structure, or other improvement is not a candidate for a national or state historic register, and is either:</p> <ol style="list-style-type: none"> 1. Vacant, and has been vacant, for an extended period of time; 2. Not a cost-effective candidate for repair based on a cursory examination; 3. Obsolete and no longer necessary to provide support for which it was constructed and no longer needed to support academic programs; or, 4. Consistent with the institution physical master plan and a Regents-approved capital improvement project. <p>The Chancellor or the USG chief facilities officer is authorized to request, without further approval of the Board, that the Governor issue an executive order authorizing the demolition of any building, structure, or other improvement on the real property of the Board of Regents, provided that such building, structure, or other improvement is not a candidate for a national or state historic register and is either:</p>	<p>9.9.3.3 Demolition</p> <p>The Chancellor or the USG chief facilities officer is authorized to declare, without further approval of the Board, that a building , structure, or other improvement or structure on the real property of owned by the Board of Regents is no longer advantageously useful to any USG unit, but only solely for the sole purpose of authorizing demolition, and to request that the Governor issue an executive order authorizing demolition, provided that such building, structure, or other improvement or structure is not a candidate eligible for a national or state historic register, and is either:</p> <ol style="list-style-type: none"> 1. Vacant, and has been vacant, for an extended period of time; 2. Not a cost-effective candidate for repair based on a cursory examination; 3. Obsolete and no longer necessary to provide support for which it was constructed and no longer needed to support academic programs; or, 4. Consistent with the institution physical master plan and a Regents-approved capital improvement project. <p>The Chancellor or the USG chief facilities officer is authorized to request, without further approval of the Board, that the Governor issue an executive order authorizing the demolition of any building, structure, or other improvement on the real property of the Board of Regents, provided that such building, structure, or other improvement is</p>

<ol style="list-style-type: none"> 1. Vacant, and has been vacant, for an extended period of time; 2. Not a cost-effective candidate for repair based on a cursory examination; 3. Obsolete and no longer necessary to provide support for which it was constructed and no longer needed to support academic programs; or, 4. Consistent with the institution physical master plan and a Regents-approved capital improvement project. 	<p>not a candidate for a national or state historic register and is either:</p> <ol style="list-style-type: none"> 1. Vacant, and has been vacant, for an extended period of time; 2. Not a cost-effective candidate for repair based on a cursory examination; 3. Obsolete and no longer necessary to provide support for which it was constructed and no longer needed to support academic programs; or, 4. Consistent with the institution physical master plan and a Regents-approved capital improvement project. <p>In the event that a building or structure is declared eligible for a national or state historic register, Board action is required to declare the building or structure no longer advantageously useful to any USG unit for the sole purpose of authorizing demolition and to request that the Governor issue an executive order authorizing demolition.</p>
<p>9.9.4 Easements</p> <p>The Chancellor, the Chancellor's designee and the USG chief facilities officer is authorized to declare, without further approval of the Board, that real property is no longer advantageously useful to any USG institution but only to the extent and for the purpose of granting a non-exclusive easement and may approve, without further approval of the Board, the execution and delivery of non-exclusive easements or revocable license agreements or permits for utilities and appurtenances to the utilities, above, across, or under Regents' property to the extent necessary to serve or for the benefit of the buildings and improvements at the various</p>	<p>9.9.4 Easements</p> <p>The Chancellor, the Chancellor's designee, and or the USG chief facilities officer is authorized to declare, without further approval of the Board, that real property is no longer advantageously useful to any USG institution but only to the extent and for the purpose of granting a non-exclusive easement and may approve, without further approval of the Board, the execution and delivery of non-exclusive easements or revocable license agreements or permits for improvements, utilities and appurtenances to the utilities; above, across, and/or under Regents' property to the extent necessary to serve or for the benefit of the buildings and improvements at</p>

USG institutions, by any entity and/or by private or public utility companies	the various USG institutions, by any entity and/or by private or public utility companies.
<p>9.9.5 Timber Sales</p> <p>The Georgia Forestry Commission has consented to assist the USG and its institutions in the efficient and timely disposal of timber and timber products growing or produced on USG lands. The Commission will designate and prepare for sale those timber products that should be harvested on USG property. The timber products so designated are hereby declared to be surplus property that can no longer be advantageously used in the USG and the sale of all such timber products is declared to be in the USG's best interest.</p> <p>The USG chief facilities officer shall act as the liaison between the Board of Regents and the Georgia Forestry Commission in the management, sale and disposition of timber and its by-products.</p> <p>The proceeds from such timber sales, after deducting the cost and expenses thereof, shall be paid to the Board for distribution to the institution having jurisdiction of the lands from which the timber was cut. All such sales shall be reported to the Board as information items at the meeting of the Board following the sale thereof.</p> <p>All timber harvests and sales shall be contingent upon the completion of a Georgia Environmental Policy Act (GEPA) evaluation finding no significant adverse environmental impact.</p> <p>On those USG lands that are under the management of the School of Forest Resources at the University of Georgia, the</p>	<p>9.9.5 Timber Sales</p> <p>The Georgia Forestry Commission has consented to assist the USG and its institutions in the efficient and timely disposal of timber and timber products growing or produced on USG lands. The Commission will designate and prepare for sale those timber products that should be harvested on USG property. The timber products so designated are hereby declared to be surplus property that can no longer be advantageously used in the USG and the sale of all such timber products is declared to be in the USG's best interest.</p> <p>The USG chief facilities officer shall act as the liaison between the Board of Regents and the Georgia Forestry Commission in the management, sale and disposition of timber and its by-products for land not under the management of the School of Forestry and Natural Resources at the University of Georgia.</p> <p>The proceeds from such timber sales, after deducting the cost and expenses thereof, shall be paid to the Board for distribution to the institution having jurisdiction of the lands from which the timber was cut. All such sales shall be reported to the Board as information items at the meeting of the Board following the sale thereof.</p> <p>All timber harvests and sales shall be contingent upon the completion of a Georgia Environmental Policy Act (GEPA) evaluation finding no significant adverse environmental impact.</p>

<p>foresters of said school will designate and approve all sales of timber products and prepare the same for sale in keeping with sound and efficient forest management practices. All such sales shall be reported to the Board as aforesaid.</p>	<p>On those USG lands that are owned by the Board of Regents and under the management of the School of Forestry and Natural Resources at the University of Georgia, the foresters of said school will designate and approve all sales of timber products and prepare the same for sale in keeping with sound and efficient forest management practices. All such sales shall be reported to the Board as aforesaid USG chief facilities officer.</p>
	<p>9.9.6 Reporting (<i>new policy</i>)</p> <p>The USG chief facilities officer will periodically update the Board of Regents on real estate acquisitions, dispositions, easements, and timber sales.</p>
<p>9.10 Use of Board of Regents Property</p> <p>9.10.1 Leasing Authority as Landlord [Reserved]</p>	<p>9.10 Use of Board of Regents Property</p> <p>9.10.1 Leasing Authority as Landlord</p> <p>The Chancellor or the USG chief facilities officer is 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, any and all rental agreements, supplemental agreements, and subrental agreements in which the Board of Regents is named as the landlord of the property rented and where the total rent to be paid to the Board does not exceed \$25,000 per month during the initial term and \$35,000 per month during any subsequent renewal term(s).</p> <p>The USG chief facilities officer will periodically report to the Board of Regents on lease transactions where the Board of Regents is named as the landlord.</p>

<p>9.10.2 When to Lease as Landlord</p> <p>It is the intention of the Board of Regents to insure that owned space within the USG is utilized with the greatest efficiency. The Board of Regents will allow institutions to lease space to others when it is appropriate to do so. When leasing to others is appropriate, the Board of Regents wants to ensure that the rental rates are fair and equitable.</p>	<p>9.10.2 When to Lease as Landlord</p> <p>It is the intention of the Board of Regents to insure ensure that owned space within the USG is utilized with the greatest efficiency. The Board of Regents will allow institutions to lease space to others when it is appropriate to do so. When leasing to others is appropriate, the Board of Regents wants to ensure that the rental rates are fair and equitable.</p> <p>Institutions should lease facilities to others only when:</p> <ol style="list-style-type: none"> 1. There is sufficient excess capacity available on campus; and 2. The rental rates are fair and equitable; and 3. The use of the leased space is compatible with the institution mission and/or of benefit to the institution; or 4. There are other extraordinary circumstances that require leasing. <p>Institutions are charged with periodically reviewing all space leased to others against the above criteria to ensure it is still appropriate, and with providing an annual report on leased space to the USG chief facilities officer, who will exercise oversight on leasing activity.</p>
<p>9.10.3 Lease of Residential Facilities</p> <p>The Chancellor is authorized to lease housing to groups external to the USG for a maximum term of one (1) year under the following conditions.</p> <p>Any option periods or extensions beyond one (1) year will require specific approval by the</p>	<p>9.10.3 Lease of Residential Facilities</p> <p>The Chancellor is authorized to lease housing to groups external to the USG for a maximum term of one (1) year under the following conditions:</p> <p>Any option periods or extensions beyond one (1) year will require specific approval by the</p>

<p>Board. Housing facilities will only be leased to outside parties when it has been determined that there is sufficient excess capacity and when such lease will not impact the ability to house all institutional students desiring housing during the term of the lease. Any lease to outside parties should be contemplated only after a good faith effort has been made to fill housing with USG students.</p> <p>Any lease of housing must be compatible with the mission of the institution and must not be disruptive to the institution's students occupying housing. Leases for other than an institution's own students will only be considered in priority order for cooperative interns, college students, education institutions, or not-for-profit education institutions. Leases to individuals or groups not in these categories will not be considered. The lease rate will be at market rates for comparable housing in the vicinity and in no case will be less than the rate being charged to the institutional students for similar accommodations. Payment for the lease will be made in full prior to the commencement of the term of the lease (BoR Minutes, 1996-97).</p> <p>The president of each institution may recommend to the Chancellor or the USG chief facilities officer the leasing of residential facilities up to 2,000 square feet owned by the USG for fair market value rent and for a period of time up to two (2) years at such times when such facilities are not in use by the institution. The president shall certify that such proposed lease of residential facilities does not adversely affect or impact the institution. Any revenues generated by such proposed lease of residential facilities will be used only for maintenance of the residential facility. Such leases shall be in writing and shall be consistent with guidelines</p>	<p>Board. Housing facilities will only be leased to outside parties when it has been determined that there is sufficient excess capacity and when such lease will not impact the ability to house all institutional students desiring housing during the term of the lease. Any lease to outside parties should be contemplated only after a good faith effort has been made to fill housing with USG students.</p> <p>Any lease of housing must be compatible with the mission of the institution and must not be disruptive to the institution's students occupying housing. Leases for other than an institution's own students will only be considered in priority order for cooperative interns, college students, education institutions, or not-for-profit education institutions. Leases to individuals or groups not in these categories will not be considered. The lease rate will be at market rates for comparable housing in the vicinity and in no case will be less than the rate being charged to the institutional students for similar accommodations. Payment for the lease will be made in full prior to the commencement of the term of the lease (BoR Minutes, 1996-97).</p> <p>The president of each institution may recommend to the Chancellor or the USG chief facilities officer the leasing of residential facilities up to 2,000 square feet owned by the USG for fair market value rent and for a period of time up to two (2) years at such times when such facilities are not in use by the institution. The president shall certify that such proposed lease of residential facilities does not adversely affect or impact the institution. Any revenues generated by such proposed lease of residential facilities will be used only for maintenance of the residential facility. Such leases shall be in writing and shall be consistent with guidelines</p>
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promulgated from time to time by the Chancellor.	promulgated from time to time by the Chancellor or the USG chief facilities officer.
<p>9.10.4 Lease of Research Facilities</p> <p>The following policies shall govern the leasing of laboratory and research facilities:</p> <ol style="list-style-type: none"> 1. The president of each institution may recommend to the Chancellor the leasing of laboratory and research facilities owned by the USG to private businesses, companies, and corporations for the purpose of small business and economic development during times when such laboratory and research facilities are not in use by the institution as authorized by Georgia laws 1987, pp. 848 and 1020. 2. The president shall certify that the proposed lease of such laboratories and/or facilities does not adversely affect or impact on the institutional or research programs at the institution, or conflict with the academic and service mission of the institution. 3. Such leases shall be in writing and shall be consistent with guidelines promulgated from time to time by the Chancellor. 	<p>9.10.4 Lease of Research Facilities</p> <p>The following policies shall govern the leasing of laboratory and research facilities:</p> <ol style="list-style-type: none"> 1. The president of each institution may recommend to the Chancellor the leasing of laboratory and research facilities owned by the USG to private businesses, companies, and corporations for the purpose of small business and economic development during times when such laboratory and research facilities are not in use by the institution as authorized by Georgia laws 1987, pp. 848 and 1020. 2. The president shall certify that the proposed lease of such laboratories and/or facilities does not adversely affect or impact on the institutional or research programs at the institution, or conflict with the academic and service mission of the institution. 3. Such leases shall be in writing and shall be consistent with guidelines promulgated from time to time by the Chancellor or the USG chief facilities officer.
<p>9.10.6 Use of Institutional Facilities/Property</p> <p>9.10.6.3 By Unaffiliated Outside Parties</p> <p>When an outside party requests permission to use an institution facility for an event that is not contrary to the mission of the institution but which holds a potential for harm to the participants as a result of which a liability</p>	<p>9.10.6 Use of Institutional Facilities/Property</p> <p>9.10.6.3 By Unaffiliated Outside Parties</p> <p>When aAn outside party may requests permission to use an institution facility for an event that is not contrary to the mission of the institution but which holds a potential for harm to the participants as a result of which a</p>

<p>could be incurred, the president of the institution shall require the completion of a license agreement, including a properly executed indemnification and liability insurance agreement. An approved form of License Agreement may be obtained from the Chancellor's Office.</p>	<p>liability could be incurred; however, in such instances the president of the institution shall require the completion of a USG-approved license agreement, including a properly executed indemnification and liability insurance agreement unless said outside party is constitutionally prohibited from doing so. An approved form of License Agreement may be obtained from the Chancellor's Office.</p>
<p>9.10.6.4 For Personal Use</p> <p>USG property owned by an institution shall be used only for institutional purposes. No USG employees shall permit such property to be removed from the campus of an institution for use on either a rental or loan basis for personal use</p>	<p>9.10.6.4 For Personal Use</p> <p>USG property owned by an institution shall be used only for institutional purposes. No USG employees shall permit such property to be removed from the campus of an institution for use on either a rental or loan basis for personal use</p>
<p>9.11 Use of Property not Owned by the Board of Regents</p> <p>9.11.1 Leasing Authority as Tenant</p> <p>The Chancellor and/or the USG chief facilities officer 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, any and all rental agreements, supplemental agreements, and subrental agreements in which the Board of Regents is named as the landlord of the property rented and where the total rent to be paid to the Board does not exceed the sum of \$20,000 per month</p>	<p>9.11 Use of Property not Owned by the Board of Regents</p> <p>9.11.1 Leasing Authority as Tenant</p> <p>The Chancellor and/or the USG chief facilities officer are is 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, any and all rental agreements, supplemental agreements, and subrental agreements in which the Board of Regents is named as the landlord of the property rented and where the total rent to be paid by the Board does not exceed the sum of \$20,000 \$25,000 per month during the initial term and \$35,000 per month during any subsequent renewal term(s).</p> <p>The USG chief facilities officer will periodically report to the Board of Regents</p>

	on lease transactions conducted within his or her delegated authority.
<p>9.11.2 Leasing as Tenant</p> <p>It is the intention of the Board of Regents to ensure that currently-owned USG space is utilized with the greatest efficiency. The Board of Regents wants to ensure that institutions lease space only when it is appropriate to do so given the nature of the space needed, location of programs, and the space demands on the campus. When leasing is required, the Board of Regents also wants to ensure that the rental rates are of benefit to the institution as noted below.</p> <p>As institutions have primary responsibility for space management, it is incumbent on institutions to assure adequate review of each leasing decision. Institutions are to establish review procedures that ensure that all available space on campus is utilized to maximum benefit, and that leased space is sought only when:</p> <ol style="list-style-type: none"> 1. There is no appropriate space available on campus; 2. The program requires an off-campus site; 3. It is more economical to lease than build additional space; 4. No other campus has appropriate space that may be used; or, 5. There are other extraordinary circumstances that require leasing. <p>Property to which title is held by the Building Authority of the State of Georgia and that is leased to the USG cannot be subleased or rented. It is permissible to license an outside party to use it for a purpose consistent with the mission of the institution in return for out-</p>	<p>9.11.2 Leasing as Tenant</p> <p>It is the intention of the Board of Regents to ensure that currently-owned USG space is utilized with the greatest efficiency. The Board of Regents wants to ensure and that institutions lease space only when it is appropriate to do so given the nature of the space needed, location of programs, and the space demands on the campus. When leasing is required, the Board of Regents also wants to ensure that the rental rates are of benefit to the institution as noted below.</p> <p>As institutions have primary responsibility for space management, it is incumbent on i Institutions to assure must adequately review of each leasing decision. Institutions are to establish review procedures that to ensure that all available space on campus is utilized to maximum benefit, and leased space is sought only when it is more economical to lease than build additional space and:</p> <ol style="list-style-type: none"> 1. There is no appropriate space available on campus; 2. The program requires an off-campus site; 3. It is more economical to lease than build additional space; 3. No other campus has appropriate space that may be used; or, 4. There are other extraordinary circumstances that require leasing. <p>Institutions are charged with ensuring that they obtain the best rental rates in the area where leasing is to occur, negotiate the highest level of savings over the initial and subsequent lease term(s), and periodically</p>

<p>of-pocket costs for utilities and custodial services. Institutions are charged with ensuring that they obtain the best rental rates in the area where leasing is to occur, and they negotiate multiple year renewal options when possible</p>	<p>review all leased space against the above criteria to ensure it is still needed.</p> <p>Property to which title is held by the Building Authority of the State of Georgia and that is leased to the USG cannot be subleased or rented. It is permissible to license an outside party to use it for a purpose consistent with the mission of the institution in return for out-of-pocket costs for utilities and custodial services. Institutions are charged with ensuring that they obtain the best rental rates in the area where leasing is to occur, and they negotiate multiple year renewal options when possible.</p>
<p>9.11.3 Reporting of Leases as Tenant</p> <p>Institutions are to report annually on all leased space to the Office of Facilities, which will exercise oversight on leasing activity. The report should be submitted in conjunction with the submittal of capital budget requests.</p>	<p>9.11.3 Reporting of Leases as Tenant</p> <p>Institutions are to report annually on all leased space to the Office of Facilities, which-USG chief facilities officer, who, which will exercise oversight on leasing activity. The report should be submitted in conjunction with the submittal of capital budget requests.</p>
<p>9.12.1 Sustainability, Efficiency, and Effectiveness [Reserved]</p>	<p>9.12.1 Sustainability, Efficiency, and Effectiveness</p> <p>The Board of Regents is committed to providing sustainability leadership through responsible stewardship of the state's natural and physical resources. The goal of this policy is to advance economic vitality, ecological integrity and social well-being through continuous improvement in campus operations thereby enhancing each institution's education, research and service missions.</p> <p>Each USG institution will:</p> <ol style="list-style-type: none"> 1. Manage natural and fiscal resources in a responsible and balanced way that intentionally reduces negative

	<p>environmental impacts, restores natural systems, and promotes long-term prosperity;</p> <ol style="list-style-type: none">2. Design, construct, operate, and maintain facilities in consideration of the environmental, social and economic systems on which our campuses depend;3. Remain committed to the implementation of best practices related to buildings, climate, energy, food systems, grounds, purchasing, renewable resources, transportation, waste streams, and water;4. Create a culture of sustainability in thought and action by promoting awareness, encouraging participation, and leading by example; and5. Engage in measures to maximize and improve the quality of life within the communities we serve. <p>Responsibility for overall implementation lies with the institution president, however, all students, faculty, and staff share in the responsibility to promote these principles. Campuses, as living, learning laboratories, will therefore bring about transformative change for the future generations of the State of Georgia. The USG chief facilities officer shall periodically highlight sustainability achievements and best practices to the Board.</p>
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3. **Authorization of Project No. BR-10-1604, Business Learning Community - Phase III, University of Georgia**

Recommended: That the Board authorize Project No. BR-10-1604, Business Learning Community - Phase III, University of Georgia (“UGA”), with a total project budget of \$42,000,000 to be funded from a capital funding request of \$21,000,000 matched by \$21,000,000 in private donations.

Understandings: This project would involve the construction of a new, multi-story academic facility to serve programmatic functions of the Terry College of Business, including Business Services, Marketing & Communications, Career Services, and Information Technology. The project scope also includes several Academic Centers and new undergraduate classrooms.

Located within the Northwest Precinct, this new facility would complete the third and final phase of the Business Learning Community (“BLC”), allowing the Terry College of Business to complete the relocation of its full on-campus program to the BLC. Funded at a 1:1 ratio of state to private contributions, the total cost of the BLC is expected to be approximately \$140,000,000.

The total estimated construction cost for this phase of the BLC project is \$32,750,000. The project is consistent with UGA’s campus master plan.

If authorized by the Board, the University System Office staff and UGA will proceed with design and construction of the project in accordance with Board of Regents procedures.

4. **Authorization of Project No. BR-40-1601, Kidney Transplant Space Renovation, Augusta University**

Recommended: That the Board approve Project No. BR-40-1601, Kidney Transplant Space Renovation, Augusta University, (“AU”) with a total project budget of \$4,133,279, to be funded with \$1,453,312 in philanthropic contributions and \$2,679,967 in Georgia Regents Medical Center capital funds.

Understanding: Totalling approximately 13,500 square feet in the Professional Building, this renovation would consolidate the clinical and administrative offices of the pre and post-transplant departments. This project would double the number of pre-transplant exam rooms and provide a more comfortable environment for each patient.

In addition to allowing students and researchers to be educated and trained in a centralized area focused specifically on transplant care, the renovated space would enable patients to receive care and services while remaining in one location with their families and support system. The renovation would also allow for a centralized location of the Medication Assistance Program, adjacent to the transplant program.

The estimated construction cost for this project is \$2,556,000.

The renovation of this space is within existing buildings and is consistent with Georgia Regents Medical Center’s clinical mission.

If authorized by the Board, the University System Office staff and AU will proceed with design and construction of the project in accordance with Board of Regents procedures.

5. Acquisition of Real Property, 3051 George Busbee Parkway, Kennesaw, Kennesaw State University

Recommended: That the Board authorize the purchase of approximately 1.02 acres of improved real property at 3051 George Busbee Parkway in Kennesaw (“the Property”) for \$875,000 from Cobb County, for the use and benefit of Kennesaw State University.

Recommended further: That the legal details involved with this purchase of the Property be handled by the Georgia Department of Law.

Understandings: Formerly operated as a “Kids R Kids” daycare, the Property consists of approximately 1.02 acres improved with a 12,320 square foot, one story building and adjacent surface parking. If acquired, the Property would be used to connect Kennesaw State University’s Main Campus to its East Campus, while also providing for future campus development.

Acquisition of this real property is consistent with the Kennesaw State University master plan.

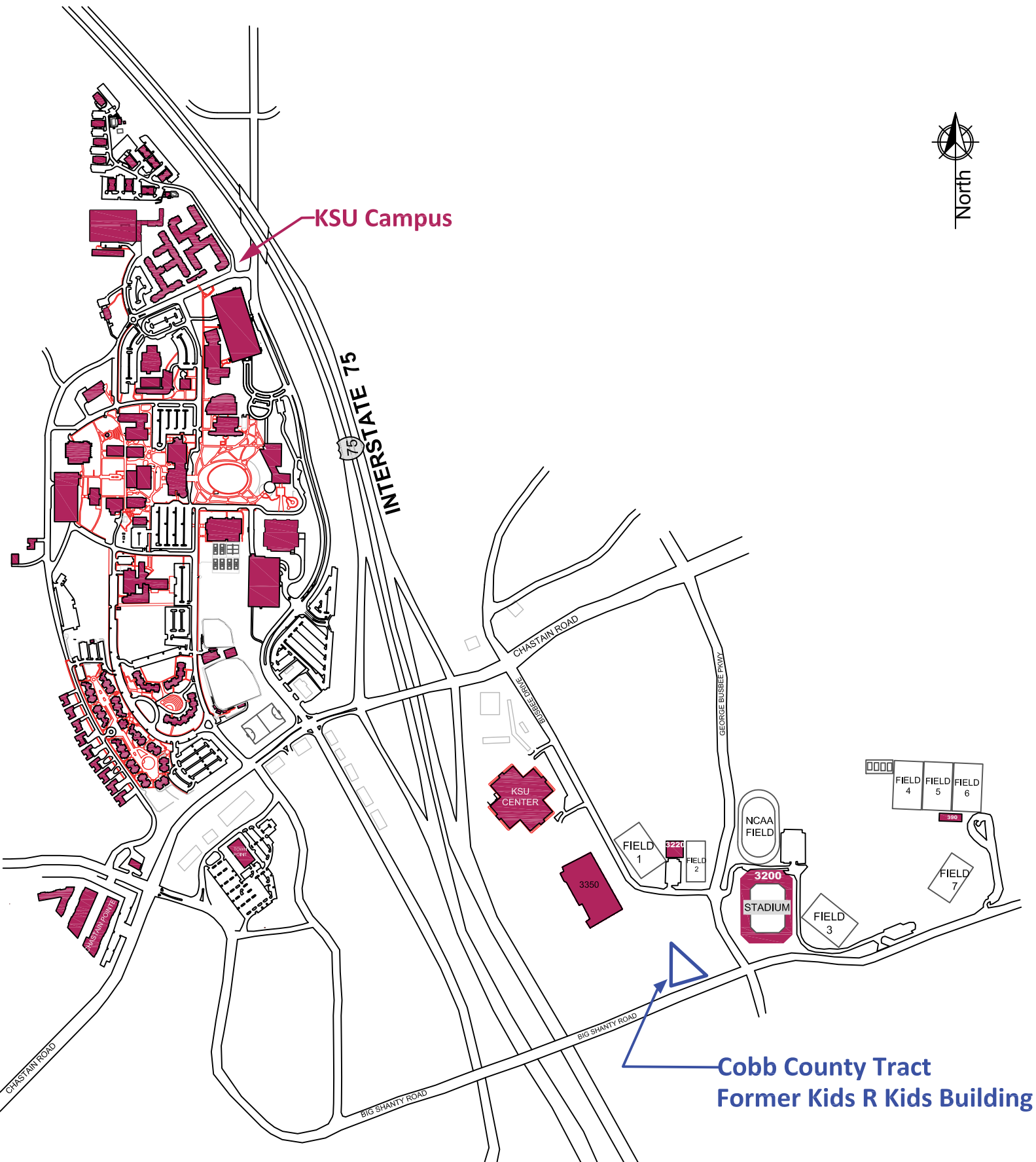
Three independent appraisals of the real property are as follows:

<u>Appraiser</u>	<u>Appraised Value</u>	<u>Average</u>
Manning Appraisal Service, LLC, Marietta	\$1,100,000	
Bernes & Company, Marietta	\$915,000	\$955,000
Professional Real Estate Appraisers, Inc., Woodstock	\$850,000	

An environmental site assessment has been conducted and indicates no significant adverse environmental issues. There are no restrictions on the acquisition and no known reversions, restrictions, or adverse easements on the real property.

Funding for the purchase would be from State of Georgia General Obligation bonds for Project J-199, Kennesaw State University Infrastructure Expansion.

KENNESAW STATE UNIVERSITY



6. Acquisition of Real Property, Street Abandonment-Spellman and Goss Lane, Augusta, Augusta University

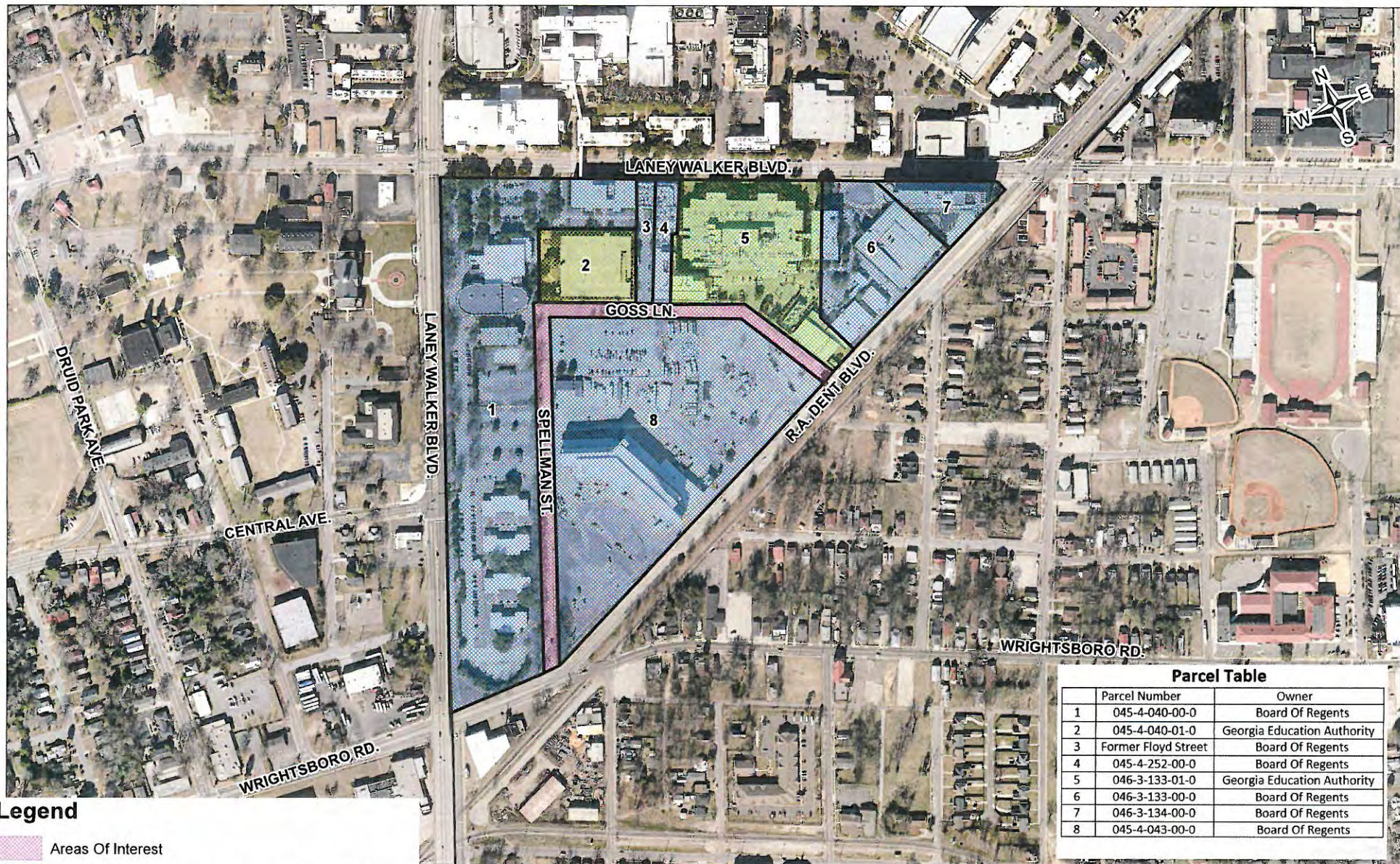
Recommended: That the Board authorize the acquisition of approximately 2.74 acres of improved real property located on Spellman Street and Goss Lane in Augusta from the City of Augusta (the “City”), for the use and benefit of Augusta University (“AU”).

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

Understandings: With the exception of two parcels owned by the Georgia Education Authority, the Board of Regents owns all of the parcels that abut Spellman Street and Goss Lane (the “Rights-of-Way”). The City’s abandonment of the Rights-of-Way would allow AU to convert portions of Spellman Street into a pedestrian promenade and redirect traffic for increased safety and control along AU’s campus.

An appraisal by William E. Hollingsworth, III valued the Rights-of-Way at \$120,000. Subject to the City’s approval of abandonment, the City would convey the Rights-of-Way to the Board of Regents for \$10 consideration.

An environmental site assessment of the Rights-of-Way indicates no significant adverse environmental issues. Furthermore, there are no restrictions associated with the acquisition and no known reversions, restrictions or adverse easements associated with the real property to be acquired. The City would reserve any existing easements associated with the Rights-of-Way.



Legend

- Areas Of Interest
- Board Of Regents Of The University System Of Georgia
- Georgia Education Authority
- Parcel Boundary

Parcel Table

	Parcel Number	Owner
1	045-4-040-00-0	Board Of Regents
2	045-4-040-01-0	Georgia Education Authority
3	Former Floyd Street	Board Of Regents
4	045-4-252-00-0	Board Of Regents
5	046-3-133-01-0	Georgia Education Authority
6	046-3-133-00-0	Board Of Regents
7	046-3-134-00-0	Board Of Regents
8	045-4-043-00-0	Board Of Regents

Augusta University

7. **Rental Agreement, Pinewood Atlanta Studios, 461 Sandy Creek Road, Fayetteville Georgia Film Academy**

Recommended: That the Board authorize the execution of a rental agreement between Pinewood Atlanta, LLC, Landlord (“Pinewood”), and the Board of Regents, Tenant, for the use and benefit of Georgia Film Academy (“GFA”). This lease of approximately 15,000 square feet of sound stage space located at 461 Sandy Creek Road in Fayetteville is expected to cover the period from April 1, 2016, through June 30, 2016, at a monthly rent of \$22,500 (\$270,000 annualized/\$18.00 per square foot, per year). This agreement would include options to renew on a year-to-year basis for nine consecutive, one-year periods with no rental escalations.

Understandings: This sound stage space would be immediately adjacent to other GFA rented office and classroom space at the same location to support educational and workforce training for individuals in pre-production, post-production, and purposes supporting production of film, television, digital works, and performing arts works. Construction of the sound stage is expected to commence in January and be completed in April 2016.

Operating expenses, including electricity, maintenance and janitorial services are estimated to be \$28,000 per year annualized.

8. Disposition of Real Property, 21 Barlow Road, Dahlonega, University of North Georgia

Recommended: That the Board declare its reversionary interest in approximately 3.04 acres of improved real property at 21 Barlow Road in Dahlonega (the “Property”) to be no longer advantageously useful to the University of North Georgia (“UNG”) or other units of the University System of Georgia (“USG”), but only to the extent and for the purpose of allowing the conveyance of this real property interest to Lumpkin County Board of Education for the benefit of UNG and the USG.

Recommended further: That the Board authorize the conveyance of its reversionary interest in the Property to Lumpkin County Board of Education for the purpose of clearing title and other valuable consideration.

Understandings: In 1979, the Board of Regents conveyed the Property to the Lumpkin County Board of Education, subject to a reversion clause conveying ownership interest in the Property back to the Board of Regents should the Lumpkin County Board of Education no longer use the Property for school purposes.

The Lumpkin County Board of Education currently uses the Property for school bus maintenance and vehicle storage but is ready to cease such operations. However, there have been at least two known fuel contaminations during the Lumpkin County Board of Education’s possession of the Property. The UNG Real Estate Foundation (the “Foundation”) has offered to purchase the Property from the Lumpkin County Board of Education and remediate it under Georgia’s Brownfields program. After remediation, the Foundation would lease or gift the property to UNG for campus parking. Any rent associated with a lease of the Property would solely serve as compensation for improvements completed by the Foundation, excluding any remediation expenses it incurred. The Board of Regents may also at any time exercise its option to acquire the Property from the Foundation at no cost.

In order to allow the sale and subsequent remediation of the property as described, the 1979 deed reversion must be eliminated via the proposed disposition. Eliminating the reversionary interest would prevent UNG from receiving the property in a contaminated state and incurring potential environmental remediation costs.

BUILDINGS

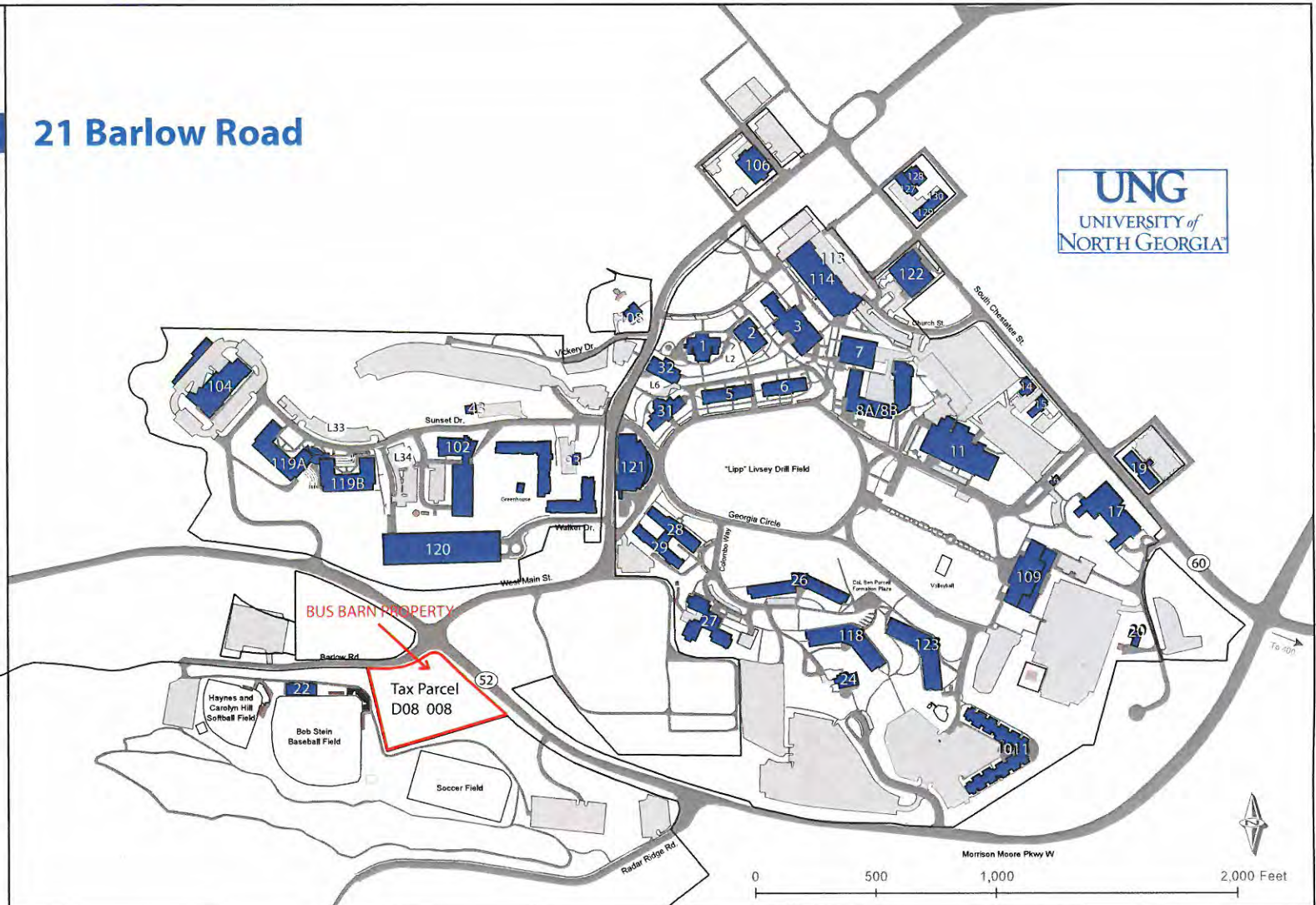
1. Price Memorial Hall
2. Young Hall
3. Hoag Student Center
5. Nix Cultural Center
6. Barnes Hall
7. Stewart Center
- 8A. Dunlap Hall
- 8B. Newton Oaks Center
11. Memorial Hall
14. Public Safety
15. Chestatee House
16. Welcome Center
17. Military Leadership Ctr.
19. Cont. Education Bldg.
20. Athletic Field House
22. Coleman Fieldhouse
24. GA Army National Guard
26. Gaillard Hall
27. Donovan Hall
28. Lewis Hall
29. Lewis Annex
31. Rogers Hall
32. Hansford Hall
43. Biology Dept. Field Study
93. 27 Sunset Dr.
102. Health & Natural Sciences
104. Plant Operations
- Material Management
106. Downtown Office Bldg.
108. Vickery House
109. Library/Tech Center
113. Church St. Parking Deck
114. Recreation Center
118. Patriot Hall
- 119A/119B. North GA Suites
120. Walker Dr. Parking Deck
121. Dining Hall
122. Chestatee Bldg.
123. Liberty Hall
- 127/128/129/130. Choice Ave. Arts Complex
1011. Owen Hall

L 00 Parking

82 College Circle
Dahlonega, GA 30597

UNG, Plant Operations
August 2015

21 Barlow Road



9. Executive Session

Materials to be handed out in executive session.

AGENDA

SPECIAL REPORT ON ENROLLMENT ANALYSIS

January 6, 2016

Agenda Item	Page No.
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INFORMATION ITEM

- | | |
|---|---|
| 1. USG Data Analysis Demonstration Project | 1 |
|---|---|

AGENDA

SPECIAL REPORT ON ENROLLMENT ANALYSIS

January 6, 2016

1. Information Item: USG Data Analysis Demonstration Project

Mr. David Tanner, Associate Director for the State Services and Decision Support Division, and Mr. Mathew Hauer, Applied Demographer, of the Carl Vinson Institute of Government will provide a report on USG Enrollment Data.

Background: A contract was undertaken in spring of 2014 with the Carl Vinson Institute of Government to investigate how to better utilize the extensive student enrollment data collected from campuses in system decision making. This collaboration has capitalized on expertise at CVIOG in demography, geographic information systems, data science, and data visualization. Representatives from CVIOG will make a presentation sharing the results of their analysis and visualization work related to patterns in student origins, transfer, and enrollment and offer recommendations on how their work can guide system policy and outreach. The collaboration with CVIOG will culminate with transitioning the longitudinal data set created through the project back over to system staff and training system staff in the new analysis and visualization tools to advance USG's ability to do similar work in the future.

AGENDA

BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA: ETHICS TRAINING

January 6, 2016

Information Item: Ethics Training

The duties of the Board of Regents of the University System of Georgia are specified in various governing documents to include the Bylaws of the Board of Regents and the University System of Georgia (USG) Ethics Policy. Interim Chief Audit Officer Michael Foxman will provide the Board an overview of the Bylaws provisions and USG Ethics Policy requirements that pertain to members of the Board of Regents, the Chancellor, and Executive Vice Chancellors. This orientation shall include signing the USG Ethics Policy certification and shall constitute the ethics training required by Board Policy 8.2.20.