

**MINUTES OF THE MEETING OF THE  
BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA  
HELD AT  
270 Washington St., S.W.  
Atlanta, Georgia  
November 14 and 15, 2000**

**CALL TO ORDER**

The Board of Regents of the University System of Georgia met on Tuesday, November 14 and Wednesday, November 15, 2000 in the Board Room, room 7007, 270 Washington St., S.W., seventh floor. The Chair of the Board, Regent Glenn S. White, called the meeting to order at 1:00 p.m. on Tuesday, November 14. Present on Tuesday, in addition to Chair White, were Vice Chair Hilton H. Howell, Jr. and Regents Hugh A. Carter, Jr., Connie Cater, Kenneth W. Cannestra, George M. D. (John) Hunt III, Edgar L. Jenkins, Donald M. Leebern, Jr. Elridge W. McMillan, Martin W. NeSmith, J. Timothy Shelnut, Joel O. Wooten, Jr., and James D. Yancey.

**ATTENDANCE REPORT**

The attendance report was read on Tuesday, November 14 by Secretary Gail S. Weber, who announced that Regent Charles H. Jones was absent. Regents Juanita P. Baranco and Joe Frank Harris arrived shortly.

**APPROVAL OF MINUTES**

Motion properly made and duly seconded, the minutes of the Board of Regents meeting held on October 10 and 11, 2000 were unanimously approved as distributed.

**INTRODUCTION OF NEW PRESIDENT OF ARMSTRONG ATLANTIC STATE UNIVERSITY**

Chair White thanked the Regents and staff who had attended a breakfast meeting with Georgia's top business leadership at the Governor's mansion that morning. He then called upon the Chancellor to make introductions to the Board.

Chancellor Portch welcomed former Regent J. Tom Coleman, Jr., Commissioner of the Department of Transportation, who was present at this meeting, and he noted that Commissioner Coleman had a major role in a few items on the Board's agenda at this meeting. Commissioner Coleman chaired the Regents' Armstrong Atlantic State University ("AASU") Presidential Search Committee assisted by Regents Howell and NeSmith. They worked very hard to select the best candidate. The Chancellor thanked Interim President Frank D. Butler. He noted that many people do not know that Dr. Butler and the Chancellor have known each other for over 20 years. When Chancellor Portch was President of a two-year college in Wisconsin, Dr. Butler was sent in to approve accreditation. About ten years later, the Chancellor hired someone from AASU to be a dean in Wisconsin. Another ten years later, the Chancellor was calling Dr. Butler to get some insights into his current position in the University System of Georgia. Chancellor Portch remarked that he admires and respects Dr. Butler enormously and described him as a man of great integrity with great leadership skills. He expressed his appreciation to Dr. Butler for having served AASU both as Interim President and as Vice President and Dean of the Faculty. The Chancellor next thanked Dr. Ed R. Wheeler, Professor and Head of the Department of Mathematics, who chaired the campus presidential search and advisory committee. The Chancellor remarked that Dr. Wheeler

was extremely organized and sensitive in dealing with some tricky situations. He did an extraordinary job keeping his committee focused, energized, and working with the Regents' Committee. In fiscal year 1999, he was the Regents' Distinguished Professor of Teaching and Learning. Chancellor Portch asked the Regents to recognize Dr. Wheeler.

The Chancellor stated that Dr. Thomas Z. Jones was ultimately selected to be President of AASU. A number of years ago, the Board had expressed a hope that its own candidates would be on par with other national candidates and that the Regents would have opportunities to select from within its own System after an extensive national search. This was an opportunity to do just that. Dr. Jones had done tremendous work as Vice President of Academic Affairs at Columbus State University ("CSU"). He and President Frank D. Brown were an extraordinary team at CSU, complementing each other very well. President Brown had given Dr. Jones the opportunity to have experiences in economic development, fund raising, and other areas that he might have otherwise not experienced. Dr. Jones spearheaded the University System's project with Total Systems and is a "can-do" kind of person. He was formerly Vice President of Academic Affairs at the West Virginia Institute of Technology, a dean of a college of technology, and a chairman of the Department of Mining. His bachelor's degree is in physics, and his master's and doctorate degrees are in geology. He is also very understanding of the relationship between the university and the community and to the economic development community. Chancellor Portch noted that President Jones has already demonstrated that he is a perfect fit for AASU. He then introduced President Jones.

President Jones thanked the Chancellor and the Regents for selecting him as President of AASU. He has been serving in that position for three months, which had given him ample opportunity to visit with faculty, students, staff, and community leaders. Savannah and Coastal Georgia are well prepared to be a major player in the economic growth and development of Georgia. AASU and its sister institutions are well prepared to be full partners in this enterprise. President Jones had met with his counterparts at East Georgia College, Coastal Georgia College, Savannah State University, and Georgia Southern University, and they are all willing to cooperate and collaborate in any way. AASU is in the process of seeking out distinction in addition to its core mission as a teaching and learning university. The university is trying to identify the strengths it already has the strengths it needs to develop to address the educational needs at present and looking forward. Four viable missions have been identified for the university. The first is applied sciences and technology, and the second is health professions, building on the tradition of the university as a regional health education center. The third mission is teacher education and preparation, and President Jones reminded the Regents that AASU was named the best college for education in the state in 1998. The fourth mission is AASU's role as a major player in economic and community development. AASU must reach beyond the campus to ensure that its talents are brought to bear on many issues facing the region. President Jones stated that he is very excited and pleased to have the opportunity to provide leadership to the university. He again thanked the Board and stepped down.

Chair White congratulated President Jones and thanked Drs. Butler and Wheeler for their hard work in the presidential search process. He also thanked Commissioner Coleman and invited him to visit the Board anytime.

## SPECIAL PRESENTATION ON FIRST U.S. INTERNATIONAL EDUCATION WEEK

Chair White next asked Dr. Richard Sutton, Senior Advisor for Academic Affairs and Director of International Programs, to make a presentation to the Board, which was as follows:

Thank you, Chancellor, Mr. Chairman *und meine Damen und Herren, ich bedanke mich herzlich fuer diese Moeglichkeit, solche besondere Woche zu feiern.* The hallways are festive with flags, and this room is graced with photographs by Georgia State University students who either studied abroad or came to Atlanta from other countries. We're celebrating because a presidential memorandum earlier this year authorized the Secretaries of Education and State to declare November 13 to 17 as the country's first ever International Education Week.

I'm sure they chose those dates in order to coincide with this particular Board meeting, knowing that you were gathering one week later than your usual time. They must have also recognized that today is the birthday of the Prince of Wales, which would have a special resonance with the Chancellor. The Prince of Wales, of course, has enjoyed this holiday for so many years because the women in his family live for such a long, long time. The Chancellor, in contrast, resembles England's King Henry VIII, going through Special Assistants in the same way that Henry went through his wives. (I think Shelley Nickel is beginning to understand why we call her seventh floor office "The Tower.")

But Georgia is celebrating International Education Week not just because we have an international Chancellor — who also happens to be a globally respected Chancellor. We also celebrate because this Board in 1995 established a very progressive policy of its own toward international education. When I came here two years ago, I knew I had come to a special place. As a Russian historian who speaks three languages about as incoherently as Floridians count ballots, I was ecstatic to find a Board that would not only choose an *Auslaender* as its Chancellor, but that would also have an articulated vision of international education for its future.

Many of you perhaps remember the beginning of U.S. international education policy in 1957, when the Russians launched Sputnik and we responded with a massive effort in science, mathematics, and foreign languages known as the National Defense Education Act. Two weeks ago, Russian and American astronauts began joint occupation of a permanent international space station. We've come a long way in half a century, and one of the most important lessons we've learned is that we can't do it alone.

In fact, collaboration is one of the truly great values of international education. We have so many examples of Georgia campuses working together to create important international activities. We have collaborative study abroad programs that enroll hundreds of Georgia students each summer (and that have helped push our study abroad participation rate to over 11% of our graduates). We have faculty development seminars that help our professors understand parts of the world they had never seen before. We have a new federally funded training program for teachers from Africa. And we have a privately financed study abroad scholarship program that is the envy of the nation. Those are just a few of the things that we've done so far. I want to speak briefly today about two new events on the horizon that point to where we're going. The first one is foreign languages. It's always hard for any of us to believe, but 93% of the world's population doesn't speak English as its primary language; 885 million people speak

Mandarin Chinese, 125 million people speak Japanese, and 170 million people speak Russian. (I hope the butterfly format of this chart isn't too confusing, but we can always do a recount.) In contrast, last fall, only 274 students in our System studied Chinese, 683 studied Japanese, and only 211 studied Russian. You can see that we have a disconnect between the state of Georgia and the state of the world. At most of our colleges and universities, you can learn to speak Spanish. That's good, because 332 million people in the world can speak Spanish with you and about 400,000 of them live right here in Georgia. To a lesser degree around here, you can learn to speak French or German. But if you want to learn Japanese, you need to be in one of these places. If you want to learn Russian, you need to be in one of these. And if you want to learn Chinese, your options are down to these. [Dr. Sutton showed slides with progressively fewer campuses highlighted.] Georgia's problem is not unique. Every state in the country faces this very same problem. It's not as though learning a foreign language is that hard; after all, there are small children in China who speak fluent Mandarin. But the economics of teaching that foreign language here are not very complicated. We simply don't have enough of our students studying that second language at most of our separate schools to justify hiring a professor to teach them.

When you launched the desktop distance learning initiative in 1998, foreign languages were part of that pilot effort. We experimented with a first-year course in Japanese that could be taught online to students at multiple locations. We tested that course last spring originating from Darton College in Albany. It was a tremendous effort, involving 3,300 characters that don't fit on your standard keyboard and full of challenges for our faculty & design staff. But we made it happen. We even had an American student stationed in Tokyo who found the course on our Web site and studied Japanese in Japan taught from Albany, Georgia. We were clearly connecting to people who wanted access to language education. We thought this idea made so much sense that we wrote it up as a grant proposal last summer and sent it to the Department of Defense. We found out last week that they agreed with us. The National Security Education Program is going to give us about half a million dollars to institute online instruction in Japanese, Chinese, and Russian, available to every one of the 200,000 students in our System. I might mention that they got about 100 applications to start this grants competition and they funded only 7 of them. We will initiate this project using teams of faculty from across Georgia, and with advisors from around the world, to put together the best possible courseware that we can develop and then teach it online to our students. As Governor Barnes said when he endorsed this project, we want to make foreign language instruction in Georgia a model for the nation.

The other initiative I want to mention is an online certificate offered by the European Union Center of Georgia (the "EU Center"). As many of you will recall, our University System hosts one of only ten centers in the United States funded by the 15 member nations of the European Community. Included in that select company of EU Centers are places like Harvard, Columbia, and Duke. We are the only public university system in this network. Our EU Center was established with a half-million dollar grant from the European Commission (the "Commission"), and we hope to secure additional funding this spring for another three years. Dr. Papp will be in Brussels soon to meet with leaders of the Commission and members of the EU Parliament to emphasize our strong commitment to this effort. The EU has been described as 15 sovereign nations united by a common distrust of each other, but it has 375 million residents, is our state's largest investment partner, and a dominant trading partner. It is in the process of developing its own collective

security policy and economic and social policies that will alter the structure of international relations as we know them over the next ten years. Twenty-eight of our 34 institutions now participate in the EU Center's certificate program that articulates student competence in EU studies. But in trying to teach this curriculum, we faced the same problem we did in foreign languages: how do you teach people about something that's emerging on the horizon but that may not be included in the courses offered at your campus? Not many schools can, by themselves, afford to offer courses on things like the euro or EU agricultural policies. Drawing upon the faculty expertise dispersed across the System, we did much the same thing we did with foreign languages. We used the power of the Internet to spread our talents. We are now developing online courses that will provide students with access to an incredible array of learning opportunities. This Internet-based learning model is similar to the one in foreign languages, but with two notable differences. First, our Georgia faculty are being teamed with colleagues from European universities, both to develop and teach these new courses. The University of Munich is our first partner in this venture, and we hope soon to have similar alliances in each EU member state. Second, not only do we have faculty on both sides of the Atlantic working together, but we will soon have a transatlantic student body. Beginning next year, Georgia students will be taking shared courses together with European students in an interactive cyber classroom. Not all of our students can study abroad, but they can all participate in an international learning experience through this unique certificate program.

I'm not sure which of these projects is more challenging: foreign languages or the EU certificate. They remind me of the famous exchange between Winston Churchill and Lady Astor. In the middle of their debate, Lady Astor exclaimed, "Sir Winston, I believe you are drunk." To which Churchill replied, "And I believe that you, Lady Astor, are ugly... but in the morning I shall be sober." We do hope that our efforts will be attractive to students and will not drive us all to drink. Both of these projects, as great as they are for the future of international growth in this state, are simply catalysts in your larger ambition to extend the values of higher education to as many Georgians as we can reach. This is a national week of international celebration, but at the end of the day, it comes right back home to Georgia. I appreciate your taking time to honor that process today. *Spasibo bolshoi, i zheliayu vam khoroshii den'.*

After Dr. Sutton's presentation, Chair White thanked him for the informative and entertaining presentation and asked whether there were any questions or comments.

Chancellor Portch commented that he was particularly pleased that the staff in the Office of International Affairs have won six major grants, which is new for the University System of Georgia. They are also looking for other revenue sources to do more strategic initiatives, but the grants are being used on collaborative projects at the campus level. He lauded the staff for their hard work and entrepreneurship.

Chair White remarked that this was very impressive.

## **COMMITTEE ON ORGANIZATION AND LAW, “COMMITTEE OF THE WHOLE”**

At approximately 1:30 p.m., Chair White called for an Executive Session for the purpose of discussing a legal matter. With motion properly made, variously seconded, and unanimously adopted, the Board closed its regular session. The Regents who were present voted unanimously to go into Executive Session. Those Regents were as follows: Chair White, Vice Chair Hilton H. Howell, Jr., and Regents Juanita P. Baranco, Hugh A. Carter, Jr., Connie Cater, Kenneth W. Cannestra, George M. D. (John) Hunt III, Edgar L. Jenkins, Donald M. Leebern, Jr. Elridge W. McMillan, Martin W. NeSmith, J. Timothy Shelnut, Joel O. Wooten, Jr., and James D. Yancey. Also in attendance were Chancellor Stephen R. Portch; Secretary to the Board Gail S. Weber; Interim Senior Vice Chancellor for Support Services Corlis Cummings; Ms. Elizabeth E. Neely, Associate Vice Chancellor for Legal Affairs; Mr. Burns Newsom, Assistant Vice Chancellor for Legal Affairs; President Michael F. Adams of the University of Georgia (“UGA”); Senior Assistant Attorney General Mark H. Cohen; Senior Assistant Attorney General Dennis R. Dunn; Mr. Stephen Shewmaker, Executive Director of Legal Affairs at UGA; Dr. Thomas G. Dyer, Vice President for Instruction and Associate Provost at UGA; Ms. Nancy G. McDuff, Director of Admissions at UGA; and Mr. Thomas S. Landrum, Executive Assistant to the President of UGA. Regent Baranco, Chair of the Committee on Organization and Law, arrived shortly, having fulfilled her obligations for a presentation at Georgia Power, where she is a Board Director. In accordance with H.B. 278, Section 3 (Amending O.C.G.A. § 50-14-4), an affidavit regarding this Executive Session is on file with the Chancellor’s Office.

At approximately 2:25 p.m., Chair White reconvened the Board meeting in its regular session and announced that no actions were taken in the Executive Session. At approximately 2:26 p.m., he adjourned the Board into its regular Committee meetings.

### **CALL TO ORDER**

The Board of Regents of the University System of Georgia met again on Wednesday, November 15, 2000 in the Board Room, room 7007, 270 Washington St., S.W., seventh floor. The Chair of the Board, Regent Glenn S. White, called the meeting to order at 9:00 a.m. Present on Wednesday, in addition to Chair White, were Vice Chair Hilton H. Howell, Jr. and Regents Hugh A. Carter, Jr., Connie Cater, Kenneth W. Cannestra, Joe Frank Harris, Donald M. Leebern, Jr. Elridge W. McMillan, Martin W. NeSmith, J. Timothy Shelnut, and Joel O. Wooten, Jr.

### **INVOCATION**

The invocation was given on Wednesday, November 15 by Regent Connie Cater.

### **ATTENDANCE REPORT**

The attendance report was read on Wednesday, November 15 by Secretary Gail S. Weber, who announced that Regents Juanita P. Baranco and Edgar L. Jenkins had asked for and been given permission to be absent on that day. Regent Charles H. Jones was also absent. Regents George M. D. (John) Hunt III and James D. Yancey arrived shortly thereafter.

## **COMMITTEE ON INFORMATION AND INSTRUCTIONAL TECHNOLOGY**

The Committee on Information and Instructional Technology met on Tuesday, November 14, 2000 at approximately 10:30 a.m. in room 6041, the Training Room. Committee members in attendance were Chair Martin W. NeSmith, Vice Chair Kenneth W. Cannestra, and Regents Hugh A. Carter, Jr. and James D. Yancey. Ex officio Committee member and Chair of the Board Glenn S. White was also present at the meeting, as were Regents George M. D. (John) Hunt III and Joel O. Wooten, Jr. Chair NeSmith reported to the full Board on Wednesday that the Committee had reviewed four items, two of which required action, but only one of which was approved. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

### **1. Extension of Personnel Policy to Address Emergency Needs Regarding the Recruitment and Retention of Information Technology Professionals**

Approved: The Committee endorsed and forwarded on to the Committee on Business and Finance Operations a request for an extension of one year of the personnel policy adopted in November 1998 to enhance the recruitment and retention of information technology professionals.

Background: In response to growing difficulties in retaining and recruiting qualified information technology personnel across the University System, the Board of Regents in November 1998 approved a personnel policy applicable only to information technology personnel with the understanding that this policy would be reviewed and brought back for consideration of the Board in two years (Minutes, 1998-1999, pages 242-243).

The November 1998 action by the Board responded to the high attrition rate among information technology personnel within the Board of Regents' Office of Information and Instructional Technology ("OIIT") and across the System. At that time, it was reported that more than 124 resignations had occurred in the University System in one year, with 21% of those attributable to OIIT alone. The new policy offers flexibility to the University System to retain highly qualified personnel and attract staff needed for the many ongoing and new initiatives in the technology arena, including the management of the PeachNet network, support for the Georgia Global Learning Online for Business & Education ("Georgia GLOBE") initiative, and the implementation of administrative software.

The Human Resources Advisory Committee, which is charged with evaluating and recommending changes to personnel policies, reviewed this issue extensively and supported recommendations to change the policy on the basis of longitudinal studies of staff attrition. A new study is underway to assess the impact of this change in personnel policy. It is proposed that the findings of this study serve as the basis for any future extension of this policy.

### **2. Operationalization of the Technology Master Plan**

Not Approved: The Committee did not approve this item, requesting instead that the staff resubmit the recommendation at the January 2001 meeting, specifying the outcomes and results that would be required from the vendor eventually selected.

Background: In reviewing the technology master plan, concern emerged that the strategic component of the plan should be further refined so that it becomes more of a true technology strategic plan. Thus, the staff requested permission to amend the technology master planning contract with Arthur Andersen LLP to allow additional time for the consultants who were part of development of the technology master plan to provide assistance in further developing the strategic component. The staff proposed that the amendment be for a limited engagement of six months with a total cost not to exceed \$100,000.

**3. Information Item: PeachNet – How It Works; What It Does**

Ms. Beth P. Brigdon, Assistant Vice Chancellor for Enterprise Systems & Services, made this presentation to the Committee. She explained that the PeachNet network is the means by which all campuses in the University System connect their students, faculty, and staff to each other, to online services such as Georgia Library Learning Online (“GALILEO”), eCore, and PeopleSoft, and to the rest of the world through the World Wide Web. The presentation was made in response to the Committee request for a presentation by Office of Information and Instructional Technology staff on the current constructs and characteristics of PeachNet mitigated by the fact that the importance of this foundation service is growing.

**4. Information Item: Office of Information and Instructional Technology Space in Athens**

Mr. Randall A. Thursby, Vice Chancellor for Information and Instructional Technology and Chief Information Officer, presented this item to the Committee. He explained that the majority of operational staff for the Office of Information and Instructional Technology (“OIIT”) resides in a leased space in Athens, Georgia. At present, OIIT has exceeded projections for the available space at this location. The technology master plan approved by the Board at its August 2000 meeting suggested that permanent space be found for this office and recommended consolidation of the Kennesaw PeachNet operation into this location. The Board approved this consolidation at the October 2000 meeting, further complicating the space issue. Mr. Thursby presented to the Committee past and current space planning issues as well as the status of the exploration of possible alternatives. Vice Chancellor for Facilities William K. Chatham announced that a task force has been established with representation from both OIIT and the Office of Facilities to create facilities standards in technology going forward. President Clifford Brock of Bainbridge College is chairing the task force, which will report back to the Committee in a year with some baseline standards.

**AUDIT COMMITTEE**

The Audit Committee met on Tuesday, November 14, 2000 at approximately 11:15 a.m. in room 7005. Committee members in attendance were Chair Joel O. Wooten, Jr., Vice Chair Connie Cater, and Regents Hilton H. Howell, Jr. and Martin W. NeSmith. Chair Wooten reported to the full Board on Wednesday that the Committee had reviewed three items, none of which required action. Those items were as follows:

**1. Information Item: Possible Modifications to Fiscal Years 2001 and 2002 Audit Plans**



Assistant Vice Chancellor for Internal Audit Ronald B. Stark discussed with the Committee the need to modify the Board of Regents' fiscal year 2001 audit plan. The revised plan will ensure that high-risk campuses will be audited as scheduled. Time budgeted to lower-risk campuses may be diverted to assist in training campus employees and assisting in the implementation of the Government Accounting Standards Board ("GASB") compliant PeopleSoft financial systems.

**2. Information Item: Summary of First Quarter Systemwide Audit Activity**

Mr. Stark presented to the Committee results of Systemwide internal audit activities, including variances in the audit plan. The plan is on schedule, and no anomalies were noted.

**3. Executive Session**

The Committee voted by unanimous consent to go into Executive Session to receive information regarding a personnel matter. The following Committee members voted to go into Executive Session: Chair Joel O. Wooten, Jr., Vice Chair Connie Cater, and Regents Hilton H. Howell, Jr. and Martin W. NeSmith. Interim Senior Vice Chancellor for Support Services Corlis Cummings and Assistant Vice Chancellor for Internal Audit Ronald B. Stark also attended the Executive Session. When the Committee returned to its regular session, Chair Wooten reported that based upon discussion in Executive Session, the Committee had voted to request an assessment of expenditures at Gordon College. In accordance with H.B. 278, Section 3 (Amending O.C.G.A. § 50-14-4), an affidavit regarding this Executive Session is on file with the Chancellor's Office.

**COMMITTEE ON FINANCE AND BUSINESS OPERATIONS**

The Committee on Finance and Business Operations met on Tuesday, November 14, 2000 at approximately 3:30 p.m. in the Board Room. Committee members in attendance were Chair James D. Yancey, Vice Chair Connie Cater, and Regents Kenneth W. Cannestra, Hilton H. Howell, Jr., Donald M. Leebern, Jr., and Joel O. Wooten, Jr. Chair Yancey reported to the Board on Wednesday that the Committee had reviewed two items, one of which required action. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

**1. Extension of Personnel Policy to Address Emergency Needs Regarding the Recruitment and Retention of Information Technology Professionals**

Approved: The Board approved a one-year extension of the personnel policy adopted in November 1998 to enhance the recruitment and retention of information technology professionals. (*Minutes of the Meetings of the Board of Regents, 1998-1999*, pages 242-243.)

Background: In response to growing difficulties in retaining and recruiting qualified information technology personnel across the University System, the Board of Regents in November 1998 approved a personnel policy applicable only to information technology personnel with the understanding that this policy would be reviewed and brought back for

consideration of the Board in two years.

The November 1998 action by the Board responded to the high attrition rate among information technology personnel within the Board of Regents' Office of Information and Instructional Technology ("OIIT") and across the University System. At that time, it was reported that more than 124 resignations had occurred in the University System in one year, with 21% of those attributable to OIIT alone. The new policy offers flexibility to the University System to retain highly qualified personnel and attract staff needed for the many ongoing and new initiatives in the technology arena, including the management of the PeachNet network, support for the Georgia Global Learning Online for Business & Education ("Georgia GLOBE") initiative, and the implementation of administrative software.

The Human Resources Advisory Committee, which is charged with evaluating and recommending changes to personnel policies, reviewed this issue extensively and supported recommendations to change policy on the basis of longitudinal studies of staff attrition. A new study is underway to assess the impact of this change in personnel policy. The findings of this study will serve as the basis for any future extension of this policy.

## **2. Information Item: Update on Health Insurance Plan Funding**

Interim Vice Chancellor for Fiscal Affairs William R. Bowes reported to the Committee on the status of the health insurance plan funding. He discussed projections of a shortfall in healthcare claims reserves and how those projections were dependent upon a 70% migration of employees from the current self-insured indemnity plan to the new preferred provider organization ("PPO") plan. However, the actual migration percentages would determine whether the University System experiences additional deficits, and the open enrollment period for healthcare plans would not end until November 16, 2000. Once the actual enrollment figures are available, the staff will work with consultants hired by the Department of Community Health to project any further liability. They will then share this information with the Office of Planning and Budget, which has included a "placeholder" in the University System's supplemental budget request for fiscal year 2001 to address this issue. The information will also be used to update the fiscal year 2002 budget request. Mr. Bowes will report back to the Committee in January 2001 regarding the outcome of this situation.

## **COMMITTEE ON REAL ESTATE AND FACILITIES**

The Committee on Real Estate and Facilities met on Tuesday, November 14, 2000 at approximately 2:30 p.m. in the Board Room. Committee members in attendance were Vice Chair Hilton H. Howell, Jr. and Regents Kenneth W. Cannestra, Connie Cater, Donald M. Leebern, Jr., Joel O. Wooten, Jr., and James D. Yancey. Vice Chair Howell reported to the Board on Wednesday that the Committee had reviewed 15 items, 10 of which required action. (One item was withdrawn from the agenda prior to the meeting.) He stated that Augusta State University had named Allgood Hall (Item 1) in memory of former Regent Thomas F. Allgood, Sr. and his wife Thelma ("T") Allgood. Regent Shelnut noted that President William A. Bloodworth, Jr. and Dr. Anna Katherine (Kathy) Hamrick, Special Coordinator for Academic and Master Planning, had worked diligently on this project, and he shared with the Board an artist's rendering of how Allgood Hall will look upon completion. He mentioned that the project was running under budget and five days ahead of schedule, and he asked Dr. Hamrick to stand and be recognized. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the

following:

**1. Naming of Allgood Hall, Augusta State University**

Approved: The Board approved the naming of Phase I of the classroom replacement project, now under construction at Augusta State University, “Allgood Hall” in memory of former Regent Thomas F. Allgood, Sr. and his wife Thelma (“T”) Allgood and in recognition of Mr. Allgood’s service as State Senator, Senate Majority Leader, member of the Board of Regents, and Chair of the Board of Regents.

**2. Naming of Ford Environmental Sciences and Technology Building, Georgia Institute of Technology**

Approved: The Board approved the naming of the Environmental Sciences and Engineering Building at the Georgia Institute of Technology (“GIT”) the “Ford Environmental Sciences and Technology Building.”

Background: The relationship between GIT and Ford Motor Company (“Ford”) is long and very strong. GIT is ranked as Ford’s fourth most important employee recruitment source and may move up to third this year behind the University of Michigan and Michigan State University.

GIT is the leading school in the nation producing mechanical engineering students being trained in the usage of a computer-aided design/computer-aided manufacturing (“CAD/CAM”), computer-aided engineering (“CAE”) package marketed under the brand name I-DEAS and Metaphase; products produced by SDRC, Ford’s global provider of enterprise product development solutions. Ford ranked within the top ten among GIT’s corporate supporters.

This facility is the best match between GIT’s move towards sustainable technology and interdisciplinary organization and Ford’s Chief Executive Officer Jacques Nasser’s concept of how the company’s employees should be educated in the future.

**3. Naming of Newman Alumni Center, Georgia Southwestern State University**

Approved: The Board approved the naming of the Alumni Center at Georgia Southwestern State University (“GSSU”) the “Newman Alumni Center” in honor of Jerry Browder Newman and his wife, Marjorie Ann Jockisch Newman.

Background: Mr. Newman is a 1959 graduate of GSSU and is an active trustee of the GSSU foundation. He was awarded the university’s Outstanding Alumnus Award in 1994.

Mr. Newman is the founder and president of Park Properties in Columbus.

The Newmans made scholarships available to members of the GSSU Reserve Officers’ Training Corps (“ROTC”) unit on their return to campus after serving in Desert Storm. This patriotic action led to Mr. Newman’s receiving a commendation from the U.S. Army in 1993.

The Newmans are also strong supporters of economic development in Columbus.

Marjorie Ann Jockisch Newman holds bachelor and master of education degrees from Auburn University. She is very active in Columbus civic life.

The Alumni Center was utilized as a home for presidents for approximately 35 years. For the past ten years, the facility has sat unused and deteriorating. A major gift from the Newmans supported the restoration/renovation of the Alumni Center.

#### **4. Naming of The Holmes-Hunter Academic Building, University of Georgia**

Approved: The Board approved the naming of the existing Academic Building “The Holmes-Hunter Academic Building” in memory of Dr. Hamilton Holmes and in honor of Ms. Charlayne Hunter (now Charlayne Hunter-Gault) and to commemorate the fortieth anniversary of the desegregation of the University of Georgia (“UGA”).

Background: In January 1962, Dr. Holmes and Ms. Hunter walked through the Arch and were registered by the Registrar in the Academic Building. Both graduated in 1963.

Charlayne Hunter-Gault received a bachelor of journalism degree. She has written for *The New Yorker* magazine, was reporter for *The New York Times*, and was a reporter and anchor for the Public Broadcasting System (“PBS”) news program, *MacNeil/Lehrer News Hour*. Currently, she is chief of the Cable News Network (“CNN”) bureau in Johannesburg, South Africa. She has received several Emmys, the Peabody Award, and recognition as Journalist of the Year by the National Association of Black Journalists.

Hamilton Holmes graduated from UGA cum laude and was elected to Phi Beta Kappa. then graduated from the Emory University School of Medicine in 1967. Dr. Holmes had a successful orthopedic practice in Atlanta and served as associate dean of the Emory School of Medicine, senior vice president for medical affairs, and chairman of the orthopedic unit at Grady Memorial Hospital. In 1983, Dr. Holmes became the first African-American member of the Board of Trustees of the UGA Foundation. In 1993, he received both the Distinguished Alumni Merit Award from UGA’s alumni society and the Blue Key Award from the UGA chapter of Blue Key Honor Society. Dr. Holmes died October 26, 1995 in Atlanta following heart bypass surgery.

#### **5. Rental Agreement, 1520 Rose Creek Drive, Watkinsville, University of Georgia**

Approved: The Board declared a garage apartment located at 1520 Rose Creek Drive, Watkinsville, Georgia no longer advantageously useful to the University of Georgia (“UGA”) or other units of the University System of Georgia but only to the extent and for the purpose of allowing this space to be rented to Dr. Fred Caldwell for the benefit of UGA.

The Board also authorized the execution of a rental agreement between Dr. Fred Caldwell, Tenant, and the Board of Regents, Landlord, covering an approximately 650-square-foot garage apartment, located at 1520 Rose Creek Drive, Watkinsville for the period November 1, 2000 through June 30, 2001, at a monthly rental of \$300 (\$3,600 per year/\$5.54 per square foot per year) with three additional one-year option periods for the benefit of the

University of Georgia.

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

Background: The apartment is located on a farm of the College of Veterinary Medicine, which is located in a quiet, isolated, rural area. The garage has recently been renovated into an apartment, which is in excellent condition. Operating costs are estimated to be \$1,700 for maintenance and electricity.

UGA will benefit from the presence of tenants in this apartment, as they will assist with maintenance of the premises and their presence will discourage trespassers and thieves.

The apartment is not currently advantageously useful to UGA or the University System of Georgia except as used in this rental agreement.

**6. Information Item: North Avenue Research Area Master Plan, Georgia Institute of Technology**

Georgia Institute of Technology's ("GIT") Senior Vice President for Administration and Finance Robert K. Thompson updated the Committee on a revision to the GIT master plan, originally presented in December 1997, to provide for the North Avenue Research Area ("NARA"), which would be southwest of the main campus. He explained that the master plan concept is to strengthen the academic core of the campus by relocating academic functions that had historically been on the outskirts back to the core of the campus. The first initiative in that area was for an institute for biosciences and bioengineering, which was completed two years ago. The environmental science and technology building is currently under construction, and the molecular science and technology building is anticipated to be constructed in a few years. In order to build these buildings, the master planners had to find a new location for structural engineering and materials research and combustion laboratories. Mr. Thompson noted that such facilities are critical to obtaining federal industrial grants to keep GIT competitive in those fields. The Georgia Tech Foundation Real Estate Holding Corporation has acquired properties for such purposes, the gift of which was approved as Item 7 below. The National Electrical Energy Testing, Research, and Application Center ("NEETRAC") will also be moved to this area of the campus. Additionally, the electrical substation will be relocated to the area and upgraded to nearly twice its current capacity, and there are also sites for other facilities as the campus grows.

**7. Gift of Property From Foundation, Georgia Institute of Technology**

Approved: The Board accepted title to the following real property in Atlanta, Georgia from the Georgia Tech Foundation Real Estate Holding Corporation (the "Corporation") for the use and benefit of the Georgia Institute of Technology ("GIT") as the North Avenue Research Area ("NARA"):

- Approximately 1.9295 acres known as the Egleston Hospital parcel;
- Approximately 1.5375 acres as the Norfolk Southern (I) parcel;
- Approximately 1.0700 acres known as the Tech Parking Partners parcel;
- Approximately 0.8542 acres known as the Downing Motors parcel;

- Approximately 0.5130 acres known as the Dowdy Partnership parcel;
- Approximately 3.9455 acres known as 645 Northside Drive;
- Approximately 0.0703 acres known as 497 North Avenue; and
- Approximately 1.5000 acres known as the Norfolk Southern (II) parcel.

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

Background: The eight parcels of property to be given to the Board contain a total of 11.42 acres and will be developed as the North Avenue Research Area for programs that conduct industrial related research that is not well suited for the main campus. The NARA campus will also contain an electrical substation that will serve the main GIT campus. These gifts of real property are consistent with the GIT's master plan.

These properties are located adjacent to 505 Tech Way, an existing Regents-owned parcel, that has an existing industrial building used by the Georgia Tech Research Institute ("GTRI") for programs conducted by the Undersea Research Program.

There are three buildings located on the property. Two of the buildings: the AE Combustion Laboratory ("AE-CL") and the Structural Engineering & Materials Research Laboratory ("SE&MRL") were recently constructed by the Georgia Tech Foundation and leased to Georgia Tech.

- **AE Combustion Laboratory**  
A new single-story, with partial office mezzanine, constructed to support specialized high-pressure combustion research for the School of Aerospace Engineering. The 21,490-gross-square-foot ("gsf") facility was constructed in 2000. The building contains a concrete structure with concrete masonry units with brick veneer, windows with metal frames, and specialized "explosion-proof" isolation labs of concrete structure and concrete masonry units.
- **Structural Engineering & Materials Research Laboratory**  
A new single-story, with partial office mezzanine, constructed to support specialized material testing and research primarily for the School of Civil and Environmental Engineering. The 29,012 gsf building was constructed in 1998. The building structure is steel frame with exterior metal panels. The interior contains specialized research bays, including a large concrete "strong wall" used in the testing/stressing of large pre-cast concrete materials, such as concrete bridge beams.
- **645 Northside Drive**  
The parcel contains a two-story (51,000 gsf) office/warehouse building in generally fair condition. Constructed in 1955, the building contains structural concrete walls, concrete masonry units with brick veneer, windows with metal frames, and transite siding.

General repairs needed for the building include roof repairs, renovation of the existing bathroom facilities, installation of a new ceiling and lighting system at the second floor office space, and replacement of the gas furnaces.

Acceptance of these gifts is subject to completion of a Phase I Environmental Assessment indicating no significant problems or, if environmental problems are indicated, said problems be mitigated before the effected properties are acquired.

The Corporation is expecting to acquire one additional parcel of property in the near future to complete the proposed NARA campus. When acquired by the Corporation, this will be presented to the Board for acceptance as a gift. On this occurrence, the closure of the interior street right of way will be sought. The appraised value of the property is \$18,130,000.

**8. Conceptual Authorization, “Georgia Museum of Art Addition,”  
University of Georgia**

Approved: The Board approved in principal the proposed construction of the privately funded Georgia Museum of Art Addition at the University of Georgia (“UGA”) at an estimated cost to be determined for the use and benefit of the University of Georgia (“UGA”).

The Board authorized UGA to proceed with the fund drive to obtain funding for the Georgia Museum of Art Addition.

Background: At its June 10, 1998 meeting, the Board authorized a project entitled PVAC, Phase II - School of Art/Museum Addition, which is currently number 14 on the major capital projects list. The “Museum of Art Addition” portion is to be privately funded; the “School of Art” portion is to be state funded.

By letter dated August 30, 2000, President Michael F. Adams requested Board approval to develop a program, project cost verification, and preliminary design documents to assist in seeking private funding for the design and construction of the Georgia Museum of Art Addition.

Private gift commitments of over \$2,500,000 have been received, and UGA has committed \$400,000 of gifts on hand to fund the preplanning, program verification, and schematic and preliminary design of the project.

This approval by the Board of the project’s concept will permit preliminary design drawings to be developed which will aid UGA in cultivating prospective donors of both unique materials to enhance the collection and funds to construct the facility.

Because the project concept was approved, staff, in conjunction with UGA, will select an architectural firm to commence design services.

At such time as all of the private funds have been received and the program finalized, the project will be reviewed and evaluated in accordance with established procedures for the assessment of major capital project requests.

**9. Authorization of Project, “MRDC-II Cleanroom Fit-Up,” Georgia Institute of Technology**

Approved: The Board authorized Project No. BR-30-0102, “MRDC II Cleanroom Fit-Up,” with a total project budget of \$1,542,967. The proposed project involves construction of approximately 1,320 gross square feet (“gsf”) of new laboratory and office space within an existing building.

Background: The project is located on the Fourth Floor, North Wing, Building 144, Manufacturing Research Disciplines Complex-II Building (“MRDC-II”), 771 Ferst Drive, Georgia Institute of Technology (“GIT”). The existing space contains two laboratory units (22 feet by 30 feet). The new cleanroom laboratory has a space requirement of 44 feet by 30 feet. No new additions to the existing building will be needed to accommodate the improvements to the mechanical, electrical, HVAC and plumbing systems.

The Cleanroom Fit-Up space will be used by the School of Mechanical Engineering’s Micro Electronic Mechanical Systems (“MEMS”) program for the fabrication, assembly, evaluation, and testing of MEMS devices and systems. Current research projects in the MEMS user group include design modeling, fabrication, and characterization of electromagnetic microvalves that utilize flexible corrugated parylene diaphragms. Microfabricated ultrasonic sensors, pressure arrays, and novel microphones are being developed for medical applications. The development of new courses in MEMS for the education and training of students in this interdisciplinary field will be introduced into the senior-level undergraduate and graduate student curriculum.

The project has an estimated stated cost limitation (“SCL”) of \$1,348,152 with a total project cost of \$1,542,967 funded by Georgia Tech Institutional Research funds.

Because the project was authorized, the staff, in conjunction with GIT, will proceed with the architectural selection for programming and design services.

**10. Rental Agreement, Gwinnett Center, Lawrenceville, Georgia Perimeter College**

Approved: The Board authorized the execution of a rental agreement between The University Financing Foundation, Landlord, and the Board of Regents, Tenant, covering approximately 120,000 square feet of space at Collins Industrial Lane for the period beginning November 2001 and ending August 30, 2002 at a monthly rental rate not to exceed the total cost of the currently rented space which is \$112,286 (\$1,347,432 per year), which includes all operating expenses, except custodial and trash removal. There are options to renew on a year-to-year basis for 19 consecutive one-year periods with rent increasing \$.45 per square foot for the first option period, decreasing \$.15 per square foot for the fourth option period, and increasing \$1 per square foot for the sixth, tenth, and fifteenth option periods.

The Board also authorized a purchase option agreement between The University Financing Foundation, Landlord, and the Board of Regents, Tenant, covering the above-rented premises.

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



Background: Georgia Perimeter College (for the Gwinnett Center) has been renting space in Lawrenceville since July 1989 for classrooms, computer labs, faculty offices, and other functions related to providing instruction.

In December 1998, the Board approved the Gwinnett Center to be established on Collins Hill Road. This new permanent 100,000 square foot facility, which is projected for occupancy in fall 2002, will house the library, an interactive learning commons, 14 high-technology classrooms, and computer/ technical support spaces.

In March 2000, the Board received an information item concerning the need to pursue a privatized development for 120,000 square feet to replace the existing rented space and provide immediate expansion space for upper-division programs. This space would be located on or adjacent to the Collins Hill Road property.

Funding for rent and operating expenses will be operating funds held by Georgia Perimeter College for Gwinnett Center.

Prior to exercising a purchase option, a request will be brought to the Board for approval of the acquisition.

#### **11. Board Policy on Delegated Authority for Leases as Landlord**

Approved With Modification: The Board adopted the following new policy with modifications requested by the Committee (in bold):

##### 915.03 Lease of Residential Facilities

The President of each institution may recommend to the Chancellor 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.

#### **12. Information Item: Abercorn Street Property, Armstrong Atlantic State University**

Armstrong Atlantic State University is located on a 250-acre site that is bisected by Abercorn Street, a major arterial highway in Savannah. The major portion of the campus is located on the south side of Abercorn Street. An underutilized approximate 26-acre parcel, generally referred to as the "Abercorn property" is on the north side of the road. The university's physical master plan evaluated the prospective uses for all campus properties and strongly urged that the university retain the Abercorn property to allow for the future expansion of campus programs.

Properties surrounding the campus have been developed and include intensive retail and

commercial uses on Abercorn Street, a regional shopping mall, and both single and multi-family residential developments. Given these development trends, combined with the university's need for a facility to support its continuing education and health professions education mission, it was appropriate to evaluate the development of an interim use of the Abercorn property that could, through a public/private partnership, create a beneficial interim use of the site.

These studies have been completed, and President Thomas Jones will review them and discuss the potential benefits that could be achieved through a public/private development.

### **13. Information Item: Gift of Property, Middle Georgia College**

The Veteran's Administration, on behalf of the Carl Vinson V A Medical Center, in Dublin, Georgia, has offered a gift of approximately 39 acres and several buildings to the Board of Regents.

Federal legislation enabling this gift has passed both the House and the Senate and is awaiting the President's signature.

The 39-acre property is located on the west side of Bellevue Avenue, directly across the street from the Dublin Center, a facility operated by Middle Georgia College. The property is level and served by all utilities and public roads. Middle George College has advised that the estimated value of the property is \$20 million.

Anticipated use of the facilities include the regional Intellectual Capital Partnership Program ("ICAPP") and economic development program under development by the Georgia Institute of Technology and Middle Georgia College and instructional programs provided by Middle Georgia College and Georgia Southern University.

A professional engineer and architect, retained by the Office of Facilities, has provided a report addressing the condition of the various buildings and utility infrastructures, and no serious structural or environmental constraints were noted. Utilities to the property will continue to be provided from the VA Hospital, but these facilities will need to be unbundled at some point in the future. Further specific and more extensive studies will be required to identify any required improvements and associated costs.

Primary buildings (circa 1945) include one 47,000 gross square feet ("gsf") two-story (plus basement) administration building and two 17,000 gsf two-story (plus partial basement) hospital buildings. Ancillary structures include 12 single-story houses, a storage building and well house, pool house with pool, and tennis courts.

### **14. Information Item: Campus Housing, Kennesaw State University**

The creation of campus housing on the Kennesaw State University ("KSU") campus was introduced by President Betty Siegel, who reviewed existing locations that are appropriate for student housing.

President Siegel explained that the rationale for student housing includes the following:

- The KSU academic mission emphasizes student success (retention and

graduation) and diversity. Student housing is essential to fully maximizing this goal.

- The level of need for student housing is high, insuring the occupancy. Most categories of traditional students will support housing.
- Housing alternatives, in reasonable proximity and price range, to meet the demands of KSU students are minimal.
- Construction of on-campus housing could be provided by private developers using minimal initial or ongoing institutional funds.
- Student housing will enhance KSU's competitive standing in attracting new, highly qualified students.

**15. Information Item: Master Plan, Savannah State University**

Savannah State University ("SSU") and the Office of Facilities proposed a physical master plan for future development of the institution. President Carlton E. Brown and the consultant, Ms. Janice Wittchiebe, President of the Atlanta architectural and planning consulting firm of Richard & Wittchiebe, presented the plan to the Committee. The consultants reviewed SSU's enrollment targets, mission statement, strategic plan, academic and support programs, and other variables. They met with the administration, faculty, senate, students, and community leaders to receive input and then presented options for facilities, parking/traffic patterns, student/pedestrian circulation patterns, and campus beautification. Based on the consultants' findings, SSU's master plan recommendations included the following:

- Replace several existing buildings, which are beyond cost effective repair, to provide modern teaching facilities
- Create appropriate future facilities for the growing academic, academic support, and community outreach needs
- Upgrade campus utility infrastructure
- Relocate campus roads and parking to create a more pedestrian friendly campus core; and improve campus entry and edge treatment for added security
- Consider opportunity property acquisition contiguous to the south of the campus for long term growth
- Continue to preserve and enhance the campus environment and landscaping

**16. Information Item: Executive Session, Library South, Georgia State University**

This item was withdrawn from the Committee's agenda.

## **COMMITTEE ON EDUCATION, RESEARCH, AND EXTENSION**

The Committee on Education, Research, and Extension met on Tuesday, November 14, 2000 at approximately 2:30 p.m. in room 6041, the Training Room. Committee members in attendance were Chair Joe Frank Harris, Vice Chair Elridge W. McMillan, and Regents Juanita P. Baranco, Hugh A. Carter, Jr., Edgar L. Jenkins, Martin W. NeSmith, and J. Timothy Shelnut. Chair Harris reported to the Board that the Committee had reviewed ten items, six of which required action. Additionally, 125 regular faculty appointments were reviewed and recommended for approval. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

### **1. Status Report on the GA EASY Project**

Dr. Barry Fullerton, Associate Vice Chancellor for Student Services; Mr. Larry Peevy, Associate Vice President for Enrollment Services at Georgia College & State University; and Ms. Tonya Lam, Senior Advisor, Student Enrollment and Information Services updated the Committee on Education, Research, and Extension on the progress that has been made in implementing the Georgia Application and Electronic Advisement System ("GA EASY"). GA EASY is the Systemwide initiative to enhance the admissions project that allows students to conduct college and career searches and to apply online to any of the 34 units of the University System.

### **2. Establishment of the Associate of Applied Science in Information Technology, Floyd College**

Approved: The Board approved the request of Interim President Rob Watts that Floyd College be authorized to establish the associate of applied science in information technology degree, effective November 15, 2000.

Abstract: The associate of applied science in information technology degree attempts to meet regional and state needs for graduates with information technology expertise. It also provides a foundation for students to move from an associate degree to the bachelor of information technology degree at Clayton College & State University with full transfer of credit.

Need: The University System of Georgia's June 1999 ICAPP Report concludes that "shortfalls [in information technology graduates] would result in over 13,000 unfilled information technology openings, one out of every three new positions." A report prepared by KPMG entitled Growing Georgia's Software Industry found that colleges and universities were not producing information technology graduates near the rate at which the industry itself was growing. A 1998 study by the National Software Alliance, an industry-government consortium headed by the Department of the Navy, concluded that the only viable, long-term solution to the software labor shortage is increased education and training programs."

Objectives: The program follows the college's goals of providing programs that prepare students to succeed in the modern workplace. The program establishes a career ladder and enhanced employability by allowing students to earn a certificate and an associate's degree.

Curriculum: Students begin in a certificate-level program and proceed into an associate degree program. The general education requirements are spread throughout the degree

program, allowing the students to become directly involved in technical courses their first term at Floyd College. An advisory team of local business and industry leaders will help secure internships for students and provide advice about industry needs. All courses will be taught at the collegiate level for transfer to the baccalaureate level as required by the Southern Association of Colleges and Schools.

Projected Enrollment: The college anticipates enrollments of 5, 15, and 15 for the first three years of the program.

Funding: No new state allocation has been requested. The college will redirect resources to support the program.

Assessment: The Office of Academic Affairs will work with the institution to measure the success and continued effectiveness of the proposed program. In 2004, this program will be evaluated by the institution and the Central Office to determine the success of the program's implementation and achievement of the enrollment, quality, centrality, viability, and cost-effectiveness goals, as indicated in the proposal.

### **3. Establishment of the Harry B. Forester Eminent Scholar Chair in Biological Sciences, North Georgia College & State University**

Approved: The Board approved the request of President Nathaniel Hansford that North Georgia College & State University ("NGCSU") be authorized to establish the Harry B. Forester Eminent Scholar Chair in Biological Sciences, effective November 15, 2000.

Background: NGCSU has garnered the required private donations to establish the Harry B. Forester Eminent Scholar Chair in Biological Sciences. The Board of Regents Committee on Finance and Business Operations approved the matching budget allocation of \$500,000 at the Board's April 2000 meeting.

This request is for the establishment of the chair itself. The chair will be named in memory of Professor Harry Bible Forester, who joined the faculty of NGCSU in 1939 and served as Chair of the Department of Biology and premedical advisor for 23 years. With the naming of the chair, NGCSU can memorialize Professor Forester for his decades of teaching and educational leadership at the institution. In the book entitled "Georgia's Best Kept Secret: A History of North Georgia College," W. P. Roberts described Professor Forester as "perhaps the most outstanding faculty member of all time." His scholarly activities and pedagogical advances enhanced the academic stature of the university. Many of NGCSU's most accomplished alumni have cited this distinguished faculty member and administrator as the reason for their success in professional fields including medicine, biology, and chemistry.

### **4. Renaming of the Schwob Department of Music to the Schwob School of Music, Columbus State University**

Approved: The Board approved the request of President Frank D. Brown that Columbus State University ("CSU") be authorized to rename the Schwob Department of Music to the Schwob School of Music, effective January 1, 2001.

Abstract: The success of the Schwob Department of Music is attributable, in part, to the abundance of community interest and support for the arts at CSU. The department

epitomizes the internal and external relationships which have been forged to strengthen programming, faculty scholarly pursuits, and student interests. From the scholarship base that attracts some of the most outstanding students to the funds available for distinguished chairs and faculty development opportunities, the department has been the centerpiece for many partnerships in the region.

With the relocation to the River Center for the Performing Arts, it is anticipated that the department will enhance its stature and grow by operating in world-class facilities. The surroundings at River Center coupled with continued and revived community interest can only spur heightened growth in quality and size.

The renaming of the Schwob Department of Music to the Schwob School of Music provides CSU with recognition and an elevated status, both in academic and performance measures. The name change will enable CSU to attract more support from donors and better-qualified students and faculty to the institution. The name change is congruent with the institution’s select mission in the fine and performing arts.

**5. Establishment of Revised Institutional Statutes, Coastal Georgia Community College**

Approved: The Board approved the request of President Dorothy L. Lord to revise the institutional statutes of Coastal Georgia Community College (“CGCC”), effective November 15, 2000.

Abstract: The proposed revision of the statutes reflects a thorough review and brings the statutes into line with current Board of Regents policies and procedures. The statutes also clarify changes that have occurred regarding System policies concerning faculty and student fees. The institution is in the midst of its self-study in preparation for a Southern Association of Colleges and Schools Visiting Committee meeting to be held in March 2001.

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

**6. Administrative and Academic Appointments and Personnel Actions, Various System Institutions**

The following administrative and academic appointments were reviewed by Education Committee Chair Joe Frank Harris and were approved by the Board. All full-time appointments are on file with the Office of Academics and Fiscal Affairs.

**Summary of Full-Time Faculty and Tenured Faculty Appointments**

<b>System Institution by Type</b>	<b>Totals</b>
Georgia Institute of Technology	11
Georgia State University	21
Medical College of Georgia	9
University of Georgia	19

<b>Total Research Universities Appointments</b>	<b>60</b>
Georgia Southern University	1
Valdosta State University	0
<b>Total Regional Universities Appointments</b>	<b>1</b>
Albany State University	0
Armstrong Atlantic State University	0
Augusta State University	0
Clayton College & State University	2
Columbus State University	5
Fort Valley State University	2
Georgia College & State University	6
Georgia Southwestern State University	0
Kennesaw State University	1
North Georgia College & State University	1
Savannah State University	0
Southern Polytechnic State University	0
State University of West Georgia	0
<b>Total State Universities Appointments</b>	<b>17</b>
Dalton College	0
Macon State College	0
<b>Total State Colleges Appointments</b>	<b>0</b>
Abraham Baldwin Agricultural College	0
Atlanta Metropolitan College	0
Bainbridge College	0
Coastal Georgia Community College	0
Darton College	0
East Georgia College	0
Floyd College	0
Gainesville College	0
Georgia Perimeter College	0
Gordon College	0
Middle Georgia College	1
South Georgia College	0
Waycross College	0
<b>Total Two-Year Colleges Appointments</b>	<b>1</b>
<b>TOTAL FULL-TIME FACULTY APPOINTMENTS</b>	<b>79</b>

## Summary of Part-Time Appointments of System Retirees

<b>System Institution by Type</b>	<b>Totals</b>
Georgia Institute of Technology	7
Georgia State University	5
Medical College of Georgia	0
University of Georgia	19
<b>Total Research Universities Appointments</b>	<b>31</b>
Georgia Southern University	0
Valdosta State University	0
<b>Total Regional Universities Appointments</b>	<b>0</b>
Albany State University	0
Armstrong Atlantic State University	0
Augusta State University	0
Clayton College & State University	0
Columbus State University	2
Fort Valley State University	3
Georgia College & State University	0
Georgia Southwestern State University	0
Kennesaw State University	0
North Georgia College & State University	1
Savannah State University	0
Southern Polytechnic State University	0
State University of West Georgia	1
<b>Total State Universities Appointments</b>	<b>7</b>
Dalton College	1
Macon State College	0
<b>Total State Colleges Appointments</b>	<b>1</b>
Abraham Baldwin Agricultural College	0
Atlanta Metropolitan College	0
Bainbridge College	0
Coastal Georgia Community College	0
Darton College	0
East Georgia College	0
Floyd College	1
Gainesville College	0
Georgia Perimeter College	0
Gordon College	0
Middle Georgia College	0
South Georgia College	0
Waycross College	0



Total Two-Year Colleges Appointments	1
<b>TOTAL PART TIME RETIREE APPOINTMENTS</b>	<b>40</b>

**Georgia Institute of Technology**

**Major Administrative and Faculty Appointments:**

Koros, William J.: Professor and the Roberto C. Goizueta GRA Chair, School of Engineering, effective August 16, 2001.

Mc Ginnis, Leon F.: Eugene C. Gwaltney Chair in Mfg. Systems, College of Engineering, effective September 1, 2000.

Trebino, Rick: GRA Chair in Ultrafast Optics, School of Physics, effective October 15, 2000.

**Emeritus Appointments:**

Pochlein, Gary W.: Professor Emeritus, School of Chemical Engineering, effective November 15, 2000.

**Part-Time Appointments of System Retirees:**

Adler, Philip Jr.: Professor, Dupree College of Management, beginning Oct 1, 2000 and ending Jun 30, 2001.

Black, William Z.: Regents Professor, School of Mechanical Engineering, beginning Oct 1, 2000 and ending Jun 30, 2001.

Enslow, Philip H. Jr: Professor, beginning Oct 1, 2000 and ending Jan 31, 2001.

Moss, Richard W.: Principal Research Engineer, Information Technology & Communications Laboratory, beginning Oct 2, 2000 and ending Jun 30, 2001.

Putman, Carol J.: No title given, School of Earth & Atmospheric Sciences, beginning Sep 25, 2000 and ending Jun 30, 2001.

Simitses, George J.: Professor Emeritus, School of Aerospace Engineering, beginning Sep 18, 2000 and ending May 16, 2001.

Tincher, Wayne C.: Professor, School of Textile & Fiber Engineering, beginning Nov 1, 2000 and ending Apr 30, 2001.

**Leave of Absence Approvals:**

Hill, Theodore P.: Professor, Leave from Jan 1, 2001 through Dec 31, 2001,

without pay.

Ruffin, Stephen M.: Asst Professor, School of Aerospace Engineering, Leave from Sep 5, 2000 through May 20, 2001, without pay.

Stock, Stuart R.: Assoc Professor, Leave from Jan 1, 2001 through Dec 31, 2001, without pay.

## **Georgia State University**

### **Part-Time Appointments of System Retirees:**

El Sheshai, Kamal M: Professor, Department of Decision Sciences, beginning Oct 1, 2000 and ending Sep 30, 2001.

Moss, Gary R.: TV Producer-Director, Department of Communication, beginning Sep 1, 2000 and ending May 10, 2001.

Rushing, Francis W.: Professor, Department of Economics, beginning Aug 1, 2000 and ending Jul 31, 2001.

Smits, Stanley J.: Dept Head Academic, Department of Management, beginning Sep 30, 2000 and ending Aug 31, 2001.

Tillman, Fred A.: Professor, Department of Insurance/Legal Studies/Real Estate, beginning Oct 1, 2000 and ending Sep 30, 2001.

## **Medical College of Georgia**

### **Emeritus Appointments:**

Tedesco, Francis J.: President Emeritus: Professor Emeritus of Medicine & Graduate Studies, School of Medicine, Department of Medicine, effective February 1, 2001.

Lambert, Vickie A.: Dean Emeritus & Professor Emeritus of Adult Nursing & Graduate Studies, School of Nursing, effective January 1, 2001.

## **University of Georgia**

### **Emeritus Appointments:**

Steinbeck, Klaus: Professor Emeritus, School of Forest Resources, effective November 1, 2000.

Winthrop, Carol: Assistant Vice President Emerita, Academic Affairs, effective November 1, 2000.

Marks, Henry L.: Professor Emeritus, Poultry Science, effective November 1, 2000.

### **Major Administrative and Faculty Appointments:**

Dyer, Thomas G.: Professor, Vice President for Instruction, Associate Provost, Vice President for Instruction, effective November 1, 2000.

### **Part-Time Appointments of System Retirees:**

Peavey, Rachel W.: No title given, Department of Poultry Science, beginning Oct 16, 2000 and ending Jun 30, 2001.

Barber, Allan Wedford: Vice President, beginning Oct 1, 2000 and ending Jun 30, 2001.

Bennett, Thomas J. III: No title given, Vice President for Student Affairs, beginning Jul 1, 2000 and ending Jun 30, 2001.

Bowles, Wilhelmina M.: Part-Time Instructor, School of Teacher Education, Department of Social Science Education, beginning Jan 5, 2001 and ending May 8, 2001.

Bugbee, Robert Eli: Assoc Vice President, beginning Sep 1, 2000 and ending Jun 30, 2001.

Carter, Judy G.: No title given, School of Professional Studies, Department of Special Education, beginning Aug 16, 2000 and ending Dec 15, 2000.

Carver, Fred D.: Part-Time Professor, School of Leadership & Lifelong Learning, Department of Educational Leadership, beginning Aug 16, 2000 and ending May 8, 2001.

Combs, Mary C.: Part-Time Instructor, beginning Aug 16, 2000 and ending Dec 15, 2000.

Denman, Frances T.: Research Technician III, Department of Poultry Science, beginning Jul 1, 2000 and ending Jun 30, 2001.

Dwinell, Patricia L.: Assoc Professor Emeritus, Division of Academic Assistance, beginning Jul 1, 2000 and ending Jun 30, 2001.

Edwards, Charles Henry Jr.: Professor Emeritus, Department of Mathematics, beginning Jul 3, 2000 and ending Jun 30, 2001.

Fink, Betty W.: No title given, College of Education, beginning Oct 1, 2000 and ending Jan 31, 2001.

Larkins, Sharon K.: Part-Time Instructor, School of Teacher Education, Department of Social Science Education, beginning Jan 5, 2001 and ending May 8, 2001.

Mahon, Joseph Patrick: Part-Time Instructor, School of Leadership & Lifelong Learning, Department of Educational Leadership, beginning Oct 1, 2000 and ending Jun 30, 2001.

McCormack, John Edward: Professor, Department of Large Animal Medicine, beginning Feb 1, 2001 and ending Jun 30, 2001.

Mills, Thomas Ray: Academic Director, beginning Jan 1, 2001 and ending Jun 30, 2001.

Reines, Mervin: Professor Emeritus, beginning Sep 19, 2000 and ending Sep 19, 2000.

Schwartz, Barry: Professor, Department of Sociology, beginning Jan 5, 2001 and ending May 8, 2001.

Venable, Sandra H.: No title given, beginning Oct 1, 2000 and ending Jun 30, 2001.

#### **Leave of Absence Approvals:**

Crow, Susan R.: Public Service Associate, Institute for Community & Area Development, leave from Oct 1, 2000 through Apr 1, 2001, without pay.

Schempp, Paul G.: Professor, School of Health & Human Performance, Department of Physical Education & Sports Studies, leave from Jan 1, 2001 through Jul 1, 2001, with pay.

Smith, Michael Howard: Professor, Institute of Ecology, leave from Jan 1, 2001 through Dec 31, 2001, with pay.

#### **Columbus State University**

##### **Emeritus Appointments:**

Berger, Elinor E.: Professor Emeritus of Mathematics, College of Science, effective July 1, 2000.

##### **Part-Time Appointments of System Retirees:**

Mccollum, James B: Professor, Department of Business Administration, beginning Sep 21, 2000 and ending May 31, 2001.

Shoemaker, David W.: Dept Head-Prof, Department of Curriculum & Instruction, beginning Sep 21, 2000 and ending May 31, 2001.

#### **Fort Valley State University**

##### **Part-Time Appointments of System Retirees:**

Hall, Perry L. II: Assoc Professor, Department of Guidance & Counseling, beginning Aug 21, 2000 and ending Dec 18, 2000.

McCormick, Paulette: Instructor, Department of Developmental Studies, beginning Aug 21, 2000 and ending Dec 11, 2000.

Steele, Harriet C.: Academic Department Head, Department of Developmental Studies, beginning Aug 21, 2000 and ending Dec 11, 2000.

### **Georgia College & State University**

#### **Leave of Absence Approvals:**

Yanney, Donna Sue: Librarian Instructor, leave from Aug 1, 2000 through Jul 31, 2001, with pay.

### **Georgia Southwestern State University**

#### **Emeritus Appointments:**

Woodward, E. Wayne: Professor Emeritus of Education, School of Education, effective November 15, 2000.

#### **Major Administrative and Faculty Appointments:**

Talley, Ronda C.: Professor and Executive Director, Rosalynn Carter Institute, effective July 26, 2000.

### **North Georgia College & State University**

#### **Part-Time Appointments of System Retirees:**

Richardson, Joseph A.: No title given, Department of Teacher Education, beginning Aug 1, 2000 and ending May 31, 2001.

### **State University of West Georgia**

#### **Emeritus Appointments:**

Maxwell, Edith H.: Professor Emerita of Mathematics, College of Arts & Sciences, Department of Mathematics, Effective January 1, 2001.

#### **Part-Time Appointments of System Retirees:**

Poindexter, Eugene Oral: Part-Time Instructor, Department of Accounting & Finance, beginning Aug 14, 2000 and ending May 10, 2001.

### **Dalton College**

#### **Part-Time Appointments of System Retirees:**

Ottinger, Melvyn Lazelle: Dept Head/Assoc Prof, Department of Physical Education, beginning Aug 21, 2000 and ending May 11, 2001.

### **Floyd College**

#### **Part-Time Appointments of System Retirees:**

Perdue, Judy C.: Division Chairperson/Professor, Division of Natural Sciences, Mathematics, & Physical Education, beginning Oct 1, 2000 and ending May 14, 2001.

### **Gainesville College**

#### **Emeritus Appointments:**

Cabell, Joseph E.: Professor Emeritus of Speech and Drama, Chair Emeritus, Department of Speech and Fine Arts, GANDPSFA, effective December 1, 2000.

Forrester, Roy C.: Associate Professor Emeritus of Music, Director Emeritus, Instrumental Music, GANDPSFA, effective December 1, 2000.

Fuller, Donald C.: Associate Professor Emeritus of Mathematics, Department of Mathematics, effective December 1, 2000.

Fuller, Katherine M.: Professor Emerita of Reading and English, Vice President for Academic Affairs and Dean of Faculty Emerita, GANVPAFF, effective December 1, 2000.

Hermann, Barbara J.: Associate Professor Emerita of Behavioral Sciences, Division of Social Science, effective December 1, 2000.

Newberry, Margaret P.: Associate Professor Emerita of History and Reading, Division of Social Science, effective December 1, 2000.

Oettinger, George: Associate Professor Emeritus of Sociology, Division of Social Science, effective December 1, 2000.

### **Georgia Perimeter College**

#### **Major Administrative and Faculty Appointments:**

Sheehy, Ronald J.: Vice President/Professor, Academic and Student Affairs, effective November 1, 2000.

#### **Part-Time Appointments of System Retirees:**

McNamara, Grace H.: Professor Emeritus, Library (Clarkston), beginning December 1, 2000 and ending June 30, 2001.

**7. Information Item: Applied Learning Experiences/Clinical Training**

Pursuant to authority granted by the Board at its meeting on February 7 and 8, 1984, the presidents of the listed institutions have executed the indicated number of memoranda of understanding respecting affiliation of students for applied learning experiences/clinical training in the programs indicated:

**Georgia State University**

Kinesiology and Health	2
Nursing	1
Physical Therapy	2
Social Work	1

**Medical College of Georgia**

Allied Health Sciences	10, 4R
Medicine	1, 3R
MCG Research Institute	1, 17R
Nursing	6, 2R

**University of Georgia**

Child and Human Dev.	9
Communication Sciences	1, 7R
Counseling/Human Dev.	9
Education	3, 66R
Pharmacy	2, 11R
Recreation and Leisure	5, 10R
Social Work	5, 6R

**Georgia Southern University**

Nursing	2, 1R
Leadership	1

**Armstrong Atlantic State University**

Education	1R
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**Augusta State University**

Psychology	1R
Sociology	1

**Columbus State University**

Nursing	3, 1R
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**Georgia College & State University**

Health Sciences	2
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**Kennesaw State University**

Nursing (CEUs)	2
Nursing	6, 3R

**North Georgia College & State University**

Nursing	4, 1R
Physical Therapy	1, 1R

**Floyd College**

Physical Therapy	2R
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**South Georgia College**

Nursing	1
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**Total 218**

R = Renewal

## 8. 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 payments as indicated:

<b>Purpose</b>	<b>Agency</b>	<b>Duration</b>	<b>Amount</b>
<b>Georgia State University</b>			
Contribute to SCIES project	Georgia Dept. of Human Resources	9/11/00 - 8/30/01	\$517,500
Perform needs assessment	“ ” “	9/30/00 - 9/30/01	\$50,000
Conduct nutrition education program for new Americans	“ ” “	10/1/00 - 9/30/01	\$294,209
Conduct perinatal safety program	Georgia Dept. of Community Health	1/1/00 - 12/31/00	\$99,500
Conduct training for child welfare	Georgia Dept. of Human Resources	8/16/00 - 8/16/01	\$183,950
Study roles/responsibilities of education organizations and individuals	Office of Planning and Budget	8/14/00 - 7/01/01	\$59,270
Prepare school performance reports	Office of Education Accountability	9/1/00 - 9/30/01	\$75,000
Study family support issues	Georgia Dept. of Human Resources	10/1/00 - 9/30/01	\$75,000
Study family preservation issues	“ ” “	10/1/00 - 9/15/01	\$75,000
Study electronic court filing	Georgia Courts Automation Commission	7/1/00 - 12/31/00	\$70,000
<b>University of Georgia</b>			
Conduct cotton field demonstration program	Georgia Commodity Comm. Cotton	7/1/00 - 6/30/01	\$21,000
<b>Purpose</b>	<b>Agency</b>	<b>Duration</b>	<b>Amount</b>
<b>University of Georgia (Cont.)</b>			
Georgia education program and “King Cotton” award	Georgia Commodity Comm. Cotton	7/01/00 - 6/30/01	\$28,000
Search to improve profit-ability of Georgia cotton	“ ” “	7/01/00 - 6/30/01	\$25,000



Evaluate soybean and corn rotation to increase profitability	“ ” “	1/01/01 - 12/31/01	\$6,750
Conduct beltwide cotton conference study tour	“ ” “	7/01/00 - 6/30/01	\$15,000
Enhance peanut competitiveness and profitability	Georgia Commodity Comm. Peanuts	7/01/00 - 6/30/01	\$2,000
Conduct diagnostic services relative to livestock disease 2001: Athens and Tifton	Georgia Dept. of Agriculture	7/01/00 - 6/30/01	\$3,421,158
Conduct state codes training workshop	Georgia Dept. of Community Affairs	7/01/00 - 6/30/01	\$41,113
Conduct strategies and marketing campaign	“ ” “	6/15/00 - 5/15/01	\$30,000
Study development strategy in rural Georgia	“ ” “	6/15/00 - 5/15/01	\$90,000
Study capacity building with delivery regions	“ ” “	6/29/00 - 5/29/01	\$127,000
Conduct corrections leadership institute	Georgia Dept. of Corrections	8/01/00 - 6/30/01	\$50,000
Provide program income for Wiggins Training Center	Georgia Dept. of Education	7/01/00 - 6/30/01	\$20,412
Conduct cardiovascular prevention initiative	Georgia Dept. of Human Resources	4/15/00 - 9/29/00	\$26,938
Conduct social work education in child welfare practice	“ ” “	8/15/00 - 8/14/01	\$73,652
<b>Purpose</b>	<b>Agency</b>	<b>Duration</b>	<b>Amount</b>
<b>University of Georgia (Cont.)</b>			
Supervise student interns assistance with delinquent youth	Georgia Dept. of Juvenile Justice	8/01/99 - 6/30/01	\$41,982
Provide Excel 2001 training	Georgia Dept. of Labor	8/01/00 - 6/30/01	\$75,000
Provide training in state codes	Georgia Dept. of Law	8/01/00 - 6/30/01	\$100,000
Provide various services	Georgia Dept. of Natural Resources	open-ended	\$32,355
Provide green industry pollution prevention program	“ ” “	1/01/01 - 12/31/01	\$106,438

Study status of robust redhorse in Broad River system	“ ” “	6/01/00 - 12/31/00	\$19,500
Provide practical watershed management training	Georgia Environmental Protection Division	7/26/00 - 12/31/01	\$48,912
Provide Finance 2000 training	Georgia Office of Planning and Budget	7/01/00 - 6/30/01	\$5,464
Provide data management for passenger safety program	Governor’s Office of Highway Safety	8/01/00 - 9/30/00	\$23,000
Evaluate citizen knowledge of state and local courts	Supreme Court of Georgia	8/15/00 - 4/30/01	\$54,100
Provide cost-sharing for various activities	Various state agencies	6/20/00 - 6/26/01	\$12,500
Provide quality growth task force	Various state agencies	9/01/00 - 6/30/02	\$20,000
Conduct Georgia personal assistance service	Georgia Comm. for National and Comm. Svc.	10/2/00 - 10/1/01	\$152,063
Conduct urban pest control research	Georgia Dept. of Agriculture	7/01/97 - 6/30/01	\$90,000
<b>Purpose</b>	<b>Agency</b>	<b>Duration</b>	<b>Amount</b>
<b>University of Georgia (Cont.)</b>			
Revise agriculture department’s certification questions in licensing program	Georgia Dept. of Agriculture	9/15/00 - 5/31/01	\$26,750
Manage Rogers State Prison dairy and swine farms	Georgia Dept. of Corrections	7/01/00 - 6/30/01	\$366,244
Provide program income	Georgia Dept. of Human Resources	5/05/00 - 4/30/01	\$5,400
Conduct surveillance for arborical pathogens	“ ” “	6/17/00 - 6/16/01	\$13,320
Monitor trout stream buffer	Georgia Dept. of Natural Resources	7/1/00 - 6/30/01	\$100,000
Study federal trust fishes in Etowah River system	“ ” “	6/1/00 - 12/31/00	\$20,325
Assess conservation improvement in Canasauga River system	“ ” “	6/01/00 - 12/31/00	\$20,325
Assess school-to-work needs for northeast corridor youth partnership	Gwinnett Technical Institute	9/06/00 - 2/28/01	\$37,800

Provide income for various projects	Georgia Dept. of Natural Resources	open-ended	\$14,707
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<b>TOTAL AMOUNT - NOVEMBER</b>	<b>\$ 6,863,637</b>
<b>TOTAL AMOUNT FY 2001 TO DATE</b>	<b>\$12,581,751</b>
<b>TOTAL AMOUNT FY 00 (TO NOVEMBER)</b>	<b>\$17,654,236</b>
<b>TOTAL AMOUNT FY 00</b>	<b>\$25,106,814</b>

**9. Information Item: Change From Monthly to Annual Reporting of Memoranda of Understanding Respecting Affiliation of Students for Applied Learning Experiences and Clinical Training**

The Committee discussed whether to consider a change in the schedule for reporting memoranda of understanding respecting affiliation of students for applied learning experiences and clinical training from a monthly basis to an annual basis.

**Background:** Before February 1984, the Chancellor executed and filed copies of all affiliation agreements between University System of Georgia institutions and hospitals or clinics for training of nurses and allied health personnel, as well as those for applied learning experiences.

In 1984, the Board passed a policy authorizing presidents to execute the memoranda of understanding (“MOUs”) on a form approved by the Attorney General and to keep those agreements at the institution. From that point forward, the institutions have reported summary information on the affiliation agreements to the Board of Regents’ Office of Planning and Policy Analysis on a monthly basis. The summary report shows the number of agreements, whether the MOU is new or a renewal, and the type of affiliation (e.g., allied health, dentistry, medicine, Georgia Hospital Association, kinesiology and health, nursing, nutrition, physical therapy, other hospitals, clinics, etc.). The summary report is then presented to the Board through the Committee on Education, Research, and Extension as an information item.

The Central Office does not keep copies of the MOUs on file. However, while there is no requirement that they do so, the Office of Legal Affairs checks the terms of some MOUs.

If this process is changed, it would mean that the institutions would move from a monthly reporting schedule to an annual reporting schedule. Institutions would report to the Central Office at the end of the fiscal year, and the Central Office would report the number and type of clinical training and applied learning agreements to the Board in September of each year.

**10. Naming of Harley Langdale, Jr. College of Business Administration, Valdosta State University**

**Approved:** The Board approved the naming of the College of Business Administration the “Harley Langdale, Jr. College of Business Administration” in honor of Harley Langdale, Jr.

**Background:** Mr. John W. Langdale, Jr., President, Langdale Industries, Inc. has offered to provide a gift to the Valdosta State University Foundation in order to name the College of Business Administration in honor of his uncle, Harley Langdale, Jr., Chairman of the

Board of his company. Through the years, the Langdales have been major contributors to Valdosta State University, and Mr. John W. Langdale, Jr.'s father was a former member of the Board of Regents and served for two years as its Chair.

Langdale Industries is one of the most respected business enterprises in the state. Mr. John W. Langdale, Jr. has proposed that Langdale Industries and the Harley Langdale, Jr. Foundation make a gift of \$1 million over a ten-year period.

### **COMMITTEE ON ORGANIZATION AND LAW**

The Committee on Organization and Law met on Tuesday, November 14, 2000 at approximately 3:15 p.m. in the room 7019, the Chancellor's Conference Room. Committee members in attendance were Chair Juanita P. Baranco, Vice Chair Edgar L. Jenkins, and Regents Hugh A. Carter, Jr. and Elridge W. McMillan. Regent White was also in attendance as an ex-officio member of the Committee. Regent McMillan reported to the Board on Wednesday that the Committee had four applications for review; two were continued, one was granted, and one was denied. In accordance with H.B. 278, Section 3 (Amending O.C.G.A. § 50-14-4), an affidavit regarding this Executive Session is on file with the Chancellor's Office. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. In the matter of Paul Lapides at Kennesaw State University, concerning reconsideration of his appeal, the application for review was continued.
2. In the matter of Anne Allison at Atlanta Metropolitan College, concerning termination of her employment, the application for review was granted. (Regent McMillan recused himself from consideration of this appeal.)
3. In the matter of Gretchen Neill at Georgia Perimeter College, concerning a position change and non-renewal of her contract, the application for review was continued.
4. In the matter of Nadella Ranakumar at Southern Polytechnic State University, concerning termination of his employment, the application for review was denied.

### **CHANCELLOR'S REPORT TO THE BOARD**

After the Committee meeting reports, Chancellor Portch gave his report to the Board. He announced that the staff had just received its enrollment and Scholastic Aptitude Test ("SAT") data for the fall 2000 semester. He reported that SAT scores and enrollment have both increased. The University System has the "best and brightest" entering students in its history. The average SAT score for entering freshmen is now 1021, up from 1016 in fall 1999, when the University System reached the national average for the first time. This year, the University System has surpassed the national average of 1019. When the University System began raising its standards in 1994, it had five institutions with an average SAT score of over 1000. In fall 1999, it had eight institutions with an average SAT score of over 1000. This year, it has 11 such institutions. The three new institutions are Armstrong Atlantic State University ("AASU"), Georgia Southern University ("GSOU"), and Georgia Southwestern State University. They join Georgia College & State University, Georgia Institute of Technology ("GIT"), Georgia State University,

Kennesaw State University, North Georgia College & State University, Southern Polytechnic State University, University of Georgia, and Valdosta State University.

In addition to improving SAT scores, the Board had also set as a goal reducing the proportion of students who require remedial studies by 5% each year. Chancellor Portch reported that this year, the University System decreased the proportion by 5.6%. He noted that AASU recorded the largest increase in SAT scores, increasing 66 points to 1028. GIT recorded a 26-point jump to 1329. GSOU had a 21-point increase, bringing its average SAT score to 1008. He also noted that both Gainesville College and Macon State College had significant enrollment increases accompanying good increases in their average SAT scores. The University System enrollment for fall 2000 is the second-largest headcount in its history, up 1% from fall 1999. Also, the full-time equivalent (“FTE”) students increased by 1.7%. Chancellor Portch remarked that the University System is bigger and better than it was last year. He thanked the Board and the institutions for implementing improved standards, as well as the teachers and principals of the K-12 schools who are sending these stronger students to the System. He then discussed the personal experiences that helped formulate his educational philosophies.

Chair White thanked the Chancellor for his very positive report.

### **STRATEGIC PLANNING COMMITTEE, “COMMITTEE OF THE WHOLE”**

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

Chair Leebern thanked Regent White and explained that Senior Vice Chancellor for Academics and Fiscal Affairs Daniel S. Papp and Interim Vice Chancellor for Fiscal Affairs William R. Bowes would be delivering a benchmarking presentation regarding retention and graduation rates and financial data, respectively. He then turned the floor over to Dr. Papp.

Dr. Papp explained that the freshman retention rate is the percentage of full-time students enrolled in their first year of college who return in their second year. There are no national data sets on such retention rates, but institutions and systems often collect their own. Dr. Papp noted the difference between the institutional retention rate and System retention rate. The institutional retention rate refers specifically to those students who begin at an institution in the fall of their first year and return to the same institution in the fall of their second year. The System retention rate refers to all students who begin in the fall of their first year at any of the System institutions and return in the fall of their second year to any of the System institutions. So, the transferability built into the University System of Georgia means that the System retention rate is higher than the various institutional retention rates. Dr. Papp explained that the freshman retention rate is important because the first year of college is the most important when it comes to adapting to being a college student, and the loss rate is the highest in the first year. There are many reasons students leave. Some are individual causes, such as financial or family reasons. There may also be causes attributable to the institution, such as an institution’s failure to provide the necessary services or a student may discover there is no major appropriate to her interests. There are also academic reasons for a student’s leaving. Some students are unable to make the grades to stay in college. Many institutions, but not all, make an effort to contact students

who have not returned to inquire as to their reasons, but there is not a complete database on this information. Dr. Papp stressed that on occasion a student who starts as a first-time full-time freshman may return the second year as a part-time student. Such a student is still included as part of the retention rate, but that ends up stretching out his graduation rate.

Regent Leebern suggested that institutions conduct exit interviews of students who would not be returning in the second year to identify their reasons for leaving.

Dr. Papp said that this was an excellent suggestion and noted that a number of System institutions do this. There are widely varying responses from students who leave. He remarked that understanding why students leave is very valuable to the System. He reminded the Regents that during the last meeting of the Strategic Planning Committee, one concern raised about part-time students in particular was whether the institutions are providing services that are necessary to keep those students.

Chancellor Portch added that the Board might include a survey process in its list of things to consider this year. He remarked that formal academic reasons, such as suspension or dismissal, probably account for the smallest number of students who do not return the second year. Also, a booming economy will affect retention rates. The Chancellor asked President William Bloodworth, Jr. of Augusta State University to give a personal example of this.

President Bloodworth explained that his son worked at least 30 hours a week, as do about 75% to 80% of his students.

The Chancellor added that often bosses talk the students into coming to work full-time with benefits.

President Bloodworth responded that his son was encouraged to graduate in four years.

Dr. Papp added that due to increasing demand for information technology workers, there are many students who are hired away from school by technology companies before they have even completed degrees.

Regent Hunt stated that students who have academic problems will have individual problems.

Dr. Papp agreed. He asked Associate Vice Chancellor for Planning and Policy Analysis Cathie Mayes Hudson whether he was correct in asserting that only about 25% of departures were for academic reasons.

Dr. Hudson agreed that about 25% of students nationwide leave college for academic reasons. This is information gathered from national survey data.

Dr. Papp stressed that these were formal academic reasons. There are other informal academic reasons, such as poor grades. He then turned his attention to a comparison with the University System's national peers. The fall-to-fall retention rates for first-time full-time freshman entering in fall 1998 was within the normative range of the peers for Georgia Institute of Technology ("GIT"), Georgia State University ("GSU"), and the University of Georgia ("UGA"). The regional and state university, state college, and two-year college sectors were also within their normative ranges.

Regent Cannestra interjected that the benchmarking report states that the majority of colleges in the two-year sector fell at the high end of the range for males, females, and African-American retention rates. He noted that if this is the case and the average is so low, there must be some very poorly performing colleges in the two-year sector. He said that the data do not make sense.

Dr. Papp responded that the staff had also had some concerns about some of the conclusions of the two-year college analysis in the benchmarking report, and this was one such concern.

Regent Cannestra asked whether the data was incorrect.

Dr. Papp said that some of the two-year colleges are at the lower end, and he would address those momentarily.

Regent Cannestra said that mathematically the majority could not be at the high end and have the average where it is without having some colleges at the very low end to bring the average down.

Dr. Papp agreed.

Regent Cannestra asked whether there is a plan to help those colleges who scored at the lowest end.

Dr. Papp responded that the Board will hear from some of the presidents of those institutions that are successful in retention and other areas at the January 2001 Board meeting to ask what they are doing to achieve that success. Then, those best practices can be applied to the less successful institutions.

Regent Cannestra reiterated that because there are fewer two-year colleges, there must be some that are very low.

Dr. Papp agreed. He said that at its May 2001 retreat, the Board will be developing a set of best practices to apply to the institutions that need to improve.

Regent McMillan asked whether other variables could have an impact on this. For instance, there are some institutions with different demographics of students, some of whom work more, and such variables would have an impact on retention rates.

Dr. Papp reiterated that there are many factors that influence whether or not students end up staying from their first year to their second year. They include a student's preparation out of high school, his economic situation, his family situation, and the appropriateness of the institution to his needs.

Regent Cannestra interjected that two-year colleges are basically about the same and that is the sector that needs improvement.

Dr. Papp agreed.

Regent Carter stated that he had spoken with two research university presidents about some of the data presented at the October 2000 Board meeting. One of them challenged the establishment of the range, because some of the institution's peers had not responded to the survey. The other one challenged where his institution fell within the range. Regent Carter speculated that all 34 presidents may have similar objections. He asked how the Board will resolve such questions and whether the data are good enough for the Board to use as a basis for its decisions later in the year.

Dr. Papp responded that the concern of many presidents that not all of the peer institutions responded to the survey is correct. However, in the benchmarking report, there is a list of the identified peers as well as detailed data sheets specifically listing each institution in each sector that did respond. Thus, the report makes clear which institutions responded and which did not. There are a number of data concerns, which Mr. Bowes would also address. The staff and consultants are in the process of verifying all of the data.

Regent Cannestra stressed that the last thing the Board should do is use the data to identify fault with institutions. Rather, the data should be used to help some institutions improve by learning what other institutions are doing successfully.

Dr. Papp agreed that the purpose is to identify best practices.

Chancellor Portch agreed that the data are not 100% reliable. None of the data is reliable enough to base an ultimate decision upon it. There is a handful of data that demonstrates enough legitimate concern that the consultants and staff are verifying it. With regard to this specific data set, there has been some internal debate, and he has been advocating that the staff not show the results when the number of respondents is so small that the data are not reliable. Unfortunately, in the two-year college sector, a great deal has had to be dropped for that reason. In this case, there were 4 respondents out of 50, so perhaps this too should have been dropped. The Chancellor stated that he did not feel this was very reliable data and suggested that going forward, there should be a rule of thumb that if the percentage of respondents is below 10% or 20%, the data should not be shown.

Regent Cannestra agreed but asserted that if the two-year college data within the University System show great variation, then the stronger institutions could help the weaker ones.

The Chancellor agreed and reiterated that the point of the exercise is to find ideas that are working and share them with institutions that need improvement.

Regent Cannestra said that if institutions start responding defensively, making excuses for their weaknesses, then none of the institutions will benefit from the process.

Chancellor Portch agreed and noted that University System institutions also made some mistakes in the entry of their data.

Dr. Papp agreed that the focus of the process is on identifying best practices to improve the University System. He noted that while GIT's average Scholastic Aptitude Test ("SAT") score is above the normative range of its peer groups, it is retaining students within the range. GSU, UGA, and the regional and state university sector all fell within their respective ranges on both categories. This raises the question of what is happening at GIT. Dr. Papp speculated that perhaps this is because students have to take discreet mathematics or calculus, or perhaps it is because students participate in co-op programs during their



second year, or perhaps it is because students do not want to be engineers. So, the staff have to delve into the data when there are inconsistencies such as this to provide a greater depth of understanding.

Next, Dr. Papp turned his attention specifically to regional and state universities. He stated that one institution, Albany State University, is retaining students at slightly above the normative range. Four institutions are retaining slightly below the range: Augusta State University, Clayton College & State University (“CCSU”), Columbus State University (“CSU”), and Southern Polytechnic State University (“SPSU”). Dr. Papp noted that three of these institutions have very small or no residence halls. That may or may not be a factor in their retention rates, but the staff need to examine that possibility. It is also important to look at retention rates by different groups of students within a particular entering class. Approximately 68% of all students entering in fall 1998 returned to the same institution in fall 1999. Systemwide, approximately 75% of all students entering in fall 1998 returned to a System institution in fall 1999. Full-time students and traditional students had the highest retention rates among all students, while the retention rates for part-time students were much lower. Approximately 58% of learning support students remained in the System in their second year. Dr. Papp remarked that it is clear that the type of student affects the retention rate, which harkens back to some of the questions the Regents asked at the October Board meeting regarding services for part-time students.

Chair Leebern asked how many of the System institutions responded to the consultants survey.

Dr. Papp replied that all 34 institutions within the University System participated. The difficulty was getting institutions outside of the System to respond.

Chancellor Portch reminded the Regents that there were two kinds of data. Integrated Postsecondary Education Data Systems (“IPEDS”) data from the National Center of Education Statistics is rather reliable. However, the survey data is less reliable because there is no incentive for institutions to respond or respond carefully. Still, it is helpful in giving the Board some direction.

Regent White asked whether Dr. Papp expects the number of part-time students to increase in the future.

Dr. Papp responded that he did expect that for a number of reasons. First, the University System has about half the national average of the proportion of part-time students, and it will consciously attempt to increase that proportion. After all, this presents a fertile opportunity for growth. Second, with the slowing economy, many students will want to come back for a limited number of courses.

Regent White asked whether that would impact the retention rates for all students.

Dr. Papp replied that in some cases, best practices can be identified that will in fact help retention rates for part-time students, such as evening programs and support services made available in the evenings. He also stated that the greater impact would be on slowing graduation rates.

Chancellor Portch added that Regent White had a good point. The Board must be cautious in setting goals, because often goals conflict with one another. For example, if it sets a goal of an 80% retention rate, it could make the University System less friendly to part-time

students. Also, there is a great deal of pressure to make teaching degrees into five-year programs. While that is reasonable on one hand, it does not help the four- and six-year graduation rates. So, the question is good, because the Board must be careful to what it commits to as goals and must be cognizant of potential interactions. The Chancellor noted that Georgia is forty-seventh in the nation with regard to the part-time nontraditional students and forty-seventh in the nation with regard to full-time traditional students. The University System must increase both of these in the same proportions in order to avoid a negative impact.

Regent Cater asked whether many students transfer within the System after their first year.

Dr. Papp responded that approximately 8% of full-time students transfer within the System between their first and second years.

Chancellor Portch estimated that approximately 30,000 students transfer in total, which constitutes a good deal of mobility. The data do not show when students transfer to private or out-of-state institutions.

Dr. Papp stated that the transferability that the Board has emphasized leads to the necessity of viewing the Systemwide retention rate as well as the institutional retention rates.

The Chancellor added that this raises as interesting policy issue. He asserted that students should be encouraged to complete two years at an institution before they transfer.

Dr. Papp next discussed the impact that the combination of higher admissions standards and the HOPE Scholarship Program (“HOPE”) is having on retention rates in the University System. Data from 1984 to 1998 show that retention rates have increased since both HOPE and the higher admissions standards have been implemented. Then, Dr. Papp moved on to graduation rates. Just as with retention rates, there are different kinds of graduation rates. There are four-year graduation rates, six-year graduation rates, and other multi-year graduation rates. In discussions of graduation rates, we concentrate generally on first-time full-time students. With regard to six-year graduation rates, GIT and UGA fell within the normative ranges of their peer groups, while GSU fell slightly below its peer group. The regional and state university sector fell slightly below its peer group. Again, the two-year colleges were not included because of uncertainty with regard to the validity of the data available.

Chancellor Portch stressed that the admissions standards were raised beginning with the 1993 cohort of entering students.

Regent Cannestra remarked that he does not like averages because one very bad data point can pull the average down for the rest. He asked whether the data would look the same with a mean distribution.

Dr. Papp responded that the staff could work on that and get back to him.

Regent Cannestra said that it was not necessary unless it made a difference.

The Chancellor responded that as he looked at the peer groups, it seems as though things would balance themselves out. He said that the staff could run one mean distribution to see if it made a difference.

Dr. Papp noted that the normative range is where two-thirds of the comparators fell. So, outliers fell outside the normative range. He continued, explaining that there was a significant number of regional and state universities that fell outside the normative range. In looking at the four-year graduation rates, GIT and GSU fell near the bottom but within the normative ranges of their peers, while UGA fell significantly above its normative range. Also, the regional and state universities fell at the extreme low end of the normative range of their peers. Dr. Papp stated that he emphasized the six-year retention rates because within the University System, many more are graduated in six years than in four. This is in part the result of how many students become part-time students. Between six years and twelve years, the University System graduates an additional 10% of students, which demonstrates that there are many persistent students in the University System.

In summary, Dr. Papp reported that the University System retention rate is within its normative range, but the University System fell below the range in some instances of the graduation rate. The question is why the University System is within the normative range with regard to retention, but it drops off in terms of graduation rates. In order to answer that question, institutions must determine why students leave. The Board must identify best practices for improving retention and graduation rates and help the institutions adopt those best practices.

At approximately 10:15 a.m., Chair Leebern called for a short break. He reconvened the meeting at approximately 10:30 a.m. and turned the floor over to Mr. Bowes.

Mr. Bowes explained that he would be discussing two indicators on the financial side of the benchmarking report. The first was institutional support expenditures as a percentage of the educational and general budget, and the second was unrestricted instruction and related expenditures per full-time equivalent (“FTE”) student. He explained that institutional support expenditures show what percentage of the budget is not used directly for instruction, research, and public service, which comprise the central mission of the University System. They also serve as a measure of administrative inefficiency. He reminded the Regents that institutional support expenditures include such functions as executive management, legal services, administrative data processing, personnel and payroll, accounting, public relations, development, internal audit, and general administrative services. There are a number of factors other than administrative inefficiency that can cause an institution to be on the high end of this indicator. For instance, an institution’s comparative size can play a role in institutional support expenditures, because institutional support comprises mainly fixed costs. Thus, the smaller the institution, the greater the tendency for expenditures to be on the high end. Organizational structure can also play a role in such expenditures. For example, some of the smaller institutions may combine their academic data processing with their administrative data processing. That distorts the amount of funding that is going toward administrative or institutional support purposes. Another example would be an institution that is operating multiple centers, which would have a tendency to increase its administrative costs. Another factor affecting institutional support expenditures is state and Board policies and practices. Finally, how an institution codes its expenditures affects whether its administrative support expenditures are higher or lower. The National Association of College and University Business Officers outlines how expenditures should be coded, but this is an area subject to human judgement. These factors affect not only University System institutions, but also their peer institutions as well.

Mr. Bowes reported that the System research universities fell within the normative range of their peers for institutional support expenditures, except for GIT, which fell above the range. However, GIT coded its research institute as part of institutional support, rather than breaking it out into other areas that would have been more appropriate. Had GIT coded the data that way, the institution would have fallen well within the range for institutional support expenditures, explained Mr. Bowes. Overall, the regional and state universities fell within the normative range of their peers, but there are a number of institutions that fell above the range: CCSU, Fort Valley State University, Georgia Southwestern State University, Georgia College & State University, Savannah State University (“SSU”), and Valdosta State University. The Board needs to consider why this is occurring. In the state college sector, Dalton State College (“DSC”) fell above the range. This may be partly explained by the fact that DSC was a two-year institution in 1998 when the data were collected; it would have fallen within the range for the two-year college sector. Finally, in the two-year college sector, most institutions fell within the normative range, although at the high end. The institutions that fell above the range were Abraham Baldwin Agricultural College, East Georgia College, Floyd College (“FC”), and Middle Georgia College. Mr. Bowes noted that these institutions are generally just above the range, but FC was rather high at 32%. He noted that FC has an instructional technology program, which it codes as part of its institutional support expenditures. So, this is likely another example of a coding issue. In summary, Mr. Bowes reiterated that all sectors fell within the normative range, except for GIT, which is a special anomaly. A number of institutions were above the range, and no institutions were below the range, and several factors can cause institutions to be on the high end of this indicator. Some of the issues the Board may need to consider include reviewing specific organizational structures and the comparative size in relation to costs to see how much of a factor it is with some institutions and whether administrative costs can be streamlined in those institutions. The Board also needs to review state and University System policies and practices for opportunities to reduce administrative costs. Recently, the Chancellor sent a memo to the presidents requesting that they look for ways to eliminate some of the non-value-added activity that creates additional administrative costs. One area that has already undergone change is the budget amendment process, which added a lot of cost to institutions. The System has been gradually streamlining that to a point where it is much less burdensome administratively on the institutions. The Board may also need to ask institutions outside of the range to provide some possible explanations for that phenomenon. Finally, the Board should require institutions to review and correct their expenditure coding. Having gone through this exercise, Mr. Bowes speculated that the institutions will pay much more attention to their coding practices.

Next, Mr. Bowes turned his attention to instruction and related expenditures per FTE student, which measures the quality and efficiency of operations related to classroom instruction. This indicator is a bit more problematic because it covers a lot of ground in the institutional budget. There are three major categories of instruction and related expenditures. The first is instruction, which includes faculty salaries, departmental expenses, instructional support, and the like. The second category is academic support, which includes library expenditures, technology support, media services, academic advising, etc. The final category is student services, which includes registration, admissions, and financial aid. The difficult thing to determine with these indicators is whether a high level of spending is or is not good. Some of the factors that affect an institution’s instruction and related expenditures are the same as those affecting institutional support expenditures. In addition to that, there can be other factors such as the relative use of full-time versus part-time faculty. One of the indicators the Board will be addressing in

a future meeting is the fact that University System of Georgia institutions tend to use more full-time faculty than their peer institutions. Another factor is the number of part-time students. In student services, the relative number of part-time students can have a significant impact on costs. Another factor is whether an institution is a residential or commuter school, which can also impact student services.

The data show that all of the research universities fell within the normative range of their peers, Mr. Bowes reported. GSU is slightly on the high end of the range, which could be related to the part-time student factor. The Medical College of Georgia is also slightly on the high end. In the other sectors, institutions generally fell within the normative range, with regional and state universities and two-year colleges on the high end of the range. The outlying institutions in the regional and state university sector were CCSU, CSU, SSU, and SPSU, all of which fell above the normative range. Mr. Bowes noted that CSU, SSU, and SPSU were also above the normative range on appropriations and tuition revenues per FTE student, as discussed at the October Board meeting. So, in some respects, this indicator is a reflection of what was discussed at that time. In 1998, CSU had a large infusion of funding and SSU experienced a downturn in enrollment, and SPSU has a special mission relative to its peer group. There are a number of factors to be examined at CCSU. Technology spending may be an issue in that case. In the two-year college sector, there were eight outliers above the range and one institution below the range. Any number of factors could be playing into this, and the staff will have to investigate further to determine some of the reasons for this.

Chair Leebern asked Mr. Bowes why Gordon College (“GOC”) fell below the normative range.

Mr. Bowes replied it could be a number of factors. GOC uses more part-time faculty, and the faculty work load is on the high end. So, those are two possible factors.

Regent Hunt asked whether the data reflected the amount funded or the amount spent for instruction.

Mr. Bowes responded that they reflected the amount spent per FTE student.

Regent Hunt asked whether an institution could have been funded at a higher level.

Mr. Bowes replied that each institution has the flexibility to distribute its total allocation in ways it determines most appropriate. He stressed that the staff need to dig deeper into some of the factors that may be causing institutions to be outliers. In summary, he reiterated that all sectors fell within their respective normative ranges of instruction and related expenditures. There were a number of institutions that fell above their ranges, and one that fell below. Mr. Bowes again stressed that the staff need to look more closely at these institutions to determine why this is occurring. He recommended that the Board request formal responses from those institutions as to why they fell outside the ranges. He asked whether the Regents had any questions or comments.

Regent Carter asked how the Board could ask for institutional responses without putting the presidents and administrations on the defensive and making them feel that they are being blamed.

Regent Cannestra agreed that asking the institutions for explanations will only result in explanations. He suggested that the Board focus on improvement rather than seeking explanations.

Chancellor Portch stated that there had been a presidents retreat this summer to focus on this very topic, and most of the discussion was very positive and focused on improvement. He felt very good about the overall reaction to the exercise.

Regent NeSmith asked whether the institutions receive a lump sum of funding and then decide how to distribute that funding and whether there were any guidelines on how the funding should be distributed.

Mr. Bowes replied that institutions have flexibility in how they develop their budgets. The Board determines the allocations in April with allocations that are targeted to specific priorities. The institutions then develop their budgets to be approved by the Board in June.

Chancellor Portch added that the data will be helpful to the institutions in developing their budgets in the future.

Chair Leebern asked whether lower amounts spent on instruction affect the quality of instruction.

The Chancellor replied that this is something the staff had examined. They were considering whether there may be a correlation between a higher amount spent on instruction and related expenditures and better retention rates, but they could not find one. They are still in agreement that being on the low end of instruction expenditures may be more troubling than being on the high end. That is why it is important to consider outliers without preconceptions.

Regent Cannestra remarked that the 12-year graduation rate implies that for every two students who enter the University System, only one graduates. If this could be improved, he asserted, all the other statistics would fall in line. He asked why the University System cannot do a better job of graduating students.

Chancellor Portch responded, "We will."

Regent Cannestra remarked that if he operated a business that scrapped half of its raw material, he would not be in business very long. He insisted that the Regents, faculty, and administrators must do a better job of educating the students so that they all graduate. Then, the statistics would be better than anywhere in the country.

The Chancellor responded that if the raw material has structural weaknesses, the end product will also have those weaknesses. The graduation data reflects students who entered the University System in 1993 when it was basically an open-admissions system with no expectations of its students. However, the retention data reflects students who entered the University System since it changed its policies and practices. It should yield a better graduation rate, or all the work in raising standards was for nothing.

Regent Shelnut asked for clarification on whether the budgeting process is based on full-time students only.

Mr. Bowes replied that the formula budget is based on credit hours, which means it is linked to FTE students. However, allocations are not strictly tied to the number of FTE students.

Regent Shelnut asked whether an institution that has a large percentage of part-time students would be affected by the formula.

Mr. Bowes responded that one could make the argument that there are certain areas of cost that are more affected by headcount than by credit hours or FTE numbers. However, there is not a strong correlation.

Chair Leebern asked whether there were any further questions, and seeing that there were none, he turned the floor back to Dr. Papp.

Dr. Papp stated that at one institution he knew well, the dean of students several decades ago would bring all the freshmen together and say, "Look to the left of you and look to the right of you. In four years, only one of you will be here."

Chancellor Portch remarked that this is a philosophy that needs to change.

Dr. Papp reviewed the recommendations that the Regents provided for further consideration at the October Board meeting. The first was to revisit regional and state SAT data after the full implementation of the new admissions policy. The second was to work with the historically black colleges and universities ("HBCUs") to continue progress on SAT scores. The third was to improve diversity in research universities and HBCUs. The fourth was to address the low enrollment of African-American males. The fifth was to look further into how well System institutions meet the needs of part-time and other nontraditional students. The sixth was to further review the financial data and include them among variables considered in recommending annual allocations. The final recommendation was to study the relationship between enrollment of part-time students and the funding per FTE student.

Chair Leebern asked whether there were any further questions, and seeing there were none, he adjourned the Board into its regular session.

Chair White thanked Dr. Papp and Mr. Bowes for their presentation, and he thanked the Regents for their participation in this process and the dialog and questions they create.

### **UNFINISHED BUSINESS**

Chair White asked Assistant Vice Chancellor for Development and Economic Services Annie Hunt Burriss to stand and be recognized for her contribution in a meeting with the business community. He also thanked Synovus Financial Corp. and Regent Yancey for their support at that event.

### **NEW BUSINESS**

Chair White announced that there would be no December 2000 meeting of the Board of Regents. He then asked for a motion to authorize Chancellor Portch to take any actions necessary on behalf of the Board between this meeting and the January 2001 Board

meeting with such actions to be ratified by the Board at the January meeting. With motion properly made, variously seconded, and unanimously adopted, the Board approved this authorization.

Next, Interim Senior Vice Chancellor for Support Services Corlis Cummings introduced Assistant Vice Chancellor for Legal Affairs (Contracts) Robyn A. Crittenden, who was formerly a transactional lawyer with DeKalb County.

Chair White welcomed Ms. Crittenden.

Regent NeSmith reminded the Regents that there would be a tour of South Georgia institutions February 20-22. He stressed that this was planned well in advance to give everyone sufficient notice and that it is important that as many Regents as possible plan to attend. The trip should be both informative and entertaining.

### **PETITIONS AND COMMUNICATIONS**

Secretary Gail S. Weber announced that the next Board meeting would take place on Tuesday, January 9 and Wednesday, January 10, 2001 in the Board Room in Atlanta, Georgia.

### **EXECUTIVE SESSION**

At approximately 11:00 a.m., Chair Glenn S. White called for an Executive Session for the purpose of discussing a legal matter. With motion properly made, variously seconded, and unanimously adopted, the Board closed its regular session. The Regents who were present voted unanimously to go into Executive Session. Those Regents were as follows: Chair White, Vice Chair Hilton H. Howell, Jr., and Regents Hugh A. Carter, Jr., Connie Cater, Kenneth W. Cannestra, Joe Frank Harris, George M. D. (John) Hunt III, Donald M. Leebern, Jr. Elridge W. McMillan, Martin W. NeSmith, J. Timothy Shelnut, Joel O. Wooten, Jr., and James D. Yancey. Also in attendance were Chancellor Stephen R. Portch, Associate Vice Chancellor for Legal Affairs Elizabeth E. Neely, Secretary to the Board Gail S. Weber, Interim Senior Vice Chancellor for Support Services Corlis Cummings, Associate Vice Chancellor for Facilities William K. Chatham, Assistant Vice Chancellor for Real Properties Peter J. Hickey, Interim Senior Vice Chancellor for External Activities and Facilities Thomas E. Daniel, Deputy to the Senior Vice Chancellors Margaret Taylor; and Assistant Attorney General George S. Zier. In accordance with H.B. 278, Section 3 (Amending O.C.G.A. § 50-14-4), an affidavit regarding this Executive Session is on file with the Chancellor's Office.

At approximately 11:40 a.m., Chair White reconvened the Board meeting in its regular session and announced that no actions were taken in the Executive Session.



**ADJOURNMENT**

There being no further business to come before the Board, the meeting was adjourned at approximately 11:45 a.m. on November 15, 2000.

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

s/ \_\_\_\_\_  
Glenn S. White  
Chair, Board of Regents  
University System of Georgia