

**MINUTES OF THE MEETING OF THE
BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA
HELD AT
270 Washington St., S.W.
Atlanta, Georgia
August 7-8, 2007**

CALL TO ORDER

The Board of Regents of the University System of Georgia met on Tuesday, August 7, 2007, in the Board Room, room 7007, 270 Washington St., S.W., seventh floor. The Chair of the Board, Regent Allan Vigil, called the meeting to order at 10:00 a.m. Present on Tuesday, in addition to Chair Vigil, were Vice Chair William H. Cleveland and Regents Kenneth R. Bernard, Jr., James A. Bishop, Hugh A. Carter, Jr., Robert F. Hatcher, Felton Jenkins, W. Mansfield Jennings, Jr., James R. Jolly, Donald M. Leebern, Jr., Elridge W. McMillan, Patrick S. Pittard, Willis J. Potts, Benjamin J. Tarbutton III, and Richard L. Tucker.

INVOCATION

Regent Kenneth R. Bernard, Jr. gave the following invocation. “Dear Heavenly Father, Creator of all that is good, we come to you in prayer to thank you for our many blessings, to ask forgiveness for our transgressions, to seek your counsel over our lives, and to be directed in this meeting with your grace. We ask that you continue to bless this world and its people with your mercy and that your will be done on Earth as it is in Heaven. Amen.”

SAFETY BRIEFING

The Director of Management and Operations for Real Estate and Facilities, Sandra L. Neuse, gave the Regents and audience a briefing of basic safety information in the event of an emergency.

REMARKS FROM THE CHANCELLOR

Chair Vigil called upon the Chancellor to make some opening remarks. They are as follows.

“Thank you Mr. Chairman. Let me use this occasion to formally welcome everyone back after their one month break. I hope everyone enjoyed their brief hiatus. I do note that a lot of you did not take advantage of the break time as you were busy on System issues during that period. I know, for example, that Regent Potts was in a number of commencements and conferences as were a number of others in terms of continuing your campus visits. Let me also state that when you recessed, you did grant me authority to act on your behalf during the summer hiatus, and I want to assure that other than the raises that I gave to the senior team, I was both judicious and responsible in my use of that authority. But, more on that later.

REMARKS FROM THE CHANCELLOR

There are two very significant items on the agenda this month that I want to bring to your attention. The first is the Strategic Plan. The Chief Operating Officer, Robert E. Watts, who is leading this effort until the new Associate Vice Chancellor for Planning and Implementation, Shelley C. Nickel, comes on board, will bring forward to you a plan that lays out six broad goals for the future direction of the University System. Although you have seen the outline and structure of this plan over the past few months, with today's presentation you will be asked to formally launch our new Strategic Plan. You will not be asked today to bless the implementation plans and all the details. What you will be asked to approve is really our concept document. With your approval today, we can then begin to put meat on the bones of these six goals. Our structure and process for the plan will continue to provide you with significant opportunities for participation as we develop the various action steps. We will, of course, be coming back before you on a regular basis seeking your guidance and direction as we implement this Strategic Plan. As you are aware, we have established an oversight and consultative process that will be facilitated by the six Regent oversight committees that we have established for each of the goals. You also will hear tomorrow a more in-depth presentation on goal two of the plan: creating capacity and designating underserved areas. Our plan going forward is to give you an in-depth presentation on a strategic planning goal and on one of our Presidential (System-wide) Projects at each Board meeting.

The second major item requiring your approval is our fiscal year 2009 budget proposal, both capital and operating. Like last year, we are seeking full funding for the formula, along with two significant enhancements – one, regarding expansion of the Medical College and the second, funding for our science, technology, engineering, and mathematics (“STEM”) initiative. You will recall you heard an excellent presentation from Dr. Carl V. Patton, president of Georgia State University, on this initiative during the June meeting. This submission will mark the first time our capital request is the result of the new capital model that this Board approved last year after about a year of study.

While it may seem like the movie “Groundhog Day” – you are not imagining things – our Vice Chancellor for Internal Audit, Ronald B. Stark, will be back again with our approvals and authorities project. This month, we are asking your review and approval of items under the Audit, Academic Affairs, and Real Estate and Facilities sections. Believe it or not, we are actually nearing the end point of this long, but important project. On behalf of the team, I do want to thank you both collectively and individually for your continuing attention to this project, which has turned out to be much more challenging than we had originally envisioned.

I mentioned that part of our plan going forward is to showcase one of our presidential led initiatives at each Board meeting. Tomorrow, you will hear the recommendations of the task force that dealt with our System-level Project on Emergency Preparedness, led by President Everette Freeman of Albany State University. As some recent news articles have noted, nationally, we are now seeing lawmakers and Governors enter this arena, particularly in the aftermath of the Virginia Tech shootings. Reflecting our desire to identify and address significant System risks, I am very pleased to

REMARKS FROM THE CHANCELLOR

note that our work in this area began long before this unfortunate tragedy. We have, in fact, been working on this area for over a year now. We have been and will continue to be extremely proactive in addressing these and related issues of safety and security on our campuses.

Finally, we will bring forth as an information item, a revised policy on presidential transitions. I appreciate the input many of you provided on this policy. It will be presented as an information item today and we will finalize it and some other needed policy changes in October.

Lastly, tomorrow, we will formally and publicly mark our 75th anniversary with a celebration at the Capitol that will include Governor Sonny Perdue. Those with foresight greater than mine had decided a number of weeks ago that we should have this event inside just in case it would rain. It is not going to rain, but it is still going to be a good idea to have it inside. It is our 75th anniversary – our “Diamond Jubilee.” I hope and encourage all to attend this celebration tomorrow immediately following the Board meeting.

Again, welcome back. I look forward to a very busy and very productive year on many fronts. Mr. Chairman, that concludes my report. I would, however, be pleased to entertain any questions at this point.”

There were no questions.

ATTENDANCE REPORT

The attendance report was read on Tuesday, August 7, 2007 by Secretary Julia M. Murphy, who announced that Regents Doreen Stiles Poitevint and Wanda Yancey Rodwell had asked for and been given permission to be absent on that day.

APPROVAL OF MINUTES

Motion properly made and duly seconded, the minutes of the Board of Regents meeting held on June 12-13, 2007, were unanimously approved as distributed.

COMMITTEE OF THE WHOLE: STRATEGIC PLANNING

Regent Cleveland, the Chair of the Strategic Planning Committee, convened the Committee as a Committee of the Whole and asked the Chief Operating Officer, Robert E. Watts, to make his presentation. Mr. Watts thanked Chair Cleveland and stated that the Board was being asked to approve the six high level strategic goals at this meeting. Once the high level goals were approved, he explained, the oversight committees would receive the follow-up plans, timelines and implementation plans. The six strategic goals are as follows.

COMMITTEE OF THE WHOLE: STRATEGIC PLANNING

1. Renewing excellence in undergraduate education to meet students' 21st century educational needs.
2. Creating enrollment capacity to meet the needs of 100,000 additional students by 2020.
3. Increasing the USG's participation in research and economic development to the benefit of a Global Georgia.
4. Strengthening the USG's partnerships with the state's other education agencies.
5. Maintaining affordability so that money is not a barrier to participation in the benefits of higher education.
6. Increasing efficiency, working as a System.

Mr. Watts stated that the Board members had helped to refine these goals every month for the past six months and were now asked to approve them in concept, enabling the staff to present action plans to the Board in the future. He said that the new Vice Chancellor for Strategic Planning and Implementation, Shelley C. Nickel, would also be working with Board in that respect, adding that she would begin in the position in the next two weeks. Mr. Watts then asked if there were any questions on the six goals. As there were no questions, Chair Cleveland called for a motion to approve the Strategic Plan as presented. With motion properly made, variously seconded, the motion passed. Chair Cleveland then asked Mr. Watts to present the second item on the agenda.

Mr. Watts asked the Regents to remember when he and Dr. Randy Pierce, president of Highlands College, made a presentation at the June meeting on creating enrollment capacity. This item, he explained, contained the follow up steps to that presentation, including the following:

- ∞ authorizes the Chancellor to specify critically underserved areas of the state with respect to access to University System programs;
- ∞ authorizes the Chancellor to establish planning and implementation guidelines for these underserved areas; and
- ∞ authorizes the Chancellor to designate a lead access institution in these underserved areas to work with other University System institutions, the University System Office, and local constituencies to develop a proposal to bring back to the Board to increase access.

Mr. Watts said that making these authorizations would set out the next steps needed and that the staff would work this fall to bring those proposals to the Board. Chair Cleveland asked if there were any questions.

As there were no questions, Committee Chair Cleveland turned the meeting into the hands of Board Chair Vigil for the vote. With motions properly made and seconded both items were unanimously approved.

COMMITTEE OF THE WHOLE: FINANCE AND BUSINESS OPERATIONS

Chair Vigil asked Regent Hatcher to convene the Finance and Business Operations Committee as a committee of the whole to address the fiscal year (“FY”) 2009 operating budget and capital budget requests.

Chair Hatcher convened the Finance and Business Operations Committee of the Whole to discuss two budget related items. He remarked that although it seemed like they work on the budget at every Board meeting, this would be the first presentation of the 2009 operating budget and capital budget requests. Chair Hatcher stated that the Regents would hear first from the Vice Chancellor for Fiscal Affairs, William R. Bowes, on the operating budget and then from the Vice Chancellor for Facilities, Linda M. Daniels, on the capital budget. He then turned the floor over to Vice Chancellor Bowes. Mr. Bowes thanked Chair Hatcher and said his presentation would be brief since the request recommendations for FY 2009 are very straightforward, very focused, and emphasize the System’s key strategic priorities and objectives. He began by giving an overview of the total package. Mr. Bowes said that the total request for FY 2009 is \$2.31 billion, which represents a 7% increase above the adjusted base budget of \$2.15 billion. Mr. Bowes then discussed what he termed “a couple of major changes” in the System’s adjusted base budget. Those changes include an increase of \$23.9 million for the annualization of the FY 2008 merit salary increases. Those salary increases are effective in January 2008 and the \$23.9 million covers the full annual cost of those increases going into the next fiscal year. Also reflected in that adjusted base budget is a reduction of \$8 million reflecting one-time appropriations from FY 2008 that will no longer be needed in the next year. For example, the biggest part of that reduction is the \$5 million received for the design of the Dental School at the Medical College of Georgia. Mr. Bowes also mentioned one final important point about the adjusted based budget. He said that last year the System received \$10 million to support the start up costs for Georgia Gwinnett College (“GGC”). Within that number (\$2.15 billion) is the continuation of the funding for GGC although at a slightly reduced amount of \$9.7 million.

Mr. Bowes announced that the System has a formula funding increase of \$116.6 million, which he discussed in detail later in the presentation. He then stated that the Office of Fiscal Affairs was recommending a request for two strategic initiatives totaling \$17.2 million, which also described further later in the presentation. Next, Mr. Bowes said that his office is asking for an additional appropriation of \$17.5 million for the major repair and rehabilitation fund (“MMR”). He said that last year, the Office of Fiscal Affairs began a process that he and his staff hope the Governor and General Assembly will support of gradually moving the MRR funds from general obligation bond (“GO Bond”) funding to the general operating budget appropriation. Last year, of the total \$60 million MRR funds received, \$17.5 million was provided in the general operating budget with the balance in GO bonds. This remains part of the System’s base funding. The request this year is to move an additional \$17.5 million to the operating budget, based on a total formula amount for MRR of \$70 million. This would bring the total to \$35 million in the operating budget. Mr. Bowes said that they would ask for the other \$35 million in bond funds as part of the total capital budget request, which Ms. Daniels would explain in her presentation.

COMMITTEE OF THE WHOLE: FINANCE AND BUSINESS OPERATIONS

Mr. Bowes discusses line item increases, which are those increases related to those agencies and organizations within the University System of Georgia that receive a line item appropriation. This includes increases in health insurance premiums and utilities costs for our B units. Also, included is approximately a \$120,000 increase, representing the formula increase for the Georgia Public Library Service. The total increase is \$152.7 million, which is a part of the total requested amount of \$2.31 billion.

Next, Mr. Bowes discussed the formula increase. The enrollment portion of the formula generates a request of \$81.3 million, based on a full-time equivalent (“FTE”) enrollment growth of 3.6% for the academic year 2006-2007. Much of this growth can be attributed to students taking more credit hours than in previous years. The FTE enrollment actually exceeded the head count enrollment.

The second largest formula factor for FY 2009 is the request for funding of health insurance premium increases that must be paid by our institutions. Vice Chancellor Bowes said that the Finance and Business Operations Committee would be asked to act upon recommended premium increases that will become effective this January 1, 2008, later that afternoon. Although the System Office continues to exercise effective management of the health insurance programs, medical and pharmaceutical costs continue to rise. Funding of the health insurance premiums is critical to avoid having to divert resources from core mission functions for this purpose. The total amount again is \$18.1 million. Mr. Bowes reiterated that more information on this would be provided later on in the Finance Committee meeting.

Last year, the University System of Georgia added approximately 1.77 million square feet. This translates to a formula-generated amount of \$9.7 million (average per square foot amount of \$5.5 to \$6). Additionally, \$4.6 million has been designated to meet funding needs for the health and other benefits of the new retirees projected for next year.

Mr. Bowes discussed what he termed as “a modest request” to fund a projected increase in electricity rates in FY 2009. This is a very specific and targeted request which relates to Georgia Power’s request to the Georgia Public Service Commission seeking a 5.98% increase in electricity rates to be effective January 1, 2008. Georgia Power has requested this to recover costs associated with environmental programs, new electricity generation, and infrastructure improvements to meet growing consumer demand for electricity. Mr. Bowes said that the rate is expected to be approved and the modest request is \$2.7 million to cover the increase. He reiterated that the total formula package is \$116.6 million.

Mr. Bowes next addressed two of the items included as enhancement requests for next year. He said that the Board had heard Chancellor Davis mention both briefly. One is the expansion of the Medical College of Georgia (“MGC”), which is \$7.2 million. The other is the science, technology, engineering, and mathematics (“STEM”) initiative, which is \$10 million for a total package of \$17.2 million.

COMMITTEE OF THE WHOLE: FINANCE AND BUSINESS OPERATIONS

Although Georgia ranks 9th in population, it ranks 37th nationally in the number of physicians per person. The state of Georgia also ranks 35th in the number of medical students per 100,000 population. The Association of American Medical Colleges recommends that student class sizes increase by 30% through the year 2015 to meet the projected shortfall of doctors nationally. This year, the System has begun planning for the expansion of the medical programs at MCG with \$2.8 million appropriated by the General Assembly. The proposed \$7.2 million in the FY 2009 budget request would be added to \$2.8 million and enable MCG to go forward in hiring faculty and making other necessary expenditures. The plan is to have the first entering class of 40 first year physician students by fall of 2009, rolling out additional classes over the next three years to achieve a total additional enrollment of 160 students. To achieve this goal, MCG will need to have curriculum, faculty and accreditation measures in place by fall 2009.

As reported in previous meetings, the University System of Georgia needs to increase its output of teachers in the science and mathematics fields. In 2006, only three teachers were prepared by the University System to teach high school physics. Currently, the System produces only 678 science and mathematics teachers. By 2010, there will be a need for new teachers in all math and science fields of about 4500. The Office of Fiscal Affairs is proposing an allocation of \$10 million for STEM, \$4.2 million for phase 1, which was rolled out at the June meeting and \$5.8 million for phase 2.

The funds that are received from private matches will be used for two very distinctive purposes. One is to provide service cancelable loans equal to the amount of tuition and fees. A portion of the loan will be forgiven for each year of teaching. In addition to that, the staff has proposed to provide some scholarship funds for STEM participants.

In summary, Vice Chancellor Bowes stated that they are seeking a \$152.7 million increase in funding, with the major components being \$116.6 million in formula funds, \$17.2 million in strategic priorities, and \$17.5 million for MRR. The total proposed budget is \$2.31 billion, a 7% increase above the current adjusted appropriation. At the conclusion of Mr. Bowes' presentation on the budget he turned the floor back over to Chair Hatcher and stated that he would be happy to respond to any questions. There were no questions.

Chair Hatcher introduced Vice Chancellor Linda M. Daniels to provide her presentation on the FY 2009 Capital Budget. Ms. Daniels thanked Chair Hatcher and said that she appreciated the time the Regents had taken to familiarize themselves with this year's GO Bond funded capital request. She also expressed appreciation for their patience during the development of the new comprehensive and strategic capital model. This model targets a six-year base allocation of GO Bonds to each System institution, which allows for prioritization of campus projects to maximize campus potential. It also uses additional strategic allocations to maximize the total return on capital investments across the system. The strategic planning priorities are: 1) addressing capacity issues and responding to the STEM initiative; 2) leveraging research and economic development; and 3) meeting workforce development needs.

COMMITTEE OF THE WHOLE: FINANCE AND BUSINESS OPERATIONS

The big picture concerning the Comprehensive Capital Program is as follows. The System has limited GO bond funds to address an unlimited range and diversity of needs in Higher Education. To address this, the System Office is asking its state funding partners to maintain a legacy consistent level of GO bond support over time and proposing a coordinated capital program based on additional financing options to leverage the state's investment. The Comprehensive Capital Financing Model is comprised of three major sources of bonds: 1) State GO Bonds; 2) new state Georgia Higher Education Facilities Authority ("GHEFA") Bonds, which require the System to pay the debt service over time; and 3) Public-Private Venture ("PPV") Bonds, sold through local development authorities, where the System pays the debt service over time.

Ms. Daniels began the more detailed portion of her presentation with a breakdown of the traditional GO bond request subtotal of \$250 million dollars. As part of the multi-year transition of MRR funding from bonds back into cash, the staff recommends \$35 million in bonds for the MRR program in this budget cycle. This will complement an additional \$35 million in cash that is anticipated. They must also provide over \$15 million dollars for equipment for the projects the Board funded for construction last year. These hold over commitments tie up the first \$50 million of the GO bond budget. Ms. Daniels next explained how the remaining \$200 million would be prioritized.

In their methodology, the staff looked at all the traditional capital request inputs including square foot costs, net to gross ratios, and amount and types of spaces, but sharpened their focus to more fundamental project specifications and placed more emphasis on coordinating funding and financing sources and schedules for on-time delivery. A significant change, however, is a more specific focus on outcomes – the amount that capital investment is expected to increase, in quantity and quality, the System's instruction, research, and service. The staff is also looking more carefully at the projected operational performance and efficiency of these new or renovated buildings.

With the remaining \$200 million dollars in State GO bonds funds the staff continues to focus on meeting core academic needs. Each institution has a six-year target allocation, but not all of them will show up in the first year of the model. The staff analyzed a number of project outputs in the prioritization of the list presented. (The full list of projects is on file in the Office of Real Estate and Facilities.) In their analysis, the staff looked at degrees conferred, credit hours generated, (five year windows and ultimate capacity). They also looked at building efficiencies and quality of academic performance – including projected impact retention, progression, and graduation ("RPG"). Ms. Daniels said that the staff was cognizant of the capabilities of an institution to efficiently and effectively finalize design to assure "just in time" construction documents to meet projected GO bond sale dates next year.

The need for the MCG Dental School is a public health issue that is not just about the incremental production number of dentists. It is a question of public health and public policy in Georgia. Ms. Daniels said that the System Office has studied how to best meet this in Georgia for two years. After exploring other avenues they are now proceeding with a new facility as the best recommendation.

COMMITTEE OF THE WHOLE: FINANCE AND BUSINESS OPERATIONS

The Southern Polytechnic State University (“SPSU”) Engineering Technology Building will increase instructional capacity and facility quality for three technology disciplines that are of key importance to the state of Georgia, particularly in light of the Board’s focus on the STEM initiative. These programs are Electrical Engineering Technology, Mechanical Engineering Technology, and the Mechatronics program. The new building will more than double the institution's capacity to produce degrees in those majors. The numbers are compelling, enrollment is growing and SPSU’s track record with a similar model of success with their Architecture program is an indicator for success.

Valdosta State University (“VSU”), Clayton State University (CLSU), and Georgia Southern University (“GSOU”) renovation projects will consolidate important academic programs to impact personnel effectiveness and significantly improve building operating efficiencies by up to 15%. This will foster real annual savings in operating dollars. The University of West Georgia (“UWG”) and Skidaway Institute of Oceanography (“SkIO”) are infrastructure projects. The UWG project is the key to unlocking 200 acres of new property for orderly and effective campus expansion. Replacing SkIO’s wooden dock will have profound life cycle and operating cost savings as well as enhance safety, facilitate their marine operations and improve resistance to tropical storm damage and down time to our critical oceanographic research.

Georgia State University (“GSU”) and Georgia Perimeter College (“GPC”) can dramatically increase capacity at all levels in their Alpharetta facility. While the Georgia Institute of Technology’s (“GIT”) interactive learning resource center (“ILRC”) will build undergraduate capacity and is projected to generate net increases of two percentage points in freshmen retention and six-year graduation rates. Specifically, the IRLC at GIT expects to increase lower division credit hours in Biology, Chemistry, and Physics by 48% in five years, more than twice the growth possible without this investment. GIT is putting an emphasis on addressing the need for gateway courses in STEM fields as opposed to the gatekeeper entry level courses that currently discourage students from majoring in engineering, mathematics and science disciplines.

Although the emphasis in construction has highlighted STEM related projects, the staff is also addressing the statewide access mission at East Georgia College (“EGC”) and Gainesville State College (“GSC”). Ms. Daniels said that the staff’s continued sensitivity to strategic workforce development in healthcare can be seen in projects at Coastal Georgia Community College (“CGCC”) and Gordon College (“GC”). She stated that the staff looked at enrollment growth and trends as well as the output factors mentioned for construction projects on previous slide as they reviewed these potential design funded projects. The design program was rounded out with a response to private fundraising associated with two key projects: the Fine Arts facility at ALSU and the States Special Collections Library to be located at the University of Georgia (“UGA”).

Ms. Daniels stated that, although Regents would normally only review the state GO bond funded projects at this time of year, the importance of matching projects with the most appropriate funding mechanism necessitates that they also review the prioritized initial GHEFA funds and PPV projects

COMMITTEE OF THE WHOLE: FINANCE AND BUSINESS OPERATIONS

for FY 2009. The key GHEFA projects enhance and support the core academic programs at the respective institutions. Darton College and Fort Valley State University (“FVSU”) need more or better quality GO bond funded academic space, which will be addressed in an out year of the model, but more immediately they need student support space that can be financed now with student fees. Dalton State College (“DSC”), SPSU, and GSC need more parking to complement their academic space and meet growth projections. Georgia College & State University’s (“GCSU”) Liberal Arts mission requires a theater, which they can finance through a renovation of space in historic downtown Milledgeville and an expanded book store operation. Additionally if the Board can make the financing pro forma work, FVSU’s worn out stadium can even be replaced.

There will be a number of PPV projects that will come to the Board before June, but beginning in FY 2009 even more of the same kinds of complimentary projects that have been presented in the past will come forward. These are all revenue generating, self-sustaining projects. Ms. Daniels explained that the current list, as presented, is a planning list for FY 2009 and that some of the projects and budgets would get pushed and pulled, as the Board gets into the process of analyzing the financibility of the projects and the funding sources, but this is important to get on the table early for planning purposes.

Ms. Daniels concluded her presentation and said she looked forward to working with the System’s campuses over the next month to prioritize the overall six-year target base allocations and to “help them help us maximize the return on investment of our strategic dollars.” She said that the comprehensive six-year perspective would be presented at the October Board meeting. As a point of clarification, Ms. Daniels stated that the Board would vote only on the GO bond allocations at this meeting and that they would have an opportunity to see additional information on the pro forma on all GHEFA and PPV projects as future action items.

Chair Hatcher asked if there were any questions. Regent Pittard asked what the Board would be doing to help the institutions who had projects pending under the old model slated to be funded in 2009 prior to the implementation of the new capital model. He asked Ms. Daniels to provide a list of the institutions and projects that would have been funded under the old process for comparison. She said that she would provide this legacy projects list and added that Regent Pittard’s concerns were considered and did influence the deliberations on the new process. She said that most of those projects, if not all would resurface in some form. She further stated that as the projects resurface the expectation is that the new model and the emphasis on utilizing multiple funding sources and leveraging the state GO bond funds will allow these projects to be done more quickly than previously possibly under the old model. Regent Pittard then asked if the most critical step in getting a project approved for GO bond funds getting approved for design funds. Ms. Daniels responded that since the commitment of full design funding for a project is not something that one would enter into lightly, it is a fair assumption that if a project receives design money it will go forward in a timely fashion. She added that the timing of those projects is where they are trying to maximize the potential of the new strategic capital model.

COMMITTEE OF THE WHOLE: FINANCE AND BUSINESS OPERATIONS

Chair Hatcher thanked Ms. Daniels and asked if there were any other questions. Regent Jenkins asked if Ms. Daniels could give the Board the total cost for the two construction projects that would also have substantial outside funding so that it was clear what the state is providing and what the outside sources are providing. Ms. Daniels replied that the total cost of the School of Dentistry is envisioned at \$124 million and that MCG is looking at a number of sources including some financing mechanisms and some fundraising efforts, both federal and within their own community and across the state to meet those needs. For clarification, Regent Jenkins said that state would provide \$70 million plus the \$5 million for design and the remainder has to be made up from outside sources. Ms. Daniels said that was correct. She then said that the project at GIT, the ILRC, has a total project budget of \$85 million. GIT has committed to raising \$25 million in private funding. She added that they may be coming back in a future year, for the additional \$10 million for equipment and related tenant fit-up of that building for a total state investment of \$60 million. Ms. Daniels said that GIT's president, Dr. G. Wayne Clough, is very excited about the fundraising potential of the unique nature of this project and has committed to make every effort to raise the additional equipment money as well because he knows full well that with this new model their target allocation would just move on to their next priority. Although the Georgia Special Collection Library is in the design funding stage, Regent Jenkins asked if Ms. Daniels could provide the same information for it. She said the total project budget for the Georgia Special Collection Library is \$45 million. Approximately \$15 million of that is the committed outside funding to be raised for a total state GO bond commitment of approximately \$30 million. Regent Jenkins thanked Ms. Daniels.

Chair Hatcher commented that those were all good questions and directed Ms. Daniels to share the legacy projects list requested by Regent Pittard with the full Board. As there were no further questions, Chair Hatcher called for a motion to approve the FY 2009 capital budget request. With motion properly made, variously seconded and unanimously adopted, the Board of Regents approved the FY 2009 capital budget. Next, Chair Hatcher called for a motion to approve the FY 2009 operating budget request. With motion properly made, variously seconded and unanimously adopted, the Board of Regents approved the FY 2009 operating budget. Following the vote, Committee Chair Hatcher turned the chairmanship back over to Board Chair Vigil who called for the official vote. With motion properly made, variously seconded and unanimously adopted, the Board of Regents approved the operating and capital budget requests for FY 2009.

PRESENTATION: GEORGIA SOUTHWESTERN STATE UNIVERSITY PRESIDENT AND CHAIR, PRESIDENTIAL SEARCH COMMITTEE

Chair Vigil asked Chancellor Davis to introduce the System's newest president, Dr. Kendall A. Blanchard. Before introducing Dr. Blanchard, Chancellor Davis thanked the Board on behalf of the staff for its approval of the capital and operating budgets, noting that a great deal of work went into preparing the budgets including the Regents' work on the capital model. He then said that it was his great pleasure to introduce the newly elected president of Georgia Southwestern State University, Dr. Kendall A. Blanchard, along with his wife, Connie. Chancellor Davis welcomed Mrs. Blanchard and asked Dr. Blanchard to join him at the podium.

PRESENTATION: GEORGIA SOUTHWESTERN STATE UNIVERSITY PRESIDENT AND CHAIR, PRESIDENTIAL SEARCH COMMITTEE

Chancellor Davis then recognized two distinguished guests both of whom he regarded as great public servants, and strong supporters of Georgia Southwestern State University (“GSWU”) and the University System. Chancellor Davis stated that whenever members of the General Assembly come to the Board meetings, in respect to their busy schedules, they are usually first on the agenda. However, he said that “since the staff will soon be in front of the General Assembly groveling over the System’s budget,” he thought it would be fitting to give Senator George Hooks and Representative Mike Cheokas, both of Americus, “some insight into the rather dispassionate nature of the process of how it is presented to this Board.”

Chancellor Davis then began his introductions. Senator Hooks is the dean of the Senate and is the longest-serving senator at the present time. He was first elected to the Senate in 1990 and prior to that, served in the Georgia House, where he was first elected in 1980. Chancellor Davis pointed out that although this is a very long period of public service, there is a Regent who was here when Senator Hooks was elected and acknowledged Regent Eldridge McMillan. Senator Hooks is the former chair of the Senate appropriations committee. Chancellor Davis said that he knows the University System extremely well, and has been most helpful to the System during the years. He then asked that everyone join him in recognizing Senator Hooks and his service to the state and the System. The audience applauded.

Representative Cheokas is an active member of the House Higher Education Appropriations Subcommittee. In this role, he has been most helpful to the System. Chancellor Davis stated that Representative Cheokas is co-chair of the Rosalynn Carter Institute for Caregiving and that on August 22, he would speak at GSWU’s Fall Convocation. He then asked everyone to join him in recognizing Representative Cheokas. The audience applauded. Chancellor Davis added that their presence at this meeting was a reflection of their support, not only for the System in general, but also for Georgia Southwestern University and its new president, in particular.

After introducing the legislators, Chancellor Davis introduced Dr. Blanchard. Dr. Blanchard served as GSWU’s interim president during the search. Chancellor Davis said that as he worked effectively on the campus in this position, it became very clear that he was not just a good interim or a good candidate, but the best candidate. The Chancellor then acknowledged the Board’s “fluid and flexible” approach that waived their policy prohibiting interim presidents from becoming search candidates to allow Dr. Blanchard’s candidacy to move forward. It is clear, the Chancellor said, that they found the right person to lead GSWU at this point in time.

The process involved a number of hard-working individuals on the GSWU’s campus and the Regents’ committees. At this time Chancellor Davis took a moment to acknowledge a few more people who were critical in this process. On behalf of the Board and the System he thanked Dr. Sandra Daniel, the chair of the presidential search and advisory committee for her leadership of the committee and the committee’s diligence in evaluating the field of candidates and narrowing it to a set of some very well-qualified finalists. The audience applauded.

PRESENTATION: GEORGIA SOUTHWESTERN STATE UNIVERSITY PRESIDENT AND CHAIR, PRESIDENTIAL SEARCH COMMITTEE

The Chancellor also thanked the Special Regents' Committee on the GSWU search. This committee was very ably chaired by Regent Hugh Carter. Regents Felton Jenkins, Mansfield Jennings Jr., Doreen Poitevint and Chair Allan Vigil served on this committee. As the sector head, Dr. Beheruz N. Sethna also assisted the Chancellor in recommending Dr. Blanchard to the full Board. Chancellor Davis reiterated his thanks to the Special Regents' Committee, noting that it was very hard work and it required great commitment. He also said he particularly appreciated Regent Carter's leadership during the search.

Chancellor Davis then said to Dr. Blanchard, "Your selection as Georgia Southwestern's interim president was more than serendipitous. We knew you were good – it just took us some time to understand how good." He then continued his introduction, stating that Dr. Blanchard has prior presidential experience, having served as president of Fort Lewis College in Durango, Colorado, from 1999 to 2002. As president of Fort Lewis College, Dr. Blanchard completed a number of major building campaigns, and secured the funds to complete two additional buildings. He conducted a major marketing campaign that led to a new look and branding for the institution and saw the college's enrollment reach a record high under his stewardship of more than 4,500 students. Before taking on the leadership of Fort Lewis College, Dr. Blanchard served as vice chancellor for academic affairs at the University of Tennessee at Martin, Tenn., from 1995 to 1999. Dr. Blanchard also served as dean of the College of Arts and Sciences at Lamar University in Beaumont, Texas, from 1991 to 1995 and dean of the College of Liberal Arts and Sciences at Emporia State University in Emporia, Kansas, from 1987 to 1991. In addition, from 1978 to 1987, he served as chair of the Department of Sociology, Anthropology and Social Work at Middle Tennessee State University in Murfreesboro, Tenn. Dr. Blanchard holds a Ph.D. and a master's degree, both in anthropology, from Southern Methodist University in Dallas, Texas. He also earned a master of divinity degree in religion studies and anthropology from Vanderbilt University in Nashville, Tenn., in 1968, and a bachelor's degree in English, history and philosophy from Olivet Nazarene College in Kankakee, Ill., in 1964. Chancellor Davis added, "For those of you whose parents questioned what ever happens to English majors, now you know, they do go on to do great things." He then asked everyone to join him in welcoming Dr. Kendall Blanchard.

President Blanchard said that when he and his wife Connie came to Georgia from Colorado they assumed they would be here for a short time, have a short fling, get up in the morning and go home. Instead, they fell in love. He said that the people in Americus and the people at GSWU have been so hospitable that they could not turn their backs on it. He said that there are many challenges at GSWU, but they are confident that they are up to the challenges and, with the Board's help, will make things happen. Dr. Blanchard then said he wished to thank everyone mentioned by the Chancellor in his introductory remarks with the addition of the Chancellor. Dr. Blanchard said that he appreciated very much the Chancellor's wisdom in making this decision and that he looked forward to working with him and with all of the Board members. He then invited the Board members to come to Americus and visit GSWU, stating that he has always believed that it is a very valuable experience both for the institution and for Board members when they take the time to visit a campus.

PRESENTATION: GEORGIA SOUTHWESTERN STATE UNIVERSITY PRESIDENT AND CHAIR, PRESIDENTIAL SEARCH COMMITTEE

Dr. Blanchard said he believes that people who have not been in Americus or on GSWU's campus for a few years will be impressed. He added that they are pleased and looking forward to great things there.

Dr. Blanchard prefaced his final remark by saying that in the Rotary Club they have to pay a dollar for the type of plug he was about to make. He then said in response to the earlier discussion in the Finance and Business Operations Committee regarding the Capital Budget that GSWU's Health Sciences building was on the list mentioned by Regent Pittard and is not one of the projects approved using the new model. He said that it is a building that they desperately need and said they would be grateful for any consideration or assistance that could be offered. He then concluded his remarks. The audience applauded.

At approximately 12:00 p.m., the Regents adjourned to lunch.

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

Chair Vigil reconvened the Board meeting at approximately 1:02 p.m. and asked Regent Leebern, Chair of Internal Audit Committee, to convene the Internal Audit Committee as a Committee of the Whole.

Chair Leebern called the meeting to order and said they would discuss the fifth presentation on approvals and authorities. He said that the Board's "ace authority man," the Chief Audit Officer and Associate Vice Chancellor for Internal Audit, Ronald B. Stark would present six approval items and one information item. Chair Leebern thanked the Regents for the feedback they gave to Mr. Stark concerning the six approval items following the June meeting and noted that Mr. Stark incorporated the changes generated by the Regents' suggestions into the items being presented. Chair Leebern then asked Associate Vice Chancellor Stark to begin his presentation.

Mr. Stark thanked Chair Leebern and the Board. Using the Chancellor's earlier reference to the movie "Ground Hog Day," Mr. Stark said that he felt much more like the ground hog than Bill Murray's character. He stated that approvals and authorities presentations were slowly coming to an end. This presentation included six approval items and one information item. Mr. Stark said the information item would be brought back in October for approval and that would end the approvals and authorities process. He noted that future changes to policy would be brought to the Board in the appropriate committees. The six approval items for August were initially presented as information items in June. Mr. Stark stated, as promised, the Board received a copy of the agenda in July which included new recommended changes. He explained that the copy of the agenda for today's meeting had items presented in June highlighted in yellow with black font or a black strikethrough, as well as, the new suggested changes with yellow highlights and red font or red strikethrough.

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

Mr. Stark stated that 30 proposed policy changes were presented as information items and discussed in detail at the June meeting. He further stated that he would conceptualize the changes in each section and the former Chief Academic Officer and Executive Vice Chancellor for Academic Affairs, Beheruz N. Sethna, and the Vice Chancellor for Facilities, Linda M. Daniels, would be available to answer any questions. He then began his overview of each policy.

Regarding the revision of The Policy Manual, Section 100, Officers of The Board of Regents, Mr. Stark said that the proposed change authorizes the Chancellor to delegate or re-delegate all powers delegated to him in The Policy Manual. He stated that there was also an additional item in this section that was missed in preparation of the agenda. At the June meeting Regent Jenkins recommended that the phraseology used in the Bylaws regarding appointment of the Chancellor should be consistent with Board Policy. He explained that the current policy language which states “The Board of Regents shall elect the Chancellor annually” would be changed to “The Board of Regents shall elect the Chancellor at the first regular meeting following May 1”. Since this was discussed in the June Board meeting, he said this change would be included in the approval item for Section 100.

The intent of the revision of The Policy Manual, Section 200, Institutional Governance was to require that the University System chief academic officer approve all requests for changes to a campuses plan of program review. It further requires that updates to Comprehensive Program Review Schedules will be provided as notification items to the University System chief academic officer.

There were two changes in The Policy Manual, Section 300, Academic Affairs. The first change was intended to clarify policy for Administrative Officers that are also faculty. Administrative Officers will have all of the privileges of faculty but will not require them to have the responsibilities of faculty, such as publishing, teaching, and research. The second change is a shift in responsibility that will require the University System chief academic officer rather than the Chancellor to approve exceptions to “S” and “U” grades.

The change in The Policy Manual, Section 400, Student Affairs is another shift in responsibility to a more appropriate level. It will require the University System chief academic officer rather than the Chancellor to approve changes to a campus’s admission policies and freshmen requirements and further will require that exceptions to the policies be reported to the Board biennially.

The personnel policy in The Policy Manual, Section 800, states that minimum funding levels for each endowed academic position as listed shall be established periodically by the Board upon recommendation by the Chancellor. The proposed change allows institutions the flexibility to require funds greater than the stated minimum funding levels; and also requires that endowment amounts be assured and documented. A second change in this section modifies notification of presidents when an intrasystem recruitment offer is going to be made. The president that is going to make an offer to a

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

principle administrator or faculty member must notify the employing president before an offer is made. Another change is the clarification of post tenure review for Administrators who also teach. They will not be subject to post tenure review as long as the majority of their duties are administrative. Further, they will not be subject to post tenure review until five years after they return to teaching.

The most important change in this section, Mr. Stark said, concerned awarding tenure. He said that after much discussion the Chancellor and cabinet recommended that tenure be remanded to the campus. He said that the staff ensured that appropriate checks and balances were in place and that this action was in the best interest of the University System. To that end, tenure decisions would reside with the institutional president. Criteria for tenure were also added to this policy. Mr. Stark further stated that the campus tenure review policies and procedures would require review and approval by the University System chief academic officer. Tenure of an administrative position for persons not previously having tenure would, on the other hand, require approval by the Chancellor. One additional change would require that the approval of conversion of a non-tenure track to tenure track or the converse would reside with the campus president.

Next, Mr. Stark reviewed the revision and reorganization of The Policy Manual, Section 900, Facilities. The revisions to this section of the manual included cosmetic, minor and a few significant changes to the policy. It rearranged the policy into a user friendly format and defined the overall responsibilities of the University System chief facilities officer. He explained that the first modified section defined the terms “Real Estate” and “Facilities”. He stated that one significant change was in Place Naming subsection. The naming policy now defines the Board’s expectations and aligns naming with fund raising opportunities. The policy requires that the naming of any spaces, other than interior spaces, be submitted to the University System chief facilities officer who will present to the Board for approval. The facilities officer will maintain a comprehensive list of all namings and report to the Board periodically. Interior space namings will be approved by campus presidents. He stated that further details on processes and procedures regarding facility namings would be included in the Facilities Handbook and would be brought to the Board as an information item at a later date.

Chancellor Davis added that there were issues raised concerning namings of chairs, institutes, schools, etc. At the Executive and Compensation Committee meeting held that morning, the Committee agreed to review all of the policies in that area to ensure that they are in concert with Section 900, which is focused on developmental opportunities. Chancellor Davis said that some of these other areas are development in nature and the Committee wants to make sure that the policies are consistent. Their findings will be brought forth in the Executive and Compensation Committee, not necessarily as a policy recommendation, but as an overview of the current policies in the Academic Affairs handbook. He said that if any inconsistencies are noted, then the Committee will recommend changes as appropriate.

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

Mr. Stark moved on to another significant change, which authorizes the University System chief facilities officer to act on behalf of the Board of Regents in the authorization of projects that are in accordance with the accepted campus master plan, provided that projects do not exceed the sum of \$1,000,000 in initial construction cost. The change further allows the chief facilities officer to delegate approval to campuses as deemed appropriate.

The next change defines the level in which Board approval is required for qualifications-based selection (“QBS”) construction. When QBS is used, construction contracts over \$5 million and related professional service contracts shall require prior approval by the Board. The University System chief facilities officer is authorized to act, on behalf of the Board of Regents, without prior approval in a bid award of previously authorized construction projects. When the contractual obligations for any one obligation do not exceed \$5 million it can be approved by the Chancellor or University System chief facilities officer. The Chancellor or the University System chief facilities officer is authorized to delegate any or all of the above authority, in qualifications-based selections based upon the ability of an institution to properly administer the delegated authority.

The University System chief facilities officer shall inform the Board periodically on the volume, scope, and progress of capital projects. An annual report on Board of Regents facilities design and construction related contracting, including information on levels of authority delegated to institutions, and qualifications-based selections, shall be provided to the Board at the first Board meeting following the end of the calendar year.

The Chancellor or the University System chief facilities officer are authorized and empowered to execute, accept, and deliver without prior approval any and all contracts, agreements, deeds, licenses, or other instruments related to the purchase or gift of real property where the purchase price (or gift value) of the real property does not exceed the sum of \$250,000.

The next change defines rules regarding leasing of USG owned facilities to third parties and leasing of facilities from third parties. The Chancellor or the University System chief facilities officer are authorized and empowered to execute, accept, and deliver without prior approval all rental agreements, supplemental agreements, and subrental agreements where the total rent to be paid does not exceed the sum of \$20,000 per month.

The Chancellor is authorized to allocate to System institutions, MRR funds in amounts not to exceed \$500,000 for any one project. The University System chief facilities officer is authorized to allocate MRR funds in amounts not to exceed \$250,000 for any one project. These actions taken shall be reported annually to the Committee on Real Estate and Facilities.

As this concluded the approval items, Mr. Stark yielded the floor to Chair Leebern for discussion.

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

When called upon, Regent Hatcher observed that the Board was raising a whole series of the minimums and delegating authority, which he supported. He added, however, that he was curious whether or not there was any kind of prohibition or definition in another section of policy or in a handbook that states that construction projects cannot be split up to get under a minimum. Ms. Daniels said that language is in the Facilities Building Project Procedures Manual, but she did not know if it was specifically included in The Policy Manual. Regent Pittard asked why it would be a problem if the campus split up a \$5 million project into five \$1 million projects and did it in phases. Regent Hatcher replied that it would move the project from being something that the Board would approve to something the Board would not approve. He said that it struck him as a way of getting around the policy. Regent Pittard said that he would just respectfully say that there are a number of building block projects where the second \$1 million would be dependent on the successful completion of the first \$1 million and may or may not go forward. He said that he believes the Board has to trust the ethics of the president and the ethics of the campus people in those situations. Chancellor Davis said that the two Regents may be talking about two different types of projects. He said that if they have a project that is serial and builds on a previous one versus one that they know in advance what the total cost is estimated to be, then as Ms. Daniels suggested, the University System Office does have prohibitions written into its procedures to address that. Regent Hatcher said that answered his question, and that it seems to him that the prohibition should be in there and as long as it is he was fine with it.

Chair Leebern, in the absence of further questions or observations, called for a motion to accept all of the items as presented. With motion made and properly seconded, the Board unanimously approved the items.

Lastly, Mr. Stark presented the information item which was a revision of The Policy Manual, Section 700, General Policy. He explained that the change in this information item would eliminate the section that requires acceptance of gifts of real gifts be approved by the Board of Regents. This section would instead be covered under Section 909, Real Property Ownership and Asset Management. He emphasized that the policy was not changing, only its location in The Policy Manual. With that, Mr. Stark concluded his presentation and said that he was, along with Dr. Sethna and Ms. Daniels, available to answer any questions.

Chair Leebern asked if there were any additional questions or observations for the good of the cause. There being none, he thanked Mr. Stark, adjourned the Committee of the Whole, and turned the meeting over to Vigil who called for a vote on the approval items. With motion made and properly seconded, the Board unanimously approved the items.

At approximately 2:00 p.m., Chair Vigil adjourned the Regents into their regular Committee meetings.

CALL TO ORDER

The Board of Regents of the University System of Georgia met on Wednesday, August 8, 2007, in the Board Room, room 7007, 270 Washington St., S.W., seventh floor. The Chair of the Board, Regent Allan Vigil, called the meeting to order at 9:03 a.m. Present on Wednesday, in addition to Chair Vigil, were Vice Chair William H. Cleveland and Regents Kenneth R. Bernard, Jr., James A. Bishop, Hugh A. Carter, Jr., Robert F. Hatcher, W. Mansfield Jennings, Jr., James R. Jolly, Donald M. Leebern, Jr., Elridge W. McMillan, Patrick S. Pittard, Willis J. Potts, Benjamin J. Tarbutton III, and Richard L. Tucker.

INVOCATION

Regent Kenneth R. Bernard, Jr. gave the following invocation. “Dear God, Creator of Heaven and Earth, may your will be done today and every day. May you bestow upon each of us wisdom and discernment as we journey on this Earth together. May we strive to meet the needs of all and forget no one in this life. Help us to seek and give forgiveness as we all acknowledge our imperfections but seek to perfectly reflect your grace. May we together seek what is right and stand together against what is wrong. We pray this prayer for all your creations wherever they may be. Amen.”

SAFETY BRIEFING

The Director of Management and Operations for Real Estate and Facilities, Sandra L. Neuse, gave the Regents and audience a briefing of basic safety information in the event of an emergency.

ATTENDANCE REPORT

The attendance report was read on Wednesday, August 8, 2007 by Secretary Julia M. Murphy, who announced that Regents Felton Jenkins, Doreen Stiles Poitevint, and Wanda Yancey Rodwell had asked for and been given permission to be absent on that day.

RECOGNITION OF TREY CHILDRRESS

Chancellor Davis introduced Mr. Trey Childress who was appointed by Governor Sonny Perdue as Director of the Office of Planning and Budget on July 5, 2007, replacing Shelley C. Nickel who will be joining the System Office staff as the new Vice Chancellor for Planning and Implementation, a capacity in which she will head the System-wide projects and the Strategic Plan, as well as set up a human resources function. Chancellor Davis then returned to his introduction of Mr. Childress. Prior to this recent appointment, Mr. Childress served as Director of Policy for Governor Perdue. He earned a Masters of Science in Public Policy, a Bachelors of Science in Industrial & Systems Engineering and a Bachelors of Science in International Affairs from the Georgia Institute of Technology (“GIT”). The Chancellor jokingly added that he has already informed Dr. G. Wayne Clough, president of the GIT not to expect any special line item inserts benefiting GIT.

RECOGNITION OF TREY CHILDRESS

The Chancellor said that he and Mr. Childress had already met several times over the last month and that they share a common goal: to make certain that the Governor's, the General Assembly's, and the people of Georgia's many investments in the University System are producing the desired results. He then asked everyone to join him in welcoming Mr. Childress. The audience applauded.

Mr. Childress greeted the Board and thanked Chair Vigil, Chancellor Davis, and the Senior Vice Chancellor for External Affairs, Thomas E. Daniel, for the kind invitation to visit with the Board. Mr. Childress said that he was looking forward to working with the Board in this new role. He stated that he has been working with the Governor for the past four or five years in the role of Director of Policy. While that involves all of the issues that a Governor must deal with, what has become very apparent to him in the last four or five years is that education is the hub of all of that. Whether the discussion is economic development and the future of the state or about the education of Georgia's children, it is the hub of everything. Mr. Childress said that he is personally very invested in education, as could be ascertained from hearing about his three degrees from GIT. He said that his family likes to joke that it was indecisiveness that led to the three degrees, but he likes to call it "love of learning." Mr. Childress then said that just as he returned to the Governor's Office of Planning and Budget ("OPB") where he was early in his career, he hoped he would also, at some point, return to academia; another personal investment in the success of the University System of Georgia. Mr. Childress said that he looked forward to working with the Board, noting that since almost all of his predecessors are in education or in the University System, it is clear the value that it brings to the state of Georgia. To the Regents, Mr. Childress said that having worked in the Governor's Office, he is incredibly thankful and appreciative of all of their hard work. He said that having had a number of conversations, specifically with Regent Doreen Stiles Poitevint, he knows how much dedication and time it takes to ensure that the Regents are all being good stewards of the University System. He then thanked them for all of their hard work and asked that they call on him if there is anything that he can do to assist them. He ended by stating that he knew he would have a great working relationship with Chancellor Davis and the System Office staff and wished the Regents luck with the good work they are doing. The audience applauded as Mr. Childress left the podium.

Chair Vigil thanked Mr. Childress and congratulated him on his appointment, adding that the Board looked forward to working with him.

REMARKS FROM THE CHAIRMAN

Chair Vigil stated that his remarks would be a combined look at "where we have been" and "where we are going" as a System. His remarks are as follows.

"This marks the first Board meeting of the new fiscal year. When you elected me in June to serve as the Chair for fiscal year 2008, I noted that I would defer any comments regarding our accomplishments during fiscal year 2007 to this meeting. Now, I am going to break with tradition and refer you to the handout in your Board book, *A Review of FY07*, for a list of those

REMARKS FROM THE CHAIRMAN

accomplishments. We have a really nice brochure. I worked long into the night to produce this for you. I could not get my picture on the front, but we are in there somewhere. This shows the great work in some key areas such as the guaranteed tuition plan, System-wide projects, Regents' Test, the new capital model, and new budget allocation procedure.

During the past year, we opened a new college and welcomed two new Regents to the Board. In January we began a celebration of the System's and this Board's 75 years of transforming lives to better this state and its citizens. Contrary to what most believe, Regent McMillan was not on that first Board. He came shortly thereafter. It was a package deal; Regent Don Leebern came with him. We will conclude that celebration with a ceremony today with Governor Perdue over at the Capitol.

This Board has – and is – directing from a policy level a great deal of change in and for this System. Last August, when I assumed the Chairmanship, I pointed out that one of the Board's responsibilities was to keep change on the right track. I noted that change should help the System improve its programs, service and operations; and I noted that as we move forward, we need to take actions that will reflect the traditions and 75-year history of this great System. Looking back over the past year, I feel good about how we have met these responsibilities. We have set a dynamic course for the System under our Chancellor, Erroll Davis, and we have been focused as we set upon this course with the development of our new Strategic Plan.

In terms of my priorities for the coming year, they are summed up as follows: to approve the new Strategic Plan. Beyond approval, we must now implement the Plan. My priority as Chair is to have this Board support the Chancellor and the staff in implementing this Strategic Plan. It will take a great deal of work and attention by this Board, but I feel this is the single most important job each of us has in the coming year.

There is one more priority I have as Chair. If you want to understand this System, then visit the campuses. I know many of you have visited many of our institutions. If you have, I know that you have come away informed, surprised, challenged, and motivated. So, my challenge to each of you is to make the effort to visit as many institutions as you can. Your service on this Board will benefit, and your work as a Board member will be strengthened. Again, thank you for your personal commitment to this Board and this great University System. We build upon a strong legacy of 75 years of academic achievement that has transformed this state. I look forward to another year of progress in our efforts toward this goal. Thank you.”

PRESENTATION: SYSTEM-WIDE PROJECTS, EMERGENCY OPERATIONS

Before introducing the speaker, Chancellor Davis put the System-wide projects presentation in context for the Regents Emeriti and other visitors present. He explained that a number of System-wide projects, led by the presidents of various System institutions, were launched last year. He further explained that this presentation was particularly relevant due to the tragedy that occurred at

PRESENTATION: SYSTEM-WIDE PROJECTS, EMERGENCY OPERATIONS

Virginia Tech in April. This presentation also emphasizes the planning that the System has been doing over the last year to deal with both manmade and natural disasters as well as other types of emergencies. Chancellor Davis stated that this System-wide project was very ably led by Dr. Everett Freeman, president of Albany State University (“ALSU”) and asked Dr. Freeman to begin his presentation.

President Freeman thanked Chairman Vigil, Vice Chair Cleveland, Chancellor Davis, and the members of the Board of Regents. He said Chancellor Davis was very prescient in establishing the Emergency Operations Committee. Long in advance of the tragedies of Virginia Tech, Chancellor Davis charged Dr. Freeman with the responsibility of thoroughly examining the state of the University System of Georgia’s emergency planning operations. A cross-sectional committee comprised of University System personnel with a combination of technical and administrative expertise representing areas such as Institution President/Executive Administration, Environmental Health and Safety, Business and Finance, Facilities, Public Safety/Security Preparedness, Information Technology, Academic Affairs, and Student Affairs was formed. The Committee’s goal was to review and discuss the full range of issues – manmade or natural disasters – that might impact the normal operations of University System institutions. The charge given to the Dr. Freeman and the Committee by Chancellor Davis required them to think globally and incrementally to identify the needs of each campus and the System in its entirety.

The work of the Committee was facilitated through using the resources of the University System of Georgia Central Office. Thanks to the assistance of the Director of Administrative Services for the Office of Instructional and Information Technology, Lisa Stripling, the Committee was able to post and organize most of its documents on Basecamp, a web-based project collaboration tool used to post messages, exchange files, and assign tasks in a central location accessible via a browser. The Committee was also able to use Macon State College’s (“MSC”) campus in instances where face to face meetings were necessary. Although most of their work was through Basecamp, the Committee had several full committee meetings at MSC. The real work, however, was done on each individual campus. That work involved helping the Committee compile a list of emergency points of contact for each institution. This early achievement in addition to others allowed Chancellor Davis the opportunity to respond expeditiously to Governor Perdue’s inquiry about the University System’s emergency plan following the Virginia Tech tragedy. Conversely, when the Chief Operating Officer, Robert E. Watts, the Senior Vice Chancellor for External Affairs, Thomas E. Daniel, the Vice Chancellor for Facilities, Linda M. Daniels, and Chancellor Davis received a call from Georgia’s two United States Senators making the same inquiry, they were able to report that the System has a complete and up-to-date list of emergency points of contact for each and every university.

In his role as Committee chair, Dr. Freeman also attended a meeting at Georgia Southwestern State University (“GSWU”) with Mr. Daniel, Ms. Daniels, and others. The meeting was called shortly after the tornado coursed through Americus in March. During this meeting the group spoke with the Director of the Georgia Emergency Management Agency (“GEMA”), Charley English and has

PRESENTATION: SYSTEM-WIDE PROJECTS, EMERGENCY OPERATIONS

completed an emergency operations planning component inventory. This inventory enables the System to report the array of materials and equipment, including the number of beds and square footage available to house people on its campuses. It also includes the number of ambulances, police cars, and defibrillators available through out the University System where those may be needed for a disaster or catastrophe on a campus or in surrounding communities.

In addition to the individually tailored campus plans, the Committee has been working a System-wide emergency operations plan. The System-wide plan asks each institution to follow and implement guidelines and protocols that will be uniform across the System. The first step is to set a single point of contact, emergency responder, for each campus. This point of contact is required to be an employee other than the president. Dr. Freeman reported that at the last Presidents' meeting, all of System presidents committed to a directive to delegate responsibility for coordinating emergency planning and operations and to fully support that individual when he/she calls for drills and training across the campus.

Another accomplishment of the Committee, Dr. Freeman proudly reported, was initiating campus emergency responder training with GEMA. Dr. Freeman said that training would continue with GEMA, although it was discovered that the GEMA protocol for training is more expansive than the System may need. GEMA's training includes 40 hours of classroom training and an additional 30 hours of training beyond that, which may be a bit much for presidents and executive teams. The Committee is, however, working with GEMA, and with the Director of Public Safety from Clayton State University ("CLSU"), Bruce Holmes, whom President Thomas K. Harden loaned to the Committee. Dr. Freeman stated that Mr. Holmes has been a marvelous resource person for the Committee because as a police chief at CLSU, he understands not only the security issues, but also the larger issues of public safety and readying a campus for any eventuality.

The Committee was also able to verify that the University System is currently adhering to the National Incident Management System ("NIMS") requirements, a tremendous accomplishment considering the number of institutions (35) that make up the System. Dr. Freeman noted that as he called around the country making inquiries about the best practices of peer Systems, he was often asked how the University System of Georgia seemed to be "on top of these things in a way that other systems are not." Dr. Freeman ascertained that it was as a result of the Board's leadership and vision and the direction that Chancellor Davis has given the Committee.

Even with these accomplishments, the Committee still has a lot of work to do. Therefore, Dr. Freeman made the following recommendations on behalf of the Committee.

- 1. Establish the Emergency Operations Committee as a standing committee to continue the development and evaluation of emergency response planning and preparedness efforts.** Although the Committee was given a lifespan to look at best practices, in fulfilling this charge, it discovered that there is yet more work to be done. For this reason, Dr. Freeman asked the Board to permit them to continue that work.

PRESENTATION: SYSTEM-WIDE PROJECTS, EMERGENCY OPERATIONS

2. Establish adequate staffing within the Board of Regents office to initiate and support the implementation phase.

Because many of the recommendations require coordination through the System Office to maintain a system-wide approach, Dr. Freeman recommended hiring at least one full-time staff person. He added that if he could recommend Mr. Bruce Holmes in that capacity, he would. The coordination efforts of this staff member would include ongoing emergency plan evaluations, maintaining resource lists, following up with institutions as to the results of the current evaluations, and coordinating training.

3. Conduct ongoing, annual evaluations of institution emergency operation plans.

Through conducting annual evaluations of each institution's emergency plan, the Committee wants to establish and maintain the baselines of acceptability for the emergency operation plans across the System. Currently all of the plans pass national standards for emergency management preparedness, but the Committee wants the plans to be specific for Georgia. Dr. Freeman expressed that the goal is to be able to respond and address campus specific issues such as assisting Fort Valley State University secure its livestock in the event of a disaster or aiding Savannah State University if water from the Atlantic Ocean is inundating its campus.

4. Continue the development of the Campus Emergency Coordinator curriculum and deliver the training in partnership with GEMA.

President Freeman also recommended that the committee continue to support the development of a campus emergency coordinator curriculum. In order to make that curriculum available the committee would continue to work with GEMA.

5. Establish a system-wide contract for emergency communication system that provides for reduced costs through mass purchase and provides for system-wide compatibility.

Another recommendation made by Dr. Freeman cited the need for a System-wide reverse communications protocol. Georgia State University, Kennesaw State University, Valdosta State University and several other institutions currently use a protocol called ConnectEd, which allows the user to make thousands of calls to cell phones, office phones, etc., simultaneously. Dr. Freeman said that the protocol was demonstrated in one of the Committee's planning meetings and added that it is a very robust system. Dr. Freeman noted that when the System Office established the first contract with ConnectEd, it allowed for that first contractor to serve as a contractor for the entire System, which means there would not have to be a bidding process. Dr. Freeman recommended that the Board of Regents consider making the funds available so that the System can get a package deal from ConnectEd and move forward.

6. Fund and implement the existing training program to implement the Crisis Response Network to become operational by the end of calendar year 2007.

Dr. Freeman stated that a lot of work needed to be done on the campuses regarding issues of student mental health. The Crisis Response Network, established by the Counseling Directors'

PRESENTATION: SYSTEM-WIDE PROJECTS, EMERGENCY OPERATIONS

Association, is the framework for providing a response to situations that require counseling, psychiatric, and/or other emotional/mental crisis response needs. Funding is required to complete the required training. Although that is not a charge of the Committee, President Freeman, through working with the Associate Vice Chancellor for Legal Affairs, Elizabeth E. Neely, and the Committee members began identifying the type of issues that might come up regarding student health that federal law currently impedes the System's ability to gather questions or gather information about. As these are issues that every campus needs to be mindful of, Dr. Freeman urged the Board to support the Crisis Network as they launch their training program to ready each of the System's campuses for the work that needs to be done.

Following his recommendations, Dr. Freeman stated that the existing Board of Regents Emergency Operations and Communications plans are compatible with the GEMA system, but as GEMA evolves its protocols the System needs to evolve its protocols to match theirs. He assured them that to this end, the Committee would continue to do ongoing training and assessment of the System's emergency plans to meet the issues as they surface. With these final comments, President Freeman concluded his presentation and stated that he would answer any questions at this time.

Chair Vigil recognized Chancellor Davis whose remarks included an in absentia thank you to Dr. Carlton Brown, the former Special Assistant to the Chancellor, who was responsible for launching and overseeing the System-wide projects before accepting a position with Clark Atlanta University in July. Dr. Brown had planned to be in attendance at the meeting but was detained. Chancellor Davis said that the projects are functioning and moving forward in large part due to Dr. Brown's extraordinary organizational skills and leadership. In his second comment Chancellor Davis stated that all of the System-wide projects would need funding and that the ability to allocate those funds would be driven by the fiscal year ("FY") 2009 budget and monies that can be carved out of the current year's budget. Chancellor Davis said that all of these projects would be brought before the Board. Chancellor Davis' final comment reinforced Dr. Freeman's last point concerning the challenges the System faces on privacy issues associated with student health. He stated that this very sensitive issue has been teed-up as a separate project to be addressed once the newly appointed Vice Chancellor for Planning and Implementation, Ms. Shelley C. Nickel, comes on board. Chancellor Davis then thanked President Freeman for his leadership of the Committee, which will be a continuing responsibility.

PRESENTATION: ATHENS IT FACILITY TOUR

Chair Vigil asked Regent Jennings, Chair of the Information and Instructional Technology Committee to introduce the presentation on the Athens Information Technology Facility. Regent Jennings stated that when he began serving on the Information and Instructional Technology ("IIT") Committee of the Board, he and Regent Carter visited the new Office of Information and Instructional Technology ("OIIT") building located near Athens and were very impressed with the facility and the activities it supports. Since becoming Chair of the IIT Committee he has encouraged

PRESENTATION: ATHENS IT FACILITY TOUR

his fellow Regents to take a trip to OIIT-Athens to see the significant investment the University System has made in providing top notch IIT services for its students, faculty and staff. As scheduling difficulties have made personal visits difficult, Chair Jennings arranged for a virtual tour to “whet the appetite” of his colleagues so that they might schedule a future visit. He then asked the Vice Chancellor for Information and Instructional Technology and Chief Information Officer, Thomas L. Maier, to begin the presentation in his role as virtual tour guide.

Dr. Maier thanked Regent Jennings for the opportunity to take the members of the Board on a special virtual tour of the University System’s Office of Information and Instructional Technology facility, also known as DB 300 based on its street address on Daniells Bridge Road. The office is located off GA 316 right before the intersection with the GA 10 bypass outside of Athens. The OIIT organization was first formed in 1989 to assist campuses with the running of their local information technology (“IT”) systems. Over the years, that mission has evolved where OIIT not only helps campuses run IT but runs IT systems for them. This expansion of services required an increase in staff and multiple relocations to deal with resulting space issues. In 2002, the Board and the Chancellor recognized a critical need to find a more permanent and functional solution. With the help of the Board IIT Committee and the Vice Chancellor for Facilities, Linda M. Daniels, and her Real Estate and Facilities staff, a Public-Private Venture was developed to construct a building exclusively for OIIT. The building shown in the virtual tour is a product of that effort and rates as a first class facility that produces high quality results. For example, DB 300 houses the staff that provides PeachNet, the state-wide network all our campuses rely on. It houses a large share of the servers that supply the Vista course management system to over 160,000 students, the PeopleSoft HR, Payroll, and Financials systems that service 32 sites, the Banner system that provides all registration and financial aid services to 6 campuses with 4 more on the way, and much more. DB 300 is home to a group of over 150 dedicated professionals that are working hard to maintain and improve technology systems and services for the University System that do make a difference in transforming lives.

After giving this brief history of the OIIT organization, Dr. Maier began the virtual tour, a segmented tour of various areas of the Athens building with a voiceover. Dr. Maier gave brief narration between each segment. The virtual tour showcased the OIIT facility’s public areas including two configurable classrooms that can accommodate up to 64 individuals using either Mac or PC computers. The data center, which was specifically designed and configured to be an ideal, expandable space to house IT systems and its new backup generator, nicknamed the Erroll after Chancellor Davis, were also shown. Additional highlights of the tour included restricted access areas such as the staff offices/cubicles, meeting rooms, and dedicated workspaces for the instruction, research, and service projects that support the activities of faculty, staff and students throughout the university system. Through the efforts of the men and women of OIIT, many resources are available to the citizens of Georgia including: PeachNet, the statewide network, GeorgiaView, the state of the art learning management system, Banner, the student and financial aid information system, PeopleSoft, the financial and human resource management solution, USG 123, the data reporting system and Galileo,

PRESENTATION: ATHENS IT FACILITY TOUR

Georgia's virtual library. The OIIT projects and Customer Service helpdesk provides a call center for campus personnel for all projects. The staff also coordinates much of the standard and emergency communications with campuses. In addition to project areas, there is also meeting space equipped for interactive video, allowing University System staff from around the state to interact with OIIT while reducing travel times and costs.

At the conclusion of the virtual tour, Dr. Maier said that he hoped everyone found it informative and invited the Board to visit the OIIT-Athens to see the facility firsthand and meet the real stars of the show, the women and men of OIIT. Dr. Maier acknowledged the help of Dr. Brian Finnegan on the OIIT staff, the Georgia Digital Innovation Group led by Dr. Jim Wolfgang at Georgia College, and the assistance of the Apple Corporation represented at this meeting by Cedric Rogers, Steve Van Brackle, and Andre Vlajk. He stated that this tour was created with the same tools and technologies available to the System's faculty and students to enhance the teaching and learning process. He then thanked everyone for their attention and said that he hoped they enjoyed the tour.

Following the presentation, Regent Carter asked several questions, which provided the following additional information to be shared with the Board. Dr. Maier reported that all of 35 of the University System of Georgia institutions are now on PeachNet. Additionally, 26 of those institutions are connected using OIITs' own fiber optics network, which gives the organization more flexibility and allows delivery of service to be expanded more easily. Currently, OIIT is working to move the remaining nine (9) institutions to its network. The OIIT staff is also working to further build redundancy into the fiber optics network, creating what Dr. Maier termed a "protective ring" so that if a fiber is cut, during construction for example, the connection can go around the other side of the ring. In response to further inquiries, Dr. Maier informed the Board that although he did not have exact numbers, he believed OIIT had an 18-20% vacancy rate. The aggressive measures that he is taking to fill those vacancies include enlisting assistance from the Vice Chancellor for Fiscal Affairs, William R. Bowes and his staff to establish a recruiting function. He also noted that through the efforts of the Chief Operating Officer, Robert E. Watts, there is a salary study underway. Once it is complete, OIIT and the System Office will have a better indication of whether or not OIIT is offering a competitive compensation package.

Upon being recognized, Chancellor Davis thanked Dr. Maier for his presentation and said that what was presented was reflective of many of the issues faced across the System. Regent Carter's question concerning vacancies is an example of the human resources ("HR") challenges the System Office has across the System. Due to the lack of an HR function training and recruiting is inconsistent and, in some instances, nonexistent and salary administration policies are also inconsistent. This is one of the items the newly appointed Vice Chancellor for Planning and Implementation, Shelley C. Nickel will address. Chancellor Davis added that the generator shown in the presentation was an example of the risk management improvements that were made following a site visit where he observed the facility did not have a back up generator. He also noted that the video conferencing room, which is used for staff meetings, has also been used for his "Brown Bag" lunches for all employees.

PRESENTATION: ATHENS IT FACILITY TOUR

Although these are currently the System's best video conferencing facilities, Chancellor Davis said the System Office is working with the Georgia Institute of Technology ("GIT") on acquiring even more advanced video conferencing technology. He hopes to take the Regents for an actual tour of GIT's facility at a future Board meeting for a demonstration of that technology.

PRESENTATION: USGFI RECOGNITION OF REGENTS EMERITI HUNT, SHELNUT, WOOTEN AND SECRETARY EMERITA WEBER

Regent Tucker stated that he was privileged to serve as the Chair of the University System of Georgia Foundation, Inc. ("USGFI"). He said that thanks to many of the people present at the meeting, the USGFI is raising funds to provide both need-based and merit-based scholarships throughout the System. The USGFI is very proud of the progress it has made over the last few years thanks in part to the people who were being honored. Regent Tucker said that one of the side benefits of serving on the Board of Regents is getting to know and making friends with people that one might not have come in contact with otherwise. He said that he is very proud to call the people that were being honored today his friends. He said that he knew that they were available to help him throughout the state, and he hoped they knew that he was available if he could ever do anything for one of them.

Regent Tucker said that it was an honor to have Regents Emeriti Julie Ewing Hunt, Timothy Shelnut and Joel Wooten and Board Secretary Emerita Gail Weber in attendance at the Board meeting so that the USGFI and Board could pay tribute to their dedicated service to the Board of Regents. Another Regent Emeritus, Michael Coles, was unable to attend because of a conflicting meeting, but his service was honored as well. Between them, the four Regents Emeriti and Board Secretary Emerita have contributed a total of 46 years of service to the University System of Georgia. The University System of Georgia Foundation took this opportunity to thank them by continuing a tradition started by former board Chair Hilton Howell. Many former and current Regents have contributed to the fund that provides the Board's token of appreciation, Brumby rocking chairs. Each person being honored was presented with a renowned, Georgia-made Brumby Rocker with a plaque inscribed with their name.

Before presenting the rocking chairs, Regent Tucker gave a brief introduction of each honoree which highlighted their service to the Board. He then asked each to accept their Brumby Rocker as a symbol of the Board's and the USGFI's deep appreciation for their service to the Board of Regents. Regent Tucker began by briefly summarizing Regent Michael Coles' contributions to the Board. During his tenure, January 9, 2001 until January 1, 2008, Regent Coles was very involved with the System-wide initiatives and was most closely associated with Kennesaw State University where the business school is named for him. Since Regent Coles could not be present at the meeting, his rocking chair was shipped to him.

PRESENTATION: USGFI RECOGNITION OF REGENTS EMERITI HUNT, SHELNUT, WOOTEN AND SECRETARY EMERITA WEBER

Regent Julie Ewing Hunt was named to the Board in 2003 after her husband, Regent John Hunt, passed away unexpectedly. She was reappointed when that term expired and served until January 1, 2007. Regent Hunt served with distinction on several different committees and was instrumental in a number of presidential searches throughout her tenure, most recently at Abraham Baldwin Agricultural College. Regent Timothy Shelnut served on the Board of Regents from August 25, 2000 to January 1, 2007, and was the Board's Vice Chair and Chair as well as Chair of the USGFI, during that time. Before serving as Board Chair, Regent Shelnut provided leadership to the Committees on Finance and Business Operations and Real Estate and Facilities. During his Board tenure, Regent Shelnut led several important initiatives for the entire System, and his commitment and leadership led to the first Foundation Awards for Excellence Gala from which the Foundation has seen its scholarship fund grow dramatically. The next honoree was Regent Joel Wooten who served the Board of Regents from 1999 to 2006 and was the Board's Chair during Fiscal Year 2005. Regent Wooten provided leadership for the University System during some challenging times as the Board managed tight budgets and other significant policy and governance issues. During the months following his chairmanship, Regent Wooten served as an invaluable member of the team of Regents that visited all the finalists for the chancellorship. These visits ultimately led to the selection of Erroll B. Davis, Jr. in December 2005. The last honoree was Board Secretary Emerita "Extraordinaire" Gail Weber, now Gail Weber Mewborn. Regent Tucker jokingly said that once she retired from the Board she had to get married. Secretary Emerita Weber served the University System in one capacity or another for a total of 22 years, retiring last September. Regent Tucker said Ms. Weber's service to five Chancellors, numerous Board Chairs, scores of System presidents, and countless colleagues throughout the University System has been outstanding and dedicated. Regent Tucker then asked everyone to join him in saluting these great individuals and outstanding public servants, adding that the Board and USGFI appreciate and value the significant contributions each has made while serving on the Board. The audience applauded.

PRESENTATION: DR. JULIUS SCOTT

Chancellor Erroll B. Davis, Jr. recognized the service of Dr. Julius Scott, stating that the System Office owes a special debt of gratitude to Dr. Scott who has made a rather unique contribution to the University System of Georgia over the last decade. On four different occasions since 1996, the Board of Regents has called on Dr. Scott, a nationally recognized administrator and academician, to serve as an interim president in the System, and each time he has risen to the challenge, not just babysitting a college or university in transition, but strengthening and improving it during his tenure.

Dr. Scott enjoyed two terms as president of Paine College in Augusta, Georgia – first from 1975 to 1982 and then again from 1988 to 1994, which is quite unusual for a college president. In 1996, the University System Office asked him to step in and serve as interim president of Albany State University ("ALSU"). Shortly after his brief tenure at ALSU came to an end, he was named president of Wiley College in Marshall, Texas, where he served from 1996 to 2001. Sensing an opportunity,

PRESENTATION: DR. JULIUS SCOTT

Chancellor Stephen R. Portch quickly brought him back to Georgia to serve as interim president of the Medical College of Georgia until Dr. Daniel Rahn could be appointed. In 2005, another opportunity to gain from his expertise arose when ALSU again underwent a transition, and Dr. Scott was brought in as interim president. In October 2005, the appointment of Dr. Everette Freeman brought Dr. Scott's second run as interim president of ALSU to an end. Last November, Dr. Scott – who holds 14 honorary degrees – graciously agreed to serve as interim president of Savannah State University. Now that Dr. Earl Yarbrough is in residence as SSU's new president, Chancellor Davis said, it is time the University System honored Dr. Scott for his service. He took the liberty of asking the Board to approve a proclamation officially recognizing Dr. Scott's contributions, which he read for the benefit of those assembled.

The Proclamation

The following Resolution was unanimously adopted by the Board of Regents of the University System of Georgia at its meeting on the eighth day of August, two thousand and seven, and states as follows:

Whereas, Dr. Julius Scott, a nationally recognized administrator and academician who holds 14 honorary degrees, has wholeheartedly accepted the challenge of serving the University System of Georgia on four separate occasions as interim president, and

Whereas, he has shown dedication and progressive leadership in guiding Savannah State University, Albany State University and the Medical College of Georgia through transitional periods, and

Whereas, he has successfully promoted and enhanced the advancement mission of the institutions he has served and the University System as a whole, and

Whereas, he has been a vocal and visible advocate for these institutions and has thereby broadened and strengthened relationships between the campuses and their communities, and

Whereas, he has displayed candor and integrity in all communications with the Board of Regents and its committees, and

Whereas, he has shown a passion for public higher education in general,

Now, therefore, be it resolved, that the Board of Regents of the University System of Georgia extends to Dr. Julius Scott its heartfelt and grateful appreciation for his exemplary work as interim president of Savannah State University in 2006-2007, Albany State University in 2005 and in 1996, and the Medical College of Georgia in 2001, and conveys to him its best wishes for a joyful and successful future.

Chancellor Davis then presented the proclamation to Dr. Earl G. Yarbrough who accepted on behalf of Dr. Scott.

THE CHANCELLOR'S REPORT

Chair Vigil asked Chancellor Davis to give his report to the Board. It is as follows.

“Thank you, Mr. Chairman. Later this afternoon we will formally celebrate the University System’s Diamond Jubilee at the Capitol. I do not know how often you think about it – I know that you have a very large work load that we impose upon you and often this job can be very trying and very challenging – but you are, in fact, members of a very select group of people. Since the Board of Regents was created in 1932 to oversee a unified University System, only 183 individuals have served on this Board. If I can impose yet again on Regent McMillan’s continuing good humor, none have served longer than Regent McMillan who joined this Board in 1975.

I wanted to take a moment to reflect on the ceremony Regent Tucker just conducted, to recognize the outstanding service of a few of those individuals: Julie Hunt, Tim Shelnut and Joel Wooten as Regents Emeriti and, of course, Gail Weber as Secretary to the Board Emerita. These individuals are truly representative of the caliber of people who have served and continue to serve on this Board and who have served this System and this State so well for 75 years. They represent a lot of things. They represent continuity. They represent institutional memory. In fact, they represent history, our history, a living history. They offer us a legacy – a legacy that each of you is both privileged and challenged to continue. It is also a legacy that I, as Chancellor, and our System Office staff work to maintain and strengthen, with your guidance and continuing governance. It was also fitting that we recognized, as a member of the staff, Gail Weber – who has moved on to bigger and better things and is now Gail Mewborn – who served this board so wisely and well. Ceremonies such as the one we just had are not insignificant. In fact, I think they are highly significant in that they give us that moment to pause and reflect on the work that we do, individually and collectively, for this great University System. Ultimately, it is about people. It is about the caliber, the capability, and spirit of the people who serve this System that makes it successful. Over the past 75 years, this State has been blessed and this University System has benefited from the people who have worked to fulfill our missions of teaching, research, and service in every location at every level from our smallest school in Waycross to our largest in Athens. (There is, however, some debate now about which is our largest institution.) Thank you for joining me today for a moment of reflection on this ceremony, on this anniversary, and on the noble, transforming work we undertake. Please join me once again in saluting these four outstanding individuals for their contributions.

Let me now reflect on a few key items from your work this month. I also want to talk a bit about the importance of what you have done here over these two days. Long-term, the most critical action the Board took was the adoption, in broad principle, of the new Strategic Plan. I thank you for that. The staff and I are all eager to get going on implementation. Many people have been working diligently over a number of months on our Strategic Plan. I am not going to get into a roll call, but I must single out our Chief Operating Officer, Robert E. Watts, for his drive and leadership in bringing the plan to this point and beyond. He does tell me, however, that he is quite ready to have Shelley C. Nickel (the incoming Associate Vice Chancellor for Planning and Implementation) take over the efforts going forward.

THE CHANCELLOR'S REPORT

Much of our activity and progress over the past year – as the Chairman noted in his handout on the “Year in Review” – served as the foundation for this new plan. Many of our System-wide Projects, for example, will fold very easily into the thrust of the Strategic Plan. But, we also have to be careful about folding work into the plan because we want a plan that drives new and important work, not one that only justifies existing work. While this last year has had its ups and downs, and we have had external as well as internal challenges, we have made great strides and some significant changes during this period. All of these strides do position us well, I believe, to now move forward to flesh out and implement our Strategic Plan, which you approved yesterday. If I can sum up the plan, it is about building our capacity as we move into the future. We will build intellectual capacity in terms of our focus on excellence and in redoing our core curriculum. We will have to address physical capacity and throughput issues as we deal with growing enrollment. We will deal with funding issues, economic development impacts, research levels, and other areas as well. It is about building the capacity to take what is already a great System, which was a great System before I came, and to make it a better and more responsive System as we move into the future. We must ensure, as we look ahead to another 75 years, that this System is in the strongest possible position not just to meet the needs of the state, but to increase the contributions of our institutions and our people to the vibrancy, the economy, and the intellectual capacity of this state.

As we look to the future, our actions must be driven by broad policy designed to educate more Georgians to higher and higher levels than at any time in our history if this state – and in fact, if this nation – is to remain competitive. We must act in ways that clearly demonstrate our willingness to be measured for performance, and we must assure our funding partners of our prudent and efficient use of the many resources that they are putting in our hands. We are going to increasingly add value to this state. That is our commitment, and this plan will focus us on doing that. As the Chairman noted in his remarks earlier, his top priority is the implementation of the Strategic Plan over the coming year. Obviously, we are not going to accomplish everything or achieve all of the objectives of our plan in this first year. The coming year, however, will be critical in setting goals, defining action items, setting timetables and metrics, and getting the work underway. The Chairman has a sense of urgency about the plan, one that I and the team share. To fondly paraphrase General Russell Honore’, we will be watching the clock – not the calendar as we move forward. Over the coming year, each of you will be given full opportunity to be closely engaged as we implement this plan. We are very excited about the six oversight committees. I think they will provide excellent opportunities for Regents to become very engaged in each of the six strategic thrusts. I do want to thank you all in advance for your time and your guidance as we move forward on the plan.

The other significant item, of course, was the action you took at this meeting to adopt the fiscal year 2009 budget proposal as well as the capital recommendations. As we compare the budget that we put in front of you yesterday versus a year ago, versus two years ago, we are very comfortable in saying that what you saw yesterday is increasingly strategic in its outlook. In the enhancements we are proposing for medical expansion and the STEM initiative, as well as in the buildings we are recommending, we are following the blueprint of your new Strategic Plan. Our overall policy

THE CHANCELLOR'S REPORT

objectives are driving our budget request to ensure we meet the state's highest priorities in a timely and efficient manner. This underscores one of my personal biases – that our policies must drive our budget direction. As I have said before, budgets have to be, should be, and must be strategy implementing documents, and we believe that this budget starts to fill that bill.

We have a record budget request of over \$2.3 billion. We have an MRR (major repairs and renovations) and capital request of \$250 million that was driven by our new capital model. Let me thank, again, Mr. Watts, along with Vice Chancellor William R. Bowes, Assistant Vice Chancellor Usha Ramachandran, and the entire Fiscal Affairs office staff, as well as Vice Chancellor Linda M. Daniels, Director of Planning Alan Travis, and the Facilities office staff for their hard and creative work on these items. When people ask me about my new job and ask me how I am enjoying it, I tell them that I am truly enjoying it because I have never been surrounded by so many bright and creative people as we have here in this System. That is one aspect that I truly enjoy. Given that this is being webcasted and I will be quoted, I will not mention any aspects I am not enjoying at this point. I also want to thank the tens, if not hundreds, of people at the campus level who also have helped in developing and perfecting our new budgets and our new models. We could not have done it without them. As I look at where our capital model started, for example, and where it ultimately wound up or where it is at the moment – I should not say “where it wound up” because it will be a living model that will change over time – significant changes were made, not only because of suggestions from the campus level, but also by this Board. I was very impressed with the level of interest that this Board has shown in the parameters of the model down to the weightings of the parameters and the changing of those weightings. Again, I appreciate that level of commitment.

Looking ahead, we must understand that there are still many competing demands on the state's resources. Whether it is Health and Human Services, K-12, or Corrections, all of these are high priorities for the state. And, the legislature and the Governor have to make decisions when they allocate resources among these competing interests. We will have to continue to make a strong and clear case to our state funding partners for their sustained support and investment in public higher education. As we make that case, I think we need to understand that it has to be based upon performance. It cannot be based upon emotion, philosophy, or entitlement; it has to be based upon performance. That is why the new Strategic Plan is so important. It gives us a powerful tool with which to make a case to both the public and private sector that the University System is among the wisest and soundest investments that can be made for the future of this state. You can be assured that as we roll out this plan, we will be using it as tool to inform the public and also to gain their support.

Let me conclude my remarks with just a few general items today. Let me first mention that, Dr. Beheruz N. Sethna, as you are all aware, has gone back to be the president at University of West Georgia. We do have a new interim chief academic officer that I want to mention and that is Dr. Lisa Rossbacher. I use the word “mention,” as opposed to “recognize” because she is not here today. You all know Dr. Rossbacher from her outstanding work as president of Southern Polytechnic State University. I must confess that it took some very serious negotiation to convince her to take this

THE CHANCELLOR'S REPORT

very important job on an interim basis while we look for a permanent replacement. She has certainly hit the ground running and is having an impact right away. That is one of the reasons why she was asked to fill in. This also puts just a little pressure on President Dorothy Leland of Georgia College & State University, who is leading the search committee for a new permanent chief academic officer. Dr. Rossbacher has made it clear that she has no intention of becoming a more permanent fixture here, at least not as interim chief academic officer. Dr. Leland assures me, however, that her committee will work with great urgency. We will probably be interviewing candidates sometime this month. Hopefully, selection will be made by month end or very early in September. Then, it will be just a matter of how soon we can get someone on board. In the meantime, we are very fortunate to have Dr. Rossbacher's talents in the System Office.

President Wayne Clough recently sent me a note to highlight the continued strength of the Georgia Institute of Technology ("GIT") in serving underrepresented populations. It is, indeed, impressive. The publication, "Diverse Issues in Higher Education," recently ranked GIT as the top overall producer of African-American engineers in the U.S. Dr. Clough went on to inform me that while this refers just to undergraduate degrees, GIT is second nationally in master's degrees and first in PhDs for engineering degrees to African Americans. Over the last three years, GIT has produced 10.4% of the nation's African American graduates with PhDs. All of you are wondering what that number is, of course. The number is 31, which is certainly not an astronomically large number, but I would point out that it is higher than the number of high school physics teachers we are turning out. This is a remarkable record, and it demonstrates the kind of results that this System can produce when individuals dedicate themselves to the belief that they can make a difference. This is the type of attitude we will need as we move forward, particularly, on our STEM initiative and many of the other System Level Projects and commitments as we start to address the goals of the Strategic Plan.

As I conclude my remarks, it all comes back to the efforts of individuals – of quality individuals – over our history and into the future. We have a great deal to celebrate about the last 75 years, but we also have a great deal to accomplish. I am very excited about that and very pleased to work with you as we accomplish these goals moving forward.

Mr. Chairman, that concludes my report. I will, of course, be happy to answer any questions that any of you may have."

There were no questions.

COMMITTEE REPORTS

At approximately 10:41 a.m., Chair Vigil stated that the Board would hear Committee reports.

EXECUTIVE AND COMPENSATION COMMITTEE

The Executive and Compensation Committee met on Tuesday, August 7, 2007, at approximately 8:56 a.m. in room 7019. Committee members in attendance were Chair Allan Vigil, Vice Chair William H. Cleveland, and Regents Robert F. Hatcher, W. Mansfield Jennings, Jr., James R. Jolly, Donald M. Leebern, Jr., Willis J. Potts, and Richard L. Tucker. Chancellor Erroll B. Davis, Jr., Chief Operating Officer, Robert E. Watts, Senior Vice Chancellor for External Affairs, Thomas E. Daniel, Vice Chancellor for Facilities, Linda M. Daniels, Associate Vice Chancellor for Media and Publications, John H. Millsaps, Associate Vice Chancellor for Legal Affairs, J. Burns Newsome, and Secretary to the Board, Julia M. Murphy, were also in attendance. Chair Vigil reported to the Board that the Committee met and reviewed five (5) items, one of which required action. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. Authorize the Chancellor to update the Business Procedures Manual and the Academic Affairs Handbook

Approved: The Board authorized the Chancellor to update the Business Procedures Manual and the Academic Affairs Handbook.

Background: The Business Procedures Manual and the Academic Affairs Handbook were established to hold procedures that implement policies passed by the Board and contained in the Board of Regents Policy Manual. In the course of the Approvals and Authorities project, it has become clear that the two procedures manuals need updating and that the distinction between policy and procedure should be followed in placing documents in the Board of Regents Policy Manual or the Business Procedures Manual and Academic Affairs Handbook.

2. Information Item: Meeting Schedule for the Board of Regent Meetings

The Executive and Compensation Committee discussed the schedule for future Board meetings.

3. Information Item: Revision of The Policy Manual, Section 203, Presidential Transitions

The Committee reviewed the following recommendation regarding Policy 203.

Recommended: That the Board consider revisions to the Policy Manual, Section 203, concerning presidential transitions as proposed below. *This is a resubmission of the proposed policy in response to Board feedback to the information item presented at the June 2007 meeting of the Board.*

Background: In 1991 - 1992, the Board of Regents ended the practice of awarding presidents tenure in an academic discipline at their institution upon initial appointment. In its place, as Georgia is one of the few states that do not permit multi-year employment contracts, the Board adopted Policy 203

EXECUTIVE AND COMPENSATION COMMITTEE

to allow presidents, upon Board approval, a transition period of up to two years to return to their academic disciplines after the completion of their presidency and re-tool for the next stage in their career. The Board's intent was to remain competitive when searching for new presidents and to retain good talent in the University System of Georgia.

Over time, however, Policy 203 has come to be viewed more as a severance policy. Even though the state of Georgia does not pay severance, this perception has grown. The Board has decided to re-examine Policy 203 and to make sure it conforms to the Board's original intent as a recruitment tool for new presidents and to assure that it cannot operate as a severance policy.

This year, there will be more than 200 searches for college and university presidents across the country. Within five years, owing to current retirement and turnover patterns, there are expected to be more than 300 presidential searches each year. The competitive environment for hiring presidents is rapidly changing.

Compensation is, of course, a major element in remaining competitive in most personnel searches, including presidential searches. Competitive compensation alone, though, in this market, will not necessarily attract the talent we need to lead our colleges and universities.

The vast majority of institutional presidents spend a significant portion of their careers as faculty members in a particular discipline. Most have achieved the rank of full professor and have earned tenure. Indeed, the initial entry to administration for many presidents has been through academic leadership and unusual service – precisely what we seek in faculty and in other personnel. Many maintain a connection to their disciplines while they are rising through the levels of academic administration and hope to return to the classroom when their administrative service is finished. Candidates with outstanding academic achievement and exemplary leadership experience are the very kinds of people we are trying to hire away to become presidents in the University of System of Georgia.

In order to remain competitive for new presidents, the Board needs more recruitment tools. The revision to Policy 203 provides additional options for the System's recruitment strategy.

- ∞ First, the policy gives the Chancellor the option of allowing a president, at the end of a successful presidency, to return to the classroom as a full professor. It also gives the Chancellor the option of awarding tenure to the president at the end of a successful presidency.
- ∞ Second, the revised policy gives the Chancellor the option of allowing a president, at the end of a successful presidency, a period of educational leave to prepare for another stage in his or her career after a presidency.

EXECUTIVE AND COMPENSATION COMMITTEE

- ∞ Third, the revised policy gives the Chancellor the option of allowing a president, at the end of a successful presidency, a more limited period of administrative responsibilities or classroom teaching during a transition out of an institution.

These policy revisions will help us recruit and retain good presidents.

Proposed Policy

203 PRESIDENTIAL TRANSITIONS

Presidents of University System institutions shall provide the Board and the Chancellor not less than three month's notice of the president's intention to resign or retire, unless such notice is waived by the Chancellor.

If the Board declines to re-appoint a president, it shall notify the president, through the Chancellor, of such decision immediately following the Board's regularly scheduled April meeting. A decision by the Board not to re-appoint a president is not subject to appeal.

The Board may remove a president for cause at any time. A president removed for cause shall be entitled, upon written request within ten days of receiving notice of the removal, to a statement of charges against him or her. Such statement of charges shall be provided to the president within ten days of the president's request. A president shall, after reviewing the statement of charges, be entitled to a hearing before the Board or a committee thereof under such procedures as the Board may determine. The actions of the Board shall be final. A president terminated for cause shall not be eligible for re-employment within the University System.

203.01 EDUCATIONAL LEAVE AND CONTINUED EMPLOYMENT

Any person vacating a University System presidency that she or he has held for not less than five years may, at the discretion of the Chancellor, be:

- A. granted twelve months educational leave with pay. Such educational leave may be extended by the Chancellor for an additional twelve months. In no event shall the duration of such educational leave exceed twenty-four months. Any paid educational leave granted under this policy shall terminate immediately upon acceptance by the leave recipient of full-time employment during the period of leave.
- B. employed in a professional or administrative position within the University System. Employment beyond the second year, if any, shall be under such terms and conditions as determined by the Chancellor or the employing institution. Except as otherwise provided in this paragraph, the terms and conditions of such employment shall be as provided in Section 800 of this Policy Manual.

EXECUTIVE AND COMPENSATION COMMITTEE

- C. awarded an academic appointment at the rank of professor at a University System institution. Such appointment may, consistent with accreditation requirements and the needs of the institution, include an award of tenure by the Chancellor. Compensation and other terms of employment beyond the second year of appointment shall be as determined by the institution. Except as otherwise provided in this paragraph, the terms and conditions of such employment shall be as provided in Section 800 of this Policy Manual.

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

Nothing in this section shall prohibit any cooperative organization of the University System from supplementing the compensation of a former president during any period of leave, employment, or appointment granted under this section.

Nothing contained in this section shall govern any terms or conditions of educational leave or employment beyond two years from the date a person leaves the presidency of a University System institution.

4. Information Item: Proposed Policy 901.07: Facility Naming Policy and Procedures

Background: New policy 901.07 - Updates existing naming policy [912]. Policy level changes have been separated from procedures and guidelines. Clarification of the delegation of interior space namings to institution presidents and an emphasis on fundraising associated with all place namings have been addressed. An acknowledgement of importance of flexibility across the system and accountability to the Board is included. There are also requirements for record keeping and reporting.

The complete Place Naming policy is on pages 105-107, Committee of the Whole: Internal Audit.

5. Information Item: Future Issues

The Committee discussed future issues that may be presented to the full Board at an upcoming meeting.

The Committee adjourned at approximately 9:56 a.m.

COMMITTEE ON ACADEMIC AFFAIRS

The Committee on Academic Affairs met on Tuesday, August 7, 2007, at approximately 2:45 p.m. in room 6041. Committee members in attendance were Chair Willis J. Potts, Vice Chair Elridge W. McMillan and Regents Kenneth R. Bernard, Jr., W. Mansfield Jennings, Jr., James R. Jolly, and Patrick S. Pittard. The Vice Chair of the Board, Regent William H. Cleveland, Secretary to the Board, Julia M. Murphy, and Vice Chancellor for Academic Planning and Programs, Sandra S. Stone, were also in attendance. Chair Potts reported to the Board that the Committee reviewed 25 items, 24 of which required action. Additionally, 237 regular faculty appointments and personnel issues were reviewed and recommended for approval. Of the total requests, 151 actions were part-time retiree appointments. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. Approvals and Authorities (Addressed by a Committee of the Whole)

Approved: The Board approved the recommended *Policy Manual* items concerning academic-affairs related approvals and authorities that were presented and deliberated in the Internal Audit Committee of the Whole, effective August 8, 2007.

Abstract: The Chief Audit Officer and Associate Vice Chancellor of the Office of Internal Audit, Ronald B. Stark, presented sections of the *Policy Manual* listed below to the Committee of the Whole on behalf of the Academic Affairs Committee for approval.

Revisions of the *Policy Manual*

Section 100, Policy 102:	Chancellor
Section 200, Policy 205.01:	Comprehensive Academic Program Review
Section 300, Policy 302.03:	Administrative Officers
Section 300, Policy 305:	Grading System
Section 400, Policy 402:	Undergraduate Admissions
Section 400, Policy 402.0101:	Freshman Requirements
Section 800, Policy 803.0402:	Establishment of Special Faculty Positions
Section 800, Policy 803.05:	Intrasystem Recruitment
Section 800, Policy 803.07:	Evaluation of Faculty
Section 800, Policy 803.09:	Tenure
Section 800, Policy 803.10:	Non-tenure Track Personnel

2. Ratification of the Establishment of a Master of Science in Computational Science and Engineering, Georgia Institute of Technology

Approved: The Board ratified Chancellor Erroll B. Davis' approval of Georgia Institute of Technology's ("GIT") request to establish a Master of Science in Computational Science and Engineering. At its June 2007 meeting, the Board of Regents authorized Chancellor Davis to take any actions necessary on behalf of the Board between the June meeting and the August 2007 meeting

COMMITTEE ON ACADEMIC AFFAIRS

with such actions to be ratified by the Board at the August meeting. This ratification supports action taken by the Chancellor in a letter dated June 26, 2007.

Abstract: Computational Science and Engineering is a discipline devoted to the systematic study of computer-based models of natural phenomena and engineered systems. The discipline is defined around a body of knowledge and professional practices that are synthesized by combining elements from computer science, applied mathematics, engineering and science. It is a distinct discipline with such subfields as modeling and simulation; algorithms for solving and manipulating continuous and discrete computational models; the visualization of models derived from empirical or simulation data; and computational techniques for high performance computing. Modeling and simulation have been used in the biological and medical sciences, material design and polymers, vehicles and transportation systems, electronic devices and logistic support, equipment testing and evaluation, and defense applications and training.

Need: A growing consensus exists such that math and science education in the U.S. is not keeping pace with other countries. Many of the scientists and engineers hired after Sputnik, the world's first artificial satellite launched in 1957 that spurred the creation of the National Aeronautics and Space Administration ("NASA"), are retiring. This combined with the advent of computation as a central means for exploration and discovery in the sciences and engineering, has created a demand for computational science and engineering professionals. Based on responses of an electronic survey of 611 current students and alumni, 179 (29%) expressed an interest in enrolling in a graduate computational science and engineering program.

Objectives: Students of the program will be able to integrate and apply principles from mathematics, science, engineering, and computing to create computational models and apply them to solve real-world problems. In addition, students will develop a set of skills and expertise in a specific computational science and engineering discipline. The degree will prepare students for a variety of positions in industry, government, and academia. The positions include such areas as engineering software systems, drug design software, systems integration, data mining and visualization, and computational modeling.

Curriculum: The 30-semester-hour master's program includes a thesis option requiring students to integrate and apply concepts and skills learned from other courses in an interdisciplinary research project.

Projected Enrollment: The institution anticipates enrollments of 15, 45, and 60 students during the first three years of the program.

Funding: The program has been developed with a combination of new and existing courses. President Clough has provided reverification that establishing the program can be accommodated within funds presently available with no anticipation of new funds within the next year.

COMMITTEE ON ACADEMIC AFFAIRS

Assessment: 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. Ratification of the Establishment of a Master of Science in Information Systems Audit and Control, Georgia State University

Approved: The Board ratified Chancellor Erroll B. Davis' approval of Georgia State University's ("GSU") request to establish a Master of Science in Information Systems Audit and Control. At its June 2007 meeting, the Board of Regents authorized Chancellor Davis to take any actions necessary on behalf of the Board between the June meeting and the August 2007 meeting with such actions to be ratified by the Board at the August meeting. This ratification supports action taken by the Chancellor in a letter dated June 26, 2007.

Abstract: GSU's J. Mack Robinson College of Business proposed to offer the Master of Science in Information Systems Audit and Control degree through its School of Accountancy and Computer Information Systems department. The program is designed to meet the needs of students who want to build a strong background in application auditing and assurance of information and communication technology in accounting.

Need: There is a developing shortage of specialists with the combination of accounting and technology knowledge needed to properly inform and execute management decisions in such areas as information technology assurance, information security, governance, and risk management. Graduates will be prepared for careers in information technology auditing and related fields. The Bureau of Labor Statistics predicts that employment of accountants and auditors will grow faster than the average for all occupations through year 2014. The rise in legislation and guidelines such as the Sarbanes-Oxley act has triggered great demand for information technology audit and security compliance professionals.

Objectives: Information Technology auditors must know how to identify and mitigate information risks; effectively manage security-related incidents; and reduce the impact of these on people, profitability, and property. The purpose of the program is to produce graduates who are able to combine a thorough knowledge of accounting principles with an equally thorough knowledge of information and communication technology principles to enable accountancy organizations to competently operate in environments where accounting systems are tightly integrated with organizational communication technology, information assurance, and security.

Curriculum: The 30-semester-hour program includes, but is not limited to, such courses as Professional Accounting, Transaction Analysis, Accounting Information Systems, Database Management Systems, Systems Design, Intermediate Visual Programming, and Information Technology Auditing.

COMMITTEE ON ACADEMIC AFFAIRS

Projected Enrollment: The institution anticipates enrollments of 20, 60, and 90 students during the first three years of the program.

Funding: The program has been developed with a combination of new and existing courses. President Patton has provided reverification that establishing the program can be accommodated within funds presently available with no anticipation of new funds within the next year.

Assessment: 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. Ratification of the Establishment of a Master of Science with a Major in Applied Exercise and Health Science, Kennesaw State University

Approved: The Board ratified Chancellor Erroll B. Davis' approval of Kennesaw State University's ("KSU") request to establish a Master of Science with a major in Applied Exercise and Health Science. At its June 2007 meeting, the Board of Regents authorized Chancellor Davis to take any actions necessary on behalf of the Board between the June meeting and the August 2007 meeting with such actions to be ratified by the Board at the August meeting. This ratification supports action taken by the Chancellor in a letter dated June 26, 2007.

Abstract: The program differentiates itself from others in the state by focusing on advanced knowledge and skills as applied to ethical leadership and program administration, including such aspects as public health policy development and implementation, coalition building, organizational effectiveness, information technology, and science-based practices.

Need: According to the U.S. Department of Labor (2003), continued population growth will mean more consumers of goods and services, an increase in the aged population and longer life expectancies that collectively will drive an increasing demand for healthcare and social assistance over the year 2002 through 2012 period. Professionals who are competent in both fitness and health promotion will be prepared to take the lead in fighting the obesity epidemic, reducing the burden of chronic disease on the nation, and improving the quality of life among Americans.

Objectives: The program will prepare graduate students to engage in a variety of leadership positions in the health and fitness fields of clinical, agency, community, or corporate settings. Students will gain the skills to develop, implement, supervise, and evaluate effective programs that promote health and wellness.

Curriculum: The 36-semester-hour program includes a capstone experience/master's project. Core content and foundational courses include, but are not limited to, Leadership and Administration in Applied Exercise and Health Science, Theoretical Foundations of Assessment and Intervention

COMMITTEE ON ACADEMIC AFFAIRS

Planning, Epidemiology, Health Promotion Programming and Evaluation, Exercise Psychology, Applied Kinesiology & Biomechanics, and Research Techniques in Applied Exercise and Health Science.

Projected Enrollment: The institution anticipates enrollments of 22, 48, and 66 students during the first three years of the program.

Funding: The program has been developed with a combination of new and existing courses. President Papp has provided reverification that establishing the program can be accommodated within funds presently available with no anticipation of new funds within the next year.

Assessment: 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. Ratification of the Establishment of an External, Bachelor of Science in Nursing Offered at Appalachian Technical College, Kennesaw State University

Approved: The Board ratified Chancellor Erroll B. Davis' approval of Kennesaw State University's ("KSU") request to establish its existing Bachelor of Science in Nursing as an external degree at Appalachian Technical College. At its June 2007 meeting, the Board of Regents authorized Chancellor Davis to take any actions necessary on behalf of the Board between the June meeting and the August 2007 meeting with such actions to be ratified by the Board at the August meeting. This ratification supports action taken by the Chancellor in a letter dated June 26, 2007.

Abstract: KSU sought to offer its existing Bachelor of Science in Nursing as an external degree on the campus of Appalachian Technical College located in Jasper, Georgia. The program, housed in the WellStar[®] College of Health and Human Services in the School of Nursing, has a tradition of meeting the need for nurses in local healthcare systems and the nursing education needs of populations in northwest Georgia. The School of Nursing offers an accelerated format for second degree students, a strategy that has previously been used on the campus of Georgia Highlands College. The program will meet a documented need within the targeted community of Jasper, Georgia. Funds from the University System of Georgia Nursing Education Task Force will be used to increase the number of prelicensure nursing graduates. The entire program will be completed on the campus of Appalachian Technical College.

Projected Enrollment: The institution anticipates enrollments of 30, 60, and 60 students during the first three years of the program.

Funding: The program has been developed with a combination of new and existing courses. President Papp has provided reverification that establishing the program can be accommodated within funds presently available with no anticipation of new funds within the next year.

COMMITTEE ON ACADEMIC AFFAIRS

Assessment: 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. Ratification of the Establishment of an External, Master of Science in Nursing Offered via Distance Education -Online, University of West Georgia

Approved: The Board ratified Chancellor Erroll B. Davis' approval of the University of West Georgia's ("UWG") request to establish its existing Master of Science in Nursing as an external degree offered online. At its June 2007 meeting, the Board of Regents authorized Chancellor Davis to take any actions necessary on behalf of the Board between the June meeting and the August 2007 meeting with such actions to be ratified by the Board at the August meeting. This ratification supports action taken by the Chancellor in a letter dated July 7, 2007.

Abstract: UWG sought approval to offer its Master of Science in Nursing degree, specifically in the area of Nursing Education and a related post-master's certificate via distance education. The external degree is proposed to help increase the number of nurses prepared as nurse educators in Georgia. The program will utilize distance technologies for more than 50% of instructional time. Didactic courses will be offered 100% online by UWG faculty, and practicum courses will be directed in educational and health care settings through the use of off-campus expert faculty preceptors. The program will be consistent with the mission and goals of UWG and the Department of Nursing. The plans of study will include the same content, meet the same curriculum rigor as the on-campus programs, and require that students attain the same learning outcomes. This plan is congruent with the Alliance for Nursing Accreditation distance education policies that require that programs of study offered via distance education technology meet the same program outcomes and educational standards as programs offered in a traditional, face-to-face format.

Need: Georgia is experiencing a nursing shortage as the registered nurse workforce and the general population ages and the need for healthcare grows. The 2006-2007 U.S. Department of Labor *Occupational Outlook Manual* reports that job growth for registered nurses is expected to grow much faster than average for all occupations through year 2014 and that the creation of new positions for nurses ranks second among all occupations. The American Association of Colleges of Nursing ("AACN") reported that 37,514 qualified applicants were denied admission to pre-licensure baccalaureate nursing programs in 2005. Insufficient numbers of faculty were cited by 74% of the responding institutions as the primary reason qualified students were not admitted. In addition, AACN reported that the average age of doctorally-prepared faculty was 54 years of age and master's degree-prepared faculty was 51 years of age in year 2005, further increasing the need for replacement teachers as aging faculty near retirement. To qualify for positions as nurse educators in Georgia, candidates must meet the educational requirements of the Georgia Board of Nursing and the appointment criteria for faculty in technical schools, colleges and universities. The Board of Nursing establishes minimum criteria for nursing faculty and requires that two-thirds of individual full-time and part-time faculty members hold one or more graduate degrees with nursing majors.

COMMITTEE ON ACADEMIC AFFAIRS

Projected Enrollment: The institution anticipates an enrollment of 10 students in the master's program and 5 students in the post-master's certificate during the first year of the program. Enrollments are projected to double during the second year of the program's online administration.

Funding: The program has been developed with a combination of new and existing courses. Acting President Thomas J. Hynes, Jr. has provided reverification that establishing the program can be accommodated within funds presently available with no anticipation of new funds within the next year.

Assessment: 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.

7. Ratification of the Establishment of an External, Master of Education with a Major in Early Childhood Education Offered at Georgia Highlands College, University of West Georgia

Approved: The Board ratified Chancellor Erroll B. Davis' approval of the University of West Georgia's ("UWG") request to establish its existing Master of Education with a major in Early Childhood Education as an external degree offered at Georgia Highlands College. At its June 2007 meeting, the Board of Regents authorized Chancellor Davis to take any actions necessary on behalf of the Board between the June meeting and the August 2007 meeting with such actions to be ratified by the Board at the August meeting. This ratification supports action taken by the Chancellor in a letter dated June 26, 2007.

Abstract: UWG sought approval to offer its existing Master of Education with a major in Early Childhood Education as an external degree on the campus of Georgia Highlands College located in Rome, Georgia. In 2002, UWG and Georgia Highlands College initiated a joint program at the undergraduate education level. The program has grown over time (18 graduates in 2004, 29 graduates in 2005, and 42 graduates in 2006); and, as a result a sizeable number of students want to pursue a graduate degree. All requirements for admission will be the same as those for applicants to the on-campus program at UWG in Carrollton. Students will be advised using the same process as students on the Carrollton campus. As students are accepted into the program, they will be assigned an advisor from the Early Childhood Education or Reading faculty.

According to the memorandum of agreement, UWG will provide instructional personnel, deliver the courses, provide admission materials, provide registration information, provide access to library services, and provide a university liaison between the two institutions involved in the administration of the program. Georgia Highlands College will assist in the recruitment of students, provide facilities and equipment for instruction, designate a college liaison between the two institutions, and provide for sales of textbooks and instructional materials through the college bookstore.

COMMITTEE ON ACADEMIC AFFAIRS

Projected Enrollment: The institution anticipates an enrollment of 25 students during the first year of the program. Enrollments are projected to increase by 2 to 3% each year thereafter.

Funding: The program has been developed with a combination of new and existing courses. President John Randolph Pierce of Georgia Highlands College has provided supporting statements with Memorandum of Understanding. Acting President Thomas J. Hynes, Jr. has provided reverification that establishing the program can be accommodated within funds presently available with no anticipation of new funds within the next year.

Assessment: 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.

8. Establishment of a Bachelor of Science in Biology with Teacher Certification, Dalton State College

Approved: The Board approved the request of President James Burran that Dalton State College ("DSC") be authorized to establish a Bachelor of Science in Biology with Teacher Certification, effective August 8, 2007.

Abstract: DSC proposes to meet an identified baccalaureate need in northwest Georgia by offering a bachelor's program in biology. The degree will prepare students planning to attend professional and graduate school in the fields of biological sciences and related health fields, to teach biology in the secondary schools, and to seek employment in the high-technology workplace.

Need: The proposed Bachelor of Science in Biology degree is intended to meet growing occupational demands and training requirements within two distinct areas in the northwest Georgia region: science and health related industries and science education. The program consists of two tracks of study, a biological sciences track, which is appropriate for students pursuing a career in biological professions and a biology education track, which will strengthen science education in Georgia by preparing students to be effective biology teachers at the secondary education level. In the northwest Georgia area, there are projected increases of 3,200 additional jobs in professional scientific and technical services by the year 2012. Georgia Department of Labor statistics indicate a continuing annual demand in the northwest Georgia area for personnel in the health fields, projecting an increase of over 3% annually in health field employment through the year 2012, and according to Georgia workforce projections, by 2012, one in twelve jobs in Georgia will be in health services occupations.

The need for teachers in Georgia has been well documented in various policy reports warning of critical shortage areas in the state (*Education Week*, 2005). An acute need exists for science teachers in the secondary schools. According to the *Georgia Teaching Force Executive Summary*, 20% of

COMMITTEE ON ACADEMIC AFFAIRS

middle grade mathematics and science teachers in Georgia do not have a concentration in the subjects they teach. While the projected need for science teachers in Georgia high schools is over 1,450 in year 2010, there was a 15% reduction in available science teachers between the years 1998 and 2001. Data from the *Georgia Professional Standards Commission Educator Workforce Report* (2006) project a statewide need by year 2010 for 590 new teachers qualified to teach high school life sciences. The school systems in the ten counties that make up Dalton State College's immediate service area project annual enrollment growth rates ranging from 3.5% to 6.4% for the next five to seven years, and human resources personnel from those systems estimate conservatively that at least 135 new biology teachers will be needed in the next five years. DSC proposes that it can prepare students more effectively for careers in Georgia to meet local and state demands for science teachers.

Objectives: The program is designed to prepare graduates for careers teaching biology at the secondary education level; to produce graduates who have sound general knowledge of the biological sciences and who are competent in applying this information in the workplace; and to prepare graduates for employment in fields requiring a firm foundation in the biological sciences.

Curriculum: The Bachelor of Science in Biology contains two tracks, a Biological Sciences track and a Biology Education track. The Biological Sciences track will require 120-semester-hours and the Biology Education track will require 129-semester-hours. The upper level core curriculum requires the following courses: Cellular Biology, Ethical Issues in Science, Ecology, Evolution and Diversity of Life, Genetics, and Senior Seminar.

Projected Enrollment: The institution anticipates enrollments of 15, 35, and 50 students during the first three years of the program.

Funding: The program has been developed with a combination of new and existing courses. President Burran has provided reverification that establishing the program can be accommodated within funds presently available with no anticipation of new funds within the next year.

Assessment: 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.

9. Establishment of a Bachelor of Science in Mathematics with Teacher Certification, Dalton State College

Approved: The Board approved the request of President James Burran that Dalton State College ("DSC") be authorized to establish a Bachelor of Science in Mathematics with Teacher Certification, effective August 8, 2007.

COMMITTEE ON ACADEMIC AFFAIRS

Abstract: The proposed degree will prepare students planning to attend professional and graduate school, to teach mathematics in the secondary schools, and to seek employment in the high-technology workplace. The program meets growing occupational demands within two areas in the northwest Georgia region: industries requiring a foundation in analytical training and mathematics education.

Need: Careers with a background in mathematics include such job titles as statistician, operations research analyst, cost estimator, personal financial advisor, marketing/survey researcher, and financial analyst. An acute need exists for mathematics teachers in secondary schools. Nationally, one in three high school students is taught mathematics by a teacher who lacks a major in mathematics, mathematics education, or a related field, and 61% of middle school students are taught by a teacher who lacks a major in mathematics. The National Council of Teachers of Mathematics reported that many teachers are teaching out of their fields. According to the 2001 *Georgia Teaching Force Executive Summary*, 20% of middle grades mathematics and science teachers in Georgia do not have a concentration in the subjects they teach. In 2003, the University System of Georgia received funding for the Partnership in Reform in Science and Mathematics. The \$34.6 million dollar National Science Foundation grant is focused on increasing science and mathematics achievement for all P-12 students in order to improve their readiness for post-secondary education and careers by enhancing teacher quality, raising expectations for stakeholders, and closing the achievement gaps through the collaboration of P-16 Partnerships. The school systems in the ten counties that make up DSC's immediate service area project that a least 167 new mathematics teachers will be needed in the next five years. The proposed mathematics program at DSC addresses the shortage of mathematics educators at all levels of education and the need to develop a workforce that supports science and technology industries. Although similar programs are offered in the state, the programs do not produce enough graduates to meet the needs of the Dalton State service area.

Objectives: The mathematics curriculum is designed to prepare graduates for careers teaching mathematics at the secondary education level; prepare graduates for employment in fields requiring a firm foundation in mathematics; and produce graduates who have sound general knowledge of mathematics and who can apply this knowledge in the workplace.

Curriculum: The Bachelor of Science in Mathematics contains two tracks, an Applied Mathematics Track (121-semester-hours) and a Mathematics Education Track (129-semester-hours). Upper-level courses common to both tracks include Number Theory, Abstract Algebra I, Combinatorics, Statistics and Applications, Graph Theory, and Real Analysis.

Projected Enrollment: The institution anticipates enrollments of 20, 30, and 40 students during the first three years of the program.

Funding: The program has been developed with a combination of new and existing courses. President Burran has provided reverification that establishing the program can be accommodated within funds presently available with no anticipation of new funds within the next year.

COMMITTEE ON ACADEMIC AFFAIRS

Assessment: 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.

10. Establishment of an External, Bachelor of Business Administration with a Major in Management Offered via Distance Education-Online, Kennesaw State University

Approved: The Board approved the request of President Daniel S. Papp that Kennesaw State University ("KSU") be authorized to establish its existing Bachelor of Business Administration with a major in Management as an external degree offered at a distance, predominantly online, effective August 8, 2007.

Abstract: KSU sought approval to offer its existing Bachelor of Business Administration with a major in Management as an external degree. The institution seeks to broaden program offerings of the Coles College of Business via different delivery methods. The same admission and progression requirements as required for the on-campus administration of the program will be required for external delivery. The institution has prepared for other aspects of the program inclusive of student advising as evidenced in its instructional delivery plan. The program will use existing resources to increase enrollments through online instruction.

Projected Enrollment: The proposed Bachelor of Business Administration with a major in Management offered at a distance online is not a lock step program. Students have the option of taking courses on-campus. Therefore, enrollments will vary based on enrollments in the online courses. A retrospective review of online course activity reveals that over 500 students took at least one on-line course offered in the management curriculum.

Funding: The program has been developed with a combination of new and existing courses. President Papp has provided reverification that establishing the program can be accommodated within funds presently available with no anticipation of new funds within the next year.

Assessment: 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.

11. Establishment of a Major in International Business under the existing Bachelor of Business Administration, Kennesaw State University

Approved: The Board approved the request of President Daniel S. Papp that Kennesaw State University ("KSU") be authorized to establish a major in International Business under the existing Bachelor of Business Administration, effective August 8, 2007.

COMMITTEE ON ACADEMIC AFFAIRS

Abstract: KSU's International Business major, an interdisciplinary program housed in the Coles College of Business, will prepare students for the reality of the global economy. The program relates to the University System of Georgia's strategic planning goal and action steps to promote the inclusion of international issues across the curriculum and in extra-curricular activities. The major is consistent with KSU's Quality Enhancement Plan topic of Global Learning for Engaged Citizenship. KSU indicates that a strength of the program is that it provides marketable knowledge and skills for professions and businesses with diverse workplaces, a variety of clientele, and those engaged in international commerce. Students will be exposed to business foundation concepts, knowledge and issues of intercultural and multicultural interaction and the problems that can arise in culturally diverse, international, multinational, and global marketplaces. Students will examine how information and capital, equipment, goods, services, and people move within and between countries; how technology is transferred between various countries; and what management skills are needed for international operations. The proposed major will provide shared programming with the Institute for Global Initiatives and the Center for International Business Initiatives.

Need: The cross-functional international curriculum will enable graduates to learn how businesses integrate systems to compete in a global economy. The sixth global survey of business school internationalization, sponsored by the Academy of International Business ("AIB") concluded that by year 2010, a closer fit between academic and world realities is needed. The international focus of several of the region's businesses will contribute to an increasing demand for employees who have the international business acumen the proposed program will provide (e.g., import/export, tariffs, judicial system differences, foreign exchange banking issues, private ownership of property matters, etc.). According to the Georgia Economic Council, there are 1,173 international businesses operating in Georgia at 1,687 facilities with at least 112,257 employees from 43 countries.

Objectives: The program objectives include graduating students who possess global awareness and international perspectives; educating students who are effective in cross-cultural communication and engagement; and education students who are committed to global ethics, social justice, and sustainable development. In addition, international business major graduates will adapt market strategies for international markets, construct management practices and processes in an international environment; analyze how international trade, finance policies and relations affect business decisions; recognize global differences; and apply ethical codes of conduct for global business operations.

Curriculum: Graduates of the program will have the foundations of general education, a business core, and international business coursework that are augmented by two years of foreign language and a study abroad course/internship. The program follows national guidelines for the preparation of business majors and adheres to accreditation standards established by the American Assembly of Collegiate Schools of Business ("AACSB") international. The 123-semester-hour curriculum will include an international business major concentration and a second major area of business concentration that includes such courses as International Marketing, International Management, Global Business Practices, Negotiations, International Trade, and International Finance.

COMMITTEE ON ACADEMIC AFFAIRS

Projected Enrollment: The institution anticipates enrollments of 30, 55, and 80 students during the first three years of the program.

Funding: The program has been developed with a combination of new and existing courses. President Papp has provided reverification that establishing the program can be accommodated within funds presently available with no anticipation of new funds within the next year.

Assessment: 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.

12. Establishment of a Major in Chemistry under the existing Bachelor of Science, Southern Polytechnic State University

Approved: The Board approved the request of President Lisa A. Rossbacher that Southern Polytechnic State University ("SPSU") be authorized to establish a major in Chemistry under the existing Bachelor of Science, effective August 8, 2007.

Abstract: SPSU's proposed Bachelor of Science with a major in Chemistry will provide students with a program of study in modern chemistry with tracks in material science and general chemistry. Students completing the program will be prepared for entry-level jobs in the chemical and related industries, to enter graduate school in chemistry, medicine, veterinary medicine, or pharmacy, or to apply to graduate programs to teach middle school or high school science. The program was developed to assist Cobb County in developing a high-quality, high-tech workforce to attract new industry as well as keep its current industrial base innovative and competitive. The program includes an optional experiential component (e.g., co-op or internship).

Need: SPSU faculty members have developed the proposed program as a response to a pressing need for scientists trained to design materials with certain desired properties. The American Association for the Advancement of Science, National Academy of Science, and the National Materials Advisory Board have documented the need for materials scientists. According to the Bureau of Labor Statistics, the 90,000 positions in chemistry and material science that existed in 2004 were expected to increase at an annual rate of 8% until year 2014. Similar growth is forecast by the U.S. Bureau of Labor Statistics ("BLS"). According to a BLS study, jobs for chemically related scientists are expected to grow by 34,235 between years 2002 and 2012. Biochemistry jobs are expected to grow by 6,000 and chemistry jobs by 10,686. The concentration of job growth in the pharmaceutical, medical, biotechnological, scientific, and technical arenas will fuel the growth of opportunities within the chemistry industry as related to the development of new drugs and products used to combat illness and disease. The Cobb County Chamber of Commerce indicates that approximately 100 local companies need trained professionals in chemistry and material sciences. The Georgia Biomedical Partnership lists 250 organizations that would benefit from available chemists/materials scientists in the state of Georgia.

COMMITTEE ON ACADEMIC AFFAIRS

Objectives: Graduates of the program will interpret, analyze, and solve an array of problems having a quantitative element. In addition, graduates of the program will apply methods of science and technology to investigate and solve problems; demonstrate the ability to analyze experimental data and reach valid scientific conclusions from the data; demonstrate the use of analytic and simulation techniques; and demonstrate the ability to solve experimental problems in modern chemistry using methodological and instrumental techniques.

Curriculum: The 120-semester-hour chemistry major will offer two concentrations/tracks: Materials Science and General Chemistry. Courses required for chemistry majors, include but are not limited to, General Chemistry, Organic Chemistry, Physics, Analytical Chemistry, Physical Chemistry, Biochemistry, Inorganic Chemistry, Chemical Literature, and Instrumental Analysis.

Projected Enrollment: The institution anticipates enrollments of 15, 30, and 45 students during the first three years of the program.

Funding: The program has been developed with a combination of new and existing courses. President Rossbacher has provided reverification that establishing the program can be accommodated within funds presently available with no anticipation of new funds within the next year.

Assessment: 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.

13. Establishment of a Major in Criminology under the existing Master of Arts, University of West Georgia

Approved: The Board approved the request of Acting President Thomas J. Hynes, Jr. that the University of West Georgia ("UWG") be authorized to establish a major in Criminology under the existing Master of Arts, effective August 8, 2007.

Abstract: UWG proposed to establish a major in Criminology under the existing Master of Arts degree. The proposed program is based on the philosophy of a liberal arts education and grounded in social science methodologies. The focus for the program promotes a critical examination of criminology issues. The program is closely linked to the institution's Center on Crime and Social Justice.

Need: UWG expects to recruit 25% of prospective students from the undergraduate student population. The largest percentage of students will come from criminal justice professions. A survey of local professionals in the criminal justice field indicates that a program of this type would benefit those who want a career in federal law enforcement or with the Georgia Bureau of Investigations.

COMMITTEE ON ACADEMIC AFFAIRS

Opportunities in policing are expanding with the passage of the Crime Control Act. Employment of police detectives is expected to grow as fast as the average for all occupations through year 2014. According to the U.S. Bureau of Labor Statistics, it is predicted that the employment rate of police and sheriff's offices will increase 15% by the year 2014. The U.S. Department of Labor predicts that by year 2010 there will be more than a 29% increase in the demand for FBI officers, police officers, private detectives, and U.S. customs agents. Lastly, employment of probation officers and correctional treatment specialists is projected to grow about as fast as the average (12%) for all occupations through year 2014.

Objectives: The program will offer a specialization in cyber crimes and information technology forensics. According to UWG, the addition of a Master of Arts in Criminology will enhance the existing Master of Arts program in Sociology. The program will offer a graduate program of study that will provide students with the knowledge to investigate and analyze an assorted array of situations that involve crime, crime statistics, and correctional facilities.

Curriculum: The proposed program will require 30-semester-hours of coursework for those students who choose to write a thesis or 36-semester-hours for students who choose to write a position paper. Required courses include Principles of Criminology, Theories of Crime and Justice, Social Research and Managing Data, or Statistics for the Social Sciences.

Projected Enrollment: The institution anticipates enrollments of 15, 15, and 15 students during the first three years of the program.

Funding: The program has been developed with a combination of new and existing courses. Acting President Hynes has provided reverification that establishing the program can be accommodated within funds presently available with no anticipation of new funds within the next year.

Assessment: 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.

14. University System of Georgia Consortium: Establishment of a Bachelor of Science in Education with a Major in Birth-to-Five Teacher Preparation (Albany State University, Georgia State University, Valdosta State University, and the University of West Georgia)

Approved: The Board approved the request of a consortium of University System of Georgia ("USG") institution Presidents to establish a Bachelor of Science in Education with a major in Birth-to-Five Teacher Preparation, effective August 8, 2007. The USG institutional presidents that have formed the consortium are President Everette Freeman (Albany State University), President Carl V. Patton (Georgia State University), President Ronald M. Zaccari (Valdosta State University), and Acting President Thomas J. Hynes, Jr. (University of West Georgia).

COMMITTEE ON ACADEMIC AFFAIRS

Background: The USG and Professional Standards Commission (“PSC”) invited institutions around the state to form a consortium for the development of a collaborative proposal for the baccalaureate degree leading to teacher certification. Four USG institutions chose to develop the program at this time. The proposed program will provide candidates with academic preparation to work in varied settings with developing children and children with special needs, from infancy through kindergarten. Upon approval of the proposed program, the Georgia Department of Early Care and Learning plans to publicize the program to all pre-kindergarten teachers in the State. The proposed program will meet the need for well-educated teachers who work with young children and their families. The improved quality of care and education these children receive during their early formative years will increase their chance of success when they enter the K-12 educational system, increase the probability that they will continue in school, and improve their employment prospects through the lifespan.

Abstract: The USG Birth-to-Five consortium was formed to offer a new professional pathway for individuals who want to complete a baccalaureate degree and teacher certification. The Georgia Professional Standards Commission issued program requirements and teacher eligibility criteria for obtaining a Birth-to-Five Teacher Certification/Endorsement. Current teachers of this age group have been required to hold an associate’s degree in early childhood care and education. Changes in federal and state rules now require current teachers who serve as lead teachers to earn a bachelor’s degree with teacher certification for the age group, birth-to-five.

The program will offer a new professional pathway for teachers who are currently employed to complete a baccalaureate degree and teacher certification. An articulation agreement has been developed between the Department of Technical and Adult Education (“DTAE”) and the USG that stipulates the portions of DTAE associate degree programs in Early Childhood Care and Education that may be transferred to USG institutions for teachers who graduated from Commission on Colleges (“COC”) accredited technical colleges or other accredited two-year colleges. The articulation agreement responds to the call for a “seamless system” of educational matriculation in Georgia.

Need: A state-wide shortage exists of highly qualified birth-to-five early care and education professionals. Working families need child care in order to provide for the development of their children while their caretakers are at work. Until recently, early care and education providers have not been required to have a college education to work with young children. However, the federal government has mandated that Head Start™ teachers earn an associate’s degree in child development, early childhood, or a related area, and by year the 2011, 50% of all Head Start™ teachers will be required to have completed a baccalaureate degree or an advanced degree in early childhood education. Similarly, Georgia’s pre-kindergarten teachers are required to earn at least an associate’s degree. Research conducted by the American Association of Colleges for Teacher Education and leaders in the field point to the increased level of higher education for early childcare providers (Phillips, 1987; Lombardi, et. al, 2004; Stipek, 2005). Nationally, only 33% of teachers in childcare

COMMITTEE ON ACADEMIC AFFAIRS

centers and 17% of teachers in family care homes have an undergraduate degree. Georgia similarly has less than 20% of early childcare teachers who possess a college degree. In addition, only 30% of Georgia’s childcare administrators and 10% of family home-based care providers have a college degree out of 1,600 licensed childcare centers. With an increased focus nationally and statewide on strengthening standards and “highly qualified” teachers, current academic requirements for childcare and educational professionals may be insufficient. The new program will meet the demands of the No Child Left Behind Act (“NCLB”) requiring a highly qualified teacher in every classroom. The proposed program meets several USG goals of expanding participation in higher education by increasing access, enhancing diversity, and creating a more educated workforce.

Objectives: The Birth-to-Five, otherwise referred to as B-5 program, includes coursework and field experiences that meet all relevant state and national standards and reflects the knowledge base of the field, including theoretical perspectives and evidence-based practice. The primary objectives of the B-5 program are to provide educative experiences for candidates to develop the skills necessary for them to provide high quality education and care for the youngest population in Georgia and to improve the early learning experiences and school readiness of infant, toddler, preschool, and kindergarten programs in the state of Georgia. In addition, the proposed program will strengthen the quality of teacher education; expand the role of two-year colleges in teacher preparation; and develop baccalaureate degree preparation programs for pre-kindergarten teachers with a USG-DTAE, System-to-System Transfer Agreement.

Curriculum: The 124-to-129-semester-hour program will include the following courses common to all teacher education programs and those specific to the B-5 major, respectively: Investigating Critical & Contemporary Issues in Education, Exploring Socio-Cultural Perspectives on Diversity in Educational Contexts, Exploring Learning and Teaching, Childhood Health and Wellness, Introduction to Child Development, and Introduction to Family Development.

Operation: Each institution will recruit prospective candidates from diverse populations who have the desire and ability to work with infants and young children. An additional recruitment strategy will be used to identify individuals seeking second careers as teachers of young children. The consortium institutions will work collectively to provide the curriculum required for the B-5 program.

Projected Enrollment: The institutions anticipate enrollments as listed in the table below for the first three years of the program:

<u>Institution</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>
Albany State University	20	20	20
Georgia State University	Planning Year	20	40
Valdosta State University	Planning Year	15	20
University of West Georgia	20	20	20

COMMITTEE ON ACADEMIC AFFAIRS

Funding: The program has been developed with a combination of new and existing courses. Some faculty members who currently teach in interrelated early childhood/special education programs will be assigned to coordinate, teach, and supervise various aspects of the B-5 program. The consortium institutions will implement the program in stages according to the table below:

<u>Institution</u>	<u>Implementation Strategy</u>
Albany State University	Endorsement courses will be implemented at this time.
Georgia State University	The B-5 program will begin fall 2008; applicants will be admitted as a cohort each fall semester.
Valdosta State University	The B-5 program and endorsement courses will be implemented simultaneously fall 2008.
University of West Georgia	Endorsement courses will be implemented at this time.

Presidents of the consortium institutions have provided reverification that establishing the program can be accommodated within funds presently available with no anticipation of new funds within the next year.

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

15. Establishment of a Major in Sociology under the existing Bachelor of Science, Clayton State University

Approved: The Board approved the request of President Thomas K. Harden that Clayton State University ("CLSU") be authorized to establish a major in Sociology under the existing Bachelor of Science, effective August 8, 2007.

Abstract: CLSU proposed a sociology program with an emphasis on family, youth, and human services to meet the academic and community needs of south metropolitan Atlanta. The addition of this major will advance the University's mission to offer undergraduate programs and educational career opportunities for students from a diverse range of ethnic, socioeconomic, experiential, and geographical backgrounds. The program includes a core of courses essential for all sociology related careers, a specialized concentration in the study of families and adolescents, a human services core, and an internship.

Need: The need for well-trained and well-educated social service professionals continues to expand in the nation, state, and metropolitan area. According to the U.S. Department of Labor, sociology-related careers are expected to grow at a rate of 10 to 20% through year 2012. A survey conducted by the American Sociological Association found that 61% of graduates with a bachelor's degree in sociology are employed in business and industry, 18% are employed in education, and 21% work for the government. A sociology program will also address the need for human service workers in the

COMMITTEE ON ACADEMIC AFFAIRS

region as it focuses on broader community and societal issues rather than individuals or small groups. According to the Georgia Department of Labor, state government-related occupations and non-governmental social service agencies are both listed in the top twenty occupations with regard to job openings and new positions. Most human services positions require a college degree for entry-level positions.

Objectives: Graduates will be prepared to work with programs addressing social concerns related to juvenile delinquency, education, teenage pregnancy, and divorce. The program equips graduates with the critical thinking skills and the understanding of culture needed to work in organizations focused on social change. The program will emphasize understanding the multicultural nature of the modern workplace.

Curriculum: Core sociology courses will be combined with applied courses in human services and field work to meet certification requirements for working with non-profit service agencies and to prepare students for careers in both the public and private sectors. Students will have the option of completing requirements for American Humanics certification. American Humanics, Inc. is a national certification program preparing undergraduate college students for leadership careers in nonprofit organizations focused on human services. American Humanics' not-for-profit partners include such organizations as the United Way, National Urban League, Boys and Girls Clubs of America, and American Red Cross.

The 120-semester-hour program will include existing sociology courses, a new upper-division core, specialized sociology courses, and existing courses from the related disciplines of criminal justice, psychology, political science, and history.

Projected Enrollment: The institution anticipates enrollments of 50, 60, and 70 students during the first three years of the program.

Funding: The program has been developed with a combination of new and existing courses. President Harden has provided reverification that establishing the program can be accommodated within funds presently available with no anticipation of new funds within the next year.

Assessment: 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.

16. Establishment of an External Doctor of Philosophy with a Major in Counseling and Student Services at a Site in Gwinnett County, University of Georgia

Approved: The Board approved the request of President Michael F. Adams that the University of Georgia ("UGA") be authorized to establish its existing Doctor of Philosophy with a major in

COMMITTEE ON ACADEMIC AFFAIRS

Counseling and Student Services as an external degree at a site in Gwinnett County, effective August 8, 2007.

Abstract: UGA sought approval to offer its existing Doctor of Philosophy with a major in Counseling and Student Services at a site in Gwinnett County. Professional school counselors and student affairs professionals have indicated the need for a part-time doctoral program to enhance skills and content knowledge as a method of improving services and programming within their current positions as well as providing opportunities for professional advancement. The program would offer a P-16 perspective in counseling and student services and offer a part-time terminal degree program option. UGA previously offered a Specialist in Education program in Gwinnett, but students expressed an interest in a Doctor of Philosophy program with a future offering. School counselors in metropolitan Atlanta have contacted UGA about offering such a program.

The admission requirements will be comparable to the on-campus program offered by UGA but will include criteria relevant to the unique characteristics of this program and accreditation by the Council for Accreditation of Counseling and Related Educational Programs (“CACREP”). This specific degree will no longer be offered on campus but only at a site in Gwinnett. The curriculum for this program will be based on CACREP standards for doctoral programs in counselor education.

Additionally, establishment of this external degree program in Gwinnett County will be considered with Item 11 of the agenda of the Committee on Real Estate and Facilities, Sub-Rental Agreement of 4350 Sever Road in Lawrenceville.

Projected Enrollment: The institution anticipates enrollments of 15, 15, and 15 students during the first three years of the program.

Funding: The program has been developed with a combination of new and existing courses. President Adams has provided reverification that establishing the program can be accommodated within funds presently available with no anticipation of new funds within the next year.

Assessment: 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.

17. Establishment of a Major in Archaeological Resource Management under the existing Master of Science, University of Georgia

Approved: The Board approved the request of President Michael F. Adams that the University of Georgia (“UGA”) be authorized to establish a major in Archaeological Resource Management under the existing Master of Science degree, effective August 8, 2007.

COMMITTEE ON ACADEMIC AFFAIRS

Abstract: UGA sought approval to offer a Master of Science with a major in Archaeological Resource Management. The proposed degree aims to provide graduates with a critical understanding of practical and operational relationships in cultural resource management. Full consideration is given to the scientific, technical, legal, philosophical, financial and practical basis of archaeological work in the context of public and private-sector development. Studies in this area help archaeologists compile diverse subject materials from several specialist areas into a coherent corpus for the purpose of research and management of archaeological resources.

Need: Archaeological Resource Management, sometimes referred to as cultural resource management, has become the business of archaeology in that most practitioners are found in the private or public sectors. The Advisory Council on Historic Preservation and The American Cultural Resources Association identify 10,000 individuals and 500 firms dealing with heritage management in this country. Examples of such agencies include the Georgia Department of Natural Resources – Historic Preservation Division, the National Park Service, the National Oceanic and Atmospheric Administration, the U.S. Army Corps of Engineers, the U.S. Department of Agriculture – Forest Service, and state monuments and land offices. UGA has an archaeology collection with over 3 million artifacts in specialized curation facilities. Additionally, UGA maintains and administers, for the Georgia Department of Natural Resources, the Georgia Archaeological Site File with records of over 40,000 archaeological/historic sites for the state.

Objectives: The program will provide graduates with advanced, applied knowledge, and an understanding of defining an archaeological resource; principles and practice of archaeological resource management; project design and management; the theory and practice of archaeological data collection; historic preservation law; principles of archival curation; and spatial information management principles and practice.

Curriculum: The 36-semester-hour program includes, but is not limited to, such courses as Forensic Anthropology, Principles of Archaeological Resource Management, Shallow Geophysics, Archaeological Research and Report Writing, Cultural Resource Assessment, Environmental Archaeology, Remote Sensing of the Environment, and Historical Ecology. The capstone portion of the program requires that students complete a research project based within the University, a museum, or as a field project.

Projected Enrollment: The institution anticipates enrollments of 6, 8, and 10 students during the first three years of the program.

Funding: The program has been developed with a combination of new and existing courses. Faculty and staff resources already exist to establish the program. President Adams has provided reverification that establishing the program can be accommodated within funds presently available with no anticipation of new funds within the next year.

COMMITTEE ON ACADEMIC AFFAIRS

Assessment: 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 grammatic schedule of comprehensive program reviews.

18. Establishment of an External, Registered Nurse to Bachelor of Science in Nursing Offered via Distance Education-Online, Georgia College & State University

Approved: The Board approved the request of President Dorothy Leland that Georgia College & State University ("GCSU") be authorized to establish its existing Registered Nurse ("RN") to Bachelor of Science in Nursing ("BSN") program as an external degree to be offered online, effective August 8, 2007.

Abstract: GCSU sought approval to offer its existing Bachelor of Science in Nursing program externally to registered nurses in an effort to meet a documented need for nurses with a Bachelor of Science in Nursing in the community. Although the program will be offered predominantly online, some classes will require that students come to campus for learning opportunities involving patient simulations, research day, and orientation. The completion program will only admit prospective students who currently hold a registered nurse license.

History: GCSU has offered a baccalaureate degree mobility option for registered nurses since 1967 and has educated more than 400 baccalaureate prepared nurses. Until 1999, this option was available in Macon and Dublin, Georgia with student cohorts at the two sites beginning on alternate years. Macon classes were taught initially at Mercer Medical School, then at CIGNA, briefly at Macon State College, and finally at the Medical Center of Central Georgia's Payton Anderson Health Education Center. The Dublin Center closed in 1999 but the program continued in Macon. During summer 2006, a decision was made to close the face-to-face delivery of the RN to BSN program in Macon within two years. As the online courses in the program had contributed to positive student outcomes, a decision was made to convert the entire program to an online format. Final, traditional course delivery of the RN to BSN program in Macon will be offered in summer 2008 at the Graduate & Professional Learning Center at GCSU. The full online option will be initiated in fall 2008.

Need: According to the U.S. Department of Labor, Bureau of Labor Statistics, as the largest industry in 2004, health care provided 13.5 million jobs nationwide. It is anticipated that 3.6 million new wage and salary jobs created between years 2004 and 2014 will be in health care than in any other industry. Additionally, the Bureau of Labor Statistics states that registered nurses constitute the largest health care occupation, with 2.4 million jobs; at least 3 out of 5 jobs will be located in hospitals. According to the Georgia Department of Labor, nursing is one of the occupations with the most annual openings in hospitals and healthcare agencies and one of the highest demand industries based on short-term and long-term employment projections. Within the Middle Georgia Workforce Investment Area, the percent change in employment projections is expected to increase by 49.4% for registered nurses resulting in an increase of approximately 1,120 positions between years 2004 and 2014.

COMMITTEE ON ACADEMIC AFFAIRS

The state, as a whole, anticipates a projected 20,920 positions will be available for registered nurses. Based on a report by the Health Resources and Services Administration (“HRSA”) entitled, “*What is behind HRSA’s projected supply, demand, and shortage of registered nurses?*,” Georgia will need 16,400 additional nurses by year 2010; demand will outpace supply by 26,300 for year 2015; and 37,700 nurses will be needed by year 2020 (HRSA, 2004).

Objectives: The RN to BSN completion program will further develop the professional knowledge and skills of registered nurses.

Curriculum: The program is approved by the Georgia Board of Nursing and nationally accredited by the National League for Nursing Accrediting Commission. The curriculum also was developed in accordance with the Georgia RN to BSN Articulation Model. Existing faculty and course evaluation processes will be used to assess online courses in the RN to BSN program. The 120-semester-hour program has courses that have been developed with the same expectations of rigor, breadth, depth, and scope to those currently offered to RNs in traditional settings. Instructional methodology used in the program is consistent with theories of adult learning and the provision of “value added” knowledge and skills based on the RN student’s basic nursing education. Services to support the technological aspects of online instruction are provided by two units of the University: Division of Technology Solutions and Web Enabled Resources.

Projected Enrollment: The institution anticipates enrollments of 25, 30, and 35 students during the first three years of the program.

Funding: The online delivery of this program has been developed with existing courses. President Leland has provided reverification that establishing the program can be accommodated within funds presently available with no anticipation of new funds within the next year.

Assessment: 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.

19. Establishment of a Dental Residency Certificate, Medical College of Georgia

Approved: The Board approved the request of President Daniel W. Rahn that the Medical College of Georgia (“MCG”) be authorized to offer a dental residency certificate, effective August 8, 2007.

Abstract: MCG sought approval to offer a post-doctoral residency certificate within the School of Dentistry. The proposal for an Advanced Education in General Dentistry Certificate is aligned with the mission of the school. The 74-semester-hour certificate will address oral health care provider needs in underserved areas. The certificate will provide general practitioners with advanced dental skills to manage complex oral health issues in areas that have few dental specialists.

COMMITTEE ON ACADEMIC AFFAIRS

Objectives: As part of their clinical experience, students will spend four weeks at public health clinics around the state of Georgia. The clinical disciplines represented in the program of study include endodontics, periodontics, oral and maxillofacial surgery, restorative dentistry, pediatric dentistry, orthodontics, and implant dentistry. The program is designed for dentists who do not want to specialize in a particular discipline, but rather, seek broad, comprehensive and evidence-based dental knowledge. The primary goal is to train general dentist residents to provide higher levels of care representing specific aspects of all dental disciplines.

Funding: A grant in the amount of \$400,000 has been submitted to the Health and Human Services Administration to offset expenses associated with establishment of the certificate. The program will share space and equipment currently used by the General Practice Residency program.

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

The administrative and academic appointments were reviewed by the Chair of the Committee on Academic Affairs.

21. Consolidation of Four Master of Education Programs into the Master of Education with a Major in Teaching and Learning, Georgia Southern University

Approved: The Board approved the request of President Bruce Grube that Georgia Southern University (“GSOU”) be authorized to consolidate four Master of Education programs into the Master of Education with a major in Teaching and Learning, effective August 8, 2007.

Abstract: The requested redesignation of Master of Education (“M.Ed.”) programs, as shown in the table below, provides a more efficient organization for the four programs which typically attract low student enrollments but have similar missions. The four programs will be consolidated to form a Master of Education with a major in Teaching and Learning that includes six tracks.

Former Degree Programs and New Degree Program

M.Ed. with a major in Secondary and P-12 Education	M.Ed. with a major in Teaching and Learning
M.Ed. with a major in Early Childhood Education	M.Ed. with a major in Teaching and Learning
M.Ed. with a major in Middle Grades Education	M.Ed. with a major in Teaching and Learning
M.Ed. with a major in Special Education	M.Ed. with a major in Teaching and Learning

COMMITTEE ON ACADEMIC AFFAIRS

The consolidated Master of Education with a major in Teaching and Learning will offer six different tracks to meet student needs. Tracks one through five represent advanced programs leading to level five certification in special fields. A sixth track has been established in instructional improvement to respond to the needs of the region for individuals from a range of academic preparations and related careers who are interested in an advanced degree that focuses on instructional improvement but does not lead to teacher certification. The consolidation of majors in the resultant Master of Education with a major in Teaching in Learning will become effective with the fall 2007 semester.

Master of Education with a major in Teaching and Learning Track Descriptions

<u>Tracks</u>	<u>Descriptions</u>
Track One	Middle Grades Education (4 – 8) for candidates who hold a Professional Level Four Certificate or equivalent in Middle Grades Education
Track Two	Secondary Education (6 – 12) for candidates who hold a Professional Level Four Certificate or equivalent in one of the following certification areas: biology, geology, chemistry, physics, English, mathematics, technology education, business education, history, geography, political science, economics, social science, and science.
Track Three	Special Education (6 – 12) for candidates who hold a Professional Level Four Certificate or equivalent in Special Education or candidates with a Professional level Four Certification in a teaching field other than Special Education in which prerequisite course work is completed.
Track Four	P-12 Education (P – 12) for candidates who hold a Professional Level Four Certificate or equivalent in Spanish or French.
Track Five	Early Childhood Education (P – 5) for candidates who hold a Professional Level Four Certificate or equivalent in Early Childhood Education.
Track Six	Instructional Improvement for candidates who hold a bachelor’s degree from a regularly accredited institution who are interested in an advanced degree in education that does not lead to teacher certification.

22. Termination of Specific Master of Education Majors (e.g., Art Education, French Education, Political Science, and Health and Physical Education), Georgia Southern University

Approved: The Board approved the request of President Bruce Grube that Georgia Southern University (“GSOU”) be authorized to terminate specific Master of Education majors (e.g., Art Education, French Education, Political Science, and Health and Physical Education), effective during the 2007 – 2008 academic year. Each major has a specific termination date.

Abstract: GSOU sought general approval to terminate specific programs. Each major has a different termination date as described below:

COMMITTEE ON ACADEMIC AFFAIRS

Art Education

GSOU requested approval to terminate a major in Art Education under the Master of Education degree. The program will be deleted in spring 2008 and such action is requested due to historically low student enrollments. Any students currently enrolled in the major will be advised of the change and have until December 2007 to complete the program.

French Education

In response to low enrollments, the French Education major has been reorganized as a track under the Master of Education degree with a major in Teaching and Learning. Termination of the Master of Education with a major in French Education would become effective fall 2007. Any students currently enrolled in the program would be moved to the reconfigured and resultant Teaching and Learning major (Track 5).

Political Science

The program termination of the Political Science major would be effective summer 2007. The termination is requested in response to historically low student enrollments. No students are currently enrolled in the program.

Health and Physical Education

Termination is sought for the major in Health and Physical Education effective summer 2008 in response to historically low student enrollments in the program. Any students currently enrolled in the degree program will be advised of the change and have until May 2008 to complete program requirements.

23. Conversion of the Robert G. Ellison, M.D. Chair in Cardiothoracic Surgery to the Robert G. Ellison, M.D. Distinguished Chair in Cardiothoracic Surgery, Medical College of Georgia

Approved: The Board approved the request of President Daniel W. Rahn that the Medical College of Georgia (“MCG”) be authorized to convert the Robert G. Ellison, M.D. Chair in Cardiothoracic Surgery to the Robert G. Ellison, M.D. *Distinguished* Chair in Cardiothoracic Surgery, effective August 8, 2007.

Abstract: MCG requested approval to convert the Robert G. Ellison, M.D. Chair in Cardiothoracic Surgery to the Robert G. Ellison, M.D. *Distinguished* Chair in Cardiothoracic Surgery. The Medical College of Georgia Foundation has over \$1 million dollars in this fund to cover the endowed distinguished chair. The family of the late Dr. Ellison has made this request, and since the funds are available in the Foundation, MCG requests this change.

COMMITTEE ON ACADEMIC AFFAIRS

24. Establishment of Annual Service Agreement Reports

Approved: The Board approved the institutions' reporting their service agreements annually instead of monthly, in which case this would be the final report for fiscal year 2007. The institutions would record their agreements on a new web site, the contents of which Academic Affairs staff will summarize into an annual report, much like the existing report on income earned from contracts and grants and the annual report on applied learning experiences.

Background: Prior to 1984, the Board of Regents, through the Chancellor, approved each service agreement between a state agency and an institution. Beginning in 1984, the presidents were authorized to sign such agreements on behalf of the Chancellor. Since 1984, these have been reported each month to the Board. This recommendation would allow institutions to report service agreements on an annual basis rather than monthly, thus streamlining the process.

25. Information Item: Service Agreements

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

Georgia State University

Georgia Department of Education Aid with the Georgia State University Reading Recovery Program.	7/1/06- 6/30/07	\$205,000
Georgia Department of Human Resources Consult with the Division of Aging Services to design evaluation; includes determining research questions and sample selection. Conduct focus groups with 9-12 caregivers in Dublin, Albany, and Athens.	4/30/07- 10/31/07	\$9,000
Georgia Department of Community Health Address and help reduce health disparities by age, race, gender, place of residence, income and health insurance status that exists throughout the state.	4/16/07- 6/30/07	\$35,004
Georgia Council for the Arts Host a public event which promotes excellence in literature by fostering an awareness of and support for writers and for organizations that support literary fiction.	7/1/06- 6/30/07	\$3,000
Georgia Department of Education Conduct an evaluation of local school districts' nutrition wellness policies.	3/19/07- 12/31/07	\$74,899

COMMITTEE ON ACADEMIC AFFAIRS

Administrative Office of the Courts of Georgia Protect children exposed to harm from the manufacture, distribution, sale and use of alcohol and drugs.	2/15/07- 8/31/07	\$18,692
Georgia Department of Human Resources Analyze the major cash management sub-processes and work with DHR to improve those sub-processes.	5/15/07- 4/15/08	\$47,000
Georgia Department of Community Health Coordinate the printing of Medicaid and PeachCare for Kids materials, coordinate translation of materials and develop, print and ship new outreach and member materials as needed.	3/29/07- 12/31/07	\$110,000
Georgia Governor's Office Provide research services of the Public Performance and Management Group and its staff.	4/16/07- 7/31/07	\$70,049
Georgia Governor's Office Evaluate the utility of the measure for the state agencies with different service methods and to adapt the measure for broader applicability.	3/16/07- 6/30/07	\$81,929
Georgia Department of Human Resources Conduct a needs assessment and grant proposal and award process to establish three new rape crisis centers in the state of Georgia	5/15/07- 12/31/07	\$224,999

University of Georgia

Georgia Commodity Commission for Corn Expose high moisture harvested corn to continuous flow drying at various temperature regimes for known periods of time and determine the subsequent emergence of adult weevils.	1/1/07- 12/31/07	\$4,000
Georgia Commodity Commission for Peaches Test existing fungicides and other materials for immediate, maximized resistance management in the presence of Monilinia fructicola.	1/1/07- 12/31/07	\$3,000
Georgia Department of Human Resources Gather and process real-time client evaluation and treatment-provider information and create a web site for online statistical reporting.	4/1/07- 3/31/08	\$49,955
Georgia Department of Human Resources Establish a program to provide comprehensive, hands-on training in all aspects of onsite system function, installation, operation, and inspection designed specifically for Environmental Health Specialists.	4/1/07- 3/31/08	\$60,638

COMMITTEE ON ACADEMIC AFFAIRS

Georgia Department of Natural Resources Develop and maintain a statewide inventory of identified archaeological sites in Georgia.	7/1/06-6/30/07	\$15,000
Georgia Department of Natural Resources Pilot the concept of Watershed Management Support Institutes, covering specific geographic areas, to provide technical, organizational and legal assistance to stakeholder groups in order to increase their capacity to enhance and protect water.	2/15/07-12/31/08	\$298,023
Georgia World Congress Center Authority Study and deliver a full update of the Georgia World Congress Center in 2007 and deliver a report with the new data.	7/1/07-6/30/08	\$12,000
Georgia Office of Planning and Budget Develop, in cooperation with the State Department of Audits, the State Merit System of Personnel Administration, and the State Government Financial Management Training Task Force curricula in accounting and other financial management topics for state government officials.	7/1/07-6/30/08	\$185,250
Georgia Professional Standards Commission Develop both targeted resources and online communities for Teacher Alternative Preparation Program candidates.	6/1/07-5/31/08	\$90,000
Georgia Soil/Water Conservation Commission Build the foundation needed to support a nutrient transfer program in the Upper Chattahoochee River basin.	5/7/07-9/15/08	\$154,272
Georgia Commodity Commission for Cotton Determine the exact locations of glyphosate-resistant Palmer amaranth biotypes and determine the time line and distance that resistance has and will spread through pollen movement.	1/1/07-12/31/07	\$35,000
Georgia Commodity Commission for Corn Enhance the resistance of corn to contamination by aflatoxin through host-plant resistance.	1/1/07-12/31/07	\$2,100
Georgia Commodity Commission for Corn Continue to support the Extension Corn Improvement Team in investigating and demonstrating solutions to production problems in Georgia corn growers.	1/1/07-12/31/07	\$40,100
Georgia Commodity Commission for Corn Verify the amount of nitrogen derived from legumes in a typical coastal plain corn production system and determine their cost/benefit efficiency and the best timing for supplemental nitrogen under intensive production in both conservation and conventional systems.	1/1/07-12/31/07	\$3,400

COMMITTEE ON ACADEMIC AFFAIRS

Georgia Commodity Commission for Corn Support travel to county extension grower meetings, field days, and demonstration projects, problem solving/field diagnosis trips and out-of-state meetings.	1/1/07- 12/31/07	\$14,250
Georgia Commodity Commission for Peaches Assess survival and health of “Harvester” peach trees planted on Halford and Guardian rootstocks at several depths under two irrigation regimes.	1/1/07- 12/31/07	\$7,400
Georgia Commodity Commission for Peanuts Compare pulled cotton stalks to mowed cotton stalks using the pre-existing sub-soil strip to a newly prepared strip in a one-year cotton rotation with oats and rye as the cover crop.	1/1/07- 12/31/07	\$6,000
Georgia Commodity Commission for Peanuts Compare two peanut cultivars planted with and without a peanut inoculum to determine the effects of the inoculum.	1/1/07- 12/31/07	\$10,000
Georgia Commodity Commission for Peanuts Determine the impact of kill date of bahiagrass and tillage methods at planting on peanut yield and quality when planted after bahiagrass.	1/1/07- 12/31/07	\$5,000
Georgia Commodity Commission for Tobacco Provide funding for printing of extension tobacco publications and posters to include 2007 Georgia Tobacco Growers’ Guide and the 2006 Georgia Tobacco Research Extension Report.	1/1/07- 12/31/07	\$3,000
Georgia Commodity Commission for Tobacco Conduct on-farm demonstrations relating to tobacco production, pest management, harvesting and curing, residue management and quality improvement which will provide examples and information useful to the tobacco producers of Georgia.	1/1/07- 12/31/07	\$6,000
Georgia Commodity Commission for Tobacco Obtain information on the agronomic characteristics, chemical and physical properties, and certain disease and insect resistance of a group of selected tobacco varieties and breeding lines grown under critical experimental conditions.	1/1/07- 12/31/07	\$6,188
Georgia Commodity Commission for Tobacco Keep maleic hydrazide residues at a specified level while developing strategies to manage late season sucker pressure and effects of various weather conditions.	1/1/07- 12/31/07	\$4,300
Georgia Department of Agriculture Safeguard our nation’s food and environmental security from exotic pests that threaten our production and ecological systems.	1/1/07- 12/31/07	\$63,840

COMMITTEE ON ACADEMIC AFFAIRS

Georgia Department of Education Provide teachers with information about the level of instructional support needed by individual students entering kindergarten and first grade.	2/1/07- 6/30/07	\$173,250
Georgia Department of Human Resources Provide the best available experience in local and state bioterrorism exercises, as well as a deep hazards preparedness background.	11/1/06- 7/15/07	\$80,000
Georgia Department of Human Resources Provide diagnostic support for dead bird-related arbovirus surveillance within Georgia, provide diagnostic support for mosquito pool testing for arbovirus surveillance and diagnostic support for testing ticks for tick-borne pathogens in Georgia.	2/1/07- 12/20/07	\$61,012
Georgia Department of Natural Resources Study the relationship between Cherokee darter distribution and land cover in the Etowah, and expand our knowledge of the current range of Cherokee darters by sampling selected tributaries.	3/15/07- 1/31/08	\$27,260
Georgia Department of Natural Resources Develop models relating species occurrences to land use and water quality, conduct surveys for imperiled fish species with low abundances and continue to accumulate and analyze data sets needed to support development of a conservation plan for the Conasauga River system.	3/15/07- 1/31/08	\$27,000
Georgia Department of Natural Resources Assist with developing a Georgia Invasive Species Management Plan.	3/1/07- 12/31/08	\$71,800
Georgia Department of Natural Resources Create on a pilot basis an updateable geo-reference inventory of present and past oyster stocks for Chatham County.	5/1/07- 3/31/08	\$50,000
Northeast Georgia Agency on Aging Provide nutrition education, nutritional assessment and health promotion/wellness programs as specified in the area-wide aging plan and with the Department of Human Resources guidelines.	7/1/06- 6/30/07	\$4,294
Georgia Department of Agriculture Establish operator and planner certification for an annual two-day training for farmers, custom applicators, Georgia Department of Agriculture Field Forces staff and county extension agents, private consultants and state and federal agency staff on animal feeding operation programs.	7/1/07- 6/30/08	\$2,500

COMMITTEE ON ACADEMIC AFFAIRS

Georgia Southern University

Southeast Georgia Joint Development Authority Prepare an economic impact assessment of a proposed Norfolk Southern Passing Track designed to increase the number of trains moving on the Brunswick and Macon line.	5/07/07- 5/31/07	\$1,299
Evans County Board of Health Evaluate parameters associated with a perinatal health program designed to improve birth outcomes among high-risk pregnancies in Evans, Candler, Tattnall, and Wayne counties.	9/25/06- 4/30/09	\$5,341
Georgia Department of Natural Resources Study endangered herbaceous legume, <i>Baptistia arachnifera</i> , with regard to population and fire ecology.	4/03/07 – 9/30/08	\$5,685

TOTAL AMOUNT –
Reported August 2007 for FY 2007 **\$ 2,467,729**
TOTAL AMOUNT FY 2007 **\$35,587,887**
TOTAL AMOUNT FY 2006 **\$33,452,938**

The Committee meeting adjourned at approximately 3:45 p.m.

COMMITTEE OF THE WHOLE: FINANCE AND BUSINESS OPERATIONS

The Finance and Business Operations Committee met as a Committee of the Whole on Tuesday, August 7, 2007, in the Board Room, room 7007. The Committee Chair, Robert F. Hatcher, convened the meeting at 10:22 a.m. Present, in addition to Chair Hatcher, were Chair of the Board Allan Vigil, Vice Chair William H. Cleveland and Regents Kenneth R. Bernard, Jr., James A. Bishop, Hugh A. Carter, Jr., Felton Jenkins, W. Mansfield Jennings, Jr., James R. Jolly, Donald M. Leebern, Jr., Elridge W. McMillan, Patrick S. Pittard, Willis J. Potts, Benjamin J. Tarbutton III, and Richard L. Tucker. Staff members in attendance included the Vice Chancellor for Fiscal Affairs, William R. Bowes, and the Vice Chancellor for Facilities, Linda M. Daniels. Chair Hatcher reported to the Board that the Committee had reviewed two items both of which required action. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. Fiscal Year 2009 Operating Budget Request

Approved: The Board approved the fiscal year 2009 operating and capital budget requests as shown in Appendix I (the full appendices are on file with the Office of Fiscal Affairs).

Background: State appropriations for the University System of Georgia increased by 10.5% in fiscal year 2008. Total state funding for the University System now exceeds \$2 billion. The University

COMMITTEE OF THE WHOLE: FINANCE AND BUSINESS OPERATIONS

System of Georgia's share of state funding remains at 11.5%. Additionally, the University System of Georgia received a total of \$271 million in bond funding for capital facilities. The funding provided helps the University System begin the transition to the new capital funding model adopted earlier this year.

State revenues are up this year (7.5% above 2006), but the demands of Medicaid, state employee health insurance, K-12 education, corrections and other costs remain significant draws on that revenue. The Governor has once again adopted conservative guidelines regarding the fiscal year 2009 operating budget and fiscal year 2008 amended budget. The University System of Georgia has been advised that funding under the fiscal year 2008 amended budget will be restricted to emergency needs. For fiscal year 2009, budget enhancement requests for non-formula funded activities will be permitted on a limited basis. Most importantly, the University System can request full funding of the budget formula.

Under these guidelines, the overall fiscal year 2009 operating budget request is \$2.31 billion, an increase of \$152.6 million, or 7.07% over the adjusted based budget for fiscal year 2009. The fiscal year 2009 capital budget request is \$250 million. This will include prioritized projects and partial Major Repair and Rehabilitation ("MRR") funds. Of the total required \$70 million for MRR, in fiscal year 2008 the state funded \$17.5 million in the operating budget (1/4 of a requested \$70 million) and began to transition MRR funds back to the formula over a four year period. The remaining \$52.5 million is being requested for fiscal year 2009, of which \$17.5 million is requested in the operating budget in cash, and \$35 million is being requested along with the capital bond package. These funds are necessary for critical institutional infrastructure and renovation needs.

Significant components of the recommended request include:

Full Funding of System Enrollment Growth/Maintenance and Operations (\$116.6 million)

Full funding for System enrollment growth and maintenance and operations remains the most important facet of the annual budget request. These funds will help the System continue to meet growing enrollment demand, provide for maintenance on new facilities, keep tuition costs for students affordable, and allow the Board to pursue key strategic initiatives.

Of the total formula request, \$81.3 million is requested based upon enrollment from fiscal year 2007. Additionally, \$9.7 million for new square footage of approximately 1.77 million square feet is requested, along with \$4.7 million to meet the benefit costs for new retirees, \$18.1 million for increases in health insurance premiums, and \$2.7 million to address an anticipated increase in electricity costs based on a pending rate increase request by Georgia Power to the state Public Services Commission. In addition, \$1.4 million is being requested for the line item units for health insurance, utilities, and formula increase for Public Libraries. Further explanation of the requests for health insurance and utilities is provided below.

COMMITTEE OF THE WHOLE: FINANCE AND BUSINESS OPERATIONS

Health Insurance Premiums

The Board of Regents operates two major healthcare insurance programs: The self-insured indemnity program, which has been in place for many years and the preferred provider option (“PPO”) program, which was implemented more recently. In addition, System employees can choose health insurance coverage with a limited number of health maintenance organizations that contract with the University System and offer service in selected geographic areas of the state.

The Board has been an effective steward of these programs. Several actions taken in recent years have helped control or greatly reduce costs. In the last five years, the Board approved a new pharmaceutical management program that helped the System stem the growth of costs associated with pharmaceutical claims. The Board also approved the creation of a national provider network for the indemnity program to greatly reduce the cost of insurance for persons traveling out of state and for its many retirees living outside the State of Georgia. Additionally, retiree premiums were adjusted recently to better reflect the claims experience of the retiree population, and a four-tier premium schedule was adopted to more closely align costs based upon the employee’s choice of coverage.

Despite these efforts, medical and pharmaceutical costs continue to rise. In January 2007, a 10% overall premium increase approved by the Board of Regents went into effect for which funding was approved by the Governor and General Assembly. However, a new rate increase must be implemented for January 2008 (see item 4 on the Finance and Business Committee Agenda) in order to keep pace with rising medical claims costs.

Under the Board’s current plans, employees electing coverage under the Indemnity or PPO programs pay 25% of the premium cost; the remaining 75% is funded by System institutions. This is similar, on an overall basis, to the levels of state versus employee funding provided under the State of Georgia’s employee health insurance program.

The \$18.1 million requested this year to cover the employer share of new premiums is essential to keeping pace with costs and ensuring that premium expenses do not supplant funds needed for instruction.

Energy Costs

Georgia Power has filed a rate increase request with the Georgia Public Service Commission seeking approval to raise its rates on electricity by 5.98%. This is to recover costs associated with environmental programs, new generation and electric infrastructure improvements to meet growing consumer demand for electricity. If approved, the rate increase would become effective January 1, 2008.

Although the University System of Georgia received significant support within the formula from the Governor and General Assembly last year to address increased energy costs, this new rate increase

COMMITTEE OF THE WHOLE: FINANCE AND BUSINESS OPERATIONS

will have some impact upon utility expenses. The request for \$2.8 million reflects an estimate of how the new rate will affect electricity costs across the system based on current levels of consumption.

Major Repair and Rehabilitation and Capital Outlay (\$17.5 million in cash plus \$35 million in bonds for a total of \$52.5 million in new funds for MRR, in addition to \$17.5 million continuing in the base budget for a total need of \$70 million for MRR)

In anticipation of future enrollment growth and a recent study showing limited capacity at many of the System institutions, continued support for the Board's capital program is essential. Maintaining a reasonable schedule for completion of priority facilities projects is critical to meeting enrollment demand. The State of Georgia has played a leadership role in providing annual funding for repair and renovation of its facilities. MRR funding ensures that repairs and renovations are made to guarantee the safety, security, and continuing value of the state's physical assets. A breakdown of general obligation ("GO") bonds into prioritized projects will be presented in agenda item 2.

Georgia Gwinnett College (\$9.7 million continuation of fiscal year 2008 funding)

Georgia Gwinnett College began operations as the 35th institution in the University System of Georgia in fall, 2006 with an enrollment of approximately 300 students. Beginning with a budget of approximately \$10 million in state funds, the college started the process of hiring faculty and staff, and setting up operations. Recognizing that this ramping up effort needed to be undertaken more rapidly if the institution was to meet accreditation requirements and deadlines (thus enabling its students to obtain federal financial aid), the Governor and General Assembly recommended an additional \$10 million in fiscal year 2008. This was done with the understanding that the funding would be short-term, and removed once the institution was generating formula funds through expanded enrollment. Enrollment levels are expected to grow slowly, until the institution achieves regional accreditation. The request for fiscal year 2009 is to continue the funding provided last year, albeit at a slightly reduced level with the expectation that this figure can be further reduced in fiscal year 2010.

Medical College of Georgia Expansion: \$7.2 Million

Georgia ranks 9th in the country in population but ranks 37th in the country in the supply of physicians per person. Georgia is one of the fastest growing states, ranking 6th in the country overall in growth rate. A growing population and an aging population of baby boomers mean that the need for more doctors will be acute. Georgia has a high chronic disease burden, ranking 43rd in the country, and yet, ranks 35th in the number of medical students per 100,000 population. The Association of American Medical Colleges has called for increased medical school enrollment to meet the looming shortfall around the country. They recommend an increase in student class size of 30% over 2002 levels by 2015 after flat enrollment from 1980-2002.

COMMITTEE OF THE WHOLE: FINANCE AND BUSINESS OPERATIONS

The Medical College of Georgia (“MCG”) is the 13th oldest medical school in the country and has produced over 11,000 physicians over the 180 years. From the first class of 4 students in 1828 to the 190 new medical students who enrolled last fall, the MCG School of Medicine has served as the state’s flagship institution for the education and training of Georgia’s physicians. MCG’s medical school enrollment is the largest in the state and the 19th largest of the nation’s 126 medical schools. It is home to 45 percent of total medical students being educated in Georgia.

For fiscal year 2008, the Governor and General Assembly authorized \$2.8 million in state appropriations for the expansion of the Medical College of Georgia. The proposed expansion is designed to increase the number of physicians serving in the state of Georgia given the current and projected shortages. The Medical College of Georgia is pursuing a multi-pronged strategy to maximize the available opportunities in the state of Georgia. Planning is underway to enroll 40 entering first year students in the fall of 2009 with second year, third year and fourth year students to be added in subsequent years, for a total addition enrollment of 160 students.

Science, Technology, Engineering and Math (“STEM”) Initiative: \$10 million

Georgia must respond to the increasing state and national personnel shortages in science, technology, engineering, and mathematics and to the shortage of middle and high school science and mathematics teachers. Addressing the need to increase the number of baccalaureate degrees in these fields, with many more prepared to teach middle and high school students, is one of the highest priorities of the University System of Georgia. In fiscal year 2006, only 3 teachers were prepared by the University System to teach high school physics and 9 were prepared to teach high school chemistry. Currently, the System produces only 678 science and mathematics teachers to meet a growing need by 2010 of 4,545.

MATH + SCIENCE = SUCCESS is the University System's new Initiative to turn this situation around. This Initiative embraces the two key points of intersection between the K-12 schools and the University System:

- ∞ **Students:** Students move through the K-12 schools, then into and through the University System.
- ∞ **Teachers:** College students prepare to become teachers in the University System and then move into the public schools to teach the next generation of K-12 students.

Accordingly, MATH + SCIENCE = SUCCESS includes three sets of interconnected strategies, those designed to:

- ∞ Influence K-12 student preparation for and interest in majoring in STEM in college
- ∞ Increase the success of STEM majors in college
- ∞ Produce more and better science and mathematics teachers for the schools, which in turn will lead to increased preparation of K-12 students in science and mathematics. To increase significantly the number of science and mathematics teachers we will target:

COMMITTEE OF THE WHOLE: FINANCE AND BUSINESS OPERATIONS

- Middle and high school students
- Currently enrolled USG students
- Recent college graduates, mid-career professionals, and recent retirees in STEM fields who with the right incentive, may chose to become certified teachers in streamlined programs

The STEM initiative aims at leveraging private funds for a 1:1 match. Private funds will be used for scholarships and for service-cancelable loans equal to full tuition and fees to attract traditional and non-traditional to prepare to become middle and high school science and mathematics teachers.

2. Fiscal Year 2009 Capital Budget Request

Approved: The Board approved the fiscal year 2009 capital budget request as shown in Appendix II (the full appendices are on file with the Office of Fiscal Affairs).

The Board will delay action on the strategic multi-year Capital Implementation Program (“CIP”) until the October 2007 Board meeting. This will allow appropriate time for the GO bond funded project requests to be reviewed and reconciled to the anticipated GO bond funding amounts.

Background: The new capital allocation model is strategic in nature, data driven, and is based upon each institution’s current enrollment, anticipated enrollment growth, square footage, the age and condition of current facilities, as well as the strategic priorities of the Board of Regents. The primary objective is to maximize the strategic value of all capital investment in the University System. The result will be enhanced, long-term capital planning and development made possible by consistent and predictable state capital funding.

There are several favorable outcomes of this new approach. The new model provides campuses with much greater control and the flexibility to integrate capital needs into overall institutional mission and state needs. It also will allow a greater sense of control and guidance over institutional destiny.

The new model was the result of a comprehensive multi-year review by the University System’s Office of Facilities leading to the update of its existing capital request process. A key goal of the update was to use the revised Regents’ Principles for Capital Resources Allocation to improve the “fit” between the State’s available general obligation (“GO”) bonds and the University System’s capital (facilities) program.

Instead of the former system, in which campus officials annually requested funding for individual “major” projects (more than \$5 million) and “minor” projects (less than \$5 million), the new model targets funding for a multi-year Capital Implementation Program, allowing campus officials to decide which individual projects best implement campus and System objectives. The new model allows the Board of Regents to determine, in advance, each institution’s target share of GO bond funding using the allocation model which is driven by a variety of structural and strategic factors.

COMMITTEE OF THE WHOLE: FINANCE AND BUSINESS OPERATIONS

Although the State will continue authorizing University System GO bonds annually, the model will allow the Regents to target the funds to institutions in multi-year cycles – six years initially, and three years thereafter – to increase their programming flexibility.

Besides providing the institutions with the benefit of having a predictable financial basis for facilities master planning, the new model factors in funding to cover strong enrollment growth, serious space deficits and the maintenance of aging buildings in a way that has not been feasible until now.

The Committee of the Whole was adjourned at approximately 10:55 a.m.

COMMITTEE ON FINANCE AND BUSINESS OPERATIONS

The Committee on Finance and Business Operations met on Tuesday, August 7, 2007, at approximately 1:28 p.m. in the Board Room. Committee members in attendance were Chair Robert F. Hatcher, the Chair of the Board, Regent Allan Vigil, and Regents James A. Bishop, Hugh A. Carter, Jr., Felton Jenkins, Donald M. Leebern, Jr., Benjamin J. Tarbutton III, and Richard L. Tucker. Chair Hatcher reported to the Board that the Committee had reviewed six items, four of which required action. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. **Fiscal Year 2009 Operating and Capital Budget Requests (Addressed by a Committee of the Whole)**

Approved: The Board approved the fiscal year 2009 operating and capital budget requests.

This item was addressed by Committee of the Whole (see pages 70-76).

2. **Addition to The Policy Manual, Section 704.043, Waiver of Mandatory Fees for U.S. Military Reserve and Georgia National Guard Combat Veterans**

Approved: The Board revised The Policy Manual by adding a new section, Mandatory Fee Waivers for U.S. Military Reserves and Georgia National Guard Combat Veterans, to become effective August 8, 2007.

Background: The Board of Regents provides a number of tuition benefits to members of the United States Military Reserves and Georgia National Guard. The purpose of this policy change is to provide combat veterans, who seek and qualify for enrollment in University System of Georgia (“USG”) institutions, with a waiver of mandatory fees.

The approved policy is as follows:

COMMITTEE ON FINANCE AND BUSINESS OPERATIONS

Approved Policy

704.043 Waiver of Mandatory Fees for U.S. Military Reserve and Georgia National Guard Combat Veterans

1. Eligibility. Eligible participants must be Georgia residents who are active members of the U.S. Military Reserves and/or the Georgia National Guard and were deployed overseas for active service in a location or locations designated by the U.S. Department of Defense as combat zones on or after September 11, 2001 and served for a consecutive period of 181 days, or who received full disability as a result of injuries received in such combat zone, or were evacuated from such combat zone due to severe injuries during any period of time while on active service. Additionally, eligible participants must meet the admissions requirements of the applicable USG institution and be accepted for admission.

2. Benefits. Eligible participants shall receive a waiver of all mandatory fees charged by USG institutions including, but not limited to, intercollegiate athletic fees, student health services fees, parking and transportation (where such fees are mandated for all students), technology fees, student activity fees, fees designated to support leases on facilities such as recreation centers, parking decks, student centers and similar facilities, and any other such mandatory fees for which all students are required to make payment. Students receiving this waiver shall be eligible to use the services and facilities these fees are used to provide. This benefit shall not apply to housing, food service, any other elective fees, special fees or other user fees and charges (e.g., application fees).

3. Approval of Continuation of the Administrative Service Contracts for the University System of Georgia Health Insurance Plans

Approved: The Board approved the continuation of the health insurance administrative service contracts for the University System of Georgia as shown in Appendix I (the full appendices are on file with the Office of Fiscal Affairs). The requested contract extension will be for the period from January 1, 2008, through December 31, 2008.

Background: The Board of Regents has several contracts to support its health insurance program for employees. The basic purposes of these contracts are described briefly below. Although a rebid of all contracts with the plan to achieve a greater level of consolidation had been anticipated with implementation in plan year 2008 (effective January 1, 2008), it is now apparent that the time allotted to evaluate contract proposals, interview potential vendors, award the bid or bids and allow reasonable opportunity for contract challenges is insufficient to plan for a transition to new vendors by January 1, 2008. We have been advised that the current contracts can be renewed for next year and are therefore recommending the Board proceed with that strategy. The revised schedule for rebidding health insurance administrative contracts is now set for next year, with the RFP (request for proposal) to be distributed no later than January 1, 2008, the evaluation to occur during January-February and the award to be made sometime in late spring.

COMMITTEE ON FINANCE AND BUSINESS OPERATIONS

The only significant increase is in the 1st Medical Network contract. If the renewal of the contract is approved, the administrative fee will rise from \$1.59 per month per contract to \$2.25 per month per contract. The contract rate of \$1.59 has been in effect since 2002. First Medical Network initially proposed a 60% increase in the rate to bring it closer to current market rates.

Current Health Insurance Vendors/Description of Services

Beech Street Corporation – provides the national Preferred Provider Organization (“PPO”) network.

WellPoint Health Networks – provides claims administration for the indemnity healthcare, PPO and the indemnity dental plan.

Unicare – provides hospital inpatient pre-certification, alternative medical care, medical case management, outpatient review services, MedCall, PPO network channeling, access and utilization of the Disease State Management Programs.

Magellan Health Services – provides network access, utilization review and managed care for PPO plan participants who require behavioral healthcare services.

1st Medical Network – serves as the vendor for the PPO healthcare plan for the Georgia network service area.

Express Scripts – serves as the pharmacy benefit manager for PPO and indemnity healthcare plans.

Blue Cross/Blue Shield of Georgia – The Blue Cross Blue and Blue Shield national plan of participating providers is known as the Interplan Teleprocessing System (“ITS”). The ITS network is available to all University System of Georgia indemnity healthcare plan participants, who access/require medical services while residing/working/traveling outside of Georgia.

4. Approval of Healthcare Plan Premiums for Plan Year 2008

Approved: The Board approved the healthcare plan premiums for the University System of Georgia for plan year 2008 as shown in Appendix II (the full appendices are on file with the Office of Fiscal Affairs), to become effective January 1, 2008.

Background: The Board of Regents has contracted with Towers-Perrin to conduct an actuarial analysis of premium requirements for its self-insured programs (Indemnity, PPO, PPO premium) based on projections of medical cost increases, University System of Georgia employee demographics and recent claims experience. The recommendations as shown in Appendix II reflect a 10% increase in rates for the Indemnity Program and a 14.5% increase for the PPO programs.

COMMITTEE ON FINANCE AND BUSINESS OPERATIONS

The PPO programs have been running a deficit in the last year or so which is why the rate proposal is higher. Investigating the basis for cost increases in the PPO program is one of the objectives of the contract strategy for next year. No changes in the tier structure or employer subsidy rates were proposed.

Additionally, premium rate changes are proposed for the two fully insured health maintenance organization (“HMO”) programs under contract with Board of Regents – Kaiser Permanente and Blue Cross/Blue Shield (“BC/BS”) Blue Choice. The rates proposed for the BC/BS Blue Choice program are 9.9% higher than last year. The rates proposed under the Kaiser Permanente plan were 2.6% higher for active employees and 5% for retirees.

The basic life insurance program operated by Cigna was also up for renewal. There was no change in the rates for 2008.

5. Ratification of Action to Modify Tuition Rates at Georgia Gwinnett College

Approved: The Board ratified actions taken by Chancellor Erroll B. Davis, Jr. to modify the tuition rates at Georgia Gwinnett College (“GGC”) to become effective in the fall semester 2007.

Background: In May, 2007, the Board of Regents approved tuition rates and a new policy on tuition governing the System’s seven state colleges. The new policy called for the creation of a single rate to be charged all students regardless of whether they are enrolled in upper division or lower division courses. The previous policy allowed for separate rates to be charged based on level of course enrollment.

Because GGC is in the process of developing its four-year programs (at present, it has not developed any two-year course offerings) and demonstrated that additional funding is needed to hire faculty and provide other resources in accordance with accreditation requirements, the Chancellor has approved continuation of two separate rates for GGC as follows:

Georgia Gwinnett College Tuition Rates for Fiscal Year 2008

Lower Division – Guaranteed Rate (fall, 2007 entering Students)	\$78 per credit hour
Upper Division – Guaranteed Rate (fall, 2007 entering Students)	\$120 per credit hour
Upper Division Returning Students (non-Guaranteed Rate) *	\$113 per credit hour

*Assumes that no returning students qualify for the Guaranteed Tuition Rate because they entered the University System of Georgia prior to fall semester 2006.

The Committee meeting adjourned at approximately 1:40 p.m.

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

The Internal Audit Committee met as a Committee of the Whole on Tuesday, August 7, 2007, in the Boardroom. The Committee Chair, Donald M. Leebern, Jr., convened the meeting at approximately 1:03 p.m. Present, in addition to Chair Leebern, were Vice Chair Felton Jenkins, Chair of the Board Allan Vigil, Vice Chair of the Board William H. Cleveland and Regents Kenneth R. Bernard, Jr., James A. Bishop, Hugh A. Carter, Jr., Robert F. Hatcher, W. Mansfield Jennings, Jr., James R. Jolly, Elridge W. McMillan, Patrick S. Pittard, Willis J. Potts, Benjamin J. Tarbutton III, and Richard L. Tucker. The Chief Audit Officer and Associate Vice Chancellor for Internal Audit, Ronald B. Stark, was also present. Chair Leebern reported to the Board that the Committee had reviewed seven (7) items, six (6) of which required action. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. Revision of The Policy Manual, Section 100, Officers of The Board of Regents

Approved: The Board approved revisions to The Policy Manual concerning specific policies as outlined below and on successive pages for Section 100, Officers of the Board of Regents.

Specific Policies Recommended for Revision and Brief Details

Item 1: Policy 102 Chancellor – Empower Chancellor authority to delegate or re-delegate authority given to him in this manual.

The proposed revisions were provided according to each enumerated recommendation item. Please note the strike-through texts represent deletions from the current version and the highlighted, bold texts represent additions.

102 CHANCELLOR

The Board of Regents shall elect the Chancellor annually. The Chancellor shall be given an annual letter of agreement. In case of any vacancy in the chancellorship, the Board shall name an Acting Chancellor who shall serve until the office of the Chancellor shall be filled.

The Chancellor shall be the chief executive officer of the University System as well as the chief executive officer of the Board of Regents and, as such, shall perform those duties that are prescribed by the Board. The Chancellor shall be responsible to the Board for the prompt and effective execution of all resolutions, policies, rules, and regulations adopted by the Board for the order and operation of the entire University System and for the government of any and all of its institutions. The Chancellor's discretionary powers shall be broad enough to enable him/her to discharge these responsibilities. **The Chancellor is authorized to delegate or re-delegate all approvals and actions designated by The Policy Manual.** The Chancellor shall attend and shall participate in, without the privilege of voting, all of the meetings of the Board and its Committees except as otherwise determined by the Board and shall be an ex-officio member of all Committees without the

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

authority to vote. The Chancellor shall make recommendations for the appointment of institution presidents and senior level employees of the Office of the Board of Regents. Campus presidents shall make decisions regarding appointments, promotions, salaries, transfers, suspensions, and dismissals for members of instructional, research and extension staffs, and all other employees of their institutions.

The Chancellor shall be a member of all faculties and other academic bodies within the University System. He/she shall decide all questions of jurisdiction, not otherwise specifically defined, of the several councils, faculties, and officers. The Chancellor shall have the right to call meetings of any council, faculty, or committee at any time (BR Minutes, 1986-87, p. 263).

The Chancellor shall have the power to veto any act of any council, faculty, or committee of any institution within the University System but, in doing so, shall transmit to the proper officer a written statement of the reason for such veto. A copy of each veto statement shall be transmitted to the Board of Regents.

Any council, faculty, or committee shall have the right of appeal from a veto of the Chancellor to the Board and to be represented before the Board by any member or members chosen from said council, faculty, or committee.

The Chancellor shall prepare and submit to the Board of Regents such annual and special reports concerning the University System as the Board may require. The Chancellor or his/her designee shall be the medium through which all matters shall be presented to the Board, and to the Committees of the Board, including reports, recommendations, and suggestions from institutions, their faculty members, employees, and students. The Chancellor may, on his/her own initiative, make such reports to the Board as will, in his/her opinion, be helpful to the members in the discharge of their duties.

The Chancellor shall be responsible for the preparation for the Board of a suggested allocation of state appropriations to the institutions of the System. This suggested allocation shall be accompanied by a statement of the basis upon which it is to be determined. The suggested allocation shall be transmitted to the Board by the Committee on Finance and Business Operations with such modifications as the Committee may deem necessary. Budgets of the member institutions shall be submitted by heads of institutions of the University System to the Chancellor. When the Chancellor has approved the budgets, the Chancellor shall submit all of the budgets of the University System to the Board for final approval. The Chancellor shall be the regular channel through which policies of the Board of Regents shall be announced. The heads of University System institutions shall not make any announcements of the Board's policies until so authorized by the Chancellor.

The Chancellor may limit the matriculates to the educational facilities at the institutions of the System.

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

The Chancellor or his/her designee is authorized to execute all documents concerning federal aid to the University System of Georgia, including, but not limited to, applications, acknowledgments of grants, and other necessary documents, in the conduct of affairs on behalf of the Regents of the University System of Georgia in connection with the United States Government (BR Minutes, 1966-67, pp. 414-415). The Chancellor is further authorized to settle any claim or dispute against the Board or its employees for an amount not to exceed \$300,000 of Board of Regents' funding (BR Minutes, May 2006).

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

- A. Any and all rental agreements, supplemental agreements, and subrental agreements in which the Board of Regents is named as the tenant of the property rented and where the total rent to be paid by the Board does not exceed the sum of \$5,000 per month;
- B. Any and all contracts, agreements, deeds, licenses, or other instruments related to the purchase or gift of real property (other than property acquired by condemnation) at a purchase price not to exceed the average of three separate appraisals made by independent and licensed real estate appraisers and where the purchase price (or gift value) of the real property does not exceed the sum of \$100,000;
- C. Gifts, bequests, agreements, or declarations of trust in those instances where the initial gift or trust estate is \$100,000 or less, as well as those documents necessary to provide proper fiscal management of those funds accepted under the aforesaid authorization.

The Chancellor may, at his/her discretion, delegate the authority to execute said documents to the Treasurer or to the presidents of the several institutions in the University System, provided, however, that the Chancellor is not authorized to delegate to the presidents the authority to accept gifts of real property (BR Minutes, 1980-81, p. 241; January, 1997, p. 24).

The Chancellor, and/or the Chancellor's designee, is authorized to act without prior approval of the Board as the contracting officers for and on behalf of the Board of Regents, with authority to act for the Board in the execution of construction contracts, change orders to construction contracts, contracts for professional services, and the selection of architects and engineers and execution of architectural/engineering contracts for the preparation of plans for new buildings or engineering projects, major remodeling, allocation of rehabilitation funds, and other projects, except routine maintenance in the University System of Georgia, provided, however, that the authority so delegated shall not exceed the sum of \$1,000,000 for any one contractual obligation. The actions taken under the authority of this paragraph shall be reported annually to the Committee on Real Estate and Facilities (BR Minutes, 1991-92, pp. 319-320).

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

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

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

The Chancellor, and/or the Chancellor's designee, is authorized and empowered, in the name of and on behalf of the Board of Regents of the University System of Georgia, to take or cause to be taken any and all such other and further action as, in the judgment of such officials, may be necessary, proper, convenient, or required in connection with the execution and delivery of such instruments documents or writings in order to carry out the intent of authority delegated herein. The Chancellor is authorized to develop procedures whereby nonmandatory (revenue-producing) auxiliary fees from campus operations, such as bookstore, dormitory, cafeteria, and vending machines, may be approved by him or her without prior approval by the Board (BR Minutes, 1980-81, p. 22).

Each Institution is authorized to develop procedures for approval of the following matters without the necessity of formal Board action:

- A. Adjunct (courtesy) appointments;
- B. Graduate teaching assistant appointments;
- C. Appointment of part-time faculty members, other than those faculty members who have previously retired from the System;
- D. Reappointments of temporary faculty, part-time faculty, and aliens; and
- E. Changes of designation for approved degree programs and approved administrative units.

The Chancellor shall make all recommendations regarding the establishment or discontinuance of all positions in the University System Office. He/she shall recommend the appointment of administrative officers and all other employees of the University System Office.

2. Revision of The Policy Manual, Section 200, Institutional Governance

Approved: The Board approved revisions to Policy Manual concerning specific policies as outlined below and on successive pages for Section 200, Institutional Governance.

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

Specific Policies Recommended for Revision and Brief Details

Item 1: Policy 205.01 Comprehensive Academic Program Review – All requests for changes are to be submitted to the University System chief academic officer

The proposed revisions were provided according to each enumerated recommendation item. Please note the strike-through texts represent deletions from the current version and the highlighted, bold texts represent additions.

Abstract/Rationale: It was recommended that Policy 205.01: Comprehensive Academic Program Review be further modified to state that all requests for changes to an institution's comprehensive academic program review schedule be submitted for review and approval by the University System chief academic officer. Updates will be provided as notification items.

Policy 205.01: Comprehensive Academic Program Review

Each University System institution shall conduct academic program review on a periodic basis. Consistent with efforts in institutional effectiveness and strategic planning, each University System institution shall develop procedures to evaluate the effectiveness of its academic programs through a systematic review of academic programs, to address the quality, viability, and productivity of efforts in teaching and learning, scholarship, and service as appropriate to the institution's mission. The review of academic programs shall involve analysis of both quantitative and qualitative data, and institutions must demonstrate that they make judgments about the future of academic programs within a culture of evidence.

The cycle of review for all undergraduate academic programs shall be no longer than seven years and for all graduate programs no longer than ten years. Programs accredited by external entities may substitute an external review for institutional program review, provided the external review meets University System and institutional requirements for program review. If an external accreditation entity's review cycle for undergraduate programs is ten years, the ten-year review cycle may be used for that program only. No program review cycle at any level shall exceed ten years.

The ~~Senior Vice Chancellor for Academic and Fiscal Affairs~~ **University System chief academic officer** must approve each institution's plan for the conduct of a complete cycle of program review and may require changes in the plan, providing adequate time for the change to be implemented. Each institution shall conduct program review according to the terms of its approved plan, with annual updates and requests for changes to the plan as necessary. **Requests for changes to the plan will be reviewed and approved by the University System chief academic officer. Updates to Comprehensive Program Review Schedules will be provided as notification items to the University System chief academic officer.**

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

Planning and conduct of academic program reviews shall be used for the progressive improvement and adjustment of programs in the context of the institution's strategic plan and in response to findings and recommendations of the reviews. Adjustment may include program enhancement, maintenance at the current level, reduction in scope, or, if fully justified, consolidation or termination. Actions taken as the result of reviews and strategic plans shall be documented as provided below.

Each institution shall submit an annual program review report to the University System chief academic officer, which shall include a list of academic programs reviewed and a summary of findings for programs reviewed during the previous year. The institution must summarize actions taken both as the result of current reviews and as follow-up to prior years' reviews. For each review, institutions must establish that the program has undergone review and is meeting rigorous standards. The report must identify (1) quality, viability, and productivity parameters measured, and (2) findings relative to internal standards, the institution's strategic plan, and, as appropriate, external benchmarks.

The University System chief academic officer shall monitor annually a small number of performance indicators for academic programs and shall initiate dialogue with the chief academic officer of the institution when programs do not meet the guidelines defined by the indicators. If further investigation justifies additional study, the institution may be asked to conduct an off-cycle review of such programs.

3. Revision of The Policy Manual, Section 300, Academic Affairs

Approved: The Board approved revisions to the Policy Manual concerning specific policies as outlined below and on successive pages for Section 300, Academic Affairs.

Specific Policy Recommended for Revision and Brief Details

Item 1: Policy 302.03 Administrative Officers – Administrative officers have the privileges of faculty membership

Item 2: Policy 305 Grading System – “S” or “U” grade exceptions are to be approved by the University System chief academic officer

The proposed revisions were provided according to each enumerated recommendation item. Please note the strike-through texts represent deletions from the current version and the highlighted, bold texts represent additions.

Abstract/Rationale: It was recommended that Policy 302.03: Administrative Officers be revised in order to clarify and clearly differentiate the standards of performance required of administrators

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

versus faculty members. The current language would mean that an administrative officer is held to the same teaching and research standards (e.g., number of classes taught, number of publications, external research grant dollars, etc.) as a full-time faculty member.

Policy 302.03: Administrative Officers

Faculty status of full-time administrative officers will necessarily vary with the size and complexity of the institution. A faculty member who has academic rank and rights of tenure in the Corps of Instruction and who accepts an appointment to an administrative office (other than president) shall retain his/her academic rank and rights of tenure as an ex officio member of the Corps of Instruction but shall have no rights of tenure in the administrative office to which he or she has been appointed. The additional salary, if any, for the administrative position shall be stated in the employment contract and shall not be paid to the faculty member when he or she ceases to hold the administrative position. An administrative officer having faculty status shall have all the ~~responsibilities and~~ privileges of faculty membership. Administrative officers shall be appointed by the president with the approval of the Board of Regents and shall hold office at the pleasure of the president.

Research and Regional Universities: In addition to the Corps of Instruction, the faculty will include the president, administrative and academic deans, registrar, librarian, chief fiscal officer, and such other full-time administrative officers as the statutes of the institution may designate as having ex officio faculty status.

Each institution is required to file with the office of the Board of Regents a list of administrative offices which have faculty status (by office, not by name of individual).

~~State Colleges and Universities and Associate Degree Colleges~~ **State Universities, State Colleges, and Two-Year Colleges:** In addition to the Corps of Instruction, the faculty will consist of the president and the full-time administrative officers, and such other full-time administrative officers as the statutes of the institution may designate as having ex officio status. Each institution is required to file with the office of the Board of Regents a list of administrative offices which have faculty status (by office, not by name of individual) (BR Minutes, 1951-52, pp. 314-319; 1952-53, pp. 159-160; 1953-54, p. 225).

Abstract/Rationale: The last point of accountability on Policy 305: Grading System will reside in the System Office with the University System chief academic officer.

Policy 305: Grading System

All institutions of the University System of Georgia shall be on a 4.0 grade point average system.

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

The following grades are approved for use in institutions in the determination of the Grade Point Average:

<u>Grade</u>	<u>Grade Point Average</u>
A	Excellent (4.0)
B	Good (3.0)
C	Satisfactory (2.0)
D	Passing (1.0)
F	Failure (0.0)
WF	Withdrew (0.0)

The following symbols are approved for use in the cases indicated, but will not be included in the determination of the grade point average.

"I" This symbol indicates that a student was doing satisfactory work but, for non-academic reasons beyond his/her control, was unable to meet the full requirements of the course. The requirements for removal of an **"I"** are left to the respective institutions; however, if an **"I"** is not satisfactorily removed after three academic terms of residence, the symbol **"I"** will be changed to the grade **"F"** by the appropriate official.

"IP" These symbols indicate that credit has not been given in courses that require a **"CP"** continuation of work beyond the term for which the student signed up for the course. The use of these symbols is approved for dissertation and thesis hours and project courses. With the exception of Learning Support or Developmental Studies courses, and Regents' Test remediation courses, these symbols cannot be used for other courses. These symbols cannot be substituted for an **"I"** (BR Minutes, 1988-89, pp. 77-78; 1990-91, p. 61).

"W" This symbol indicates that a student was permitted to withdraw without penalty. Withdrawals without penalty will not be permitted after the mid-point of the total grading period (including final examinations) except in cases of hardship as determined by the appropriate official of the respective institution.

"WM" This symbol indicates a student was permitted to withdraw under the Board of Regents policy for military service refunds (704.0401). The use of this symbol indicates that this student was permitted to withdraw without penalty at any time during the term. (BR Minutes, October 2001.)

"S" This symbol indicates that credit has been given for completion of degree requirements other than academic course work. The use of this symbol is approved for dissertation and thesis hours, student teaching, clinical practicum, internship, and proficiency requirements in graduate programs. Exceptions to the use of this symbol for academic course work must be submitted to the **Chancellor University System chief academic officer** for approval.

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

"U" This symbol indicates unsatisfactory performance in an attempt to complete degree requirements other than academic course work. The use of this symbol is approved for dissertation and thesis hours, student teaching, clinical practicum, internship, and proficiency requirements in graduate programs. Exceptions to the use of this symbol for academic course work must be submitted to the Chancellor **University System chief academic officer** for approval.

"V" This symbol indicates that a student was given permission to audit this course. Students may not transfer from audit to credit status or vice versa. Students may register, however, on a credit basis for a course that has previously been audited (BR Minutes, 1989- 90, p. 146).

"K" This symbol indicates that a student was given credit for the course via a credit by examination program approved by the respective institution's faculty. (CLEP, AP, Proficiency, etc.) "K" credit may be provided for a course the student has previously audited if the institutional procedures for credit by examination are followed (BR Minutes, 1989-90, p. 146).

Institutions are permitted to use other than the Uniform Grading System for the purpose of grading student progress in Learning Support or Developmental Studies (BR Minutes, 1974-75, pp. 109-11). Cumulative Grade Point Average. The cumulative grade point average in each institution of the University System of Georgia will be calculated by dividing the number of hours scheduled in all courses attempted in which a grade of A, B, C, D, F or WF has been received into the number of grade points earned on those hours scheduled. The cumulative grade point average will be recorded on the student's permanent record. Institutional credit shall in no way affect the cumulative grade point average. Other averages may be computed by each institution for internal uses as may be required.

4. Revision of The Policy Manual, Section 400, Student Affairs

Approved: The Board approved revisions to the Policy Manual concerning specific policies as outlined below and on successive pages for Section 400: Student Affairs.

Specific Policies Recommended for Revision and Brief Details

Item 1: Policy 402 Undergraduate Admissions – Exceptions are to be approved by the University System chief academic officer and reviewed by the Board biennially.

Item 2: Policy 402.0101 Freshman Requirements

Institutions may set higher requirements only with the written approval of the University System chief academic officer

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

The proposed revisions were provided according to each enumerated recommendation item. Please note the strike-through texts represent deletions from the current version and the highlighted, bold texts represent additions.

Abstract/Rationale: It was recommended that Policy 402: Undergraduate Admissions be modified to include a biennial review of any changes to institutional admission requirements as such revisions impact a given sector of the university system.

Policy 402: Undergraduate Admissions

Every student admitted as an undergraduate in any University System institution must meet the requirements for one of the categories listed below and must meet any additional requirements that may be prescribed by the institution. Applicants should be advised that meeting minimum requirements will not guarantee admission at any institution. Institutions may set additional and/or higher requirements than listed here. Except as explicitly permitted in this policy manual, any exceptions to these admissions policies may be made only with written approval of the ~~Chancellor~~ **University System chief academic officer. Exceptions to these admissions policies will also be reviewed by the Board biennially to ascertain how such action impacts other institutions within a given sector.** Students must submit transcripts of all secondary and college work and must follow the application procedures specified by the institution to which they are applying.

Abstract/Rationale for Policy 402.0101: Freshman Requirements: It was recommended that Policy 402.0101: Freshman Requirements be revised to reflect the fact that state and two-year colleges should follow the current policy now in place until the success of that policy change can be evaluated. Additional language has been inserted to clarify that the current pilot policy does not now allow institutions in the state and two-year college sector to raise admission standards.

Policy 402.0101: Freshman Requirements

Students applying for freshman admissions to a University System institution must meet the following criteria:

College Preparatory Curriculum. Completion of the University System of Georgia's College Preparatory Curriculum ("CPC") requirements and graduation from a high school accredited by a regional accrediting association (such as the Southern Association of Colleges and Schools) or the Georgia Accrediting Commission or from a public school regulated by a school system and state department of education. Students applying to any institution must present credit for 16 specified CPC units.

The 16 specified University System CPC courses are:

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

- A. MATHEMATICS: 4 college preparatory Carnegie units of Mathematics, including Algebra I, Algebra II, and Geometry.
- B. ENGLISH: 4 college preparatory Carnegie units of English which have as their emphasis grammar and usage, literature (American, English, World), and advanced composition skills.
- C. SCIENCE: 3 college preparatory Carnegie units of Science, with at least one laboratory course from the life sciences and one laboratory course from the physical sciences.
- D. SOCIAL SCIENCE: 3 college preparatory Carnegie units of Social Science, with at least one course focusing on United States studies and one course focusing on world studies.
- E. FOREIGN LANGUAGE: 2 college preparatory Carnegie units in the same foreign language emphasizing speaking, listening, reading, and writing.

In addition to these minimum requirements, students are encouraged to take additional academic units in high school to improve their probability for admission and success.

Freshman Index. A designated score on the Freshman Index ("FI"), which is based on a combination of a student's SAT I or ACT assessment scores and high school grade point average (HSGPA). The Freshman Index is

$$FI = 500 \times (\text{HSGPA}) + \text{SAT I Verbal} + \text{SAT I Math}$$

OR

$$FI = 500 \times (\text{HSGPA}) + (\text{ACT Composite} \times 42) + 88$$

The minimum FI required for admission to a research university is 2500; regional university—2040; state university—1940; and a state or two-year college—1830.

In addition to the FI, students must have a minimum SAT I Verbal score of 430 and Mathematics score of 400 (or ACT equivalent) for admission to a university (research, regional, or state). Students without these minimum scores but with SAT I scores of at least 330 Verbal and 310 Mathematics may be considered for admission to a two-year college but will be required to exempt or exit learning support ("LS") in the areas of deficiency.

Except as explicitly permitted in this policy manual, any exceptions to these admissions policies may be made only with written approval of the Chancellor University System chief academic officer. Exceptions to these admissions policies will also be reviewed by the Board biennially to ascertain how such action impacts other institutions within a given sector.

~~Institutions may set higher requirements for admission only with written approval by the University System chief academic officer and a follow-up Board review of impacts to a particular institutional sector.~~ Students meeting the minimum FI requirements are not guaranteed admission. Students meeting the minimum FI requirements are not guaranteed admission.

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

A. EXCEPTIONS TO FRESHMAN ADMISSION REQUIREMENTS FOR SPECIAL GROUPS OF STUDENTS

Students may also be admitted as freshmen based on alternative evidence of college readiness. Following are modified or additional requirements for specific groups of applicants:

1. LIMITED ADMISSIONS CATEGORY

In recognition of the fact that a limited number of students do not meet established standards but do demonstrate special potential for success, institutions are authorized to grant admission to a limited number of such students. Institutions will use multiple measures whenever possible, such as interviews, portfolios, and records of experiential achievements, for students being considered for Limited Admission. The number of students who may be granted Limited Admissions will be restricted based on institutional sectors, with **state and two-year colleges** allowed the highest percentage for Limited Admissions, **as defined by the Academic Affairs Handbook**. The FI required for Limited Admission to a research university is 2020; regional university, 1830; and state university, 1790.

Nontraditional freshmen will not be included in the Limited Admissions percentage allowed for each institution.

In addition to the FI, Limited Admissions students must have a minimum SAT I Verbal score of 430 and Mathematics score of 400 (or ACT equivalent) for admission to a university (research, regional, or state). Students with SAT I (or ACT equivalent) scores of at least 330 Verbal and 310 Math may be considered for Limited Admission to a two-year college but will be required to exempt or exit LS in the areas of deficiency.

At research, regional, and state universities, students granted Limited Admission must also have completed the 16-unit College Preparatory Curriculum ("CPC"). At state and two-year colleges, students may be considered for Limited Admission if they have a high school diploma or GED and meet the minimum SAT/ACT score requirements. A GED is acceptable only if the student's high school class has graduated. Certificates of attendance or special education diplomas are not acceptable.

PRESIDENTIAL EXCEPTIONS: Presidents of University System institutions may grant exceptions to the CPC and FI requirements for Limited Admissions if the student shows promise for academic success in college and has at least a high school diploma or GED credential. Institutions will be required to report to the ~~Senior Vice Chancellor for Academics and Fiscal Affairs~~ **University System chief academic officer** on those students granted Presidential Exceptions. Presidential Exceptions must be included as part of the institution's maximum percentage for Limited Admissions, **as defined by the Academic Affairs Handbook**.

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

Students who enter under the Limited Admissions category (including Presidential Exceptions) must make up any CPC deficiencies in accordance with University System procedures. They must also be screened, as applicable, for placement in LS courses using the CPE or COMPASS administered by a University System institution and must meet University System criteria for exemption or exit of learning support in reading, English, and mathematics. (For students transferring from a Commission on Colleges ["COC"]-accredited DTAE technical college, comparable scores from the DTAE technical college may be used according to guidelines issued by the ~~Senior Vice Chancellor for Academics and Fiscal Affairs~~ **University System chief academic officer**.)

2. ALTERNATIVE REQUIREMENTS FOR HOME-SCHOOLED STUDENTS AND GRADUATES OF NONACCREDITED HIGH SCHOOLS

Applicants from home schools or graduates of nonaccredited high schools may validate the CPC in an alternative way. SAT I scores and satisfactory documentation of equivalent competence in each of the CPC areas at the college-preparatory level may be used in lieu of the FI and Carnegie unit requirements of the CPC.

A student whose SAT I Composite (Verbal plus Mathematics) (or ACT equivalent) score is at or above the average SAT I score of the previous year's fall semester first-time freshmen admitted to the University System institution to which he or she is applying and who has completed the equivalent of each of the CPC areas as documented by a portfolio of work and/or other evidence that substantiates CPC completion qualifies for consideration for admission. Students in this category must also meet the minimum SAT I Verbal requirement and the minimum SAT I Mathematics requirement (or ACT equivalent) for the sector to which they apply.

Applicants who achieve designated scores on each of the following SAT II Subject Tests in a CPC area will be considered to have demonstrated equivalent CPC competence and do not need to submit additional documentation in that area: English Writing, Literature, Math IC or Math IIC, American History & Social Studies, World History, Biology, and one of the following: Chemistry or Physics.

Students admitted in this category with satisfactory documentation of CPC competence in all areas will not be counted in the institution's Limited Admissions (including Presidential Exceptions) category. Those with qualifying SAT I scores and documentation of partial CPC completion may be admitted on the same basis and with the same conditions as other students with CPC deficiencies.

3. ADMISSION OF STUDENTS WITH OUTSTANDING SCORES

Students who demonstrate very high academic ability by achieving a composite SAT I

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

Composite (Verbal plus Math) score in the upper five percent of national college-bound seniors according to the most recent report from the College Board and who show other evidence of college readiness may be admitted under this section. (An ACT score which is equivalent to this SAT I score may also be used.) Institutions must carefully evaluate such students to determine their ability to benefit from college coursework. Students must satisfy any CPC deficiencies in areas other than English or mathematics through college coursework.

Students admitted in this section will not count in an institution's Limited Admissions exceptions.

4. ADMISSION OF INTERNATIONAL STUDENTS

Freshman international students may be admitted in another admissions category or may be admitted in a separate category for international students under procedures established by the University System of Georgia. If these students do not meet the alternative admission procedures established under the University System of Georgia, they might be considered as Presidential Exceptions.

5. ADMISSION OF STUDENTS WITH DISABILITIES

Because the core curriculum of each institution requires students to complete college-level courses in English, mathematics, social science, and science, all students must complete the high school CPC in these areas. Students with disabilities that preclude the acquisition of a foreign language may petition for admission without this CPC requirement according to procedures established by the System. Students with disabilities are expected to meet the sector's minimum SAT I or ACT score requirements but should request the appropriate testing accommodations from the agencies administering the SAT I or ACT.

6. JOINT ENROLLMENT/EARLY ADMISSION OF HIGH SCHOOL STUDENTS

The University System of Georgia recognizes the need to provide academically talented high school students with opportunities for acceleration of their formal academic programs. This recognition has led to the development of two organized programs: (1) a joint enrollment program in which a student, while continuing his/her enrollment in high school as a junior or senior, enrolls in courses for college credit and (2) an early admissions program in which the student enrolls as a full-time college student following completion of the junior year in high school. The minimum admissions standards for both the joint enrollment and early admissions programs have been developed to allow certain advanced students to receive both high school and college credit for some courses. Procedures for admission, course selection, and instruction can be found in sections 301.01-301.06 of the Academic Affairs Handbook. (BR Minutes, September 2004)

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

7. RESIDENTIAL PROGRAMS

The University System of Georgia offers residential programs for gifted, talented, and motivated students at two institutions: the Advanced Academy of Georgia at the State University of West Georgia and the Georgia Academy of Mathematics, Engineering, and Sciences at Middle Georgia College. Admissions and program requirements are established by the individual institutions. (BR Minutes, September 2004)

8. EARLY COLLEGE

Early Colleges enhance students' opportunities to accelerate their education by participating in a joint high school/college program. Each Early College represents an approved partnership between a Georgia public school system and a University System of Georgia college or university. Students in University System of Georgia recognized Early Colleges are eligible for enrollment in college courses while they are enrolled in the Early College. (BR Minutes, September 2004)

5. Revision of The Policy Manual, Section 800, Personnel

Approved: The Board approved revisions to the Policy Manual concerning specific policies as outlined below and on successive pages for Section 800: Personnel.

Specific Policies Recommended for Revision and Brief Details

Item 1: Policy 803.0402 Establishment of Special Faculty Positions – Institutions may require funds greater than stated minimum funding levels; endowment amounts must be assured and documented

Item 2: Policy 803.05 Intrasystem Recruitment – Intrasystem recruitment may occur only when an offer is being made to a candidate

Item 3: Policy 803.07 Evaluation of Faculty – Pre-tenure review policies shall be reviewed and approved by the University System chief academic officer; Administrators will not be subject to post-tenure review

Item 4: Policy 803.09 Tenure – Criteria for tenure have been added to this policy

Item 5: Policy 803.10 Non-tenure Track Personnel – Approval of the conversion of position type resides at the presidential level

The proposed revisions were provided according to each enumerated recommendation item. Please note the strike-through texts represent deletions from the current version and the highlighted, bold texts represent additions.

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

Abstract/Rationale for Policy 803.0402: Establishment of Special Faculty Positions: Institutions may raise funds above the stated minimum funding levels. Special faculty positions will be established after funds for the position are assured, documented, and approved by the Board.

Policy 803.0402: Establishment of Special Faculty Positions

Support of Academic Positions from Gifts and Endowments

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

The minimum funding levels for each endowed academic position listed below shall be established periodically by the Board upon recommendation by the Chancellor. **Institutions may require funds greater than the stated minimum funding levels when developing support for endowed chairs.** (The initial recommendations are included below for each position.)

The categories of endowed academic positions shall be described as follows:

Research and Regional Universities		State Colleges and Universities and Associate Degree Colleges	
<i>Position Title</i>	<i>Amount</i>	<i>Position Title</i>	<i>Amount</i>
Distinguished University Chairs	\$2,000,000		
Distinguished Chairs	\$1,000,000	Distinguished Chairs	\$500,000
Chairs	\$500,000	Chairs	\$300,000
Distinguished Professorships	\$400,000	Distinguished Professorships	\$200,000
Professorships	\$200,000	Professorships	\$100,000
Distinguished Scholar	\$100,000	Distinguished Scholar	\$50,000
Fellowships	\$50,000	Fellowships	\$30,000
Lecture or Seminar Series	\$50,000	Lecture or Seminar Series	\$30,000

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

Specially Designated Faculty Positions Funded By Endowments

The endowed chairs, professorships and fellowships will be established by the Board of Regents upon request of the institutional President and recommendation of the Chancellor only after it is assured **and documented** that the endowment is properly funded and that the investment strategy of the endowment, wherever held, will meet the continuing demands of the chair, professorship or fellowship. This assurance must address the proper mix of capital growth, income production and liquidity. The institution will pay from its funds such amounts as are necessary to set the salary of the holder at a level commensurate with his or her record, experience, and position in the faculty. The endowment income will be used for salary supplementation and for other professional support of the holder of the endowed position, including assistance in the research of the holder.

The holder of a fellowship shall be a qualified person of any academic rank, without regard to tenure status. The endowed fellowship will be used to provide temporary support (not to exceed one academic year) of distinguished scholars who are in temporary residence at the institution while participating in planned academic programs; visiting scholars who are in temporary residence at the institution for special academic programs or purposes; institution faculty who have made unique contributions to academic life or to knowledge in their academic discipline; and institution faculty of any academic rank irrespective of tenure status, who have been selected for teaching excellence through procedures established by the institution (BR Minutes, 1989-90, pp. 147-148).

Abstract/Rationale for Policy 803.05: Intrasystem Recruitment: The proposed change to enable notification of the president of each institution will occur in those cases where an offer of employment is being made to the candidate.

Policy 803.05: Intrasystem Recruitment

It is recognized as a good practice for University System institutions to employ principal administrators and faculty members from other institutions of the System. When a president wishes to consider for employment a principal administrator or faculty member of another institution in the System, he/she shall ~~secure authorization from~~ **notify** the president of the employing institution ~~prior to contacting the~~ **before an offer is being made to the** principal administrator or faculty member. When a formal offer is made, the letter shall include a statement to the effect that acceptance can be made only after all contractual obligations have been fulfilled ~~or a replacement secured~~.

Abstract/Rationale for Policy 803.07: Evaluation of Faculty: It was recommended that Policy 803.07: Evaluation of Faculty be revised to reflect the fact that administrators will not be subject to post-tenure review as long as a majority of their job responsibilities are administrative in nature and are not classified as teaching responsibilities. As administrators, they are subject to administrative evaluation annually and every five years.

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

Policy 803.07: Evaluation of Faculty

Each institution shall establish definite and stated criteria, consistent with Regents' policies and the statutes of the institution, against which the performance of each faculty member will be evaluated. The evaluation shall occur at least annually and shall follow stated procedures as prescribed by each institution. Each institution, as part of its evaluative procedures, will utilize a written system of faculty evaluations by students, with the improvement of teaching effectiveness as the main focus of these student evaluations. The evaluation procedures may also utilize a written system of peer evaluations, with emphasis placed on the faculty member's professional development. In those cases in which a faculty member's primary responsibilities do not include teaching, the evaluation should focus on excellence in those areas (e.g., research, administration) where the individual's major responsibilities lie. Institutional policies and procedures shall ensure that each faculty member will receive a written report of each evaluation and that the results of the evaluation will be reflected in the faculty member's annual salary recommendations. Institutions will ensure that the individuals responsible for conducting performance evaluations are appropriately trained to carry out such evaluations (BR Minutes, 1979-80, p. 50; 1983-84, p. 36; May, 1996, p. 52).

Each institution shall conduct in-depth pre-tenure reviews of all faculty in their third year of progress toward tenure. The criteria established for promotion and tenure, emphasizing excellence in teaching, shall be used as the focus for these reviews. The institution shall develop pre-tenure policies, as well as any subsequent revisions (BR Minutes, April 1996, p. 39-47; May 1996, p. 52).

Institutions employing graduate teaching and/or laboratory assistants shall develop procedures to (a) provide appropriate training to support and enhance these assistants' teaching effectiveness, (b) conduct regular assessments, based on written procedures and including results of student and faculty evaluations, of each assistant's teaching effectiveness and performance, and (c) assess competency in English and, if needed, provide training in English language proficiency.

Senior administrators shall be evaluated by the administrator's supervisor, using a performance management instrument which emphasizes leadership qualities, management style, planning and organizing capacities, effective communication skills, -accountability for diversity efforts and results, and success at meeting goals and objectives. All senior administrators shall be evaluated by their subordinates (one level down) at least once every five years. Evaluation results will be the basis for the senior administrator's development plan.

Each institution shall conduct post-tenure reviews of all tenured faculty members. Each faculty member is to be reviewed five years after the most recent promotion or personnel action, and reviews shall continue at five-year intervals unless interrupted by a further review for promotion. **Administrators who have tenure and who may also have some teaching responsibilities will not be subject to post-tenure review as long as a majority of their duties are administrative in**

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

nature. At such time as an administrator may return full time to the faculty, she/he will be placed into the post-tenure review cycle and will be evaluated under those guidelines as a faculty member in the fifth year following the return to the faculty and at subsequent five year intervals.

The institutional president shall review and approve institutional post-tenure review policies, as well as any subsequent revisions. These institutional policies must conform to the institution's mission and to System procedures for post-tenure review. Institutional policies also shall address cases in which a tenured faculty member's performance is deemed unsatisfactory (BR Minutes, April 1996, p. 39-47; May 1996, p. 52).

Abstract/Rationale: It was recommended that Policy 803.09: Tenure be remanded to the campus level. To that end, tenure decisions will reside with the institutional president. Changes in faculty policies would mean that institutions would need to report faculty tenure decisions for monitoring purposes to the Human Resources Data Mart (HRDM). Based on the discussion and informal poll of this policy as an information item during the April 2007 meeting of the Committee on Academic Affairs, it was suggested that both promotion and tenure decisions reside at the presidential level.

Policy 803.09: Tenure and Criteria for Tenure

A. Each institution in the University System shall establish clearly stated tenure criteria and procedures that emphasize excellence in teaching for all teaching faculty. Such policies shall conform to the requirements listed below and shall be reviewed and approved by the ~~Senior Vice Chancellor for Academics and Fiscal Affairs~~ **University System chief academic officer.** The requirements listed below shall be the minimum standard for award of tenure, but they are to be sufficiently flexible to permit an institution to make individual adjustments to its own peculiar problems or circumstances. These policies are to be considered a statement of general requirements which are capable of application throughout the System and are not a limitation upon any additional standards and requirements which a particular institution may wish to adopt for its own improvement. Such additional standards and requirements, which must be consistent with the Regents' policies and approved by the Board of Regents, shall be incorporated into the statutes of an institution.

Criteria for Tenure

- 1. Minimum for all three types of institutions in all professorial ranks:**
 - a. Superior teaching; demonstrating excellence in instruction**
 - b. Research or academic achievement, as appropriate to the mission**
 - c. Outstanding service to the institution, profession, or community**
 - d. Professional growth and development**

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

Noteworthy achievement in all four of the above need not be demanded, but should be expected in at least two. A written recommendation should be submitted by the head of the department concerned, setting forth the reasons for tenure. The faculty member's length of service with an institution shall be taken into consideration in determining whether or not the faculty member should be tenured.

- 2. Research and Regional Universities: In addition to "1" above, tenure at the rank of associate or full professor requires the earned doctorate or its equivalent in training, ability, and/or experience. Neither the possession of a doctorate nor longevity of service is a guarantee of tenure.**
 - 3. State Universities: In addition to "1" above, tenure requires the earned doctorate or its equivalent in training, ability, and/or experience. Neither the possession of a doctorate nor longevity of service is a guarantee of tenure.**
 - 4. State and Two-Year Colleges: In addition to "1" above, tenure requires at least the equivalent of two years of full-time study beyond the bachelor's degree. Longevity of service is not a guarantee of tenure.**
- B.** Tenure resides at the institutional level. Institutional responsibility for employment of a tenured individual is to the extent of continued employment on a 100% workload basis for two out of every three consecutive academic terms until retirement, dismissal for cause, or release because of financial exigency, or program modification as determined by the Board.
- C.** Normally, only assistant professors, associate professors, and professors who are employed full-time (as defined by Regents' policies) by an institution are eligible for tenure. However, faculty members holding these professorial ranks who are employed by or on the staff of the Medical College of Georgia (MCG) on less than a full-time basis, and who also hold an appointment at the Veterans Administration Medical Center-Augusta, shall be eligible for promotion and/or the award of tenure by the Board of Regents **institutional president** (BR Minutes, 1979-80, p. 73; 1980-81, p. 303; 1990-91, pp. 369-70). The term "full-time" is used in these tenure regulations to denote service on a 100% work load basis for at least two out of three consecutive academic terms. Faculty members with adjunct appointments shall not acquire tenure. The award of tenure is limited to the above academic ranks and shall not be construed to include honorific appointments (BR Minutes, 1990-91, pp. 369-70).
- D.** Tenure may be awarded, upon recommendation **approval** by the President, upon completion of a probationary period of at least five years of full-time service at the rank of assistant professor or higher. The five-year period must be continuous except that a maximum of two years interruption because of a leave of absence or part-time service may be permitted, provided, however that an award of credit for the probationary period of an interruption shall be at the discretion of the President. In all cases in which a leave of absence, approved by the President, is based on birth or adoption of a child, or serious disability or prolonged illness of the employee or

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

immediate family member, the five-year probationary period may be suspended during the leave of absence. A maximum of three years credit toward the minimum probationary period may be allowed for service in tenure track positions at other institutions or for full-time service at the rank of instructor or lecturer at the same institution. Such credit for prior service shall be ~~defined~~ **approved** in writing by the president ~~and approved by the Board of Regents~~ at the time of the initial appointment at the rank of assistant professor or higher. Notwithstanding anything to the contrary in this Policy Manual, in exceptional cases an institution **president may approve an outstanding distinguished senior faculty member for the award of tenure** ~~may recommend to the Board of Regents that an outstanding distinguished senior faculty member be awarded tenure upon the faculty member's initial appointment;~~ **such action is otherwise referred to as tenure upon appointment**. Each such recommendation shall be ~~considered by the Board individually and shall be~~ granted only in cases in which the faculty member, at a minimum, is appointed as an associate or full professor, was already tenured at ~~his or her~~ a prior institution, and brings a demonstrably national reputation to the institution (BR Minutes, 1983-84, p. 94; May, 1996, p. 52; April 2000, pp. 31-32). **If the person is being appointed to an administrative position and has not previously held tenure, the award of tenure must be approved at the level of by the Chancellor.**

- E. Anything in this Policy Manual to the contrary notwithstanding, faculty members employed by the Medical College of Georgia (MCG) who hold a professorial rank in a tenure track position of assistant professor or above and who also hold a part-time or full-time appointment at the Veterans Administration Medical Center-Augusta (VA), shall as stated above (Section 803.09-C) be eligible for the award of tenure at MCG upon completion of at least five years of full-time or part-time service at the rank of assistant professor or higher. Such faculty members shall otherwise meet the same probationary periods, criteria for promotion, procedures and other requirements set forth in the Bylaws and Policy Manual of the Board of Regents and Statutes of MCG for the award of tenure to full-time faculty, provided, however, that such faculty members who have been employed previously by MCG for five consecutive years or more shall be eligible to apply for tenure.

The tenure of a faculty member who also holds a VA appointment shall apply only to that portion of a faculty member's salary and benefits which are provided directly by MCG. In no event shall the award of tenure to faculty members holding such joint appointments obligate MCG to assume any portion of the salary or other benefits provided by the VA.

In the event a faculty member who has been awarded tenure at MCG under the provisions of this section shall for any reason cease to be employed by the VA, the Medical College shall have the right, at its sole discretion, to revoke the tenure, employment or other affiliation of the faculty member by MCG without a hearing or other due process procedures or requirements set forth in the Bylaws and Policy Manual of the Board of Regents and the Statutes of MCG for other full-time tenured faculty. After termination of employment or revocation of tenure, MCG shall not be obligated to provide such faculty members with any further salary, benefits or other financial support.

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

- F. Except for the approved suspension of the probationary period due to a leave of absence, the maximum time that may be served at the rank of assistant professor or above without the award of tenure shall be seven years, provided, however, that a terminal contract for an eighth year may be proffered if a recommendation for tenure is not approved by the Board of Regents **president**. The maximum time that may be served in combination of full-time instructional appointments (instructor or professorial ranks) without the award of tenure shall be 10 years, provided, however, that a terminal contract for the 11th year may be proffered if a recommendation for tenure is not approved by the Board of Regents **president** (BR Minutes, 1992 - 93, p. 188; April 2000, pp. 31-32).
- G. Except for the approved suspension of the probationary period due to a leave of absence, the maximum period of time that may be served at the rank of full-time instructor shall be seven years (BR Minutes, April 2000, pp. 31-32).
- H. Tenure or probationary credit towards tenure is lost upon resignation from an institution, or written resignation from a tenured position in order to take a non-tenured position, or written resignation from a position for which probationary credit toward tenure is given in order to take a position for which no probationary credit is given. In the event such an individual is again employed as a candidate for tenure, probationary credit for the prior service may be awarded in the same manner as for service at another institution.
- I. Upon approval of the award of tenure to an individual by the Board of Regents **president**, that individual shall be notified in writing by the president of his/her institution, with a copy of the notification forwarded to the Chancellor or his/her designee **University System chief academic officer**.
- J. Each institution shall provide data annually to the **University System chief academic officer** Senior Vice Chancellor for Academics and Fiscal Affairs showing the institution's tenure rates by gender and race.
- K. By February 15 of each year, each institution will submit to the University System chief academic officer a list of names of faculty to be tenured, effective July 1. For each of these, the institution will provide the percentage of faculty who already hold tenure in that field and department. If, after the approval of tenure of the faculty member(s) under consideration, the above percentage will be less than or equal to 66.67%, the President may approve tenure for them without further consultation of Board staff. This percentage is one that is often used to allow for contraction capability in case of an enrollment downturn or shift in demand for that field. If, after the approval of tenure of the faculty member(s) under consideration, the above percentage will be greater than 66.67%, the following information must accompany the name: An analysis of the expected institutional liability (\$ costs) associated with a positive tenure decision, how that risk is to be managed, and what the positive benefits are of this decision. After review and endorsement by University System chief academic officer, the President may approve tenure.**

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

Abstract/Rationale for Policy 803.10: Non-tenure Track Personnel: It was recommended that Policy 803.10: Non-tenure Track Personnel be revised to demonstrate that tenure decisions will now be the responsibility of and reside at the presidential level.

Policy 803.10: Non-tenure Track Personnel

Institutions of the University System are authorized to establish professional positions designated as non-tenure track positions. Each institution shall prepare annually, along with its budget, a list of positions so designated for signations submitted during the budget year must also be approved by the Chancellor or his/her designee. Positions designated as non-tenure track positions or as tenure track positions may be converted to the other type only with approval by the ~~Chancellor or his/her designee~~ **institutional president**.

Non-tenure track positions may be established for full-time professional personnel employed in administrative positions or to staff research, technical, special, career, and public service programs or programs which are anticipated to have a limited lifespan or which are funded, fully or partially, through non-System sources. There shall be no maximum time limitation for service in positions in this category.

The following provisions shall apply to all non-tenure track professional personnel:

- A. Individuals employed in non-tenure track positions shall not be eligible for consideration for the award of tenure.
- B. Probationary credit toward tenure shall not be awarded for service in non-tenure track positions.
- C. Notice of intention to renew or not to renew contracts of non-tenure track personnel who have been awarded academic rank (Instructor, Assistant Professor, Associate Professor, Professor) shall follow the schedule required for tenure track personnel. This schedule of notification shall not apply to other professional personnel.
- D. Individuals employed in non-tenure track positions may apply on an equal basis with other candidates for tenure track positions which may become available.

The transfer of individuals from tenure-track positions to non-tenure track positions shall be effected on a voluntary basis only (BR Minutes, 1982 – 83, pp. 255 – 256).

6. Revision and Reorganization of The Policy Manual, Section 900, Facilities

The Vice Chancellor for Facilities, Linda M. Daniels (the University System chief facilities officer), presented information on proposed Policy Manual revisions and reorganization of Section 900 regarding facilities. Items below include identification of old policy section numbers in brackets for reference purposes.

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

Background: This information is presented based on the premise that decisions should be made at the lowest level where management is given the responsibility to act and is held accountable for their actions.

These concepts were proposed by the Approvals and Authorities Committee for Facilities co-chaired by Presidents Thomas A. Wilkerson of Bainbridge College and Thomas Z. Jones of Armstrong Atlantic State University. The committee was made up of: James Black, Chief Business Officer, Valdosta State University, Michael Renfrow, Assistant Vice President/Campus Planning & Facilities, University of West Georgia, Jack Reynolds, Director of Plant Operations, Dalton State College, Janet Kirkpatrick, Director of Facilities, Middle Georgia College and Dr. G. Wayne Clough, President, Georgia Institute of Technology.

Approved reorganization of Section 900

LEGEND

Plain text = existing policy language

Highlighted in yellow = new text

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

Board of Regents Policy Manual: Section 900: **Real Estate and Facilities**

901 GENERAL POLICY **ON REAL ESTATE AND FACILITIES**

The term “real estate” includes: (1) land and anything permanently affixed to or growing upon the land; (2) All rights issuing out of, annexed to, and exercisable within or about real property; (3) Any estate or interest in real property.

The term “facilities” includes buildings of all types, as well as campus grounds and athletic venues. It includes all outdoor areas of a USG institution including streets, entrances, gates, and landscape features, such as quadrangles, gardens, lakes, fountains, ~~recreation~~ and fields.

901.01 LEGACY OF OWNERSHIP

Title to all real, personal, and mixed property of whatever nature of each of the institutions named in the Bylaws of the Board is vested in the Board of Regents, to be held by said Board in trust for the benefit and use of the institutions entitled thereto, it being the purpose and intent of the General Assembly that the Board of Regents shall hold title to the property or assets of each institution, so that each institution shall receive the use and benefit of the property devoted to its use, and in no event shall the property or assets of one institution be subject to the liabilities or obligations of any other institution, provided, however, that this restriction shall not prevent the Board of Regents from utilizing the facilities, educational or otherwise, of one institution for the advancement or assistance of another (Acts, 1931, pp. 7, 26).

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

901.02 PORTFOLIO MANAGEMENT AND UTILIZATION

901.03 COMPLIANCE AND RISK MANAGEMENT

The Board of Regents recognizes the importance of compliance with all applicable laws and regulations and to that end encourages the employment of knowledgeable professionals in the acquisition, development, planning, design, construction/renovation, management and operations of its real estate and facilities. In the absence of specific laws or regulations, industry standards and good management practices shall be followed.

Pro-active efforts shall be initiated to ensure that compliance is addressed and risks are appropriately managed.

901.04 BOARD OF REGENTS PROCEDURES AND GUIDELINES

~~Building projects authorized by the Board of Regents shall be processed in accord with the procedure prepared by the Vice Chancellor for Facilities, recommended by the Chancellor, approved by the Board of Regents, and published under the title, Building Project Procedure.~~

The Board of Regents holds the University System chief facilities officer responsible for the establishment of the procedures and guidelines under which the acquisition, development, planning, design, construction/renovation, management, and operation of facilities of the University System of Georgia shall be accomplished. Documentation of Board of Regents procedures and guidelines shall be maintained and updated in electronic format and shall be readily available to institutions, consultants, vendors, and any other parties involved in work on University System of Georgia (USG) real estate and facilities related initiatives. A complete list, and access to current documents will be accessible on the USG web site. Copies will be available in the Office of Facilities.

The University System chief facilities officer shall work with the Office of the Attorney General to make available standard forms of agreement, contracts, and other templates of legal documents that might expedite or facilitate real estate and/or other facilities transactions.

The University System chief facilities officer shall periodically update the Board on the status of documents available for guidance on USG facilities related topics.

901.05 TRAINING AND STAFF DEVELOPMENT

901.06 DELEGATION OF AUTHORITY

For the purposes of the Board of Regents Policy Manual Section 900, unless specifically designated otherwise, the Chancellor's designee shall be the University System chief facilities officer.

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

901.07 PLACE NAMING

The Board of Regents considers the naming of **a place in the University System of Georgia** (in honor of a living or deceased individual, corporation, foundation, or organization) to be one of the highest distinctions **and most distinct honors** that it can bestow. **Place naming shall require authorization by the Board of Regents and shall be in accord with Board of Regents procedures and guidelines.**

~~In light of the importance and magnitude of this honor,~~ **The place naming** following policy shall apply to the naming of all Board of Regents real estate and physical facilities. **(See section 901 for definition.)** This includes ~~streets on~~ all property owned or leased by the University System of Georgia, including facilities constructed, **donated, or acquired** by affiliated organizations of the institutions.

~~The term “facilities” does not include interior spaces such as rooms, hallways, etc., within buildings and sports facilities. The President of College/University has the authority to name such interior spaces. The President of College/University will notify the Board of Regents, on a timely basis and for informational purposes only, any such interior space naming.~~

Board authorized place namings are not to be modified or appended. Although place namings are considered permanent, The place namings of facilities and grounds of an institution will endure only for the useful life of the facility or feature and not in perpetuity. If a facility or area is demolished, destroyed, developed or substantially changed, a named building or area may no longer exist. In that event, the president of an institution may determine if maintaining the name for transfer to a new facility or area is appropriate. The president ultimately determines the validity of maintaining a name for transfer at the institution level and shall seek Board approval as appropriate.

Situations may occur which would warrant the removal of a name from a place in the University System of Georgia. Circumstances may dictate that the parameters under which a name was bestowed have changed to the extent that consideration must be given to removing the name. As place naming authority lies with the Board of Regents, so does the authority and responsibility to remove a name.

The president of an institution is authorized to act, without prior approval of the Board of Regents, in the authorization of interior space namings, and interior space naming removals, on behalf of the Board of Regents, with authority to act for the Board in the authorization of interior space names, and removal of names, that are in accordance with the Board of Regents place naming procedures and guidelines. The term “interior space” includes rooms, hallways, floors, and features as well as other enclosed or conditioned space(s) within buildings.

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

The University System chief facilities officer shall be notified, for informational purposes only, on any such interior space naming on a timely basis. Institutions shall provide a report on namings and naming removals for interior space, as information only, to the University System chief facilities officer at the end of each calendar year in accordance with Board procedures and guidelines.

The act of naming a University System facility or street is the conferral of not only a high honor, but also a conspicuous honor. It publicly exhibits the judgment and standards of the University System of Georgia and signifies lasting approval of the actions of the honoree. Given the fact that a name may be on display for decades, the task of naming should not be taken lightly. Rather, each institution should carefully consider each name, seek advice, and use the utmost discretion in ensuring that those upon whom such an honor is bestowed are truly worthy.

In order to allow for the individual being honored to enjoy and take part in the honor when it is bestowed, the Board of Regents will allow facilities and streets to be named after a living individual if the person to be honored has provided outstanding service to the institution, to the nation, or to society, and has served with distinction.

Place naming in the University System of Georgia is a significant fund raising opportunity. The raising of funds related to place naming is encouraged as an important resource for institutional advancement. Presidents of institutions should maximize potential of fund raising in association with place naming.

When naming is to honor a living person for outstanding and distinguished service as a public servant, **and not in recognition of a gift**, that person must have been disassociated from employment by or service to the University System or from **local, state,** or federal government employment for at least two years prior to the naming. **In the event that the individual being honored is no longer living, the standards listed above will still apply, however, the two year waiting period may be waived.**

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

In light of the fact that every institution within the University System is different, "outstanding service" is intended, to a certain extent, to be a flexible standard. Each naming situation must be judged on its own merits after taking into account the facts that are relevant to the person being honored and the institution involved. The president of each institution shall endeavor to ensure that

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

the proposed naming is consistent with the interests of the institution and the University System and that the value of service warrants the action proposed.

All proposed namings will be submitted to the **University System Vice Chancellor for Facilities chief facilities officer** who shall then submit the recommendations to the Board of Regents **for approval in accordance with the Board's place naming procedures and guidelines.** The Board of Regents must approve the proposed name of a facility or street, whether to honor an individual, corporation, foundation, or organization or to memorialize a deceased individual. **Institution presidents are responsible for coordinating announcements, events, or any other actions or activities associated with place namings in a manner that reflects the Board's place naming authority.**

All namings pursuant to this policy should be subject to periodic review to determine that the naming continues to be consistent with the interest of the institution as described in The Policy Manual. Since naming often occurs in recognition of a gift or commitment to an institution, **Institutions shall maintain current will develop guidelines for place naming opportunities covered by Board of Regents policy at their campuses, including appropriate financial commitments corresponding to such naming opportunities. These Updates of institution place naming guidelines will be submitted to the Board of Regents University System chief facilities officer to ensure compliance with Board policy for review** (BR Minutes, May 2004).

The University System chief facilities officer shall maintain records on place namings and report periodically to the Board on the history of place (facilities and interior space) namings including the status of fund raising in association with such namings.

902. STRATEGIC CAPITAL PLANNING

902.01 SYSTEMWIDE MULTI-YEAR PLANNING AND FUNDING MODEL

902.02 CAMPUS MASTER PLANNING

A master plan for capital development of each institution shall be maintained on a current basis in the office of the Board and at the institution. Development and maintenance of such plans shall involve continuous study by the office of the **University System Vice Chancellor for Facilities chief facilities officer** under the supervision of the Chancellor and the respective institutions. The **University System Vice Chancellor for Facilities chief facilities officer** shall periodically inform the Board of the scope and direction of campus master plans for capital development (BR Minutes, May 1995).

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

903 OFF CAMPUS INSTRUCTIONAL SITES

In accordance with Section 303.03 of The Policy Manual, University System institutions may offer instruction at locations away from their home campuses. Institutions must follow appropriate procedures for approval to offer such instruction as specified in Section 303.03. No institution may propose the use of any off-campus instructional location prior to approval of the academic program(s) to be offered at that location.

Once approval to offer external instruction has been secured, any utilization of off-campus facilities must adhere to the following guidelines:

- ∞ Every off-campus instructional location in the University System of Georgia will conform to all appropriate standards of due diligence, structural integrity, adequacy of resources, and responsible use as designated by the **University System Vice Chancellor for Facilities chief facilities officer**. Facilities will be appropriate to support the academic purpose of the off-campus location and will reflect quality standards comparable to home campus facilities.
- ∞ Any off-campus instructional location that requires or anticipates no capital investment for facilities (either to acquire or to operate) within the next three fiscal years is subject to administrative review and approval by the Chancellor.
- ∞ Any off-campus instructional location that requires or anticipates a capital investment for facilities (either to acquire or to operate) within the next three fiscal years must be reviewed and approved by the Board of Regents.
- ∞ In all cases, the proposal shall be reviewed in accordance with the External Instruction in the University System of Georgia: Policies and Procedures, as adopted by the Board of Regents on February 2, 2005, and as thereafter amended. Institutions must adhere to the guidelines, criteria, and nomenclature contained in that document. The designation of an off-campus instructional location as a campus, center, or consortium requires approval by the Board of Regents through its Committee on Academic Affairs.
- ∞ The University System Office's review shall be coordinated by the **University System chief academic officer** in consultation with the **University System Vice Chancellor for Facilities chief facilities officer**, and if the proposal anticipates the creation of a new location or significant expansion of an existing location, it shall be presented to the Board of Regents for approval. (BR Minutes, February 2005.)

904 PROJECT AUTHORIZATION

904.01 AUTHORIZATION BY BOARD OF REGENTS

All new buildings, major renovation, rehabilitation, or other projects, except routine maintenance, involving the campus or buildings of a unit of the University System using funds from any source shall require authorization by the Board of Regents and shall be implemented in accord with

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

established Board procedures under the direction of the **University System Vice Chancellor for Facilities chief facilities officer**. (~~For Construction Contracts, see section 709.01~~).

The University System chief facilities officer is authorized to act, without prior approval of the Board of Regents, in the authorization of projects on behalf of the Board of Regents, with authority to act for the Board in the authorization of projects that are in accordance with the accepted campus master plan, provided, however, that the authority so delegated shall be for projects that do not exceed the sum of \$1,000,000 in initial construction cost.

The University System chief facilities officer may delegate any or all of the above authority, to authorize projects, to individual institution presidents in the University System based upon an evaluation by the Chancellor or University System chief facilities officer of the ability of an institution to properly administer the delegated authority. Such delegation of authority shall be administered in accordance with Board of Regents policies, procedures and guidelines. Delegated authority may be withdrawn at the discretion of the Chancellor or the University System chief facilities officer.

904.02 ANNUAL PLAN FOR CAPITAL IMPLEMENTATION

The Board of Regents shall establish on an annual basis the projects to be included in the University System building program upon the recommendation of the Chancellor who shall take into consideration the funds available and the requests of the presidents of the institutions.

904.03 EMERGENCY AND OTHER PROJECTS OUTSIDE ANNUAL PLAN

905 CAPITAL PROGRAM PROCUREMENT

905.01 PROJECT DELIVERY

The Board of Regents shall use appropriate construction delivery methods in accord with current industry practices and under procedures and guidelines developed by the University System chief facilities officer.

905.02 PROFESSIONAL SERVICES

When any institution of the University System of Georgia requires professional advice in laying out long-range plans for campus and plant development, the **University System Vice Chancellor for Facilities chief facilities officer** may authorize the employment of a competent professional to gather necessary information and render needed services. The **University System Vice Chancellor for Facilities chief facilities officer** shall inform the Board periodically of the progress of campus planning efforts (BR Minutes, May 1995).

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

Facilities related consultants, including but not limited to architects, engineers, landscape architects, interior designers, **program managers**, and facilities planners, shall be procured in accordance with **Board of Regents** procedures developed by the Vice Chancellor for Facilities, recommended by the Chancellor, and approved by the Board (BR Minutes, September 1997).

905.03 CONSTRUCTION SERVICES

905.04 FURNITURE, FIXTURES, AND EQUIPMENT

In connection with the development of a new facility at an institution of the University System of Georgia the cost of the purchase of essential furniture required to place the facility in operation shall be included in the total project budget of the facility. Such furniture shall be that required in addition to existing furniture which is suitable for moving into the new facility.

The purchase of instructional, administrative, operational or maintenance equipment for use in a new facility shall be the responsibility of the institution. The Chancellor and his/her staff will cooperate with and assist the institution in securing whatever assistance in the purchase of equipment that may be available through special or restricted funds included in the total funds of the project other than bond funds (BR Minutes, 1950-51, p. 199; 1950, p. 415; 1951-52, p. 10; 1952-53, pp. 4-5).

~~The Board of Regents of the University System of Georgia acknowledges that title to any equipment purchased for the Georgia Education Authority (University) and/or the Georgia State Financing and Investment Commission by the Board of Regents or any of its institutions or branches through the facilities of the State Purchasing Department is vested in the Georgia Education Authority (University) and/or the Georgia State Financing and Investment Commission, provided that the Georgia Education Authority (University) and/or the Georgia State Financing and Investment Commission will issue a letter of instructions and offer to reimburse for equipment within a specific specification on a specific project, and that the Board of Regents acknowledges by letter from the Vice Chancellor for Facilities that it is proceeding to procure the equipment in accordance with the letter of instructions (BR Minutes, 1975-76, pp. 240-241).~~

906 CONTRACTING

906.01 CONTRACTING AUTHORITY

When qualifications-based selection (QBS) is used, and unless otherwise provided by these policies, major construction contracts over \$5 million and related professional service contracts entered into by the Board of Regents shall require prior approval by the Board. The University System chief facilities officer is authorized to act, on behalf of the Board of Regents, without prior approval of the Board of Regents, in a bid award of previously authorized construction projects.

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

~~Construction contracts which involve expenditures of \$25,000 or more shall require certification by the contractor that a drug-free workplace is provided to the contractor's and subcontractor's employees in accordance with laws of the State of Georgia (BR Minutes, 1989-90, p. 387).~~

~~All such construction contracts shall contain a certification that the contractor will not engage in the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana during the performance of the contract (BR Minutes, 1989-90, p. 387).~~

The Chancellor or the **University System** Vice-Chancellor for Facilities **chief facilities officer** is authorized to act, without prior approval of the Board of Regents, **in the qualifications-based selection of professionals** and as the contracting officer for and on behalf of the Board of Regents, with authority to act for the Board in the execution of construction contracts/contract change orders, ~~to construction contracts, professional service contracts/~~**contract amendments, including but not limited to** and the selection of architects and engineers and execution of architectural/engineering contracts for the preparation of plans for new buildings or engineering projects, major remodeling, ~~rehabilitation funds and other projects, except routine maintenance in the University System of Georgia, provided, however, that the authority so delegated shall not exceed the sum of \$1,000,000~~ **\$5,000,000** for any one contractual obligation.

The Chancellor or the **University System** Vice-Chancellor for Facilities **chief facilities officer** is authorized to delegate any or all of the above authority, **in qualifications-based selections and** to act as contracting officer, to individual institutions in the University System of Georgia based upon an evaluation by the Chancellor or **University System** Vice-Chancellor for Facilities **chief facilities officer** of the ability of an institution to properly administer the delegated authority. Such delegation of authority shall be administered in accordance with **Board** policies, and procedures and guidelines. ~~approved by the Chancellor or Chief Facilities Officer.~~ **Delegated authority may be withdrawn at the discretion of the Chancellor or the University System chief facilities officer.** (BR Minutes, 1991-92, pp. 319-320).

The Chancellor and the **University System** Vice-Chancellor for Facilities **chief facilities officer** shall be authorized and empowered, in the name and on behalf of the Board of Regents of the University System of Georgia, to take or cause to be taken any and all such other and further action as, in the judgment of such officials, may be necessary, proper, convenient or required in connection with the execution and delivery of such instruments, documents or writings in order to carry out the intent of authority delegated (BR Minutes, March, 1981).

906.02 REQUIRED REPORTING

The University System chief facilities officer shall inform the Board periodically on the volume, scope, and progress of capital projects. An annual report on Board of Regents facilities design and construction related contracting, including information on levels of

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

authority delegated to institutions, and qualifications-based selections, shall be provided to the Board at the first Board meeting following the end of the calendar year.

906.03 DEBARMENT

A design professional, consultant, or contractor may be debarred from performing any work, in any capacity, for the Board of Regents for a period of time up to five years from the date of determination. This sanction may be imposed by the Chancellor as the final agency decision based on the recommendation by a hearing panel comprised of the **University System Vice Chancellor for Facilities chief facilities officer** or his/her designee and two other members appointed by the **University System Vice Chancellor for Facilities chief facilities officer**. Cause for debarment will include commission of a criminal act in obtaining or attempting to obtain a contract or in the performance of a contract, any act indicating a lack of business integrity or business honesty, violation of state or Federal antitrust statutes, deliberate failure without good cause to perform under the terms of a contract with the Board of Regents, unsatisfactory performance under the terms of a contract with the Board of Regents, any violation of the conflict of interest statutes of the State of Georgia, or any other cause so serious and compelling as to affect the responsibility of the design professional, consultant, or contractor.

907 FACILITIES AND CAMPUS GROUNDS DEVELOPMENT

907.01 SUSTAINABLE DESIGN AND LIFE CYCLE COSTING

USG buildings and grounds shall be planned and developed to provide long-term lifecycle benefits, and each campus's individual architectural character and landscape shall be maintained in a coordinated and consistent manner. In order to ensure that this intent is achieved: Each campus shall employ design and construction concepts to allow for adaptive reuse, appropriate infrastructure, and flexibility to accommodate evolving technology. State-funded educational buildings shall be designed and constructed to provide quality service for 50 or more years, ultimately serving the citizens of Georgia by achieving long-term life cycle benefits (a positive cost-to-benefit return on the initial investment) (BR Minutes, September 2002).

907.02 BUILDING DESIGN STANDARDS

Each campus shall develop standards that establish basic aesthetic expectations for construction. These standards shall be founded on and complementary to the University System of Georgia's preplanning guidelines. Campus standards shall establish the campus's architectural theme and provide specificity sufficient to guide future construction activities to achieve harmony with the existing facilities while providing modern teaching and learning spaces. These standards shall ensure that the exterior architectural character of each building conveys the college/university character in a cohesive, attractive, and timeless manner. Each campus shall develop an "architectural palette"

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

(list of materials) to guide the selection of exterior materials for construction projects. Enduring and easily maintained materials shall form the basis of these design standards. Although various products may be used as incidental or accent points, typically more traditional and durable materials, such as masonry, shall form the basis of each campus's selection of materials (BR Minutes, September 2002).

907.03 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 an institution in the University System are exempt from this policy (BR Minutes, 1993-94, p. 153).

907.04 CAMPUS GROUNDS AND LANDSCAPE STANDARDS

Each campus shall develop standards that establish basic expectations for landscaping and grounds. These standards shall be founded on and complementary to the University System of Georgia's preplanning guidelines. Campus standards shall establish the campus's landscape plan and provide specificity sufficient to guide the planning and development of outdoor common space, including landscape and signage, to achieve a cohesive and sustainable campus. These standards shall ensure that the campus grounds convey an attractive and inviting college/university character. Each campus shall establish material and plant lists to guide the development of public green spaces, and plantings shall be predominantly indigenous, maintainable, and diverse (BR Minutes, September 2002).

Each institution shall have installed on its campus, and on each existing off-campus facility, if any, an appropriate number of properly designed and constructed exterior signs containing the name of the institution and identification of the institution as a part of the University System of Georgia. Such signs shall be architecturally proper and structurally sound, and they shall be kept in good repair. Each of these signs shall be made and situated so that it can be readily seen and quickly read from nearby public street(s) and/or public highway(s) (BR Minutes, May, 1981).

Each institution shall fly the flag of the United States and the flag of Georgia from a building or flag pole on the campus of the institution (BR Minutes, 1956-57, p. 98).

907.05 PLAQUES

A plaque of bronze cast metal or other appropriate material will be installed in all major construction projects including new buildings, additions, and renovations, noting the year completed, the Governor and members of the Board at the time of completion and other Regents serving since the project was first approved, the architect and the contractor.

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

If deemed appropriate by the president of the institution, major contributor(s) may be recognized by inclusion on the plaque or a separate plaque (BR Minutes, February, 1995, p. 18).

908 PUBLIC PRIVATE VENTURES

HOUSING FACILITIES

For policy concerning student housing comprehensive plans and financial statements, see Section 711.0701.

PRIVATE HOUSING

The following policies shall govern off-campus private housing:

- A. No private housing and/or attendant facilities shall be constructed on properties of the University System without the expressed written consent of the Board of Regents (BR Minutes, 1984-85, pp. 119-20).
- B. Board of Regents reserves the right to construct housing and other student service facilities in any or all of the institutions of the University System at any time.
- C. For sound educational reasons, a president may require students to live on campus (BR Minutes, 1984-85, pp. 119-20).
- D. Agreements may be entered into, with the approval of the Regents, between institutions and private housing operators to establish and make clear the terms and conditions upon which students are housed in the off-campus facilities, provided no financial or other restricting obligations, expressed or implied, are made on the part of the institutions of the Regents.
- ~~E. All institutions will cooperate in supplying information on their current overall housing situation and outlook to possible private housing financiers.~~
- F. All institutions will cooperate with owners of private housing by providing complete information concerning facilities available to all students.
- ~~G. Subject to the above, the Board of Regents, in view of the wide interest in private housing and the possibility of saving public funds, favors the construction of privately owned, privately financed and privately operated off-campus housing facilities (BR Minutes, 1968-69, pp. 182-183).~~

909 REAL PROPERTY OWNERSHIP AND ASSET MANAGEMENT

909.01 PROCUREMENT OF PROFESSIONAL EXPERTISE

909.02 ACQUISITION

The Chancellor and/or the **University System** 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

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

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 separate appraisals made by independent and licensed real estate appraisers and where the purchase price (or gift value) of the real property does not exceed the sum of \$100,000 **\$250,000, provided the acquisition is in accordance with the campus master plan on file and shall not be subject to any reversions, restrictions, covenants, or adverse easements.**

909.03 DISPOSITION

SALE OF PROPERTY

CONVEYANCES FOR ROAD IMPROVEMENTS

The Chancellor or **University System** ~~Vice-Chancellor for Facilities~~ **chief facilities officer** is authorized to declare, without further approval of the Board, that unimproved real property is no longer advantageously useful to any University System institution but only for the purpose of conveying title for public road improvements provided that less than one acre of real property is to be conveyed.

The Chancellor or the **University System** ~~Vice-Chancellor for Facilities~~ **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 the purpose of conveying title for public road improvements provided that less than one acre of real property is conveyed.

DEMOLITION

The Chancellor or **University System** ~~Vice-Chancellor for Facilities~~ **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 unit of the University System of Georgia 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 either:

1. is vacant, and has been vacant, for an extended period of time,
2. a cursory examination represents that it is not a cost-effective candidate for repair,
3. is obsolete and no longer necessary to provide support for which it was constructed and no longer needed to support academic programs, or
4. is consistent with the campus physical master plan and a Regents-approved capital improvement project.

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

The Chancellor or the **University System** ~~Vice Chancellor for Facilities~~ **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 either:

1. is vacant, and has been vacant, for an extended period of time,
2. a cursory examination represents that it is not a cost-effective candidate for repair,
3. is obsolete and no longer necessary to provide support for which it was constructed and no longer needed to support academic programs, or
4. is consistent with the campus physical master plan and a Regents-approved capital improvement project.

909.04 EASEMENTS

The **University System** ~~Vice Chancellor for Facilities~~ **chief facilities officer** or his/her designee shall approve the execution and delivery of easements or revocable license agreements or permits for the installation of electrical power lines, cables, and duct banks; gas lines; domestic water lines, sanitary and storm sewers; communications lines; steam, hot water and chilled water mains; and other such utilities and appurtenances to the above, across Regents' property to buildings and improvements at the various institutions of the University System, by any entity and/or by private or public utility companies, and provided in each case a license agreement shall contain the following paragraph:

This agreement does not confer upon the Licensee any rights, title, estate or interest in said licensed premises, nor does this license agreement confer upon the Licensee a license coupled with an interest or an easement. This agreement merely gives to the Licensee, and to the Licensee only, a revocable personal privilege, it being expressly understood and agreed by Licensee that regardless of any and all improvements and investments made, expenses and harm incurred or encountered by Licensee, this agreement may be revoked and terminated by Licensor, either in toto or pro tanto, upon thirty (30) days written notice to Licensee. After expiration of such thirty (30) day period, this license agreement shall stand as revoked and terminated (BR Minutes, 1972-73, p. 504).

909.05 TIMBER SALES

The Georgia Forestry Commission has consented to assist the University System and its institutions in the efficient and timely disposal of timber and timber products growing or produced on lands of the System. The Commission will designate and prepare for sale those timber products which should be harvested on property of the University System. The timber products so designated are hereby declared to be surplus property which can no longer be advantageously used in the University System and the sale of all such timber products is declared to be in the best interest of the University System.

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

The **University System** Vice Chancellor for Facilities **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.

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.

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.

On those lands of the University System which are under the management of the School of Forest 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 (Georgia Laws, 1974, Section 43-206.1, p. 458; BR Minutes, 1972-73, pp. 145-47).

910 USE OF BOARD OF REGENTS PROPERTY

910.01 LEASING AUTHORITY AS LANDLORD

910.02 WHEN TO LEASE AS LANDLORD

It is the intention of the Board of Regents to ensure that owned space within the University System is utilized with the greatest efficiency. The Board of Regents will allow campuses to lease space to others when it is appropriate to do so. When leasing to others is appropriate, the Board of Regents wants to assure the rental rates are fair and equitable

910.03 LEASE OF RESIDENTIAL FACILITIES

The Chancellor is authorized to lease housing to groups external to the University System of Georgia for a maximum term of one year under the following conditions. Any option periods or extensions beyond one year will require specific approval by the 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 University System students.

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

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

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 (BR Minutes, 1996-97).

The president of each institution may recommend to the Chancellor or the **University System Vice Chancellor for Facilities chief facilities officer** the leasing of residential facilities up to 2,000 square feet owned by the University System for fair market value rent and for a period of time up to two 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 promulgated from time to time by the Chancellor.

910.04 LEASE OF RESEARCH FACILITIES

The following policies shall govern the leasing of laboratory and research facilities:

- A. The president of each institution may recommend to the Chancellor the leasing of laboratory and research facilities owned by the University System 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.
- B. 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.
- C. Such leases shall be in writing and shall be consistent with guidelines promulgated from time to time by the Chancellor (BR Minutes, 1987-88, p. 139).

910.05 PRESIDENTS' HOMES

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

- A. Presidents of research universities will be required to live, without charge, in university housing unless an exception is granted by the Chancellor. Existing presidential housing at other institutions will be phased out as rapidly as possible, and no additional presidents' houses shall be purchased or constructed for those institutions. Presidents who are currently furnished housing shall continue to occupy that housing during their tenure as president (BR Minutes, 1984-85, p. 114; BR Minutes, 1985-86, p. 53-54).

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

- B. The institutions shall be responsible for the repair and upkeep of the buildings and grounds of the homes furnished for presidents.
- C. The institutions shall be responsible for furnishing utilities, including local telephone service.
- D. No food, food service or other services shall be provided for the presidents and their families (BR Minutes, 1967-68, pp. 416, 645).
- E. Any proposed project for improvement of a president's home, other than routine and necessary maintenance, shall be submitted for review and approval by the Chancellor and the Board of Regents. Any subsequent changes in the scope of the project or budget shall be similarly submitted for review and approval (BR Minutes, 1990-91, p. 385).

910.06 IN POLITICAL CAMPAIGNS

The president of each institution may authorize the use of institution facilities for political speeches. However, such use shall be limited to meetings sponsored by recognized organizations of the institution and shall be held only at places designated by the president.

The use of System materials, supplies, equipment, machinery, or vehicles in political campaigns is forbidden (BR Minutes, 1976-77, p. 257).

910.07 BY AFFILIATED ORGANIZATIONS

910.08 BY UNAFFILIATED OUTSIDE PARTIES

When an outside party requests permission to use a campus facility for an event which 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 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 from the Chancellor's Office).

910.09 FOR PERSONAL USE

Personal property owned by an institution shall be used only for institutional purposes. No employees in the University System 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 (BR Minutes, 1949-50, p. 109).

911 USE OF NON BOARD OF REGENTS PROPERTY

911.01 LEASING AUTHORITY AS TENANT

The Chancellor and/or the **University System** 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

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

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 ~~\$5,000~~ **\$20,000** per month.

911.02 LEASING AS TENANT

It is the intention of the Board of Regents to insure that currently owned space within the University System is utilized with the greatest efficiency. The Board of Regents wants to assure that campuses 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 assure the rental rates are cost/beneficial.

As campuses have primary responsibility for space management, it is incumbent on campuses to assure adequate review of each leasing decision. Campuses are to establish review procedures which assure that all available space on campus is utilized to maximum benefit and that leased space is sought only when there is no appropriate space available on campus; when the program requires an off-campus site; when it is more economical to lease than build additional space; when no other campus has appropriate space which may be used; or when there are other extraordinary circumstance which require leasing.

Property to which title is held by the Building Authority of the State of Georgia and which is leased to the University System 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.

Campuses are charged with assuring they obtain the best rental rates in the area where leasing is to occur and to negotiate multiple year renewal options when possible.

911.03 REPORTING OF LEASES AS TENANT

Campuses are to report annually on all leased space to the Office of Facilities, the Board of Regents which will exercise oversight on leasing activity. The report should be submitted in conjunction with the submittal of capital budget request.

912 MANAGEMENT AND OPERATIONS

912.01 SUSTAINABILITY, EFFICIENCY AND EFFECTIVENESS

912.02 MAINTENANCE AND UPKEEP

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

912.03 MAJOR REPAIRS AND REHABILITATION

The Chancellor is authorized to allocate to System institutions, without prior approval of the Board, capital outlay appropriations - rehabilitation funds (cash or bonds), in amounts not to exceed \$200,000 **\$500,000** for any one project. The **University System** chief facilities officer is authorized to allocate to System institutions, without prior approval of the Board, capital outlay appropriations - rehabilitation funds (cash or bonds), in amounts not to exceed \$200,000 **\$250,000** for any one project. The actions taken under the authority of this paragraph shall be reported annually to the Committee on Real Estate and Facilities.

912.04 ENVIRONMENTAL

The Board of Regents of the University System of Georgia is strongly committed to protecting the environment and human health and safety in all of its operations. ~~In working to meet this commitment, the Board of Regents recognizes that pro-active efforts must be made to ensure that sound environmental, health and safety planning is integrated into every level of University System decision making.~~

Effective environmental, health and safety performance is important to the Board of Regents and its institutions in relationships with students, faculty, staff, community neighbors, legislators, regulatory agencies and the general public. To assist the institutions of the University System of Georgia in living up to the ideals of this policy, the following requirements are hereby established:

Each institution within the University System of Georgia shall:

- A. Comply with all applicable environmental, health and safety laws and regulations. In the absence of specific laws or regulations, good management practices shall be followed;
- B. Develop, follow and continuously improve environmental, health and safety programs, including emergency action plans, for all facilities and operations;
- C. Perform periodic environmental, health and safety reviews of facilities and programs to correct deficiencies, establish goals and identify funding priorities;
- D. Designate a specific individual to coordinate environmental, health and safety affairs for the institution. This individual shall be a key member of each institution's administrative leadership team and shall be supported with appropriate resources;
- E. Promote environmental, health and safety awareness among all faculty, staff and students by providing administrative support and appropriate resources for training and program implementation;
- F. Design, construct and operate all facilities in a manner that protects the health and safety of the occupants and the environment. Environmental, health and safety factors shall be an integral part of each institution's master planning efforts;

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

- G. Practice waste minimization and pollution prevention by adopting recycling programs for all appropriate materials, purchasing recycled products, substituting less hazardous materials and establishing micro-scale chemistry operations;
- H. Recognize the relationship between energy and the environment and implement strategies such as energy-efficient facility lighting and equipment upgrades and alternative fuel vehicles, where appropriate;
- I. Work cooperatively with government, industry and other organizations in developing reasonable and cost-effective environmental, health and safety legislation and regulations which protect the environment and human health; and
- J. Serve as environmentally responsible neighbors and promote sustainable development on campus properties and in local communities (BR Minutes, March, 1994, p. 20).

912.05 HEALTH & SAFETY

912.06 SECURITY

912.07 EMERGENCY PLANNING AND PREPAREDNESS

7. Information Item: Revision of The Policy Manual, Section 700, Finance and Business

Abstract/Rationale for Policy 701.01, Private Donations to the University System and its Institutions, Finance and Business Operations: It is recommended that Policy 701.01 be modified to eliminate the section that requires acceptance of gifts of real gifts be approved by the Board of Regents, and that it be added that acceptance of real property is covered under Section 909, Real Property Ownership and Asset Management.

SECTION 700: FINANCE AND BUSINESS

701 GENERAL POLICY

The Board of Regents shall be the only medium through which formal requests shall be made for appropriations from the General Assembly and the Governor of the State of Georgia. The Board shall make the allocation of funds to the institutions at the April meeting or the next regular meeting following the approval of the Appropriations Act or as soon thereafter as may be practicable in each year and shall approve the budgets of the institutions and of the office of the Board of Regents at the regular June meeting in each year, or as soon thereafter as may be practicable.

701.01 PRIVATE DONATIONS TO THE UNIVERSITY SYSTEM AND ITS INSTITUTIONS

The Board of Regents of the University System of Georgia, recognizing that public institutions are dependent, in part, on private funding (just as private institutions are partially dependent on public

COMMITTEE OF THE WHOLE: INTERNAL AUDIT

funding) encourages the institutions under its control to seek the support of alumni, friends, corporations, and other private individuals and organizations who might be interested in contributing to the welfare of the institutions, their students, and their faculties.

Funds raised from private donations may be used in support of the mission and objectives of the institution, including funds for student scholarships, salary supplements, construction of physical facilities, and gifts and grants for other purposes as may be designated by the donor. However, institutions are not authorized to commit any state funds for challenge or matching grants or gifts for the construction of facilities or for other purposes without prior approval of the Chancellor.

The Board of Regents shall not consider gifts, contributions, or income from endowments held for the benefit of any University System of Georgia institution in determining the allocation of state funds to that institution.

University System of Georgia institution may accept gifts, bequests, agreements, or declarations of trust, except gifts of real property.

By accepting such gifts, donations, bequests, or declarations of trust, the president of the institution affirms that the gift, donation, etc., carries no obligations to the institution that may conflict with state law or Board of Regents policy. The president also affirms that acceptance of the gift or donation will not impose a financial burden on the institution beyond that which can be managed within its current budget. If acceptance of the gift or donation would require the institution to incur additional cost that cannot be borne within current resources, the institution shall be required to obtain the approval of the Board of Regents before the gift or donation is formally accepted. Each institution shall provide a summary report as required to the Chancellor on all gifts received by the institution and its cooperative organizations through private donation under procedures established by the University System chief fiscal officer. Each president is authorized to execute those documents necessary to provide proper fiscal management of those funds accepted under this authorization and, at their discretion, to further delegate the authority to execute such documents to the chief fiscal officers of the institution. **Gifts of real property are addressed in Section 909.** ~~Gifts of real property to a University System institution shall require prior Board approval. The Chancellor is not authorized to delegate to the presidents the authority to accept gifts of real property~~ (BR Minutes, 1980-81, p. 241; January 1997, p. 24).

As referenced earlier - Item 12 – New policy 910 – "Use of Board of Regents Property" including sections 910.01 and 910.02 related to "Leasing as Landlord" are to be expanded on at a future date.

The Committee adjourned at approximately 1:17 p.m.

INTERNAL AUDIT COMMITTEE

The Internal Audit Committee met on Tuesday, August 7, 2007, at approximately 1:38 p.m. in the Board room. Committee members in attendance were Chair Donald M. Leebern, Jr., Vice Chair Felton Jenkins, and Regents James A. Bishop, Hugh A. Carter, Jr., Robert F. Hatcher, Benjamin J. Tarbutton III, and Richard L. Tucker. Board Chair Allan Vigil and the Chief Audit Officer and Associate Vice Chancellor for Internal Audit, Ronald B. Stark, were also present. Chair Leebern reported to the full Board that the Committee had reviewed one item, which required no action.

1. Information Item: University System Accounting and Reporting: Misstatements and Adjustments - Action Plan for Improvement

The Chief Audit Officer and Associate Vice Chancellor for Internal Audit, Ronald B. Stark, presented the fiscal year 2006 reporting errors that were communicated to the Audit Committee by the Department of Audits and Accounts and discussed at the March Board Meeting. Mr. Stark met with Committee Chairs, Regent Leebern and Regent Hatcher to explain the findings prior to the meeting and then brought a full report to the Internal Audit Committee. He included a discussion of actions taken to date for improving reporting performance and an initiative to develop a formal training program for the University System.

The Committee adjourned at approximately 1:49 p.m.

COMMITTEE ON ORGANIZATION AND LAW

The Committee on Organization and Law met on Tuesday, August 7, 2007 at approximately 1:30 p.m. in room 7019. Chair James R. Jolly immediately called for an Executive Session for the purpose of discussing personnel matters, and academic records of students. With motion properly made and variously seconded the Committee members who were present voted unanimously to go into Executive Session. Those Regents, in addition to Chair Jolly and Vice Chair W. Mansfield Jennings, Jr., were as follows: Regents Kenneth R. Bernard, Jr., Elridge McMillan Patrick S. Pittard, and Willis J. Potts, Jr. The Vice Chair of the Board, William H. Cleveland, was also present. Also in attendance were the Associate Vice Chancellors for Legal Affairs, Elizabeth E. Neely and J. Burns Newsome, Vice Chancellor for Academic Planning and Programs, Sandra S. Stone, and Secretary to the Board, Julia M. Murphy. Chair Jolly reported to the Board on Wednesday that the Committee reviewed one item which required action. This item included twelve (12) applications for review; eight (8) of these were denied, two (2) were remanded to the institution with instructions, one (1) was declared moot, and one (1) was referred for an administrative hearing. In accordance with O.C.G.A. § 50-14-4, an affidavit regarding this Executive Session is on file with the Chancellor's Office. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

COMMITTEE ON ORGANIZATION AND LAW

1. Applications for Review

- a. In the matter of file no. 1914, at the Georgia Institute of Technology, concerning the suspension of a student, the application for review has been denied.
- b. In the matter of file no. 1915, at the University of Georgia, concerning a student's request for early readmission, the application for review has been denied.
- c. In the matter of file no. 1917, at the University of Georgia, concerning denial of a student's request to graduate with a grade point average less than the required 2.0, the application for review has been denied.
- d. In the matter of Ms. Cynthia E. Hicks, at the Georgia Institute of Technology, concerning termination of her employment from Georgia Tech's School of Electrical and Computer Engineering, the application for review has been denied.
- e. In the matter of Dr. A. Rahman M. Zaghoul, at the Georgia Institute of Technology, concerning his non-reappointment, the application for review has been remanded to the institution for exhaustion of administrative remedies.
- f. In the matter of Ms. Carol Ann Lott, at South Georgia College, concerning her termination, the application for review has been denied.
- g. In the matter of file no. 1921, at Macon State College, concerning a student's alleged violation of due process with regard to judicial hearing procedures, the application for review has been denied.
- h. In the matter of file no. 1922, at Valdosta State University, concerning a student's administrative withdrawal, the application for review has been referred for an administrative hearing.
- i. In the matter of file no. 1923, at Georgia Southern University, concerning a student's suspension, the application for review has been remanded to the institution with instructions.
- j. In the matter of Mr. Todd Davis, at Darton College, concerning a salary dispute, the application for review has been denied.
- k. In the matter of file no. 1927, at the University of West Georgia, concerning a student's dismissal from the Leadership Program at the university, the application for review has been denied.
- l. In the matter of Dr. Regis Gougis, at Savannah State University, concerning non renewal of his employee contract, the application for review has been declared moot (appellant deceased).

The Executive Session ended at approximately 2:43 p.m. at which time Chair Jolly reported the above information had been discussed. The Committee adjourned at approximately 2:45 p.m.

COMMITTEE ON REAL ESTATE AND FACILITIES

The Committee on Real Estate and Facilities met on Tuesday, August 7, 2007 at approximately 1:50 p.m. Committee members in attendance were Chair Richard L. Tucker, Vice Chair Benjamin J. Tarbutton III and Regents James A. Bishop, Hugh A. Carter, Jr., Robert F. Hatcher, and Felton Jenkins. Board Chair Allan Vigil and Vice Chancellor for Facilities, Linda M. Daniels, were also present. Chair Tucker reported to the Board that the Committee had reviewed 32 items, 31 of which required action. Two items, Item 10 and Item 11 were deferred until the October 2007 Committee meeting. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. Gift of Real Property, 160 Edgewood Avenue, Atlanta, Georgia State University

Approved: The Board accepted a gift of approximately 0.4855 acre of unimproved real property located at 160 Edgewood Avenue, Atlanta, from Georgia State University Research Foundation, Inc. (the "Foundation") for the use and benefit of Georgia State University ("GSU").

Acquisition of this real property is subject to confirmation of the transfer of the limitation of liability for third party claims arising from site environmental contamination from the Foundation to the Board of Regents.

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

Understandings: Acquisition of this real property is consistent with the GSU master plan. President Patton previously presented information to the Board about the acquisition of this property for the purpose of developing special interest housing.

This real property was acquired by the Foundation in January, 2006 for \$1.4 million. An appraisal conducted by Quentin Ball, MAI, in May 2007 values the property at \$850,000.

There are no restrictions on the gift and no known reversions, restrictions, or adverse easements on the real property. There are currently two billboards on the property, which can be terminated with thirty days notice.

2. Gift of Real Property, Camden County, University of Georgia

Approved: The Board accepted a gift of approximately 1,162.23 acres of unimproved real property located in Camden County, from University of Georgia Foundation, Inc. (the "Foundation") for the use and benefit of the University of Georgia ("UGA").

Acquisition of this real property is subject to completion of an environmental assessment of the real property indicating no significant problems or, if environmental problems are indicated, said problems will be resolved before the real property is acquired.

COMMITTEE ON REAL ESTATE AND FACILITIES

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

Understandings: Acquisition of this real property is consistent with the UGA master plan by providing a rich and unique teaching and research environment for ecology.

If acquired, the real property will be used by the UGA Institute of Ecology for teaching and research.

This real property was acquired by the Foundation in two tracts. 492.68 acres was acquired by gift in December 2001 from Marshlands, Inc. An appraisal by Malcolm Seckinger, Brunswick, in December 2001 values the property at \$271,000. 669.55 acres was acquired by gift in December 2006 from Marshlands, Inc. An appraisal by Malcolm Seckinger, Brunswick, in March 2007 values the property at \$469,000.

The property is a former wetlands mitigation bank and is encumbered with appropriate easements to maintain its permanent restoration status. These restrictions enhance the property's value as a rich and unique teaching and research environment for the UGA Institute of Ecology. All mitigation credits have been sold and there is no outstanding obligation to further improve or remediate the site.

There are no other restrictions on the gift and no other known reversions, restrictions, or adverse easements on the real property.

3. Gift of Real Property, 1800 South Lee Street, Americus, Georgia Southwestern State University

Approved: The Board accepted a gift of approximately 138.751 acres of improved real property located at 1800 South Lee Street, Americus, from the Georgia Southwestern Foundation, Inc. (the "Foundation"), subject to a reversion to the Foundation if approval of the Professional Golf Management ("PGM") program is not obtained within two years, for the use and benefit of Georgia Southwestern State University ("GSW").

The Board will be granted an access easement from the Foundation.

Acquisition of this real property is subject to the development of a plan to mitigate the recognized environmental conditions and notable findings identified in the Phase I Environmental Site Assessment and subsequent Limited Subsurface Investigation.

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

Understandings: Acquisition of this real property is required as part of the application to the Professional Golf Association ("PGA") to obtain approval of the PGM program.

COMMITTEE ON REAL ESTATE AND FACILITIES

This real property is improved with an eighteen-hole golf course, driving range, golf pro shop, club house and meeting facilities, cart barn and shop building.

GSW has performed a facility condition analysis on all facilities and has identified \$392,000 in repairs or renovations needed for the next five years. Additionally, upgrade to the greens is anticipated to cost \$200,000.

This real property was part of an approximately 145.281 acre real property acquisition, including a swimming pool and tennis courts, by the Foundation in April, 2004 for \$10 and assumption of \$576,725 in liabilities. The Foundation has invested \$1,000,000 to renovate the facility including ADA restrooms, offices, HVAC upgrades to the clubhouse, replacement of the irrigation system, creation of an irrigation pond and rehabilitation of greens.

The Foundation will retain approximately 6.53 acres of real property including a swimming pool and tennis courts. The Foundation will grant an access easement across this retained real property to the real property being acquired.

An appraisal conducted by Rick L. Norris, Columbus, in March 2007 values the property at \$1,700,000.

There are no restrictions on the gift and no known restrictions, or adverse easements on the real property. The property will revert to the Foundation if approval of the PGM program is not obtained within two years.

4. Gift of Real Property, 799 Marietta Street, Atlanta, Georgia Institute of Technology

Approved: The Board accepted a gift of approximately 0.996 acre of improved real property located at 799 Marietta Street, Atlanta, from Georgia Tech Foundation Real Estate Holding Corporation (“GTREHC”) for the use and benefit of Georgia Institute of Technology (“GIT”).

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

Understandings: Acquisition of this real property is consistent with the GIT master plan, and is identified as the site proposed for a support services building.

This real property is improved with a 23,000-square-foot office warehouse building, built in about 1938, in poor condition. If acquired, the desired intent will be to demolish the building. Further action by the Board will be required for this demolition.

COMMITTEE ON REAL ESTATE AND FACILITIES

GTREHC has an option to acquire this real property. An appraisal conducted by Alex B. Rubin, MAI, Norcross on behalf of the Georgia Tech Foundation, in July, 2006 values the property at \$2,150,000.

An environmental site assessment has been conducted and indicates no significant adverse environmental issues.

The Atlanta Sheet Metal Corporation will rent the real property for up to six months from the date GTREHC acquires the real property for \$100 per month plus all expenses.

There are no restrictions on the gift and no known reversions, restrictions, or adverse easements on the real property.

Funding for the demolition is from institutional funds.

5. Disposition of Real Property, Decatur County, University of Georgia

Approved: The Board declared approximately 125.63 acres of unimproved real property located in Decatur County, currently part of the Attapulgus Branch Experiment Station, to be no longer advantageously useful to the University of Georgia (“UGA”) or other units of the University System of Georgia (“USG”) but only to the extent and for the purpose of allowing the sale of this real property for the benefit of UGA and the USG.

The Board authorized the sale of the above property to Charles Rozier (the “Purchaser”) for \$462,000 (\$3,678 per acre).

The Board conditioned the sale of this real property on a review of the existence of mineral rights on the real property.

The legal details involved with this sale of the above real property will be handled by the Office of the Attorney General.

Understandings: The real property was acquired by the Board in 1939 as a part of the Attapulgus Branch Experiment Station. 85 acres of this real property is upland and was planted in slash pine five years ago. The real property has no flat land and is not suitable for agricultural research. Development of US Highway 27 Bypass, approved by the Board in 1992, isolated this tract from the remaining 300 acres of the Experiment Station.

Eight sealed bids were received in response to advertisement. The bids received ranged from \$190,750 to the Purchaser’s, which is \$77,000 higher than the next bid received.

COMMITTEE ON REAL ESTATE AND FACILITIES

A Georgia Environmental Policy Act (“GEPA”) assessment has been completed and indicates no significant adverse environmental effects from this sale.

Three independent appraisals were performed as follows:

<u>Appraiser</u>	<u>Average Appraised Value Per Acre</u>	<u>Average</u>
Arthur G. Griner, Jr, Cairo	\$3,402	
Graham T. Harvin, Blakely	\$3,496	\$3,716
Starla Penela, Bainbridge	\$4,250	

The proceeds from the sale will be used to further enhance research programs for the UGA College of Agricultural and Environmental Sciences.

6. Non-exclusive Easement, Georgia Power Company, Young Street, Augusta, Medical College of Georgia.

Approved: The Board declared an approximately 0.083 acre tract of unimproved real property located adjacent to Young Street, Augusta, on the campus of Medical College of Georgia (“MCG”), to be no longer advantageously useful to MCG or other units of the University System of Georgia but only to the extent and for the purpose of granting a non-exclusive easement to Georgia Power Company (“Georgia Power”) for installation, operation, and maintenance of a 230 KV transmission line.

The Board authorized the execution of a non-exclusive easement with Georgia Power for the above-referenced tract of real property.

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

Understandings: This non-exclusive easement area is adjacent to the existing Young Road right of way, and will be used as a maintenance buffer for the 230 KV transmission line which is being placed in the Young Road right of way.

Current uses of the property (MCG Day Care Center and parking) will not be impacted by the granting of this non-exclusive easement.

Consideration for granting this non-exclusive easement is \$5,600. Additional consideration is the enhancement to the St. Sebastian corridor which will increase access to the MCG campus.

COMMITTEE ON REAL ESTATE AND FACILITIES

7. Rental Agreement, 255 East Hancock Avenue, Athens, University of Georgia

Approved: The Board authorized the execution of a rental agreement between Slaughter Properties, LLC, Landlord, and the Board of Regents, Tenant, for approximately 8,800 square feet of research space located at 255 E. Hancock Avenue, Athens, Georgia, for a period commencing on July 1, 2007, through June 30, 2008, at an annual rent of \$138,424 (\$15.73 per square foot) with options to renew on a year-to-year basis for four (4) consecutive one-year periods with rent increasing 3% per year, for the use of the University of Georgia ("UGA").

Authorization to execute this rental agreement was delegated to the Vice Chancellor for Facilities.

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

Understandings: In June 2002, the Board approved renting this space for the use of UGA's Gerontology Center (the "Center"). The last option under that agreement expired June 30, and continued use of this facility for this purpose is necessary.

Operating costs, including utilities, and maintenance, are estimated to cost \$25,000 per year annualized.

8. Rental Agreement, 104 Banbury Road, Oxford, England, University of Georgia

Approved: The Board authorized the execution of a rental agreement between The University of Georgia Foundation, Inc., Landlord, and the Board of Regents, Tenant, for approximately 9,987 square feet of residential space located at 104 Banbury Road, Oxford, England, for the period September 1, 2007, through June 30, 2008, at a monthly rent of \$56,248.83 (\$674,986.00 per year annualized/\$67.59 per square foot per year) with options to renew on a year-to-year basis for four (4) consecutive one-year periods with rent increasing to \$676,202.00 per year annualized for the first option period exercised and then increasing 0.18% per year, for the use of the University of Georgia ("UGA").

Authorization to execute this rental agreement was delegated to the Vice Chancellor for Facilities.

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

Understandings: In June 2006, the Board approved a rental agreement continuing the rental of a facility at 106 Banbury Road, Oxford, England, which has been rented for use by UGA as student housing for the Oxford Study Abroad Program (the "Oxford Program") since 1999.

COMMITTEE ON REAL ESTATE AND FACILITIES

The need for housing has been assessed, and a facility is still required for student housing for the Oxford Program. However, the existing facility is no longer an adequate size to meet the needs of the Oxford Program. If this agreement is approved, the agreement for 106 Banbury Road will be terminated.

All operating expenses are included in the rent rate.

The need for continued use of this facility and options to renting this facility for housing will be assessed annually for the long-term needs of the Oxford Program.

9. Sub-Rental Agreement, 4350 Sever Road, Lawrenceville, University of Georgia

Approved: The Board authorized the execution of a sub-rental agreement between UGA Real Estate Foundation, Inc. (the "UGAREF"), Sub-Landlord, and the Board of Regents, Sub-Tenant, for approximately 60,000 square feet of office space located at 4350 Sever Road, Lawrenceville, for the period January 1, 2008 through June 30, 2008, at a monthly rent of \$22,500 (\$270,000 per year annualized/\$4.50 per square foot per year) with options to renew on a year-to-year basis for ten (10) consecutive one-year periods, followed by a consecutive option to renew for six months, with monthly rent for the first option period through February 28, 2009 of \$91,367.69 (\$1,096,412.28 per year annualized/\$18.27 per square foot per year), with monthly rent for the remainder of the first option period of \$141,367.69 (\$1,696,412.28 per year annualized/\$28.27 per square foot per year), then increasing 1.8% per year, for the use of University of Georgia ("UGA").

Authorization to execute this sub-rental agreement was delegated to the Vice Chancellor for Facilities.

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

Understandings: This space will be used by UGA to provide graduate degree programs and continuing education programs that are currently being offered by UGA on the Georgia Gwinnett College campus.

Additionally, establishment of additional graduate degree programs in Gwinnett County to be offered by UGA at this location will be considered as Item 16 on the agenda of the Committee on Academic Affairs.

Sub-Tenant has a right of first refusal to occupy an additional 38,000 square feet of space at the same rent rate.

Operating expenses, including electricity, insurance and Sub-Landlord administrative fee, are estimated to be \$155,000 per year annualized.

COMMITTEE ON REAL ESTATE AND FACILITIES

10. Rental Agreement, Athletic Facilities, Athens, University of Georgia

Deferred: This item was deferred until the October 2007 meeting. The Board authorized the continuation of the existing lease agreement until the end of October.

11. Facilities Use Agreement, Athletic Facilities, Atlanta, Georgia Institute of Technology

Deferred: This item was deferred until the October 2007 meeting. The Board authorized the continuation of the existing lease agreement until the end of October.

12. Ground Lease and Rental Agreement, Student Housing, Valdosta, Valdosta State University

Approved: The Board declared approximately 2.33 acres of real property on the campus of Valdosta State University ("VSU"), no longer advantageously useful to VSU or other units of the University System of Georgia but only to the extent and for the purpose of allowing this real property to be ground leased to VSU Auxiliary Services Real Estate-Hopper, LLC (the "LLC") for the purpose of constructing and owning a facility containing approximately 513 student housing beds, dining facilities, office space, mailbox center, and site amenities.

The Board authorized the execution of a ground lease, including necessary access, use, and construction easements and encroachments, between the Board of Regents, Lessor, and the LLC, Lessee, for the above-referenced approximately 2.33 acres of real property on the campus of VSU for a period not to exceed 32 years (not to exceed 30 years from the date the LLC obtains a certificate of occupancy, preceded by a construction period of not more than two years), with an option to renew for up to an additional five years should there be debt outstanding at the end of the original ground lease term, for the purpose of constructing and owning a facility containing approximately 513 student housing beds, dining facilities, office space, mailbox center, and site amenities.

The Board authorized the execution of rental agreements between the LLC, Landlord, and the Board of Regents, Tenant, for the above reference facility, containing approximately 513 student housing beds, dining facilities, office space, mailbox center, and site amenities for the period commencing on the first day of the first month after the LLC obtains a certificate of occupancy, but not earlier than August 1, 2008, and ending the following June 30 at a total monthly rent not to exceed \$115,000 (\$1,380,000. per year annualized) with options to renew on a year-to-year basis for up to 30 consecutive one-year periods (the total not to exceed 30 years from the date of the certificate of occupancy) with rent increasing no more than 3% for each option period exercised.

Authorization to execute the rental agreements was delegated to the Vice Chancellor for Facilities.

The terms of these agreements are subject to review and legal approval of the Office of the Attorney General.

COMMITTEE ON REAL ESTATE AND FACILITIES

Understandings: In October 1997, the Board passed a student housing policy that requires the preparation of a comprehensive plan for student housing together with a financial plan to support housing program objectives. VSU has developed a comprehensive plan that is consistent with the policy.

In February 2007, the Vice Chancellor for Facilities, Linda M. Daniels, and President Ronald Zaccari presented information to the Committee on Real Estate and Facilities, concerning the need to obtain new student housing at VSU through a privatization process.

In April 2007, the Board declared existing Hopper Hall to be no longer advantageously useful to VSU and authorized demolition and removal of the building.

The VSU plan will provide 513 new student housing beds in single and double occupancy suite-style units and also dining facilities, office space and mailbox center on the site of existing Hopper Hall.

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

13. Ground Lease and Rental Agreement, Central Parking Deck, Kennesaw, Kennesaw State University

Approved: The Board declared approximately 3.162 acres of real property on the campus of Kennesaw State University ("KSU"), no longer advantageously useful to KSU or other units of the University System of Georgia, but only to the extent and for the purpose of allowing this real property to be ground leased to KSU Central Parking Deck, LLC (the "LLC"), for the purpose of constructing and owning a parking deck containing approximately 2,500 parking spaces.

The Board authorized the execution of a ground lease, including necessary access, use, and construction, easements and encroachments, between the Board of Regents, Lessor, and the LLC, Lessee, for the above-referenced approximately 3.162 acres of real property on the campus of KSU for a period not to exceed 32 years (not to exceed 30 years from the date the LLC obtains a certificate of occupancy, preceded by a construction period of not more than two years), with an option to renew for up to an additional five years should there be debt outstanding at the end of the original ground lease term, for the purpose of constructing and owning a parking deck containing approximately 2,500 spaces.

The Board authorized the execution of a rental agreement between the LLC, Landlord, and the Board of Regents, Tenant, for the above-referenced parking deck for the period commencing on the first day of the first month after the LLC obtains a certificate of occupancy, but not earlier than August 1, 2008, and ending the following June 30 at a rent not to exceed \$1,617,000 with an option to renew for one year at a rent not to exceed \$2,700,000 per year annualized and then further options to renew

COMMITTEE ON REAL ESTATE AND FACILITIES

on a year-to-year basis for up to 29 consecutive one-year periods (the total not to exceed 30 years from the date of the certificate of occupancy) with rent increasing no more than 3% for each option period exercised.

Authorization to execute this rental agreement was delegated to the Vice Chancellor for Facilities.

The Board authorized the execution of a site license between the LLC, Licensee, and the Board of Regents, to allow early site access to mobilize, commence site work, install foundations, and relocate utilities.

Authorization to execute this site license was delegated to the Vice Chancellor for Facilities.

The terms of these agreements are subject to review and legal approval of the Office of the Attorney General.

Understandings: In February 2007, the Vice Chancellor for Facilities, Linda M. Daniels, and President Daniel S. Papp presented information to the Real Estate and Facilities Committee concerning the need for an additional parking deck that will contain approximately 2,500 parking spaces.

In May 2007, the Board approved a Transportation Fee increase of \$40 for Kennesaw State University.

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

14. Amendment to Ground Lease and Rental Agreement, Student Housing, Savannah, Savannah State University

Approved: The Board approved the assignment of the ground lease between the Board of Regents and The University Financing Foundation, Inc. (“TUFF”) dated June 1, 2000 for approximately 13.768 acres of real property, known as University Village, on the campus of Savannah State University (“SSU”) to SSU Foundation Real Estate Ventures, LLC (the “LLC”).

The Board authorized the execution of an amended and restated ground lease between the Board of Regents, Lessor, and, the LLC, Lessee, for the above-referenced approximately 13.768 acres of real property on the campus of SSU for a period ending December 31, 2033, with the option to renew for up to an additional 5 years, should there be debt outstanding at the end of the original ground lease term, for the purpose of providing student housing containing 660 student housing beds.

COMMITTEE ON REAL ESTATE AND FACILITIES

The Board authorized the execution of the rental agreement between the LLC, Landlord, and the Board of Regents, Tenant, for 660 student housing beds known as University Village commencing no earlier than August 8, 2007 and ending the following June 30 at a rent not to exceed \$151,000 per month (\$1,812,000 per year annualized) with options to renew on a year-to-year basis for up to 25 consecutive one-year periods (the last option period ending no later than December 31, 2033) with rent increasing no more than 3% for each option period exercised.

The Board authorized the execution of the rental agreement between the LLC, Landlord, and the Board of Regents, Tenant, for 742 student housing beds at 4750 Laroche Avenue commencing no earlier than August 8, 2007 and ending December 31, 2008, at no rent with the option to renew for the period January 1, 2009 through June 30, 2009 at a rent not to exceed \$151,000 per month (\$1,812,000 per year annualized) with further options to renew on a year-to-year basis for up to 25 consecutive one-year periods (the last option period ending no later December 31, 2033) with rent increasing no more than 3% for each option period exercised.

Authorization to execute these rental agreements was delegated to the Vice Chancellor for Facilities.

The terms of these agreements are subject to review and legal approval of the Office of the Attorney General.

Understandings: In October 1997, the Board passed a student housing policy that requires the preparation of a comprehensive plan for student housing together with a financial plan to support housing program objectives. SSU has developed a comprehensive plan that is consistent with the policy.

In June 2006, the Vice Chancellor for Facilities, Linda M. Daniels, and President Carlton Brown presented to the Committee on Real Estate and Facilities, as an information item, the need to provide and acquire additional student housing at SSU through a privatization process.

In January 2000, the Board authorized the execution of a ground lease agreement with TUFF for 13.768 acres on which 660 new student housing beds were constructed. The ground lease agreement allows for the assignment of the ground lease with approval of the Board. If assigned, the LLC has agreed to rent the student housing to the Board.

The LLC has a purchase contract for a 310 apartment unit housing complex adjacent to the campus of SSU at 4750 Laroche Avenue. The LLC will renovate and convert this housing complex to provide 742 apartment style student housing beds.

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

COMMITTEE ON REAL ESTATE AND FACILITIES

At the end of the term of the rental agreement for 4750 Laroche Avenue, the real property, all improvements, and any accumulated capital reserves will become the property of the Board of Regents.

15. Demolition of Building, 158 Edgewood Avenue, Georgia State University

Approved: The Board declared the 158 Edgewood Avenue Building located on the campus of Georgia State University (“GSU”), Atlanta, Georgia, to be no longer advantageously useful to GSU or other units of the University System of Georgia and authorized demolition and removal of this building.

The Board requested the Governor to issue an Executive Order authorizing the demolition and removal of this building from the campus of GSU.

Understandings: The 158 Edgewood Building (11,500 gross square feet) was constructed in 1899 and is a two-story brick and block building, slab on-grade foundation with a built-up roof.

A recent survey of the condition of the building and its systems reveals that the building does not meet current building and Americans with Disabilities Act (“ADA”) codes. The existing electrical and mechanical systems would need to be entirely redesigned and replaced.

As required by the Georgia Environmental Policy Act and the appropriate State Stewardship review, the Georgia Historic Preservation Division has reviewed this proposed project and has concluded that the adverse impacts related to the demolition aspects of this project have been adequately mitigated. A hazardous materials survey and assessment has been conducted and has identified recommendations for the proper management and disposal of asbestos-containing materials, lead based paint, and other hazardous materials during demolition to ensure compliance with environmental regulations.

This site can potentially be developed to accommodate special interest housing to complement special interest housing proposed for 160 Edgewood Avenue. Further action by the Board will be required to accommodate this housing.

The demolition is in accordance with the GSU Master Plan.

16. Authorization of Project, Renovation of the Classroom South Building - 4th and 5th Floors, Atlanta, Georgia State University

Approved: The Board authorized Project No. BR-50-0803, “Renovation of the Classroom South Building – 4th and 5th Floors,” Georgia State University (“GSU”), with a total project budget of \$2,708,000, to be funded from GSU institution funds.

COMMITTEE ON REAL ESTATE AND FACILITIES

Understandings: This project will include the demolition of existing walls and the creation of 15 new classrooms on the 4th and 5th floors and will begin to address a classroom deficit identified in the GSU Master Plan by providing nearly 12,500 square feet of classroom space to meet long term academic and administrative space needs.

The construction cost for the project is estimated at \$2,059,765.

The renovation of this space is consistent with GSU's Master Plan.

The University System Office staff and GSU will proceed with design and construction of this project in accordance with the Board of Regents procedures.

17. Authorization of Project, Piedmont Avenue Pedestrian Improvement, Atlanta, Georgia State University

Approved: The Board authorized Project No. BR-50-0805, "Piedmont Avenue Pedestrian Improvements," Georgia State University ("GSU"), with a total project budget of \$1,235,000 to be funded by a Federal Transportation Improvement Program ("TIP") grant (\$988,000) and GSU institutional funds (\$247,000).

Understandings: The planned improvements include widening of existing sidewalks through the reduction of traffic lanes and the replacement of sidewalks, trees and landscaping, benches, pedestrian scale light fixtures and aesthetic crosswalk surface treatments along the Piedmont Avenue corridor from Decatur Street to J.W. Dobbs Avenue.

The construction cost for the project is estimated at \$1,104,000.

This project is consistent with, and is a significant component of, GSU's Master Plan.

The University System Office staff and GSU will proceed with design and construction of the project in accordance with Board of Regents procedures.

18. Authorization of Project, Decatur Street Pedestrian Improvements, Atlanta, Georgia State University

Approved: The Board authorized Project No. BR-50-0804, "Decatur Street Pedestrian Improvements," Georgia State University ("GSU"), with a total project budget of approximately \$2,125,000 to be funded by federal Transportation Enhancement Act ("TEA") and Livable Centers Initiative ("LCI") grants (\$1,700,000) and GSU institutional funds (\$425,000).

COMMITTEE ON REAL ESTATE AND FACILITIES

Understandings: The planned improvements include widening of existing sidewalks through the reduction of traffic lanes and the replacement of sidewalks, trees and landscaping, benches, pedestrian scale light fixtures and aesthetic crosswalk surface treatments along the Decatur Street corridor from Peachtree Street to Jesse Hill Street.

The construction cost for the project is estimated at \$1,900,000.

This project is consistent with, and is a significant component of, GSU's Master Plan.

The University System Office staff and GSU will proceed with design and construction of the project in accordance with Board of Regents procedures.

19. Authorization of Project, Renovation of Citizens Trust Building – 2nd Floor, Georgia State University

Approved: The Board authorized Project No. BR-50-0802 "Renovation of the Citizens Trust Building – 2nd Floor," Georgia State University ("GSU"), with a total project budget of \$1,800,000, to be funded from GSU institutional funds.

Understandings: The second floor will be renovated for use as a Counseling Center including 385 square feet of Life Skills Labs and 7,700 square feet of office space.

The construction cost for the project is estimated at \$1,378,520.

This renovation is consistent with GSU's Master Plan.

The University System Office staff and GSU will proceed with design and construction of the project in accordance with Board of Regents procedures.

20. Authorization of Project, Special Interest Student Housing – Phase I, Atlanta, Georgia State University

Approved: The Board authorized Project No. BR-50-0801, "Special Interest Student Housing," Georgia State University ("GSU"), with a total project budget of approximately \$4,600,000 to be funded from GSU institutional funds.

Understandings: This special interest housing will complement student housing at the University Lofts and the University Commons for undergraduate and graduate students by providing 145 beds in 9-bed, 16-bed and 21-bed housing units.

COMMITTEE ON REAL ESTATE AND FACILITIES

As part of the Martin Luther King Jr. Landmark District, the units will abut the sidewalk creating an attractive urban street character with a design and scale of the project sensitive to the historic nature of the neighborhood. The development will feature an inward facing courtyard, a student activity center, and a laundry facility.

An adjoining site can potentially be developed to accommodate additional special interest housing. Further action by the Board will be required to accommodate this additional housing.

The construction cost for the project is estimated at \$3,881,000.

This project is consistent with GSU's Master Plan.

The University System Office staff and GSU will proceed with design and construction of this project in accordance with Board of Regents procedures.

21. Authorization of Project, Multi-Purpose Building at Oconee Campus, Gainesville State College

Approved: The Board authorized Project No. BR-88-0702, "Multi-Purpose Building at Oconee," Gainesville State College ("GVSC") with a total project budget of \$1,500,000 to be funded via payment from Georgia Department of Transportation for the purchase of Board of Regents property at GVSC's Oakwood campus.

Understandings: The current enrollment on the Oconee Campus is nearly 2500 students and the existing facilities are not able to keep pace with this rapid growth. A recent study found that classroom space was adequate while office, recreation, administration, and support space is substantially below space standards of the University System of Georgia. This project will address the space shortages by constructing a new building on site with approximately 10,500 gross square feet of space.

The University of Georgia Real Estate Foundation is the owner of the Oconee campus property. *Further action of the Board will be requested to obtain sufficient ownership rights in the real property that will be the site for this project.*

The total construction cost for the project is estimated to be \$1,215,000 (\$115 per square foot).

The University System Office staff and GVSC will proceed with the selection of a Design Build firm in accordance with the Board of Regents' procedures.

COMMITTEE ON REAL ESTATE AND FACILITIES

22. Authorization of Project Budget Modification, Hefner Residence Hall Renovation, Atlanta, Georgia Institute of Technology

Approved: The Board modified the budget of Project BR-30-0702, “Hefner Residence Hall Renovation,” Georgia Institute of Technology (“GIT”), to increase the total project budget from \$4.0 million to \$4.966 million.

Understandings: The “Hefner Residence Hall Renovation” project, approved by the Board in September 2006, was delayed by GIT due to extreme overcrowding in the GIT Housing System in the Fall of 2006. Additionally, further investigation of the underground domestic and chilled water systems for Hefner Residence Hall revealed additional necessary unanticipated repairs. The delay in starting the project together with the additional utility repairs will increase the overall Stated Cost Limitation (SCL) from \$3.3 million to \$4.423 million.

Funding of this project (including the cost increase of approximately \$966,000) will be from GIT Auxiliary Housing funds.

	<u>September 2006</u>	<u>Now</u>
Total Project Cost	\$4,000,000	\$4,966,000
Construction Cost (Stated Cost Limitation)	\$3,300,000	\$4,423,000

23. Authorization of Project Budget Modification, Arthur H. Armstrong Residence Hall Renovation, Atlanta, Georgia Institute of Technology

Approved: The Board modified the budget of Project BR-30-0601, “Arthur H. Armstrong Residence Hall Renovation,” Georgia Institute of Technology (“GIT”), to increase the total project budget from \$3.7 million to \$5.031 million.

Understandings: The Arthur H. Armstrong Residence Hall Renovation project, approved by the Board in August 2005, is nearing completion. In consultation with the United States Access Board a new detached elevator addition will provide Americans with Disabilities Act (“ADA”) access for both Armstrong Residence Hall and Hefner Residence Hall. This new elevator addition will increase the Stated Cost Limitation (SCL) from \$2.7 million to \$4.453 million.

Funding of this project (including the overall cost increase of \$1.331 million) will be from GIT Auxiliary Housing funds.

	<u>August 2005</u>	<u>Now</u>
Total Project Cost	\$3,700,000	\$5,031,000
Construction Cost (Stated Cost Limitation)	\$2,700,000	\$4,453,000

COMMITTEE ON REAL ESTATE AND FACILITIES

24. Appointment of Architect, Project No. BR-40-0607, Second Floor Build-out, Cancer Research Center, Augusta, Medical College of Georgia

Approved: The Board appointed the first-named architectural firm listed below for the identified project and authorized the execution of a contract with the identified firm. Should it not be possible to execute a contract with the top-ranked firm, staff will then attempt to execute a contract with other listed firms in rank order.

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

Project No. BR-40-0607, “Second Floor Build-out, Cancer Research Center,” Medical College of Georgia (“MCG”)

Project Description: This project was authorized by the Board in January 2007. The Cancer Research Center was originally constructed with the first and second floors left as shell space. The 22,245 square-foot second floor build-out will provide new offices and open laboratories as well as a Biosafety Laboratory (“BSL”)-3 laboratory. The build-out will support efforts of the Center’s mission and the newly recruited director. The project will be funded with institutional funds.

Total Project Cost:	\$5,829,000
Construction Cost (Stated Cost Limitation)	\$4,800,000

Number of Architecture/Engineering (“A/E”) firms that applied for this commission: 3

Recommended A/E design firms in rank order:

- 1) Lord Aeck & Sargent Architecture, Atlanta, GA
- 2) Leo A. Daly Architecture & Engineering Design, Atlanta, GA
- 3) Richard Wittschiede Hand Architecture, Atlanta, GA

25. Dissolution of Georgia Education Authority (University)

Approved: The Board affirmed the obligation of Georgia Southern University (“GSOU”) to pay \$2,355,000 to the Board of Regents for project G-56.

Understandings: On July 16, 2007, Georgia Education Authority (University) (the “GEA(U)”) met and resolved to no longer conduct business as a state authority and dispose of all its assets and liabilities. As of June 30, 2007, the GEA(U) had un-audited net assets of \$3,269,606.

The GEA(U) will provide \$500,000 to fund the Georgia Higher Education Facilities Authority (the “GHEFA”).

COMMITTEE ON REAL ESTATE AND FACILITIES

Approximately \$400,000 of the GEA(U)'s remaining assets will be transferred to the Board of Regents.

The GEA(U) constructed a dormitory (Project G-56), the Forest Drive Residence Hall, on the campus of GSOU and financed the construction by obtaining a loan in 1994 from the U.S. Department of Education in the amount of \$3,000,000 at an interest rate of 5.5% for a term of thirty (30) years.

The GEA(U) authorized a final payment on this GSOU project (G-56) not to exceed \$2,355,000 to the U.S. Department of Education in full satisfaction of the loan.

26. Resolution 2007D and 2007E General Obligation Bond Issue, Georgia State Financing and Investment Commission, University System of Georgia

Approved: The Board adopted the Resolutions prepared by the Revenue Division of the Department of Law covering the issuance of 2007D and 2007E General Obligation Bonds ("G. O. Bonds") by the State of Georgia through the Georgia State Financing and Investment Commission for use in funding projects for the University System of Georgia.

The Revenue Division of the Office of the Attorney General prepared on behalf of the Board of Regents a Resolution (Appendix I) to cover the sale of 2007D G. O. Bonds for the following project:

J-40	Health Wellness, Lifelong Learning Center (Equipment) University of West Georgia	\$ 3,000,000
GRA-0250	Major Research and Development, (R&D Equipment) Georgia Research Alliance	\$ 19,000,000
TIP-0407	Traditional Industries Program, Statewide (Equipment)	<u>\$ 900,000</u>
	Total	\$22,900,000

The Revenue Division of the Office of the Attorney General prepared on behalf of the Board of Regents a Resolution (Appendix II) to cover the sale of 2007E G. O. Bonds for the following projects:

J-87	Major Repair and Rehabilitation University System of Georgia	\$ 42,500,000
J-42	Academic Classroom Building Savannah State University	\$ 12,700,000

COMMITTEE ON REAL ESTATE AND FACILITIES

J-43	Professional Sciences Center Macon State College	\$ 22,200,000
J-44	Academic Classroom Building Fort Valley State University	\$ 16,800,000
J-46	College of Pharmacy University of Georgia	\$ 37,205,000
J-126	Health Sciences Building (design) Kennesaw State University	\$ 4,000,000
J-131	Library (design) Georgia Gwinnett College	\$ 3,000,000
J-128	Warner Robins Academic Building I (design) Macon State College	\$ 525,000
J-129	Renovation of Building I (design) Southern Polytechnic State University	\$ 200,000
J-130	Replace Exhaust Stack System, Natural Science Center (design) Georgia State University	\$ 400,000
J-99	Sutton Dining Hall at Rock Eagle University of Georgia	\$ 2,650,000
GPL-25	Jasper County Public Library Addition Georgia Public Library System	<u>\$ 1,035,000</u>
	Total	\$143,215,000

Full appendices are on file with the Office of Real Estate and Facilities.

27. Ratification of the Naming of the Susan K. Smith Baseball and Tennis Complex, Georgia Southwestern State University

Ratified: The Board ratified Chancellor Erroll B. Davis' approval of the following item which was approved in accordance with the authority delegated by the Board of Regents at the June 2007 meeting for Chancellor Davis to take any actions necessary on behalf of the Board between the June 2007 meeting and the August 2007 meeting with such actions to be ratified by the Board at the August meeting. This ratification supports action taken by the Chancellor during this period.

COMMITTEE ON REAL ESTATE AND FACILITIES

Approved: The Chancellor administratively approved the naming of the baseball and tennis complex at Georgia Southwestern State University (“GSSU”) the “Susan K. Smith Baseball and Tennis Complex” in recognition of Susan K. Smith.

Understandings: Susan K. Smith is the deceased wife of Roy Lee Smith, a prominent businessman in Americus. Mr. Smith established a successful produce production and shipping enterprise. Mr. Smith generously supports the Georgia Sheriff’s Association Youth Homes. Through his generosity many young men have graduated from high school. Mr. Smith has committed to these young men that if they graduate from high school and are admitted to college he will provide a scholarship to pay for their college education.

Over the past decade, Mr. Smith has donated \$500,000 to the Georgia Southwestern Foundation, Inc. (the “Foundation”). In addition, Mr. Smith has sponsored and underwritten many golf and tennis tournaments that have benefited the Foundation.

28. Ratification of the Modification to Rental Agreement, North Avenue Apartments, Georgia Institute of Technology

Ratified: The Board ratified Chancellor Erroll B. Davis’ approval of the following item which was approved in accordance with the authority delegated by the Board of Regents at the June 2007 meeting for Chancellor Davis to take any actions necessary on behalf of the Board between the June 2007 meeting and the August 2007 meeting with such actions to be ratified by the Board at the August meeting. This ratification supports action taken by the Chancellor during this period.

Approved: The Chancellor administratively approved a modification to the rental agreement for the North Avenue Apartments approved by the Board in April 2007 to have rent not to exceed \$1,200,000 for the period July 1, 2007 through June 30, 2008.

Understandings: All remaining actions and understandings contained in the April 2007 Board action remain the same.

29. Ratification of the Modification to Ground Lease, Student Housing, Kennesaw, Kennesaw State University

Ratified: The Board ratified Chancellor Erroll B. Davis’ approval of the following item which was approved in accordance with the authority delegated by the Board of Regents at the June 2007 meeting for Chancellor Davis to take any actions necessary on behalf of the Board between the June 2007 meeting and the August 2007 meeting with such actions to be ratified by the Board at the August meeting. This ratification supports action taken by the Chancellor during this period.

COMMITTEE ON REAL ESTATE AND FACILITIES

Approved: The Chancellor administratively approved a modification to the ground lease approved by the Board in April 2007 to provide an option to renew for up to an additional five years should there be debt outstanding at the end of the original ground lease term.

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

Understandings: All remaining actions and understandings contained in the April 2007 Board action remain the same.

30. Ratification of the Modification to Ground Leases and Rental Agreements for Georgia Perimeter College and Georgia Gwinnett College

Ratified: The Board ratified Chancellor Erroll B. Davis' approval of the following item which was approved in accordance with the authority delegated by the Board of Regents at the June 2007 meeting for Chancellor Davis to take any actions necessary on behalf of the Board between the June 2007 meeting and the August 2007 meeting with such actions to be ratified by the Board at the August meeting. This ratification supports action taken by the Chancellor during this period.

Approved: The Chancellor administratively approved revisions to the ground leases and rental agreements approved by the Board in November 2006 for Georgia Perimeter College and Georgia Gwinnett College as follows:

- A. November 2006 Agenda Item 3.b. – Revise the number of parking spaces in the ground lease and the rental agreement from 750 parking spaces to 727 parking spaces.
- B. November 2006 Agenda Item 3.b. – Revise the rental agreement for the period January 1, 2008 to June 30, 2008 from \$957,600 per year annualized to no rent. Further revise the rental agreement from options to renew for 25 years with rent increasing no more than 3% for each option period exercised to options to renew for three consecutive one-year periods at a rent not to exceed \$736,000 per year annualized, with further options to renew on a year to year basis for 20 years with rent in the first such further option period not to exceed \$1,037,000 per year annualized and then increasing no more than 3% for each further option period exercised.
- C. November 2006 Agenda Item 3.g. – Revise the rental agreement from an initial monthly rent of not to exceed \$33,308 (\$363,700 per year annualized) to not to exceed \$46,250 (\$555,000 per year annualized).
- D. November 2006 Agenda Item 3.h. – Revise the rental agreement from an initial monthly rent not to exceed \$30,300 (\$363,600 per year annualized) to not to exceed \$30,300 (\$363,600 per year annualized).
- E. November 2006 Agenda Item 3. – Revise the commencement date of the rental agreement to be on the first day of the first month after the LLC obtains a certificate of occupancy but not earlier than the following:

COMMITTEE ON REAL ESTATE AND FACILITIES

	<u>November 2006</u>	<u>Now</u>
Item 3.e.	February 1, 2009	August 1, 2008
Item 3.f.	November 1, 2009	July 1, 2008
Item 3.g.	December 1, 2009	December 1, 2008
Item 3.h.	December 1, 2009	December 1, 2008

- F. November 2006 Agenda Items 3.a, 3.c., 3.d., 3.e., 3.f., 3.g., 3.h. – Revise the end date of the initial term from November 30, 2009 to January 10, 2010 and revise the commencement date of the first option period from December 1, 2009 to January 11, 2010.

Understandings: Item A – Further refinement of the design indicates an optimal layout and size of 727 parking spaces.

Item B – Revision to the rent schedule supports the target collection of student parking fee revenue in relation to enrollment increases.

Items C and D – Further review of the rent schedules necessitate revision.

Item E – Further refinement of the anticipated schedules supports occupancy earlier than initially contemplated.

Item F – Further review of schedules accommodates revision.

All remaining actions and understandings contained in the November 2006 Board actions remain the same.

31. Approvals and Authorities (Addressed by a Committee of the Whole)

Approved: The Board approved the recommended Policy Manual revisions concerning Section 900, Real Estate and Facilities, that were presented to and deliberated by a Committee of the Whole, effective August 8, 2007.

Understandings: The Chief Audit Officer and Associate Vice Chancellor of the Office of Internal Audit, Ronald B. Stark, presented sections of the Policy Manual to the Internal Audit Committee of the Whole on behalf of the Office of Real Estate and Facilities for approval.

32. Information Item: University System of Georgia Place Naming Procedures

The Vice Chancellor for Facilities, Linda M. Daniels, presented information on proposed University System of Georgia (“USG”) Place Naming Procedures that complement and are to be utilized in conjunction with Board Policy on USG Place Naming.

COMMITTEE ON REAL ESTATE AND FACILITIES

USG PLACE NAMING PROCEDURES

The Board of Regents of the University System of Georgia (“USG”) holds the authority to name its real estate and facilities and has established policies to govern the place naming process. The use of these procedures should be in conjunction with the current Board policy. See <http://www.usg.edu/regents/policymanual/>

A proposal for naming a facility should originate at the institution where the facility is located and be promulgated through the president of the institution. To guide this process, each institution shall have institution place naming guidelines which conform to the USG template for place naming guidelines (see Appendix I). The president shall regularly review and update institution place naming guidelines in order to assure compliance with Board policies and procedures.

Before submitting a formal naming proposal to the Board of Regents, the president shall ensure that the proposed naming conforms to the institution naming guidelines. The president shall then inform the University System chief facilities officer. This notification should occur at least three months prior to the Board meeting at which the institution wishes to have the Board consider the approval and should include basic place naming information in a standard format (see Appendix II).

The University System chief facilities officer will notify the Chancellor and senior staff of the proposal. As necessary or appropriate, the University System chief facilities officer or the Secretary to the Board will contact the members of the Board to discuss the proposal.

After receiving feedback, the University System chief facilities officer will request that the institution provide a formal written request and any other information necessary in relation to the naming proposal. The University System chief facilities officer will forward the information to the appropriate senior staff for review and comment. Upon completion of the vetting process, the University System chief facilities officer will notify the president of the recommendation and timing of possible inclusion on the agenda of the Board of Regents Real Estate and Facilities Committee.

A ceremony or event celebrating the naming of a facility shall be handled in accordance with appropriate protocol for the college/university and the Board of Regents and shall not occur prior to Board approval of the naming. The Board of Regents and the Chancellor shall have sufficient prior notice of such events so that they may attend.

All USG institutions shall submit an annual report, in a standard format, on all namings conferred within the president’s delegated authority (see Appendix III). The report is due at the end of each calendar year.

Full appendices are on file in the Office of Real Estate and Facilities.

The Committee adjourned at approximately 2:17 p.m.

COMMITTEE OF THE WHOLE: STRATEGIC PLANNING

The Strategic Planning Committee met on Tuesday, August 7, 2007, in the Board room at approximately 10:09 a.m. Those in attendance included Committee Chair William H. Cleveland, Board Chair Allan Vigil and Regents Kenneth R. Bernard, Jr., James A. Bishop, Hugh A. Carter, Jr., Robert F. Hatcher, Felton Jenkins, W. Mansfield Jennings, Jr., James R. Jolly, Donald M. Leebern, Elridge W. McMillan, Patrick S. Pittard, Willis J. Potts, Benjamin J. Tarbutton III, and Richard L. Tucker. Chair Cleveland announced to the Board that the Committee reviewed two items, both of which required action. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. The Six Major Goals of the Strategic Plan

Approved: The Board approved the six major goals of the University System of Georgia (“USG” or “University System”) strategic plan.

Background: In 2006-2007, University System institutions, the University System Office staff, and the Board have participated in a strategic planning process. The process has focused on six major goals, which are listed below.

Strategic Goal One

Renew excellence in undergraduate education to meet students’ 21st century educational needs.

Undergraduate education is the instructional heart of the University System. It should be a transforming experience for students. Each generation anew must re-examine and define the value of the liberal arts tradition to contemporary circumstances. It is critical at this moment to determine whether undergraduate students are learning what they need to lead full lives and to become productive citizens.

As a result of its strategic actions, the University System will re-examine its general education curriculum, renew its commitment to a liberal arts education for this century, and improve the quality of undergraduate teaching and learning.

The objectives of this goal include restructuring the core curriculum, increasing graduation rates, ensuring high-quality academic advisement, increasing study abroad participation, and supporting and rewarding faculty members who make a meaningful contribution to undergraduate student learning and success.

Strategic Goal Two

Create enrollment capacity to meet the needs of 100,000 additional students by 2020.

In order to meet the needs of a growing Georgia, the USG will need to expand its capacity by up to 40% to serve an additional 100,000 students by 2020. This is a unique opportunity to shape the USG for the new century, focusing on planned, targeted growth, the optimal use of facilities and other resources, and the proper alignment of resources with programmatic needs.

COMMITTEE OF THE WHOLE: STRATEGIC PLANNING

1. The Six Major Goals of the Strategic Plan (Continued)

As a result of its strategic actions, the University System will increase capacity to accommodate targeted, programmatic growth.

Objectives of this goal include increasing the diversity of the USG's enrollment and closing enrollment gaps for under-represented groups, increasing the USG's public relations outreach, increasing the use of access institutions to meet higher education needs in underserved areas, creating a more robust sector of comprehensive universities and further delineating their missions within the sector, increasing the joint use of facilities, and positioning the USG among leading systems in distance education.

Strategic Goal Three

Increase the USG's participation in research and economic development to the benefit of a Global Georgia.

In an open world with permeable borders, Georgia must increasingly compete not only with fifty states, but also with other countries. It must seek to determine its own future, which entails controlling, creating, directing, and attracting the resources to ensure economic growth and a high quality of life.

In a knowledge economy, creating and attracting intellectual resources is as vital as controlling and directing natural resources. Georgia cannot succeed on the world stage without a strong University System, marked by prominent institutions and programs that develop Georgia's own human capital and draw the best talent from around the world. The University System is a vital key to Georgia's future self-determination.

As a result of its strategic actions, the University System will increase Georgia's control over its own future in a global economy.

Objectives of this goal include increasing the USG's competitiveness for federal research funds, increasing the number of health profession graduates, and creating a long-term, System-level academic plan for workforce development.

Strategic Goal Four

Strengthen the USG's partnerships with the state's other education agencies.

The University System is part of a public education network. The quality of the University System depends, in large part, on the pipeline of students from K-12 systems. The USG has a significant interest in assisting the Department of Education with setting standards that lead to college success, as the USG has responsibility for ensuring the success of college students.

COMMITTEE OF THE WHOLE: STRATEGIC PLANNING

1. The Six Major Goals of the Strategic Plan (Continued)

As a major source of classroom teachers, counselors, and other school leaders, the USG must play a leadership role in public education at all levels.

As a result of its strategic actions, the University System will work with all of Georgia's education agencies to meet national and international benchmarks on student preparation and achievement.

Objectives of this goal include supporting the plans of the Alliance of Education Agency Heads to increase the high school graduation rate, decrease the high school drop-out rate, and increase post-secondary enrollment rates; to improve workforce readiness skills; to strengthen teacher quality, recruitment, and retention; to develop strong educational leaders, particularly at the building level; and to improve the SAT/ACT scores of Georgia students. In addition, the USG will create a closer working relationship with the Department of Technical and Adult Education.

Strategic Goal Five

Maintain affordability so that money is not a barrier to participation in the benefits of higher education.

Through the HOPE Scholarship Program, Georgia is a national leader in providing merit-based financial aid to students. The total cost of attending college remains a challenge for some students and their families.

As a result of its strategic actions, University System institutions will remain affordable for students and assist economically disadvantaged students in meeting the cost of college.

Objectives of this goal include establishing a need-based financial aid program and diversifying and increasing revenue sources.

Strategic Goal Six

Increase efficiency, working as a System.

The University System is fortunate to enjoy strong financial support from state leaders. The USG must continue to earn that support by demonstrating accountability for the use of its resources, by maximizing non-state revenues, and by increasing the efficiency of its business operations. The USG must work with state leaders to develop an appropriate business model for current economic trends and conditions.

As a result of its strategic actions, the University System will increase its efficiency while increasing academic quality.

COMMITTEE OF THE WHOLE: STRATEGIC PLANNING

1. The Six Major Goals of the Strategic Plan (Continued)

Objectives of this goal include increasing the efficiency of business functions, developing a leadership culture and engaging the workforce in process improvement, and establishing accountability metrics for the System.

2. Goal Two: Creating Capacity—Designating Underserved Areas

Approved: The Board authorized the Chancellor to specify critically underserved areas of the state with respect to access to University System programs.

The Chancellor will establish planning and implementation guidelines for these underserved areas. Consistent with the Regents Principles for Capital Allocation, these guidelines will indicate academic program planning principles; the required demographic, geographic, and economic analysis; institutional mission considerations; and community participation.

The Chancellor will designate a lead access institution in these underserved areas to work with other University System institutions, the University System Office, and local constituencies to develop a proposal to provide services, under the guidelines established by the Chancellor.

The Chancellor will recommend any significant expansions of existing University System sites or any new University System branch sites to the Board for consideration.

Background: Between 2006 and 2020, the University System anticipates an enrollment increase of approximately 100,000 students. Demographic trends indicate that some areas of the state—particularly the Atlanta metropolitan area—will require additional access to University System programs. The University System must take steps to expand some of its existing locations and to plan for some new branch locations in order to meet the expected enrollment demand.

UNFINISHED BUSINESS

Chair Vigil asked the Regents to consider the Board of Regents Meeting Schedule through the end of 2008, noting that the August 2008 meeting date proposed had changed since the last circulation of the tentative schedule. He stated that Secretary Murphy would personally poll the Regents in the following week and publish the final calendar.

NEW BUSINESS

Chair Vigil asked the Secretary to the Board, Julia M. Murphy, to present the honorary degree requests to the Board. Ms. Murphy thanked Chair Vigil and stated that the Regents had seen the resumes and the honorary degree proposal from the respective institution presidents and the

NEW BUSINESS

university Honorary Degree Committees. She then said President Daniel S. Papp from Kennesaw State University requested approval to award an Honorary Doctor of Humane Letters to Mr. Thomas M. Holder, President and CEO of Holder Construction Company. Additionally, President Frank Brown from Columbus State University requested approval to award an Honorary Doctor of Humane Letters to Mr. Thomas B. Buck, Jr. Ms. Murphy said that the staff in the System Office had carefully reviewed the proposals and recommended both with enthusiasm. With motion properly made, seconded, and unanimously adopted, the Board approved both requests.

Chair Vigil stated that because the press of business did not warrant a September meeting, the Board would need to authorize Chancellor Davis to take any actions necessary between this meeting and the October meeting on behalf of the Board, with such actions to be ratified by the Board in October. With motion properly made, seconded, and unanimously adopted, the Board unanimously approved and authorized the Chancellor to act on their behalf between the August and October meetings.

PETITIONS AND COMMUNICATIONS

Chair Vigil asked the Secretary Murphy to discuss the petitions and communications. Ms. Murphy reminded everyone that the Diamond Jubilee Celebration was scheduled for 12:30 p.m. in the South Atrium of the State Capitol and gave additional details regarding the event. She then reminded the Regents that the proposed Board of Regents meeting schedule for 2008 had changed slightly and she would take an official poll by the following week. Ms. Murphy announced that the October Board meeting would be an away meeting on the campus of the University of West Georgia. She added that President Beheruz N. Sethna looked forward to hosting them for campus events Monday evening. Ms. Murphy also mentioned that there is proposal to move the April 2008 Board meeting, originally scheduled to be held at North Georgia College & State University (“NGCSU”), to Columbus State University in honor of that campus’ 50th Anniversary. In turn, NGCSU would be scheduled to host the October 2008 Board meeting. She noted that this information had been presented to the Board members and that she would officially poll them in the coming weeks.

ADJOURNMENT

There being no further business to come before the Board, the meeting was adjourned at approximately 11:30 a.m. on Wednesday, August 8, 2007.

s/ _____
Julia M. Murphy
Secretary, Board of Regents
University System of Georgia

s/ _____
Allan Vigil
Chair, Board of Regents
University System of Georgia