

**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 13 and 14, 2001**

CALL TO ORDER

The Board of Regents of the University System of Georgia met on Tuesday, November 13 and Wednesday, November 14, 2001, in the Board Room, room 7007, 270 Washington St., S.W., seventh floor. The Chair of the Board, Regent Hilton H. Howell, Jr., called the meeting to order at 1:00 p.m. on Tuesday, November 14. Present on Tuesday, in addition to Chair Howell, were Regents Hugh A. Carter, Jr., Connie Cater, William H. Cleveland, Michael J. Coles, George M. D. (John) Hunt III, Donald M. Leebern, Jr., Elridge W. McMillan, Martin W. NeSmith, J. Timothy Shelnut, Glenn S. White, Joel O. Wooten, Jr., and James D. Yancey.

ATTENDANCE REPORT

The attendance report was read on Tuesday, November 13 by Secretary Gail S. Weber, who announced that Vice Chair Joe Frank Harris and Regent Allene H. Magill had asked for and been given permission to be absent on that day.

APPROVAL OF MINUTES

Motion properly made and duly seconded, the minutes of the Board of Regents meetings held on October 9 and 10, 2001, and October 25, 2001, were unanimously approved as distributed.

SPECIAL INTRODUCTION: DR. J. LAMAR VEATCH, JR., STATE LIBRARY DIRECTOR

Chair Howell called upon the Chancellor to introduce to the Board the new state library director.

Chancellor Portch announced that Dr. J. Lamar Veatch, Jr. is the new state library director. About 15 months ago, the Board took on the responsibility for the state's public libraries. This is a great partnership for the University System in its quest for a more educated Georgia. The University System undertook a national search for the state library director position which generated some very strong candidates. Dr. Veatch began his undergraduate studies at Young Harris College and then earned his bachelor's degree from the University of Georgia ("UGA"). He earned his master of library science degree from Emory University and his doctorate in library science from Florida State University. He is coming to Georgia from a neighboring state, and the Chancellor remarked that he is pleased to bring Dr. Veatch back home. Dr. Veatch worked in public libraries in Vidalia and Louisville, Georgia, as well as in Colorado and Texas. So,

he brings a great deal of experience as well as the right personality to lead the enterprise and work in partnership with the University System. He then invited Dr. Veatch to address the Board.

Dr. Veatch thanked Chancellor Portch, Chair Howell, and the Regents. He remarked that he is delighted to be back home and just as delighted to have been selected as Georgia's state librarian. He then introduced his wife, Carol, who for the past 25 years, has encouraged him to move back to Georgia. His father, Dr. Julian Veatch, was also able to attend the Board meeting today. The three of them are all products of the University System of Georgia. Dr. Julian Veatch graduated from UGA's veterinary school, and Mrs. Veatch received her master's degree from Georgia State University.

Dr. Veatch remarked that he was pleased that the general assembly had moved the public library service under the University System of Georgia. He stated that those outside of Georgia aspire to the education structure that the Board has developed here, and public libraries outside Georgia are going to be increasingly envious of those in Georgia. The state's public libraries are very happy to be within the University System, and they become even more pleased with this move as they get to know the likes of the Senior Vice Chancellor for External Resources and Facilities, Thomas E. Daniel, and the Deputy to the Senior Vice Chancellors, Margaret Taylor. Dr. Veatch said that he was very pleased with the encouragement and support that the Georgia Public Library Service and he have already received from the team that Chancellor Portch has assembled. The University System's commitment to excellence and service to the people of Georgia could not be a more perfect fit with the goals and ambitions of the state's public libraries. Together, we have doors opened to partnerships and collaborative programs that will truly contribute to a more educated Georgia. In closing, Dr. Veatch remarked that he is very happy to be a part of this new beginning for Georgia's public libraries and expressed his appreciation to the Chancellor and the Board for their confidence and support.

SPECIAL REMARKS

Chair Howell next called upon the Chancellor to make a few comments about the Vice Chancellor for Facilities, William K. Chatham.

Chancellor Portch announced that Mr. Chatham had recently informed him of his intention to return to his home in California. Mr. Chatham has been with the University System Office for five years. The Chancellor wanted the Board to have a public opportunity to recognize and thank Mr. Chatham for his service. He noted that the staff had placed pictures around the room of the facilities that have been planned and built under the leadership of Mr. Chatham. The Chancellor also noted that Mr. Chatham has put together a top-notch staff and runs a tight ship. He is innovative in problem solving and has a tremendous legacy to leave future students of the University System of Georgia. He is a reminder to everyone that the Board and its staff are here to serve the campuses of the System. Above all else, Mr. Chatham is the quintessential professional. The Chancellor extended his deep appreciation to Mr. Chatham for his hard work and dedicated service. He stated that for many years to come, people will see the results of Mr. Chatham's contribution to the University System.

Chair Howell also expressed his gratitude and well wishes to Mr. Chatham on behalf of the Board of Regents.

STATE OF THE SYSTEM ADDRESS

Chair Howell then called upon the Chancellor to give his 2001 State of the System Address, which had been postponed on September 11, 2001. He noted that the Chancellor was being transmitted live via the Internet to all of the University System institutions.

Chancellor Portch then gave his State of the System Address, which was as follows:

Thank you, Mr. Chairman. Each year I provide an update on the state of the University System. This is the last time I shall have this privilege. So, let me say it as clearly as I can. The state of the University System of Georgia has never been better. It is stronger than at any point in its 70-year history. Let me be quick to add that “better” doesn’t mean “done” nor “unchallenged.” There’s more work to do, and there are some difficult budget days ahead.

So, here’s what I want to cover. First, I’ll give you an update on where we stand today, including the results from our 2001 strategic plan. Second, I’ll share my professional thoughts on future challenges and leave you with some personal thoughts on discipline, structure, and culture.

So, how do we stand today? We stand tall today. We have the highest SAT (Scholastic Aptitude Test) scores ever, and we have the most students ever. We have the largest enrollment and best and brightest class in the System’s history. We have never been stronger nor bigger.

Today, we have made it through the full implementation of our new admissions requirements. Many doubted our collective resolve to carry this critical policy through. They said we would “blink.” There were pressures — no, let’s be honest, there were bullying and threats to get us to back down, to ease up. But this Board recognized that higher admissions requirements were essential if we were ever going to make real progress toward our goal of creating a more educated Georgia. You didn’t back down. I want to thank you from the bottom of my heart for your commitment to new admissions requirements. These requirements are the cornerstone of my Chancellorship.

I implore you to be unyielding on the basic principles of quality and rigor. It is a policy we can assess based upon data. And here’s what the data tell us:

c Headcount enrollment is up 5.7%; contrast that to a national increase of

just 2%. At 217,546 students, this is for the System an all-time record, far surpassing the previous record of 206,484 set in 1995.

- c Credit generation is up 6.1% over last year, even more than our headcount. This is very promising for our continuing and accelerating semester credit recovery. The good news on credit hours is that before too long, the formula should be kind to the new Chancellor.

- c Even more pleasing to me, average SATs are up — with a five point increase in just one year — to 1026, six points above the national average. Our goal in our strategic plan was to reach the national average; we have exceeded that goal by six points. In fact, the number of institutions reporting SATs above 1000 stands today at 12, up from 5 in 1995. We have never been better.

Everyone on campus and in the System Office has helped us meet all our major goals of the 2001 strategic plan. We've raised standards, and we've seen improvements all the way down the list: higher SAT scores, learning support down, retention rates moving up. It's progress but needs to be even better. System learning support for traditional freshmen dropped from 27% in 1995 to 15 % this fall. This means students are better prepared for college, and they are likely to do better in college. The System's retention rate of first-time, full-time freshmen is up to 73% this fall from 66% in the period fall '93 to '94. It's progress, but needs to be even higher.

We have a bright class of students, most of them taught in the public schools of Georgia. Incidentally, Beloit College tell us this about our 18-year-old new students: the New Kids on the Block are already over the hill; the British royal family has always behaved badly; they were born the same year as the PC and the Mac were invented; there has always been a hole in the ozone layer; and Cal Ripken has always played baseball. But remember, our students aren't just 18- to 22-year-olds living on campus and studying full-time. Indeed, of 14.5 million students nationwide, only 15% now live on-campus. Of the 14.5 million, only 35% are 18- to 22-year-olds, attending full-time. More and more, we must recognize many — in fact the majority — of our students have different backgrounds, needs, and goals than we did during our days in college. The new strategic plan recognizes that essential reality.

Our students, young and old, are blessed to be on campuses with universal, strong presidential leadership. Meanwhile, searches are underway at Gordon [College] and at Middle Georgia [College]. The search at Valdosta [State University] continues until we find a superb president. The System as a collective presidential university group has never been stronger.

The University System Office has never been stronger. We have a good blend of experience and new faces, a wonderful team dedicated to this Board, to this System, and to our institutions. It's a team that's a working example of how diversity and quality can and should be intentional and coincidental core values.

Today, then, the University System of Georgia has never been stronger. What are some of the things we've done? We've differentiated missions. Concentrating Ph.D.s at our four research institutions, establishing Georgia College & State University as the state's public liberal arts university, reaffirming North Georgia College & State University as one of four military colleges in the nation, watching Columbus State University stake out a clear mission in music and in using technology to promote regional economic development, Dalton State [College] focusing on the carpet industry and the Hispanic community, Macon State [College] on information technology and related programs. This is the sort of distinctiveness and discipline I applaud.

We've successfully converted to semesters. This was the right move. It cleared the way for massive curriculum revision and the end of "credit creep." Time to degree has been reduced. Enrollments are coming back, and credit hours are well on the way back. In a couple of years, I confidently predict, no one will ever remember that the University System of Georgia was ever on quarters. It is one of my early Christmas gifts to Tom Meredith.

We've been speaking with one voice in the budget process. This approach has worked: we have a record capital investment — \$1.1 billion since we began the strategic plan — strong support for special initiatives (\$676 million for 23 special funding initiatives in the period [fiscal year 1995 to fiscal year 2002]); salary increases of 35.5% since [fiscal year 1996] and a total budget increase of 57%.

These three points of progress — distinctive missions, semesters, and speaking with one voice — need to be maintained. Let me be clear about this. The Board's resolve on raising admission standards, preventing mission creep, and changes of so-called status — and a disciplined legislative approach — may well be tested during a transition, whether by politicians, chambers of commerce, or even university presidents. Yet, these are the very foundations of our success and must be protected.

Other elements of the strategic plan are in place. We revamped tuition, maintaining bargain-rate affordability for in-state students while charging out-of-state and graduate students at least the full cost of instruction. There are further and future opportunities here.

We've built superior, aesthetic facilities.

We've been strong financial stewards, establishing the Regents' Audit Committee, increasing the number of certified auditors in System from 10% to 49%, and expanding the number of audits from around 60 each year to 135 in [fiscal year 2001], and using technology to track audits. We must maintain our strong stewardship of the taxpayer's dollars.

We implemented conflict resolution. All institutions have a conflict management program, and 2,800 staff have been trained in conflict resolution. We've reduced our appeals from 92 to 69 a year and contained our litigation.

We invented nationally recognized P-16 and Postsecondary Readiness Enrichment ("PREP") programs. Today, 15 P-16 councils are in place. PREP has served more than 35,000 students. The public/private funding for P-16/PREP has totaled \$26 million.

We improved rigor in teacher preparation programs and offered a guarantee. Teacher preparation, however, will always be a work-in-progress.

We have built up our business relationships. The ICAPP (Intellectual Capital Partnership) program is a national model. Eighteen companies have been served, creating 6,720 new jobs.

And we have become a key player in meeting the state's information technology ("IT") needs — 22 new degree/certificate programs in IT are in place at 11 institutions. Georgia is bucking a national trend: as high-tech graduates have declined nationally, they have gone up in Georgia. Yamacraw has hired 62 top-notch faculty, produced 725 Yamacraw graduates, and signed on 24 companies.

We have embraced technology. I appreciate the willingness of this board to take calculated risks such as the computer laptop projects at Floyd [College] and Clayton [College & State University] and GALILEO (Georgia Library Learning Online), now the world's best electronic library with 25 million logins since it began. Our GA EASY (Georgia Application and Electronic Advisement System) and GeorgiaHIRE online programs are seeing a tremendous response from students and business. Distance learning is no longer novel; it's a normal option for students. And the online magazine Capitolimpact.com rated Web sites of the state's agencies and had this to say about the University System's site: I quote, "Hooray for zero wasted space, excellent maps, and compelling visuals. ... very thorough, well-organized facts and figures." All of this technology activity has been enhanced with the Board's establishing the standing [Committee on Information and Instructional Technology].

We have moved from a half a percentage point of our students involved in study abroad

programs to more than 2% today, reaching beyond the goal we set for 2001. Today, we have study abroad scholarships. The American Institute for Foreign Study and the Coke Foundation sponsor 300 students annually. These typically are students who would not have the opportunity to study abroad. This is not the time to step back from international programs; it is the time to step them up.

We have invested in our people. For example, our tuition remission and reimbursement plan has been a success throughout the System and at our institutions. People are responding. Since the program began in Fall '99, 27 people in the University System Office have taken 267 credit hours. They do this on their own time and while still doing their work. I'd like all our System office staff who are using the tuition reimbursement program to go back to college to please stand. In addition to being our employees, they're also our students. I'm proud of them.

We've enhanced our national stature. The System today is widely recognized nationally for its innovation, its leadership, and its programs. Its institutions are increasingly ranked among the best in their respective categories nationally. This is not about bragging rights. It's about our ability to attract and retain top students, faculty, and staff. It has an impact on our ability to secure research grants and contracts. This has an impact on the state's efforts to attract new "gold collar" business to this state.

For example, between 1995 and 2000, our annual contracts and grants awards for research jumped 46% to \$623 million a year. While teaching and learning are critical, we must vigorously support research of all types. It's important to remember that research isn't conducted for its own sake; today's basic research may be tomorrow's applied research.

So these are the results of the strategic plan and the goals we set seven years ago.

Last year, in my State of the System remarks, I gave the Board an "incomplete" in my grading. Given the progress we have made, I am now prepared to give the Board an "A" for both the vision and implementation of the 2001 strategic plan.

We need to relish that success, but just for a moment, and then move on to the next strategic plan. Which we have. Why? Because the environment is ever-changing. So to begin my second point on future challenges, let's begin by looking at the latest census data.

The state has changed since Barbara and I arrived seven years ago. We were but two of a flood of people to Georgia during the 1990s. This flood of newcomers has helped change the state and has helped shape the challenges we face in the coming decades. It is truly, in many ways, an "immigrant's tale." From Yankees to Hispanics, this state is

increasingly a multi-patterned quilt. But the state's future also depends upon the contributions of lifelong, indeed generational, Southerners.

While the 1990s marks the only decade in the twentieth century without any state losing population, the non-California West and the New South (particularly Georgia and North Carolina) have emerged as the greatest population winners of the 1990s. In this decade, Georgia had the fourth largest numeric population increase (1.7 million) and the sixth largest percentage increase in population (26.4%), double the national average.

Over the decade, Georgia's Hispanic population increased 300% to 5.3% of the total. I urge the Board to continue to reach out to the Hispanic community. Nationally, Hispanics became the largest minority, at 12.5% of the U.S. population, with African Americans at 12.3%. Our African American population stands at 28.7%.

The number of children in Georgia age 5 to 17 years has grown 25% in the decade, which should have positive implications for college enrollment. But we should not allow the increase in raw student numbers to mask Georgia's low participation rate. And while Georgia's enrollment in public elementary and secondary schools is up 23% between 1990 and 1999, the percentage of public high school graduates increased only 11%. Let's not fudge this fact: Georgia has a debilitating public school dropout rate. The *Atlanta Journal-Constitution* recently reported that barely half the children entering ninth grade in Georgia earn a regular diploma four years later, giving the state the worst high school graduation rate in the nation.

A growing population, Georgia's magnetic attraction to those living outside the state, and large and growing minority populations all place increased demands and challenges on public higher education. Also crucially, a high-school graduation rate that isn't keeping up with growing enrollments indicates that we cannot afford to step back from our activist, leadership role.

This brings me to some personal thoughts on issues and challenges. I feel good that Tom Meredith will inherit a strong System with a strong Board. One of the best political decisions ever made by the people of Georgia was the 1931 Reorganization Act that created the University System of Georgia and a single Board of Regents. At the time the Board of Regents was established, Georgia's colleges and universities had 331 trustees serving on 27 boards.

Key to the Board's success was the 1945 amendment to the State Constitution that established the Board as a constitutional body. It's important today to remember this history. This occurred as a result of a 1941 report by the Southern Association of

Colleges and Schools that concluded the University System had been the victim of, I quote from their report, “unprecedented and unjustifiable political interference.” Governor Eugene Talmadge, displeased at the courageous stance some faculty members were taking on integration, demanded the Board dismiss a number of individuals. In the ensuing carnage, a number of people, including a president, some deans, and various faculty, lost their jobs because of the Governor’s displeasure. The Southern Association’s investigation led to the suspension of accreditation for ten University System institutions.

The issue became pivotal in the 1942 gubernatorial election, with the result that Ellis Arnall became Governor, defeating Talmadge with a promise to ensure the University System’s reaccreditation and autonomy. The means to achieving this was a constitutional amendment that recognized the structural problems inherent in the Regents’ organization and powers and corrected them — and Georgia has not looked back since.

But there are no final chapters in history, and it’s crucial to remind ourselves that history can repeat itself unless we remember it. We do not need to look far across state lines to see states in disarray, either because of historic political interference or newly found reorganizations that have already led to expensive program duplication based on local ego rather than local need.

Beyond the constitutionality of the Board, however, there’s great progress in Georgia through coordination: the Education Coordinating Council (“ECC”). The ECC is a work-in-progress but holds great promise by bringing the professional and Board leadership together with the Governor on a regular basis while still respecting existing governance structures.

But, there is one structural flaw in Georgia I feel compelled to address: the dysfunctional system that has K-12 led by an elected official, the state superintendent, yet with a board appointed by the Governor. My comments are not about personalities nor politics. I feel free to make them since the office will be open in 2002. My comments are about basic management and leadership 101. The people of Georgia need to address this issue because education must be nonpartisan and education should be connected — this can truly only be possible if the heads of all three state education agencies have authority based from similar sources.

In all three cases, the board should select its CEO. What if the University System’s structure gave you no say in who would be the next Chancellor? Or if you couldn’t search the nation for the best possible person? Or if that person had to worry about reelection rather than sound educational policy. For example, it took six years to implement our admissions requirements. What if your Chancellor had had to run for reelection during the

implementation of admissions standards or semester conversion? Education policy takes longer than any political term to show results. We are talking about a transformation that impacts a student from pre-K through college.

Georgia has tried to address this twice before in 1984 and again in 1988. History — especially the history of recent years — has proven Governor Harris correct. Now is the time to revisit this issue. Let's at least put it on the public agenda table.

What other issues deserve the state's attention? Let me mention four:

1. Georgia's stunning deficit in postsecondary participation. Where are the missing 300,000 postsecondary students? Yes, if we were number one in the nation for college going (including the technical and private colleges), we'd have well over 600,000 students, not 300,000.
2. The "anti-intellectual culture" and how this hinders our efforts. I have a small sign today that shows perhaps there are encouraging changes. (The Chancellor showed a slide of a sign welcoming visitors to Douglas, Georgia, which reads, "City of Douglas, proud home of South Georgia College, the Coffee Campus of East Central Technical College, and hometown of Dr. Wayne Clough, President of the Georgia Institute of Technology.") I was very encouraged, until I heard Glynn County was talking about banning *Catcher in the Rye*. It's time to stop banning books and to start reading them!
3. How higher education ensures equity of opportunity. I have said this before and will continue to say it: the Board of Regents must remain committed to the academic benefit of diversity and to pursuing as a strategic goal the increase of participation of all Georgia citizens in postsecondary education. This challenge will not disappear. It will require more financial commitment and more innovative thinking than we have yet seen. In my opinion, it is the state's most fundamental educational and economic issue.
4. And talking of economic issues, we are dealing with what I hope will be a temporary reduction in state resources. We have responded responsibly to the call for reduction plans. Yet, I must urge state government to continue its investment in higher education. The returns will more than justify those investments. The momentum must be maintained.

Unquestionably, we must continue our efforts to diversify the resource base, even in the

midst of new national priorities for federal money and a more challenging economy for private giving. I strongly believe that these are the circumstances to encourage greater entrepreneurship and increased flexibility for our campuses. While being sensitive to HOPE costs, we also need to be creative about market-driven tuition.

We simply cannot let our quality slide. The focus has been on quality. Admission standards. Research productivity. Our buildings. Our technology. And yes, I hope (with a little help from “dry runs”), the quality of Board meetings. There’s no substitute for discipline and professionalism. They are sources of quality. This System must, must, put quality first.

There are those who grumble that we’re on a wild goose chase. There are those who would settle for the way things used to be. There are those who, frankly, don’t believe we should strive to be among the very best. They are our purveyors of mediocrity. They are the voices that are blind to the tyranny of low expectations.

One political columnist recently opined that Chancellor Portch was better suited to Berkeley, California, than to Brunswick, Georgia. This columnist admonished the next Chancellor that it was pointless to aspire to the nation’s top universities. He said, I quote, “No matter what you have been led to believe, Georgia’s institutions of higher learning will never be Ivy League — or even Big Ten schools.” That’s the faint-hearted, defeatist, anti-intellectual attitude that — if unchallenged — can condemn this state.

He should try telling that to the Rhodes Scholars at UGA. Try telling that to the 75% of those scoring above 1500 on the SAT who chose University System institutions. Try telling that to the national rankings; while all the public Big 10 schools are in the top public national universities, so are [the Georgia Institute of Technology] and [the University of Georgia (“UGA”)]. Try telling that to the eminent scholars who are voting with their feet to come to or stay in Georgia.

Yes, our aspirations are large — I make no apology for that. We have built a strong University System on the quality and hard work of our faculty and staff. We have built a great public university system. Some say it’s the best system in the nation. I don’t make that claim — yet. But it is universally acclaimed as the most improved of the decade. And now we turn to the continued challenge of using this great tool to build great thinkers and doers — to create a more educated Georgia.

Let me end by paraphrasing Governor Carl Sanders. What he said about a legal education, immortalized on the wall at UGA’s law school, can now be expanded to any form of college education in Georgia: “The people of Georgia want and deserve nothing short of the best. The University System of Georgia, then, must be of such excellence that

no citizen of Georgia need ever leave this state because a superior education is available elsewhere.”

That has been my mantra and the mantra of so many state leaders. It must not just be the mantra of the moment. It must be the mantra of the future. We owe no less than that to our children and our grandchildren.

Thank you, Mr. Chairman, for allowing me to express my deep passion for education, for this state, and for its people.

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After Chancellor Portch’s remarks, Chair Howell said there was only one word to respond to such a magnificent delivery, “Bravo!”

EXECUTIVE SESSION

At approximately 1:45 p.m. on Tuesday, November 13, 2001, Chair Howell called for an Executive Session for the purpose of discussing personnel issues. With motion properly made and variously seconded, the Regents who were present voted unanimously to go into Executive Session. Those Regents were as follows: Chair Howell and Regents Hugh A. Carter, Jr., Connie Cater, William H. Cleveland, Michael J. Coles, George M. D. (John) Hunt III, Donald M. Leebern, Jr., Elridge W. McMillan, Martin W. NeSmith, J. Timothy Shelnut, Glenn S. White, Joel O. Wooten, Jr., and James D. Yancey. Also in attendance were Secretary to the Board Gail S. Weber and Chancellor Stephen R. Portch. 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 2:20 p.m., Chair Howell reconvened the Board meeting in its regular session and announced that no actions were taken in the Executive Session. He then moved that the Board waive policy 201.A and approve the Chancellor’s recommendation that President Carlton E. Brown be reappointed for fiscal year 2003. Motion properly made and variously seconded, the Board unanimously approved the reappointment.

At 2:25 p.m., Chair Howell 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 14, 2001, in the Board Room, room 7007, 270 Washington St., S.W., seventh floor. The Chair of the Board, Regent Hilton H. Howell, Jr., called the meeting to order at 9:00 a.m. Present on Wednesday, in addition to Chair Howell, were Vice Chair Joe Frank Harris and Regents Hugh A. Carter, Jr., Connie Cater, William H.

Cleveland, Michael J. Coles, George M. D. (John) Hunt III, Donald M. Leebern, Jr., Elridge W. McMillan, Martin W. NeSmith, J. Timothy Shelnut, Glenn S. White, Joel O. Wooten, Jr., and James D. Yancey.

INVOCATION

The invocation was given on Wednesday, November 14 by Regent Joel O. Wooten.

ATTENDANCE REPORT

The attendance report was read on Wednesday, November 14 by Secretary Gail S. Weber, who announced that Regent Allene H. Magill had asked for and been given permission to be absent on that day.

SPECIAL PRESENTATION: GEORGIA CANCER COALITION

Chair Howell called upon the Chancellor to make a special introduction to the Board.

Chancellor Portch noted that the Board has met Mr. Russ Toal before when he was Commissioner of the Department of Community Health and helped the University System restructure its health insurance programs. Mr. Toal is an expert in starting up new ventures, said the Chancellor. So, it is no surprise that the Governor selected Mr. Toal as the Executive Director of the Georgia Cancer Coalition (the “Coalition”). The Coalition has significant implications for the University System and a number of its institutions, so Mr. Toal would brief the Regents at this time.

Mr. Toal greeted the Board and said that he is honored to serve the Governor and the state in his new capacity. He noted that almost 14,000 Georgia citizens are lost each year to cancer. Only accidents and infant death cause more loss of productive years than cancer. Cancer causes everyone to pay higher insurance premiums because billions are spent each year on its treatment. There are also costs associated with work absence and training of new employees. Georgia has one of the highest rates of cancer in the nation, and that is part of the reason the Governor decided it was time to do something. The initiative is about building coalitions and making sure there is an appropriate focus on tackling this disease, explained Mr. Toal. Each year, there are approximately 34,000 new cases of cancer diagnosed in Georgia. However, because many people do not access the preventive and early detection tests, the actual incidence of cancer is likely much higher than that reported through the public health system. The primary objective of the initiative is simply to reduce the number of cancer deaths in Georgia. To do that, the Coalition will follow five goals. The first is to focus on the prevention and early detection of cancer, because the sooner cancer is detected, the better the survival rates. The second goal is to improve access to quality care for all Georgians with cancer. The third goal is save more lives in the future by developing a nexus of research and treatment capacity that does not currently exist in the state. Building on the success of the Georgia Research Alliance (“GRA”) in its recruitment of scholars, the Coalition is going to recruit 150 distinguished

scholars in the field of cancer research and caregiving. The first group of 16 new scholars has already been brought to Georgia, and they are going to bring bold opportunities in medical science to the state. They are from the best cancer research centers in the nation, and Mr. Toal was very pleased to attract them to the state. The fourth goal is to train future researchers and caregivers. To train them, the University System must bolster academic programs and bring people with the clinical and medical education and nursing oncology experience to the state. Currently, Georgia graduates only four nurses trained in oncology per year. So, there is still much work to be done with respect to workforce development. The final goal is to realize economic benefits from eradicating cancer. A certain number of the cancer researchers will develop breakthrough products or medicines that will enable them to take those products to market or develop new strategies for intervening successfully on cancer.

Mr. Toal reported that the healthcare community is working together very well. Across the state, hospitals are sitting at the table with community physicians, community partners, and voluntary health organizations to develop an early detection and prevention plan and to build a regional treatment network that will enable all Georgians to access care. The public and private academic institutions are also at the table doing the best they can to recruit the best researchers from outside Georgia to help build the significant intellectual capital Georgia needs. The board of the Coalition will be appointed before the end of the year, and the Coalition will be a 501(c)(3) corporation, much like the GRA. Significant business and civic leaders from across the state will hopefully provide guidance on the board. Like the GRA, this board will have no more than four to five staff members, and it will build on the success of the GRA model.

Mr. Toal explained that the Coalition intends to build several Cancer Centers of Excellence (“Centers”) across the state. The first Center is being built on two floors of Grady Memorial Hospital (“Grady”) with support from the Avon Foundation, Inc. It will be jointly administered by Grady Health System, the Morehouse School of Medicine, the Emory University (“Emory”) School of Medicine, and the Coalition. A consulting firm with experience working with the largest cancer centers in the nation is helping to ensure that this Center is opened on time, and the consultants are very pleased with the support the Board of Regents has provided with regard to serving as the project’s fiscal agent on the bidding and construction of the Center. The Center is scheduled to open in early 2003, and one of the first 16 scholars will be the director of the Center. Dr. Otis Brawley was Assistant Director for Special Populations Research and the most senior African-American in the National Cancer Institute. (He is now Professor of Medicine and Oncology at Emory’s School of Medicine. He also will have appointments as Professor of Epidemiology at Emory’s Rollins School of Public Health and Associate Director for Cancer Control and Chief of the Solid Tumor Service at the Winship Cancer Institute.) Grady was chosen as the site for the first Center because the Coalition wanted to make a clear statement about the best therapies being available to all Georgians. The challenge will be to build the community support system around that and to build the regional Centers across the state so all citizens can access quality care. Mr. Toal expressed his appreciation for all of the support that the Board and its staff have given him in the past few years. Chair Howell thanked Mr. Toal and then asked the Regents for their Committee reports.

COMMITTEE ON INFORMATION AND INSTRUCTIONAL TECHNOLOGY

The Committee on Information and Instructional Technology met on Tuesday, November 13, 2001, at approximately 11:00 a.m. in room 6041, the Training Room. Committee members in attendance were Chair Martin W. NeSmith, Vice Chair Michael J. Coles, and Regent James D. Yancey. Regents Connie Cater and J. Timothy Shelnut were also in attendance. Chair NeSmith reported to the full Board on Wednesday that the Committee had reviewed six items, one of which required action. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. Update on Information and Instructional Technology Advisory Committee Meeting

Committee Chair Martin W. NeSmith provided an update on the October 10, 2001, meeting of the Information and Instructional Technology Advisory Committee (the “Advisory Committee”). He indicated that the Advisory Committee has a new member, Ms. Joanne Walters from NCR Corporation, and that he was pleased with the both the variety of expertise represented and the level of commitment by members of the Advisory Committee. Agenda items of the Advisory Committee meeting included updates on the status of the Georgia Distance Learning and Telemedicine Act, information and instructional technology strategic planning, the Georgia Technology Authority’s Converged Communications Outsourcing Project, and security. Chair NeSmith commented that he will be working with the Advisory Committee members and the University System Office staff to encourage activity between meetings next year that are scheduled for February, May, August, and November 2002. Regent NeSmith thanked Regents Carter and Coles for their attendance at the Advisory Committee meeting.

2. Information and Instructional Technology Strategic Planning Update

The Vice Chancellor for Information and Instructional Technology and Chief Information Officer, Randall A. Thursby, reported on the status of the information and instructional technology strategic planning project. He explained that the development of the strategic plan is being managed by Mr. Thomas L. Maier, Executive Director for Strategic Planning and Policy Development, and Ms. Kay Roman of Cornelius and Associates, a consultant. An ongoing environmental analysis is underway that includes input from a wide variety of individuals from campuses, including faculty and staff, from all areas of the System Office, and from the vendor community. A strategic planning retreat will be held December 3 and 4, 2001, to review the results of the environmental analysis and to recommend both a structure and key verbiage for the plan. The staff anticipate presenting a final draft for review by the Committee in February 2002.

3. Update on the Georgia Technology Authority’s Converged Communications Outsourcing Project

The University System Office has worked collaboratively and cooperatively with the Georgia Technology Authority in the preparation of the Request for Proposals (“RFP”) for the Converged Communications Outsourcing Project (“CCOP”). The Senior Vice Chancellor for Academics and Fiscal Affairs, Daniel S. Papp, and the Vice Chancellor for Information and Instructional Technology and Chief Information Officer, Randall A. Thursby, discussed the status of the project and its implications for the University System. The

University System, participating as a “voluntary procuring agency,” will obtain voice and two-way radio services from this procurement. In addition, the System will take advantage of bundled catalog pricing in the areas of video services and network circuit ordering.

Mr. Thursby reported that a great deal of effort was expended by the System in the development of the CCOP RFP through its point person, Ms. Beth Brigdon, Assistant Vice Chancellor for Enterprise Systems and Services, with support of Mr. Thomas L. Maier, Executive Director for Strategic Planning and Policy Development. Mr. Thursby indicated that the RFP was greatly improved by the System’s participation, including significant input from the campuses, and that he reviewed the RFP prior to release and will be involved in the selection process for the winning supplier.

The RFP was issued to five prequalified vendors on October 22, 2001. Responses from the suppliers are due January 31, 2002, and the contract will be signed around April 2002. The first phase of the CCOP implementation is anticipated for October 1, 2002.

4. Update on the Office of Information and Instructional Technology Athens Building Project

The initial design phase of the building program for a new facility to house the Athens location of the University System’s Office of Information and Instructional Technology on the University of Georgia (“UGA”) campus is nearing completion. The Vice Chancellor for Information and Instructional Technology and Chief Information Officer, Randall A. Thursby, provided information on the next steps in the building development process. He reported that a needs assessment had been completed and that site and elevations had been approved by UGA’s President Michael F. Adams. Floor plan programming is currently underway. Mr. Thursby projected that the ground lease request may be presented for Board approval in January 2002. Following that approval, he anticipated that the groundbreaking would be in March 2002 and the facility would be ready to move into sometime between September and December 2003.

5. Results From University System of Georgia Information Technology Advisory Committee Survey

The University System of Georgia has been recognized as a national leader among institutions of higher education with regard to its commitment to and use of information technology. In 1997, the University System Office conducted a Systemwide survey to identify and assess the information technology recruitment and retention strategies employed by its member institutions. The survey data established critical baseline information. As a result of the survey findings, the Board of Regents adopted a number of initiatives to assist institutions with their information technology recruitment and retention business strategies, such as the Personnel Policy to Address Emergency Needs in Regard to the Recruitment and Retention of Information Technology Professionals.

A committee comprised of institutional leaders from the areas of business services, information and

instructional technology, and human resources and chaired by the Associate Vice Chancellor for Human Resources, William Wallace, was appointed to continue data gathering and analysis through administration of an updated version of the 1997 survey. The University System of Georgia Information Technology Advisory Committee Survey (the “Survey”) was circulated to all System institutions in September 2001, with responses returned at the beginning of October.

The Vice Chancellor for Information and Instructional Technology and Chief Information Officer, Randall A. Thursby, provided additional background on the 1997 survey and introduced the Associate Vice Chancellor for Human Resources, William Wallace. Mr. Wallace described the survey process, its participants, and some preliminary results. In particular, he cited data on the positive impact and controlled use of the policy over the past three years. He further pointed out that survey results appear to have significant implications for recruitment and retention of qualified information technology personnel, including the need to examine current classification and compensation systems. He indicated that more detailed information from the analysis of survey data, being developed with the assistance of the Burruss Institute located at Kennesaw State University, will be examined and presented to the Committee at a future meeting.

6. Extension of Personnel Policy to Address Emergency Needs in Regard to the Recruitment and Retention of Information Technology Professionals

Approved: The Committee endorsed and forwarded to the Committee on Finance and Business Operations a one-year extension of the personnel policy adopted in November 1998 and extended in November 2000 to enhance the recruitment and retention of information technology professionals. This item is also addressed in Item 1 of the agenda of the Committee on Finance and Business Operations. (See pages 21 to 22.)

Staffing problems continue to be ranked as one of the most critical issues facing institutions, as noted repeatedly in the ongoing information and instructional technology strategic planning project environmental analysis phase. While the faltering of the dot-com world and the slowing economy have improved the supply in some areas and in certain regions, the personnel deficit was so substantial that shortages remain in many areas critical to the University System. For example, a 2001 survey by Gartner, Inc. cites the position of database administrator (“DBA”) as the hardest to fill, followed by network engineer. The most difficult skill set to find is UNIX. “Hot-skill” positions that bring premium salaries, 10% to 15% above the average, are in PeopleSoft, UNIX and Oracle, all skills required by the University System Office and the institutions.

Several Regents commented that they continue to see shortages of highly skilled experienced information technology professionals in certain areas, such as database administrators and security specialists. Regent Yancey cited the fact that information technology personnel are not uniformly spread throughout the country and the state, and therefore, the high-tech layoffs have had little impact in more rural areas.

The Vice Chancellor for Information and Instructional Technology and Chief Information Officer, Randall A. Thursby, indicated that the labor force in information technology shifts quickly. Therefore, there will be a need to revisit the special information technology personnel policies on an annual basis.

COMMITTEE ON FINANCE AND BUSINESS OPERATIONS

The Committee on Finance and Business Operations met on Tuesday, November 13, 2001, at approximately 2:30 p.m. in the Board Room. Committee members in attendance were Chair James D. Yancey, Vice Chair J. Timothy Shelnut, and Regents Connie Cater, Michael J. Coles, George M. D. (John) Hunt III, Donald M. Leebern, Jr., Glenn S. White, and Joel O. Wooten, Jr. Chair Yancey reported to the Board on Wednesday that the Committee had reviewed four items, three 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 in Regard to 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. This item was also addressed by the Committee on Information and Instructional Technology. (See page 20.)

Background: In spring 1998, a task force on the recruitment and retention of information technology personnel issued a report describing many of the problems associated with hiring and retaining qualified information technology personnel. This report formed the basis for the Board of Regents' adoption of a policy in November 1998 that offered greater flexibility with respect to compensation of information technology staff. That policy was extended in November 2000 for an additional year with the understanding that a follow-up survey and report would be completed. A committee comprising institutional leaders from business services, information technology, and human resources and chaired by the Associate Vice Chancellor for Human Resources, William Wallace, was established to continue data gathering and analysis by reissuing an updated version of the initial 1997 survey. The University System of Georgia Information Technology Advisory Committee Survey (the "Survey") was circulated to System institutions in September, with responses due back at the beginning of October 2001.

At this month's meeting of the Committee on Information and Instructional Technology, the Vice Chancellor for Information and Instructional Technology and Chief Information Officer, Randall A. Thursby, will present findings from this Survey as Item 6 of that Committee's agenda. The current special personnel policy has been valuable to University System institutions for retention and recruitment. About 75% of the System institutions responding to the Survey indicated that they had used the special personnel policy successfully in over 80% of the cases where it has been applied. At the same time, the policy has been used judiciously — only 111 times over the past three years by the System's 34 campuses and the University System Office combined — indicating use only in more critical circumstances.

Despite the downturn in the state and national economy, there remain shortages in information technology specialists in key areas — database administrators (“DBAs”), network engineers, and those with specific skill sets in PeopleSoft, Oracle, and UNIX — all personnel needed by the University System Office and institutions. Because of shortages, skilled personnel in these areas can still command high salaries. Gartner, Inc. lists the average salary for a DBA at \$71,000 with Oracle DBAs commanding \$100,000 or more. The recent Survey lists this position (classified as a system support specialist) with an average salary of \$41,000.

2. Approval of an Executive Program Tuition Rate for the Kennesaw State University Master of Science Program in Applied Computer Science for Experienced Professionals

Approved: The Board approved the establishment of a an executive program tuition rate of \$25,000 per participant for the new 22-month Master of Science in Applied Computer Science for Experienced Professionals program at Kennesaw State University (“KSU”), subject to favorable action by the Committee on Education, Research, and Extension at its meeting on November 13, 2001 on the creation of that program. (See Item 1 on the agenda of the Committee on Education, Research, and Extension.) It is further recommended that future requested changes to this tuition rate be considered by the Board at its regular April meeting when action is taken on all institutional tuition rates.

Background: KSU has proposed a 36-graduate-credit-hour degree program centered around Yamacraw-related knowledge areas. Admission to the program will require three years of experience in the computing industry and will be geared toward students concentrating on completing their master’s degrees and students completing the degrees concurrent with work requirements. It is projected that initial enrollment will be approximately 25 students.

The proposed tuition rate is all-inclusive with respect to course costs, costs of books and materials, and special equipment costs. In addition, it will allow the program to function on a self-supporting basis. The Master of Science in Applied Computer Science for Experienced Professionals is similar in cost and design to KSU’s Executive Master of Business Administration program, which currently charges \$28,500 per participant, and its Master of Science in Conflict Management program, which charges \$18,500 per participant.

3. Acceptance of Gifts for the Georgia Institute of Technology

Approved: The Board accepted on behalf of the Georgia Institute of Technology (“GIT”) gifts-in-kind from the following corporations:

<u>Company</u>	<u>Value</u>	<u>Items</u>	<u>Department</u>
Schlumberger Resource Mgt.	\$4,079,000	Two U.S. Patents: 1) Method and system	School of Electrical and Computer

Services, Inc.	for power line carrier communications, and 2) Adaptive network routing for power line communications	Engineering
Hewlett-Packard \$328,046	Miscellaneous computer equipment, including handheld computers, digital cameras, and laser printers	Office of Minority Educational Development & the School of Electrical and Computer Engineering

Background: Board policy requires that any gift to a University System of Georgia institution with an initial value greater than \$100,000 must be accepted by the Board of Regents. PricewaterhouseCoopers LLP has provided the fair market values noted above for the intellectual property gifts. GIT has advised the staff that there are no material cost implications anticipated by the acceptance of these gifts.

4. GeorgiaFirst (PeopleSoft) Project Update

The Vice Chancellor for Fiscal Affairs, William R. Bowes, provided to the Committee an update on the GeorgiaFirst (PeopleSoft) project. He reported that the implementation process for the PeopleSoft financials software was on schedule. All 32 institutions participating in the project are at some stage in the process, and 8 institutions began full operation on the new software by the beginning of November. Mr. Bowes noted that this had been a much more complex effort due to the change in accounting requirements promulgated by the Government Accounting Standards Board, the need to develop interfaces with the BANNER student information system, and the need to develop a separate budget preparation module. He stated that four or five institutions will be converting to the new system each month, and all participating institutions will be in full operation by May 2002. In closing, Mr. Bowes mentioned that the project team was taking steps to ensure adequate ongoing production support and to develop an ongoing training program.

COMMITTEE ON REAL ESTATE AND FACILITIES

The Committee on Real Estate and Facilities met on Tuesday, November 13, 2001, at approximately 2:45 p.m. in the Board Room. Committee members in attendance were Chair George M. D. (John) Hunt III, Vice Chair Joel O. Wooten, Jr., and Regents Connie Cater, Michael J. Coles, Donald M. Leebern, Jr., J. Timothy Shelnut, Glenn S. White, and James D. Yancey. Chair Hunt reported to the Board on Wednesday that the Committee had reviewed seven items, all of which required action. Chair Hunt also announced the retirement of the Vice Chancellor for Facilities, William K. Chatham. He remarked that the Regents greatly appreciated Mr. Chatham's years of leadership and service to the University System of Georgia. With motion properly made, seconded, and unanimously adopted, the Board approved and

authorized the following:

1. Intergovernmental Rental Agreement, Chicopee Complex, University of Georgia

Approved: The Board declared approximately 710 square feet of space located at the Chicopee Complex, Athens, 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 the Georgia Department of Community Affairs (“DCA”) and Georgia Department of Industry, Trade & Tourism (“DITT”) for the benefit of UGA.

The Board also authorized the execution of a rental agreement between the Board of Regents, Landlord, and the DCA and DITT, Tenant, covering 710 square feet of space located at the Chicopee Complex, Athens, Georgia, for the period November 1, 2001, through June 30, 2002, at a monthly rental of \$532.50 (\$6,390 per year/\$9 per square foot per year) with options to renew on a year-to-year basis for three years on the mutual consent of the parties at the same rent rate.

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

Understandings: The Chicopee Complex contains approximately 318,021 square feet. The 710 square feet consist of five existing offices.

DCA and DITT are responsible for a variety of economic development activities in this area of the state. This rental agreement will permit colocation with UGA Business Outreach Services/Small Business Development Center. This supports a statewide effort to improve collaboration between state agencies and UGA’s economic development efforts.

The space is vacant and not needed for use for other purposes by UGA during this period.

2. Athletic Association Lease Amendment, Georgia Institute of Technology

Approved: The Board authorized the execution of an amendment to the lease agreement between the Board of Regents, Lessor, and Georgia Tech Athletic Association (“GTAA”), Lessee, covering the use by the GTAA of Russ Chandler Baseball Stadium and Bobby Dodd Stadium/Grant Field located on the campus of the Georgia Institute of Technology (“GIT”) for a 40-year period beginning on execution of the amendment for a term of 40 years, at an annual rental rate of \$1 and other good and valuable consideration, for the benefit of GIT.

Modification: This item was modified to authorize either the afore-mentioned lease amendment or execution of a ground lease “Estate for Years” agreement with the GTAA for the above-referenced premises on the GIT campus for a period of 40 years, commencing upon execution of the agreement.

The terms of the amendment to the lease agreement or the terms of the ground lease agreement will be subject to review and legal approval of the Office of the Attorney General.

Understandings: The Board authorized the execution of a renewal to the lease agreement in April 1997, extending the term of the lease agreement through June 30, 2007.

The Board authorized project “Baseball Stadium Replacement” in February 2001 and project “Renovation and Expansion of Bobby Dodd Stadium/Grant Field” in May 2001 with funding to be provided by private donations. These projects are now to be bond funded. This 40-year amendment for these facilities is necessary to obtain the bond financing.

This recommended action has not been fully reviewed by the Office of the Attorney General. There may be legal issues related to form of agreement, agreement terms, and potential tax consequences, among others.

This action is recommended at this time because of the urgent need to proceed with the projects to meet scheduling requirements between sports seasons. This transaction cannot be consummated until the Office of the Attorney General fully reviews and approves the transaction. The Office of the Attorney General’s review may not be consistent with the recommended action and may not support the critical scheduling needs of the projects.

GIT is to provide recordable surveys of all property included in the lease agreement, including Russ Chandler Baseball Stadium and Bobby Dodd Stadium/Grant Field.

3. Purchase of Property, University of Georgia

Approved: The Board authorized the purchase of approximately 7.05 acres of real property located at 4435 Atlanta Highway, Bogart, Georgia, from General American Life Insurance Co. for \$2,200,000 for the use and benefit of the University of Georgia (“UGA”).

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

Understandings: The property includes a 62,615-square-foot masonry building and paved parking lot for 141 cars and is located approximately six miles from UGA’s main campus along Atlanta Highway.

The purchase of this property will allow UGA to relocate Food Service Distribution, Bookstore Receiving, Central Receiving, Central Office Supply, and Records Retention, as well as storage and exhibit space for the Museum of Natural History from the main campus to a remote location. The relocation of these functions away from the campus academic core is addressed in the University of Georgia Campus Master Plan and will make on-campus space available for academic purposes. The building will be remodeled for

these uses at a capital cost of \$800,000.

Three independent appraisals of the property are as follows:

<u>Appraiser</u>	<u>Appraised Value</u>	<u>Average</u>
Ashby R. Krouse, III, MAI, Augusta	\$2,510,000	
James L. Lee, MAI, Atlanta	\$2,440,000	\$2,483,333
Brian J. Banister, Athens	\$2,500,000	

A Phase I Environmental Assessment has been completed and indicates that there are no significant adverse environmental issues.

There are no known easements or restrictions on the property nor restrictions on the acquisition.

Funding for the purchase and remodeling is from auxiliary services reserve funds. Operating expenses are estimated to be \$300,000 annually prorated among campus using organizations.

The seller has agreed to sell this property for \$2,200,000, which provides a savings of \$283,333 to the Board of Regents from the average of the appraised values.

The Office of Facilities will be actively working with UGA and the Office of the Attorney General to close before December 15, 2001 to meet the seller's requirement.

4. Ground Lease Agreement for Research Facility, University of Georgia

Approved: The Board declared approximately 13.73 acres on the campus of the University of Georgia ("UGA"), Athens, Georgia, no longer advantageously useful to UGA or other units of the University System of Georgia but only to the extent and for the purpose of allowing this tract of land to be leased to the UGA Real Estate Foundation, Inc. (the "Foundation") for the purpose of constructing and owning a 117,385-square-foot science/research building. The building shall be constructed in compliance with Board of Regents construction standards and expectations and in a manner consistent with the campus's architectural design.

The Board also authorized the execution of a lease agreement with the Foundation for approximately 13.73 acres of land on the campus of UGA for a period up to 33 years for the purpose of constructing and owning an approximately 117,385-square-foot science/research building in the UGA Riverbend Research Village to be used by the Complex Carbohydrate Research Center.

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

Understandings: Construction of the research facility is in accordance with the University of Georgia

Campus Master Plan.

The Foundation will obtain 30-year, tax-exempt bond financing. Security for the bonds will be through a credit enhancement instrument.

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

The Complex Carbohydrate Research Center has outgrown its current location on campus. Construction of the facility is projected to be completed by June 30, 2003. A rental agreement will be requested of the Board at such time as construction of the center is complete.

5. Appointment of Architect, University System of Georgia

Approved: The Board appointed the first-named architectural firm listed below for the identified major capital outlay project and authorized the execution of an architectural contract with the identified firm at the stated cost limitation shown for the project. Should it not be possible to execute a contract with the top-ranked firm, the staff would then attempt to execute a contract with the other listed firms in rank order.

Following current practice for the selection of architects, the following recommendations are made:

Project No. J-19, “Christopher W. Klaus Advanced Computer Building,” Georgia Institute of Technology

Project Description: This project will construct a new building to accommodate program spaces for the College of Computing and the School of Electrical and Computer Engineering on the campus of the Georgia Institute of Technology (“GIT”). The facility will include, as a minimum, 5 standard and 2 distance learning classrooms, 1 lecture hall, 6 dry labs, 40 research labs, 40 faculty offices, 10 administration offices, 10 faculty administrative offices, and 4 technology support rooms. A 600-space parking deck and bridge/plaza connectors to adjacent buildings are also included in the project. The building will maintain a 1.6 (or more efficient) ratio of gross square feet to assignable square feet. The total project size is 465,000 gross square feet, of which 205,000 gross square feet will accommodate the academic programs, 210,000 gross square feet are planned for the parking component, and 50,000 gross square feet are planned for the physical connection to adjoining buildings, the loading dock, and other service spaces.

Funding for the project will come from the state (major capital outlay) allocation (\$35,344,450), from GIT auxiliary services (\$9,000,000), and from private/donor funds (\$17,460,000).

Total Project Cost	\$61,804,450
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Construction Cost (Stated Cost Limitation)	\$46,860,000
Architect/Engineers (“A/E”) (Fixed) Fee	\$3,280,200

Number of A/E firms that applied for this commission: 21

Recommended A/E design firms in rank order:

- 1) Perkins & Will, Atlanta
- 2) KPS Group, Inc./Burt Hill Kosar Rittlemann, Atlanta

At the request of GIT, this building will utilize the traditional design-bid-build method of construction delivery. In order to ensure an appropriate design and construction schedule, this approval incorporates the following requirements:

- c The schematic plans, including rendering, cross sections, elevations, and single-line floor plans, shall be presented to the Board of Regents for approval at the April 2002 meeting; and
- c The final building plans shall be completed and the project fully transmitted to the Georgia State Financing and Investment Commission for bidding no later than October 1, 2002.

6. Amendment to Rental Agreement, Chatham Center, Savannah, Georgia, Georgia Institute of Technology

Approved: The Board authorized the execution of an amendment to rental agreement between Crocker Realty Trust, Landlord, and the Board of Regents, Tenant, for an additional 9,888 square feet of office space located at Chatham Center, 6001 Chatham Center Drive, Suites 110 and 330, and 7001 Chatham Center Drive, Suite 600, Savannah, Georgia, for the period November 15, 2001, through June 30, 2002, at a monthly rent of \$13,415.31 (\$160,983.72 per year annualized / \$16.28 per square feet per year), with the option to renew on a year-to-year basis for three consecutive one-year periods, with rent increasing 3% for each option exercised, for the use of the Georgia Tech Regional Engineering Program (“GTREP”) and the Economic Development Institute (“EDI”).

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

Understandings: In October 2000, the Board authorized the execution of a rental agreement for 6,218 square feet of office space at the Chatham Center, Savannah, Georgia for use of GTREP.

GTREP has successfully continued a planned growth program to serve the engineering needs of students in South Georgia. GTREP’s current enrollment of 160 freshmen, 90 sophomores, 40 juniors, and 25 seniors is greater than projected and attests to the strong interest in the programs. Additional emphasis will be placed in expanding on-line course offerings with the addition of five new faculty members. GTREP will also provide the educational component of the Intellectual Capital Partnership Program (“ICAPP®”) project with Gulfstream Aerospace Corporation in Savannah. Additional space is also required for library,

co-op education, and student services to meet Accreditation Board for Engineering and Technology requirements for possible accreditation.

The rental of this facility for GTREP and EDI will terminate when a permanent facility is occupied, which is anticipated for fiscal year 2004.

GTREP will occupy 8,135 square feet in Suites 330 and 600. EDI will occupy 1,753 square feet in Suite 110. Funding will be from the GTREP budget and from EDI sponsors.

All operating expenses for Suites 330 and 110 are included in the rent amount. For Suite 600, operating expenses, including utilities and janitorial, are estimated to be \$11,300 per year in addition to rent. For Suite 600, additional rent for operating expense, including repair, taxes, and insurance, will be charged for the option periods in a pro rata amount not to exceed a 5% increase from the previous year's operating expenses.

7. Preventive Maintenance Program for University System of Georgia Facilities

Approved: The Board approved the Preventive Maintenance Guidelines for distribution, thus establishing a consistent glossary of terms, baseline statistical information regarding the establishment of a preventive maintenance ("PM") process, and other useful information that, if implemented, could lead to reduced operational costs or extend the useful life of a building.

The Board also approved the Committee's recommendation to implement a Systemwide, centrally hosted, computerized maintenance management system ("CMMS") and an institution-based CMMS. The Committee directed staff to conduct a detailed implementation study, analyzing schedule, program, and funding, etc., and report back to the Board at the January or February 2002 meeting:

Understandings: At the August 2000 Board meeting, staff reported to the Board on the ways in which a PM program could be implemented to enhance campus facilities management. In response to the Board's directive, the staff established a facilities PM steering committee in October 2000 using all of the System's 34 directors of plant operations as its advisory committee. The PM steering committee was chaired by the Director of Physical Plant at South Georgia College, Dr. George Wingblade, and consisted of representatives from eight University System campuses chosen for their cross-section of academic missions and regional diversity. With the help of consultants, the committee surveyed existing conditions, conducted benchmarking and best practices analyses, and formulated recommendations. At this meeting, the Vice Chancellor for Facilities, William K. Chatham, discussed the PM steering committee's major findings and recommendations, which represent the culmination of a year of research and investigation into the existing PM practices at each of the 34 System institutions.

COMMITTEE ON EDUCATION, RESEARCH, AND EXTENSION

The Committee on Education, Research, and Extension met on Tuesday, November 13, 2001, at approximately 2:30 p.m. in room 6041, the Training Room. Committee members in attendance were Vice Chair Martin W. NeSmith and Regents Hugh A. Carter, Jr., William H. Cleveland, and Elridge W. McMillan. Vice Chair NeSmith reported to the Board that the Committee had reviewed seven items, six of which required action. Additionally, 129 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. Establishment of the Major in Applied Computer Science for Experienced Professionals Under the Existing Master of Science, Kennesaw State University

Approved: The Board approved the request of President Betty L. Siegel that Kennesaw State University (“KSU”) be authorized to establish the major in Applied Computer Science for Experienced Professionals under the existing Master of Science, effective November 14, 2001.

Abstract: KSU proposes to offer an applied computer science major designed for information technology professionals requiring advanced preparation. The executive format was developed to admit a cohort of computing professionals who already have three years of experience in the computing industry. Web-based and synchronous distance education technology will be an integral part of the instructional delivery. The program is recommended to have a cohort delivery system, as proposed. Delivery of this program through any other mode will require Board approval.

Need: Based on a study conducted by the Georgia Institute of Technology’s Economic Development Institute, the University System reported that Georgia’s shortfall in information technology workers remains at 1,400 students annually (March 14, 2001 University System of Georgia News Release). Occupations such as computer programmers and systems analysts were identified as shortage areas.

Objectives: The objectives of the program include meeting the need and demand for a graduate program in computer science in Cobb, Bartow, and Cherokee Counties, producing graduates with knowledge and expertise in support of the Yamacraw program, and meeting the needs of metropolitan area businesses for employee development.

Curriculum: The 36-semester-hour program will include courses in embedded systems, networking protocols, and distributed object technology. Admission requirements will include such prerequisite foundation courses as calculus, physics, computer programming, computer architecture, and data structures. The curriculum includes integrated certifications in UNIX and embedded systems.

Projected Enrollment: The institution anticipates an enrollment of 25 students for each of the first three years of the program.

Funding: A premium tuition will be assessed for this program because of its executive format. (See Item

2 on the agenda of the Committee on Finance and Business Operations.) In addition to reallocating positions, the Yamacraw initiative has allocated four new tenure-track positions to the Computer Science and Information Systems Department.

Assessment: The Office of Academics and Fiscal Affairs will work with the institution to measure the success and continued effectiveness of the proposed program. In 2005, the institution and the University System Office will evaluate this program to determine the success of the program's implementation and achievement of the goals, as stated in the proposal.

2. Establishment of the Major in International Studies/Global Technology Under the Existing Bachelor of Science, Southern Polytechnic State University

Approved: The Board approved the request of President Lisa A. Rossbacher that Southern Polytechnic State University ("SPSU") be authorized to establish the major in International Studies/ Global Technology under the existing Bachelor of Science, effective November 14, 2001.

Abstract: The major was developed to produce graduates who understand the political and economic processes of globalization and the demands of a global economy. Graduates will possess technological competencies and global perspectives that are vital to multinational corporations or companies with significant international business development.

Need: As a growing global business center with several countries having consular, trade, or chamber of commerce offices, Georgia's annual growth in exports approached 7.2% for the year ending December 2000. According to a recent article in *TechLinks: The Guide to Technology in Georgia* (May/June 2001), "information technology companies headquartered in Georgia are predicting a major push into international markets in the coming year." SPSU's curriculum will allow students to be employed in a technological field that may serve a broad, global market.

Objectives: The objectives of the program include providing students with practical experience and knowledge in a technical specialization area; allowing students to increase their understanding of foreign political, economic, and social environments; and giving students the opportunity to develop critical language and cross-cultural skills.

Curriculum: The 120-semester-hour program requires that students complete upper-division coursework in interdisciplinary courses, such as world politics, comparative cultures, comparative history, international political economy, and regional studies. Students must also complete a technical specialization component in a technical field such as civil engineering technology, computer science, construction, electrical engineering technology, industrial engineering technology, or apparel and textile engineering technology.

Projected Enrollment: The institution anticipates enrollments of 40, 80, and 120 for the first three years of the program.

Funding: The institution will redirect resources to establish and implement the program.

Assessment: The Office of Academics and Fiscal Affairs will work with the institution to measure the success and continued effectiveness of the proposed program. In 2005, the institution and the University System Office will evaluate this program to determine the success of the program's implementation and achievement of the goals, as stated in the proposal.

3. Establishment of the Bachelor of Business Administration in Management, Dalton State College

Approved: The Board approved the request of President James A. Burran that Dalton State College ("DSC") be authorized to establish the Bachelor of Business Administration in Management, effective November 14, 2001.

Abstract: The addition of the degree is consistent with DSC's mission of providing baccalaureate programs designed to meet the economic development needs of Northwest Georgia. Until the recent decision to discontinue its program, State University of West Georgia had been meeting part of the region's requirement for graduates with training in general management through a satellite facility on DSC's campus. In operation for nearly two decades, the former program provided approximately 20 graduates each year for area industries. Continuance of the degree will ensure that local businesses have an ongoing supply of graduates prepared for careers as professional managers.

Need: Since the Board of Regents 1997-1998 Report on the Assessment of Academic Needs in Northwest Georgia, the need for trained professionals in general management has continued to grow. The carpet, service, food, retail, and hospitality industries all require general managers. The proposed degree complements DSC's existing baccalaureate programs in management information systems, industrial operations management, and technology management.

Objectives: The objective of the program is to prepare students with a comprehensive business education to enhance managerial employment opportunities. Students will acquire a broad knowledge of the major business disciplines and develop a range of analytical skills necessary to function in a financial environment.

Curriculum: The 120-semester-hour program will be offered through the assimilation of existing courses and the development of new courses based on the accreditation requirements of the American Assembly of Collegiate Schools of Business. New courses will be developed in such areas as organizational behavior, leadership, and entrepreneurship.

Projected Enrollment: The institution anticipates enrollments of 15, 25, and 35 for the first three years of the program.

Funding: The institution will redirect resources to establish and implement the program.

Assessment: The Office of Academics and Fiscal Affairs will work with the institution to measure the success and continued effectiveness of the proposed program. In 2005, the institution and the University System Office will evaluate this program to determine the success of the program's implementation and achievement of the goals, as stated in the proposal.

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

Approved: The administrative and academic appointments were reviewed by the Chair of the Committee on Education, Research, and Extension and approved by the Board. The full list of approved appointments is on file with the Office of Faculty Affairs in the Office of Academics and Fiscal Affairs.

5. Revised Institutional Statutes, Macon State College

Approved: The Board approved the request of President David A. Bell that Macon State College ("MSC") be authorized to revise its institutional statutes, effective November 14, 2001.

Abstract: The revision of the statutes reflects a thorough review and brings the statutes into line with current Board of Regents policies and procedures. The statutes more clearly reflect Board policy regarding appointment of tenure-track faculty, faculty grievance procedures, extra compensation, leaves of absence, sick leave without pay, educational leave without pay, military leave with pay, maternity leave, and family leave.

These changes were approved by the general faculty at MSC. They have been reviewed by the Office of Legal Affairs and were found to be consistent with the current organization and administrative process at MSC. The revised statutes are on file in the Office of Academics and Fiscal Affairs of the Board of Regents.

6. Reorganization of the Department of Nursing to the School of Nursing, Kennesaw State University

Approved: The Board approved the request of President Betty L. Siegel that Kennesaw State University ("KSU") be authorized to reorganize the existing Department of Nursing to the School of Nursing, effective November 14, 2001.

Abstract: KSU proposes the reorganization of the Department of Nursing to the School of Nursing to maximize the attractiveness and competitiveness of the institution's nursing programs to prospective students and faculty. Having the identity of a school would strengthen KSU's potential to respond to critical allied health needs in its service area. In addition, the reorganization to a school provides KSU with an

opportunity to parallel program administration at the state and national levels.

The current Department of Nursing consists of an undergraduate program, a master’s program in primary care nursing, health clinics providing services for diverse populations, an online education initiative, and a growing number of collaborations with healthcare institutions. Reorganizing the department into a school of nursing provides KSU with a strategic advantage in the recruitment of nurse educators. The School of Nursing designation is more important to graduate students and students seeking second degrees and certificates. In order to increase opportunities for networking with healthcare institutions and other nursing programs in the state, the nursing unit will be parallel to other nursing programs of similar complexity and potential upon reorganization to a school.

One of the goals of the nursing unit is to increase the amount of external funding from private and governmental sources. The higher profile designation accorded to a school of nursing increases the institution’s ability to obtain matching grants and attract community recognition.

The reorganization will have minimal cost implications. It will not involve nor require any other changes in the current faculty, administration, programs, or services of the affected unit. The administrative head of the School of Nursing will continue to hold the title of Chair and report to the dean of the College of Health and Human Services.

7. Information Item: Service Agreements

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

University of Georgia			
Purpose	Agency	Duration	Amount
Develop interdisciplinary approach to peanut cultivation	Georgia Commodity Commission for Peanuts	7/1/01 - 6/30/02	\$85,000
Evaluate efficiency of heat exchangers in bulk tobacco barns	Georgia Commodity Commission for Tobacco	7/1/01 - 6/30/02	\$3,000
Print extension tobacco publications	“ ” “ ”	7/1/01 - 6/30/02	\$7,000
Guide 4-H youth leadership program	Georgia Department of Community Affairs	9/1/01 - 6/30/02	\$50,000

Provide graduate social work education in public child welfare practice	Georgia Department of Human Resources	8/16/01 - 8/15/02	\$343,900
Conduct financial management certificate program	“ ” “ ”	7/10/01 - 6/30/02	\$12,825
Provide training to teams investigating child abuse and child death	“ ” “ ”	6/25/01 - 12/31/01	\$62,748

TOTAL AMOUNT - NOVEMBER	\$ 564,473
TOTAL AMOUNT FY 2002 TO DATE	\$ 9,869,809
TOTAL AMOUNT FY 2001 (TO NOVEMBER)	\$ 12,611,751
TOTAL AMOUNT FY 2001	\$ 23,180,836

COMMITTEE ON ORGANIZATION AND LAW

The Committee on Organization and Law met on Tuesday, November 13, 2001, at approximately 3:00 p.m. in the room 7019, the Chancellor’s Conference Room. Committee members in attendance were Chair Hugh A. Carter, Jr., Vice Chair Elridge W. McMillan, and Regents William H. Cleveland and Martin W. NeSmith. Chair Carter reported to the Board on Wednesday that the Committee had four applications for review, all of which were denied. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. In the matter of Richard Riley at Savannah State University, concerning termination of employment, the application for review was denied.
2. In the matter of Dr. Kenneth A. Jordan at Savannah State University concerning his position reassignment, the application for review was denied.
3. In the matter of Dr. Charles Worth R. Martin at Savannah State University, concerning a salary adjustment, the application for review was denied.
4. In the matter of Bernetta C. Postell at State University of West Georgia, concerning her academic status, the application for review was denied.

STRATEGIC PLANNING COMMITTEE, “COMMITTEE OF THE WHOLE”

Chair Howell next convened the Strategic Planning Committee as a Committee of the Whole and turned the Chairmanship of the meeting over to Regent Leebern, the Chair of the Committee.

Chair Leebern called upon the Senior Vice Chancellor for Academics and Fiscal Affairs, Daniel S. Papp.

Dr. Papp explained that the presentation at this meeting would be a continuation of the presentation made in October 2001 regarding access. In October, the Regents had discussed four-year degrees offered by four-year institutions at two-year colleges (“4-4-2 programs”) and off-campus centers. At this meeting, they would discuss increasing enrollment of African-American males as well as specialized programs for nontraditional students. Dr. Papp noted that the graduation rates of males in general have dropped significantly in the past century, except for one spike following World War II, when the G.I. Bill was established. In the late 1990s and early 2000s, males received about 45% of bachelor’s degrees nationally. In every ethnic group, with one exception, there are currently more females than males in the college population. About two-thirds of all black college students across the country are female, and the same holds true for the University System of Georgia. There are about 1.5 million African-American college students across the country, and slightly more than 500,000 of them are male. Approximately 62% of black students are independent of their parents for financial aid purposes.

Dr. Papp asked, “What if in the University System of Georgia, we attracted to our institutions as a percentage of the 18- to 24-year-old population approximately the same percentage of African-American males as females?” He responded that it would constitute a sizable increase in the number of students attending System institutions. It would add in essence the equivalent of a Kennesaw State University or a Georgia Southern University. However, attracting black male students is not the only issue. There is also the issue of retaining students once they arrive at the campuses. For the academic year 1999-2000, the retention rate of black males was below the retention rates of white males, white females, and black females. So, there is clearly work to be done with regard to retention as well. The same set of observations holds true with regard to graduation rates. Fundamentally, the University System needs to attract, retain, and graduate more African-American males. Dr. Papp said that the Board needs to consider the barriers, both real and perceived, to entry, retention, and graduation for this constituency. He asked how we can help black males become more successful in college. What are the best practices that could be employed to help enhance entry, retention, and graduation? He also noted that there are marketing issues that must be considered as well. More research needs to be done to better understand the barriers across these areas.

The second focus of Dr. Papp’s presentation was increasing the enrollment of nontraditional students. He lamented that Georgia ranks fiftieth in enrolling populations from 25 to 64. Georgia’s nontraditional student enrollments grew during the 1990s, but when the economy picked up, the numbers of part-time students dropped off. However, the numbers have recovered to some extent in 2001. In 2000, there were 206,000 students in the University System. Roughly 40,000 of those

were part-time students. Nationally, the average age of students at community and two-year colleges is 29, while at the System's two-year institutions, the average age is 25, indicating that the System needs to work harder to attract nontraditional students. The Board should consider the issues that might prevent reentry for a student who has attended college before, suggested Dr. Papp. How can the System improve the attraction, retention, and graduation rates of this constituency and how can it implement best practices? One area of concern is that many of the services nontraditional students need are not offered in the evenings when they are on campus. How can the System resolve such problems in times of tight budgets? The System has some considerable work to do as part of the effort to expand access, and the staff need the Regents' insight and guidance on how to move in that direction.

Chair Leebern asked whether there were any questions.

Chancellor Portch made some observations. First, he noted that the high school dropout rate compounds the challenge. One of the reasons the System is fiftieth in the nation with regard to nontraditional students is because a significant portion of adults in this state do not have a high school diploma. So, the high school dropout rate haunts us for years after the students drop out of school. Georgia is one of the leading states in producing general equivalency diplomas ("GEDs"), which is not a mark of great success, remarked the Chancellor. So, that constitutes one set of issues. A second set of issues is that even though the System has a much smaller pool of high school graduates from which to draw, it is not getting enough of them and it is not succeeding with them. These are two areas of focus that could have an enormous impact on the System and the state.

Regent McMillan stressed that the Regents and staff must be mindful of certain other factors as they try to address the issue of access for African-American males. He asked how much of the problem can be addressed by policy changes within the System and how much is it impacted by institutions within the larger environment, like the K-12 system, the prison system, and the emphasis that people often place on athletics over academics. There are many issues that affect the numbers of black males in colleges in general, not just University System institutions. This is a systemic problem that can be helped by the University System, but it has to have cooperation from other agencies. The problem cannot be solved by the University System alone; it requires help from the K-12 and the prison systems, among others. This issue will have awesome quality-of-life implications for society going forward if it is not addressed.

The Chancellor noted that the Governor had just appointed the Closing the Gap Commission (the "Commission"), which will study student disparities that are tied to demographic differences. He suggested that the Board may want to communicate with the Commission to share data and ask for help. He also pointed out that the current data system for the K-12 system disaggregates students by race and gender but cannot combine the two. Therefore, the scale of the problem cannot be determined because it is impossible to discern how many of the high school graduates are African-American males.

Dr. Papp added that approximately 37% of nontraditional students are African-American, of which approximately one-third are male. Nonetheless, this percentage is up significantly from the percentage of

African-Americans in the traditional student body, which is only about 22%. So, the University System does a proportionately better job of attracting nontraditional black students.

Regent NeSmith asked Dr. Papp what he believes is the biggest problem affecting black male participation in the University System.

Dr. Papp stressed that he personally feels the biggest single problem is what Chancellor Portch had suggested. There is a rather limited number of African-American high school graduates in comparison to the total population of African-Americans.

Regent Cater noted that the budget for the prison system is significantly larger than the budget for higher education. He asked what programs are in place to rehabilitate and educate young black men who are released from prison. He stressed that this is a real problem.

Dr. Papp agreed that a very large percentage of those in the prison system in fact have no opportunity to increase their level of educational attainment while they are in prison.

Chancellor Portch stated that it costs approximately \$40,000 per year to incarcerate a person, but it only costs about \$7,000 to educate him/her. Unfortunately, it became politically distasteful to endorse prison education programs in the 1990s. Under political pressure, the federal government prohibited the use of Pell Grants for incarcerated individuals. That marked the end of most educational programs in prisons, because there is no funding source for such programs. There are very few such educational programs in the nation today.

Regent White asked whether some of the Board's efforts to improve access across the System will help increase the numbers of nontraditional black male students.

Dr. Papp responded that this is one of the very reasons the staff wanted the Regents to look closer at off-campus sites and 4-4-2 programs. There is often an access issue that is driven by immediacy. Many nontraditional students and potential students have other responsibilities at work and home that prohibit them from driving long distances to campuses that can serve them. This is why off-campus sites, 4-4-2 programs, and distance learning opportunities are so critical. Funding is also a major issue, which is why one of the major initiatives in the fiscal year 2003 budget request is funding to enhance access both to specific groups and to specific programs.

Regent Hunt asked whether Dr. Papp's data included the number of students who drop out before the ninth grade. He wondered how many students who have benefitted from special reading programs in primary grades remain in school to graduate. He asserted that reading is one of the key problems in education and that many students cannot read by the time they finish third grade.

Dr. Papp responded first that his data did include some data from K-12, but some of the kinds of data

needed were not available.

Regent Coles commented that it seems there is an enormous ripple effect across these issues. For instance, he asserted that the average age in two-year colleges is likely directly affected by the numbers of GED students in Georgia who are not prepared to go to college.

Regent Cleveland asked whether the staff have looked at some of the best practices of other state systems to see whether those practices have been able to impact African-American graduation rates and retention.

Dr. Papp responded that this has not yet been done systematically.

The Chancellor interjected that this is clearly the next step. The University System may need to hire outside consultants to do original research, such as focus groups, because most of the national research mirrors what is going on in Georgia. There are individual institutions that have had success in this area, and the staff need to look to their best practices.

Dr. Papp added that in the State of Georgia, there are probably significant differences in college entry and retention between urban and rural populations; however, the research has not yet been conducted to confirm this.

Chair Leebern asked how the Board can encourage students at the high school level to attend the programs that have been established to enhance access.

Dr. Papp responded that the Board has emphasized marketing in its new strategic plan. Marketing needs to be increased not only in high schools, but also in communities that have not previously had access to college programs or courses. For example, five institutions are cooperating in the Liberty Center in Southeast Georgia. The Liberty Center was established primarily, but not exclusively, to provide educational opportunities for servicepeople at Fort Stewart and Hunter Army Air Base. However, in Hinesville, there is another constituency that the System needs to ensure is aware of the opportunities at the Liberty Center. Marketing is the way to do it.

Chancellor Portch noted that the foundation of Waycross College will pay for the first course a nontraditional student wants to take at the college. The marketing approach is that students can come and try college at no cost.

Regent NeSmith stated that the University System hasn't made very it easy for students in the military to take courses. For example, only 11% of the students at Fort Stewart take courses from System institutions. He asserted that marketing to military constituents is one way the System can increase its numbers of African-American males.

Chair Leebern responded that this is a Department of Defense matter, because those individuals are not

necessarily from Georgia nor will they necessarily stay in Georgia. He asked what is being done for high school graduates in Hinesville. He asserted that more focus should be placed on the native Georgian populations.

Chair Leebern then introduced Mrs. Barbara Portch to the Board and asked her to stand and be recognized. He then adjourned the meeting of the Strategic Planning Committee as a Committee of the Whole.

UNFINISHED BUSINESS

There was no unfinished business at this meeting.

NEW BUSINESS

Chair Howell called for a motion to authorize the Chancellor to take any actions necessary between this meeting and the January 2002 meeting of the Board of Regents. Motion made, seconded, and unanimously approved, the Board granted the Chancellor authority to take such actions, with such actions to be ratified by the Board at its January 2002 meeting.

Secretary Weber announced that the presidents of the following institutions had recommended the respective candidates to receive honorary degrees:

- c Clayton College & State University - Mr. G. Robert Oliver
- c Georgia Institute of Technology - Dr. Shirley Ann Jackson
- c Georgia State University - Mr. John Aderhold and Mrs. Helen Aderhold

On behalf of Presidents Thomas K. Harden, G. Wayne Clough, and Carl V. Patton, Secretary Weber submitted these nominations for the Board's approval. With motion properly made, seconded, and unanimously adopted, the Board approved the honorary degrees.

Chancellor Portch presented to the Board the annual report of the University System of Georgia for fiscal year 2001, entitled Visionary Investment in Georgia. The Chancellor affectionately termed it "the year of Glenn White."

PETITIONS AND COMMUNICATIONS

In honor of the Chancellor's retirement, Chair Howell presented to him a very special clock, which was shaped like a fox, because of the Chancellor's love of foxhunting.

Secretary Gail S. Weber announced that there would be a special event for the Portches on the evening of December 13, 2001. The next Board meeting would take place on Tuesday, January 8 and

Wednesday, January 9, 2002, in the Board Room in Atlanta, Georgia.

CHANCELLOR'S REPORT TO THE BOARD

After the meeting of the Strategic Planning Committee, Chancellor Portch gave his report to the Board, which was as follows:

Thank you, Mr. Chairman. This is my seventy-eighth Board meeting and the sixty-sixth Board report. And I see it has drawn a crowd. That reminds me of a story about the Green Bay Packers and crowds. As you know, they're sold out for the rest of history. So, the stadium manager was stunned one day to see an elderly lady with an empty seat next to her. He asked, "Ma'am, why's that seat empty?" "Oh, it was my husband's," she replied, "and he passed away." "I'm so sorry, ma'am. Why don't you bring one of your children or one of his friends?" She paused and then replied, "Well, they're all at his funeral right now!"

My lack of new jokes is one of my trademarks. I'm trying to end strongly today with a couple of new ones! We are known by our trademarks. My monthly Board reports have become a trademark — a regular opportunity to celebrate our successes and to comment on issues of importance. But today is not a day to talk about issues or even successes.

My ties have become a trademark. To show how far I've come, I'm wearing this tie for the first time in seven and a half years. The last time I wore it was at my interview. As you see around the room, I have inspired a whole new taste in ties. But today is not a day to talk about ties.

Allow me, in a very unBritish moment, to indulge in a little nostalgia. Only Regents Leebern and McMillan were at that interview. But you all know the legend of the beard shaving minutes before the interview after I'd looked at a picture book of legislators. And of Barbara, having never seen me without a beard, driving by me at the airport. But today is not a day to talk about beards.

It is a day, however, with nothing at stake, to reveal a host of secrets. Let me tell you two secrets right now.

One: What was I doing when I got that first call to look at a job in Georgia? (The Chancellor showed a slide of him riding a tractor in heavy snow.) Now you understand why I came so cheap!

Two: What did I do to prepare for this job as Chancellor? (The Chancellor showed a slide of him riding a horse who is stopping at a jump, hence throwing him.) Moments like

this are very good preparation!

But today is not a day to talk about blizzards or blunders. Nor is it a day to talk about my coronation. It's not even the day to talk about how in my first two weeks I was down to 33, not 34, campuses, courtesy of the great flood of '94. Or how the Olympic dorms had "differential settlement" (Believe me, nothing in a Ph.D. program in literature prepares you for such moments!) that, if you believed the world press, would lead to their collapse. Every day is a new day in this job with new problems and opportunities.

I was reminded of this the other day when I was in the queue waiting to check in at a motel. A rather irate guest was complaining about his problem. The rather superior desk-clerk pointed to a sign on the desk that said, "There are no problems here. Only opportunities." The guest snapped back: "I don't give a damn what you call it. There's a woman in my room!" Ah, yes, opportunities. That is what I want to talk about today.

It's a dreaded word around here. When staff around hear me say, "I have an opportunity for you," they scatter like coyotes in a woods when I put my hounds to work. Today, I want to speak about the staff. I've been blessed with wonderful presidents and terrific Board members. I'll have another opportunity to thank them. But today I want to brag on the University System Office staff.

I'm so very proud of the team we've assembled, and that includes the vibrant student workers who daily remind us why we're in this business. I've never been anywhere else where the staff has worked harder. I've never been anywhere else where cross-office collaboration was a way of life rather than an empty phrase. I've never been anywhere else where it has been so clearly demonstrated that diversity and quality are so synonymous. I've never been anywhere else where innovation, service, and professionalism were so evident.

Let me tell you another secret on this day that secrets fall one by one. I'm not easy to work for.

Aha! There's more nodding going on at this moment than all the nodding dogs in the back windows of cars have ever nodded! I'm a perfectionist about work. (My students used to call me Picky Portch.) I conduct brutal dry runs. I am merciless on everything from long meetings to split infinitives. I resonate up and down the halls with my calls for "STAFF!" I know why I overhear them telling presidents, "You know how he is!" I respect the private lives of staff but expect every moment of their professional lives to be perfect.

These are the sort of expectations that led us to decide that maybe we shouldn't have

children. I'd have surely created a monster or two. But I haven't here. This staff has responded magnificently, going beyond where they individually or collectively could ever have imagined. I don't astound very easily. But I'm simply astounded by their professional and personal loyalty. I don't understand it, but I deeply appreciate it.

I found my notes from my acceptance remarks the other day as I was cleaning out my desk. (I also found that can of refried beans I'd been saving for a "feed-the-hungry" day!) I spoke about my dreams for putting together a staff that the Board would be proud of and quoted FDR as saying that was a leader's greatest legacy. If I might be immodest a moment, I realized that dream. It is my proudest legacy.

This, as you've noticed, is not a day to single people out. But since it's a day to reveal all my final secrets, I have to reveal that for the last seven and a half years I've had two women in my life.

Gail Weber has been my alter ego. She knows how to handle me.... Sometimes, she treats me like the Chancellor. More often than not, she treats me like one of her naughty grandsons. But she has great judgment, great humor, and great professionalism. I was going to say she's a real treasure, but she has become a tad age sensitive of late! So let us simply say, "She's the best." And to show my appreciation, I'm going to finally give her an "A" for this Board meeting. Thank you, Ms. Weber.

And then there's Mrs. Portch. She is my grounding. I was in front of the mirror one day and asked her, "How many great chancellors do you think there are?" She quickly shot back, "One less than you think!" She is my best bud. Just don't tell Lurcher because he thinks he is!

Okay, enough is enough. Time for one last secret look and one last tough question for the Board. (The Chancellor showed the Board pictures of Barbara and him before his famous beard shaving.) Had you seen these pictures before today, would you ever have hired this couple?!

Mr. Chairman, thank you for the honor and privilege of serving this Board and this state. And to each and every one of the staff, thank you from the bottom of my heart for all you have done. I'm very, very proud of you.

After the Chancellor's report, Chair Howell remarked that the Board of Regents, as a whole, is enormously proud of the staff that has been assembled over the last seven years. Times of transition can be times of stress and concern. However, on behalf of the Board, Chair Howell said that this should not be. Chancellor-Designate Meredith will be so impressed with the quality, dedication, and professionalism of the staff that he will have a wonderful beginning in January. Chair Howell told the staff to have the happiest

of holiday seasons and to be prepared to maintain the level of professionalism and perfection in the coming year with the new Chancellor.

Regent McMillan also thanked the Chancellor for his herculean efforts to diversify the staff at the University System Office. He said that he once had a hard time convincing constituents that the System could be diversified when the System Office itself was not diversified. The Chancellor corrected the problem, so he does not have to make excuses for the System anymore.

ADJOURNMENT

There being no further business to come before the Board, the meeting was adjourned at approximately 10:15 a.m. on November 14, 2001.

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

s/ _____
Hilton H. Howell, Jr.
Chair, Board of Regents
University System of Georgia