

**MINUTES OF THE MEETING OF THE
BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA
HELD AT
270 Washington St., S.W.
Atlanta, Georgia
March 11 and 12, 2003**

CALL TO ORDER

The Board of Regents of the University System of Georgia met on Tuesday, March 11 and Wednesday, March 12, 2003, in the Board Room, room 7007, 270 Washington St., S.W., seventh floor. The Chair of the Board, Regent Joe Frank Harris, called the meeting to order at 1:00 p.m. on Tuesday, March 11. Present on Tuesday, in addition to Chair Harris, were Vice Chair James D. Yancey and Regents Hugh A. Carter, Jr., Connie Cater, William H. Cleveland, Michael J. Coles, Hilton H. Howell, Jr., Donald M. Leebern, Jr., Elridge W. McMillan, Martin W. NeSmith, Wanda Yancey Rodwell, J. Timothy Shelnut, and Joel O. Wooten, Jr.

Chair Harris asked the Regents to join in a moment of silent prayer for Regent George M. D. (John) Hunt III, who was absent due to serious illness. After a moment of silence, he led the Board in a prayer for Regent Hunt, his wife, Julie, and their family during this time.

ATTENDANCE REPORT

The attendance report was read on Tuesday, March 11, 2003, by Secretary Gail S. Weber, who announced that Regents George M. D. (John) Hunt III, Allene H. Magill, and Glenn S. White had been given permission to be absent on that day.

APPROVAL OF MINUTES

Motion properly made and duly seconded, the minutes of the Board of Regents meeting held on February 4 and 5, 2003, were unanimously approved as distributed.

SPECIAL INTRODUCTION

Chancellor Meredith stated that the Board was honored at this meeting to have as its guest Representative Ann Purcell (district 122), Chair of the House Subcommittee on Higher Education. Representative Purcell is a Georgia Southern University graduate. She was elected to the House of Representatives in 1990 and has been active in a wide range of community groups, such as the Effingham County Chamber of Commerce, the Georgia Peace Officers Association, Lyons Club, Rotary International, and the Georgia Salzburger Society. She has been named legislator of the year by two different statewide groups: the Georgia School Counselors Association and the Coastal Conservation Association of Georgia. She and her husband, Dr. Dent W. Purcell, have three children and seven grandchildren. So, she understands how important education is to the State of Georgia. She has done a wonderful job in her new role in this extremely important position at a time when Georgia is facing many economic challenges. The Chancellor remarked that Representative Purcell has incredible talent and energy to take on such challenges and invited her to speak to the Regents.

Representative Purcell thanked the Board of Regents for its invitation to visit at this meeting. She said that she is a former schoolteacher with experience teaching math and science at the middle and high school levels. She noted that started teaching in Claxton, Georgia, and education is very dear to her heart. She has served on the Education Committee throughout her tenure in the General Assembly and is currently chairing the higher education budget process. She thanked the Chancellor and the Senior Vice Chancellor for External Activities and Facilities, Thomas E. Daniel, for their help in getting information to the committee to help in its decision-making process. She noted that they would be appearing before the committee on Wednesday, March 12, and she has given them a long list of questions to answer to help the committee develop its recommendations to the Appropriations Committee. She stressed that the State of Georgia is in a critical time of national economic recession. However, Georgia is faring much better than many other states because the legislators have been conservative with the state's budget. Nevertheless, this year, there will be a \$400 million to \$600 million deficit. Education is a priority of the legislators, and with the Regents' help, they will make the right decisions. Representative Purcell said that she is the Board's voice in the General Assembly and she needed for the Regents to share their thoughts in order to develop a good budget. In closing, she said that communication is the key to getting things done.

Chair Harris thanked Representative Purcell for her support and leadership for education.

Chancellor Meredith reminded the Regents that he would need to attend a meeting at the Capitol at 2:00 p.m. to discuss the 2003 amended budget and said that it would be most helpful if the Regents could join him.

Chair Harris suggested that the Regents take a break before their Committee meetings to go to the Capitol. He remarked that it is very important for the Regents to offer their support and help during this very critical stage of the budget development process.

SPECIAL PRESENTATION: RESEARCH AT GEORGIA STATE UNIVERSITY

Chair Harris called upon President Carl V. Patton of Georgia State University (“GSU”) to make a presentation on research at GSU.

President Patton greeted the Regents. He then introduced GSU’s Provost and Vice President for Academic Affairs, Ronald J. Henry, and the Vice President for Research, Charles F. Louis, who had accompanied him to the meeting. Over the past few months, the Regents had heard important presentations from my colleagues at the University of Georgia (“UGA”) and the Georgia Institute of Technology (“GIT”), and next month they will hear from the Medical College of Georgia (“MCG”) about its research efforts. At this meeting, President Patton would give them an update on research at Georgia State University (“GSU”), the System’s urban research university.

President Patton stated that GSU has grown dramatically during the past decade. It is now one of the nation’s leading urban research universities. It has shown tremendous increases in enrollment, credit hours, and student retention. Moreover, students are coming to GSU better prepared with higher SAT scores and better grade point averages than ever before. Even as GSU has increased its admissions standards considerably, it continues to be the System’s most diverse institution. Students come to GSU from every county in Georgia, every state in the nation, and more than 145 countries. One reason these high-achieving students are interested in GSU is the vitality of its research programs. Research is an important part of GSU’s mission, because its faculty teach from the knowledge base they are helping to create.

In the past decade, GSU’s research dollar volume has tripled, growing from \$19 million in 1992 to \$57 million in 2002. President Patton noted that GSU achieved this growth without an engineering school, without a medical school, and without an agricultural school, which are the three largest sources for federal funding. President Patton showed a chart depicting research-funding trends since 1992. He reported that GSU has shown steady progress. In 1998 GSU research funds jumped dramatically when the Andrew Young School of Policy Studies received funding to help remodel Russia’s tax structure. Today, the institution is nearing the \$60 million mark. President Patton also showed a chart depicting GSU’s research expenditures since 1992. Research spending has grown from \$12.1 million in 1992 to \$43.8 million in 2002. In these economic times, the results from the research are more important to the state than ever. The state funds GSU receives leverage federal and private funds that benefit the entire state. He expressed that the institution wants to be accountable with its research dollars and show results for Georgia.

Responding to its strategic plan, GSU has shown measurable results from its research in biology and healthcare, quality of life issues, literacy, and terrorism and national security. As an example, President Patton explained that the West Nile virus, which is transmitted by mosquitoes, arrived in the U.S in 1999 and has spread rapidly, especially in the Southern states. In 2002, more than 4,000 people in the United States were infected with the virus. Of these, 263 of them died, 7 in Georgia.

The research of Professor Margo A. Brinton's team in the Department of Biology suggests a gene variation may be the reason four out of five people infected with West Nile virus do not develop a life-threatening illness. This is an important step in developing a drug to treat the virus. Also, one of GSU's Georgia Research Alliance ("GRA") eminent scholars, Professor Julia K. Hilliard, is nationally recognized for her work with the Herpes B virus. The virus is benign in monkeys, but when it spreads to humans, it is lethal. As the referral lab for the Centers for Disease Control, GSU's Viral Immunology Center tests more than 20,000 blood samples a year from people who may have become infected with Herpes B. This lab is a bio safety level 4 facility, the only one in the country located at a university. Level 4 means the lab provides the maximum safety for handling infectious and lethal microorganisms such as anthrax, Ebola and Herpes B. President Patton noted that GSU has three Cancer Coalition Scholars who are working to understand the protein structures targeted by cancer therapies. Working in the Combinatorial Chemistry Center, another lab that is the only one of its kind at a university, researchers W. David Wilson, Regents' Professor of Biophysical Chemistry, and David W. Boykin, Regents' Professor of Chemistry, Emeritus, and their team have developed promising new drugs to combat African Sleeping Sickness. Funded by \$1.2 million from the Bill and Melinda Gates Foundation, two of their drugs are at the Phase 2 human trials testing stage. GSU's Biotechnology Development Center, CollabTech, offers the advanced labs start-up biotech companies need to locate in Georgia. Six companies now use the space. Company scientists collaborate with GSU's faculty and students, and many GSU graduates now work for CollabTech spin-off companies. At CollabTech, GSU had the first aquarium in Atlanta, in which it is raising transgenic fish for the pharmaceutical industry. GSU is also conducting research on e-coli, the rubella virus, HIV-AIDS, obesity, and many other public health areas important to Georgia. The new Institute for Public Health, directed by Dr. Michael Eriksen, who was recruited from the World Health Organization, involves researchers from all six of GSU's colleges. Before the establishment of the institute, Atlanta was the only major U.S. city without a public health program at a public institution. So, Georgia's urban research university is leading in biology and healthcare.

Next, President Patton discussed GSU's quality-of-life research programs. This research has an immediate impact on people's lives. It is also a part of GSU's service to the community. For example, the number of grandparents raising grandchildren has increased considerably in Georgia and nationwide during the past decade. For the grandparents, raising children again can be demanding. GSU's Project Healthy Grandparents in the College of Health and Human Sciences offers help for these families while it conducts research on the health of this population. The program is interdisciplinary. Nursing students provide healthcare screening, education students help the children with schoolwork, law students walk the grandparents through the legal system, and business students help them create budgets that stretch their dollars. Grants from Hasbro, Inc. and the Robert Wood Johnson Foundation have allowed the project to help 400 families in five years. Moreover, the program is a national model. In Georgia alone, model programs now operate at UGA, MCG, and Valdosta State University. Researchers in GSU's Center for Behavioral Neuroscience are working to understand how our brains dictate social behavior. Together with GIT and Emory University, GSU was selected over 400 other teams to receive \$40 million from the National Science Foundation.

In this collaborative effort, scientists from many disciplines (e.g., genetics, chemistry, and behavioral psychology) work together to understand how the brain stores memories and processes behaviors like fear, anxiety, and aggression. Eventually this research could help explain behaviors ranging from violence to eating disorders and could lead to new therapies to treat them. Another quality-of-life research area at GSU is agriculture. GSU is helping the agriculture industry address the state's serious long-term water shortage. GSU teamed up with Albany State University and formed the Flint River Regional Planning and Policy Center (the "Flint River Center"). Now, Georgia Southern University is part of this team. Ronald G. Cummings is the Director of the Flint River Center, the Environmental Policy program, and the Experimental Economics Laboratory. He is also Professor of Economics and Holder of Georgia Research Alliance Eminent Scholar in Environmental Policy. For the last two years, the Flint River Center, under the leadership of Dr. Cummings, conducted water auctions, the first of their kind in the nation. Farmers bid a per acre price to remove their land from irrigation. This past year, 40,000 acres were removed from irrigation, saving more than 20 billion gallons of water over the irrigation season and helping Georgia survive the drought. And so, said President Patton, the urban research university is helping to improve the quality of life for all Georgians.

Next, President Patton discussed literacy research. The Associate Dean of Research and Graduate Studies, College of Arts and Sciences, Professor Robin D. Morris, studies the biological and environmental origins of reading. Nationally, he's recognized as a leader in literacy research. He was nominated by President George W. Bush and approved by the Senate to serve on the board of the National Institute for Literacy. Locally, his research team helps children in the Atlanta community improve their reading skills, using brain scanning to determine what is best for each child. The College of Education also focuses on improving literacy with research targeting elementary school-aged children. Improving reading, writing, and language skills in these early years is vital if these children are to lead successful lives and have a chance to go to college. Additionally, GSU's Center for the Study of Adult Literacy received \$2.8 million from the National Institutes for Health in support of research to help low-literate adults in Georgia. The research focuses on literacy in the workplace, family, home, community, school, and second-language populations. Therefore, GSU is engaged in improving literacy for Georgians, which leads to better job performance, better healthcare communication, and improved learning experiences for children.

Then, President Patton discussed GSU's research involving terrorism and national security. He noted that GSU was involved in this research long before September 11, 2001; however, that date was a turning point. Before 9-11, most people did not give air travel much thought, but things are different now. One of the biggest differences everyone experiences is at the security checkpoint. There is a new level of expectation for every screener in every airport in the nation: they must stay alert. Anything passing before their eyes could contain weapons that could be taken onto aircraft. Ongoing research at GSU can help stop this. The Director of the Language Research Center and Associate Professor of Psychology, David A. Washburn, has been studying the attention skills of people who make quick decisions in life or death situations like police officers, soldiers, and pilots. With funding

from the Federal Aviation Administration, he collaborates with researchers at the University of Buffalo to monitor how carefully airport screeners pay attention and how they respond to uncertainty.

He is creating a profile of a highly skilled airport screener. That way, airports will be able to hire more effectively and focus their training to ensure flight security and passenger safety. Also in the areas of terrorism and national security, GSU is doing research on disaster recovery, trauma, and post-traumatic stress disorder. In the area of criminal justice, GSU has received \$3 million over the past two years for a national crime database. Plus, research by the College of Law looks at legal issues concerning detention under international law and responses to terrorism. President Patton asked the Regents whether they had ever considered financial terrorism. He noted that Associate Professor of Finance Jason T. Greene, in the Robinson College of Business discovered how day trading investment strategies were costing buy-and-hold investors in international funds about \$1 billion a year in gains. The strategy involved moving in and out of international stock funds based on what happened the previous day in the U.S. stock market. These moves reaped gains of up to 30% for the day traders, while long-term investors paid the bill. This research caused the mutual fund industry and the Securities and Exchange Commission to initiate protections against this kind of market timer trading. Without these safeguards, the potential for international economic terrorism was astonishingly high. Since 9-11, GSU has seen additional benefits from some of its research. Consider the Russian tax improvement program the Andrew Young School has been involved with since 1998. Without the strength this tax reform provided, Russia would be fertile ground for terrorist activity. President Patton stated that GSU's astronomy array at Mount Wilson in Southern California is the one of the most powerful telescope systems ever built. Funded by the National Science Foundation, the David and Lucille Packard Foundation, and the W. M. Keck Foundations, the Center for High Angular Resolution Astronomy ("CHARA") array can see very faint distant objects, stars, or man-made objects. CHARA Director Harold A. McAlister has now been appointed as the director of Mount Wilson, a distinct recognition of his national stature and the importance of the CHARA array.

President Patton stated that GSU's research is yielding benefits for Georgia. As a result, fewer Georgians will die from the West Nile Virus; more grandparents are keeping their families intact, and more than 800 children did not wind up in the social services system; Georgia survived the drought of the past two years; more children and adults in Georgia can read; airline trips are safer; and mutual funds are better protected from terrorists. GSU has made these strides because the state, through the Board of Regents, has invested in the institution. In turn, the state's investment has leveraged federal and private dollars and yielded great benefits for all Georgians. In closing, President Patton thanked the Regents for their support and asked whether there were questions.

Regent Howell asked about security with regard to the Ebola virus.

President Patton assured him that the institution goes through protocol to ensure that the facility is

very safe. The air and water that come out of the facility are cleaner than the air and water going into it.

Regent Cleveland asked whether GSU is finding increased opportunities to collaborate with MCG and others on medical and healthcare issues.

President Patton responded that the GRA has encouraged such collaborative research and many GSU projects are cooperative projects. Since it does not have a hospital, GSU relies upon MCG and other hospitals for clinical placements. The institution also has similar arrangements with the CDC.

Chair Harris asked whether there were any further questions, and seeing that there were none, he thanked President Patton for his leadership at GSU and this informative report on research.

Regent Leebern interjected that he would like to introduce some visitors from UGA who were attending this meeting in anticipation of the Board's April meeting at UGA. They were the Physical Plant Head, Ralph F. Johnson; the Director of Services, Wayne Dill; the Executive Director of Special Events, Rita Manning; and the Assistant Director of Special Events, Heather Hammond.

At approximately 1:40 p.m., Chair Harris adjourned the Board in order that the Regents could attend a meeting at the Capitol. Following that meeting, the Regents returned to the University System Office for their regular Committee meetings, followed by an Executive Session.

EXECUTIVE SESSION

After the Committee meetings, at approximately 3:55 p.m. on Tuesday, March 11, 2003, Chair Harris called for an Executive Session for the purpose of discussing personnel matters. 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 Harris, Vice Chair James D. Yancey, and Regents Hugh A. Carter, Jr., Connie Cater, William H. Cleveland, Michael J. Coles, Hilton H. Howell, Jr., Donald M. Leebern, Jr., Elridge W. McMillan, Martin W. NeSmith, Wanda Yancey Rodwell, J. Timothy Shelnut, and Joel O. Wooten, Jr. Chancellor Thomas C. Meredith and the Secretary to the Board, Gail S. Weber were also in attendance during the Executive Session. 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 4:55 p.m., Chair Harris reconvened the Board meeting in its regular session and announced that no action was taken in the Executive Session.

CALL TO ORDER

The Board of Regents of the University System of Georgia met again on Wednesday, March 12, 2003, in the Board Room, room 7007, 270 Washington St., S.W., seventh floor. The Chair of the Board, Regent Joe Frank Harris, called the meeting to order at 9:00 a.m. Present on Wednesday, in addition to Chair Harris, were Vice Chair James D. Yancey and Regents Hugh A. Carter, Jr., Connie Cater, William H. Cleveland, Michael J. Coles, Hilton H. Howell, Jr., Donald M. Leebern, Jr., Elridge W. McMillan, Martin W. NeSmith, Wanda Yancey Rodwell, J. Timothy Shelnut, and Joel O. Wooten, Jr.

INVOCATION

The invocation was given on Wednesday, March 12, 2003, by Regent William H. Cleveland.

ATTENDANCE REPORT

The attendance report was read on Wednesday, March 12, 2003, by Secretary Gail S. Weber, who announced that Regents George M. D. (John) Hunt III, Allene H. Magill, and Glenn S. White had asked for and been given permission to be absent on that day.

AUDIT COMMITTEE

The Audit Committee met on Tuesday, March 11, 2003, at 10:30 a.m. in room 6041, the Training Room. Committee members in attendance were Chair Joel O. Wooten, Jr., Vice Chair Connie Cater, and Regent James D. Yancey. Regent J. Timothy Shelnut and Chancellor Thomas C. Meredith were also in attendance. The Audit Committee also met jointly with the Committee on Information and Instructional Technology at approximately 11:15 a.m. for a presentation on the information technology audit strategy. Chair Wooten reported to the full Board on Wednesday that the Committee had reviewed two items, neither of which required action. Those items were as follows:

1. Information Item: Update on Implementation Plan for Savannah State University Management Study

In February 2003, the Vice Chancellor for Fiscal Affairs, William R. Bowes, and the President of Savannah State University ("SSU"), Carlton E. Brown, presented to the Committee an implementation plan of the SSU management report prepared by PricewaterhouseCoopers.

At this meeting, President Brown introduced SSU's Chief Financial Officer, Arthur L. Moncrief, and Controller, Elaine S. Campbell. Mr. Moncrief presented an update on SSU's implementation of the management study recommendations, many of which have already been implemented.

Mr. Bowes noted that SSU staff need to meet with staff from the Board's Office of Information and Instructional Technology ("OIIT") to discuss BANNER and other technologies and identify areas for improvement.

Chair Wooten remarked that he was very pleased that SSU's financial issues are being addressed with an aggressive timetable and extended the Regents' support in this effort.

As part of this discussion, President Brown discussed SSU's move to NCAA Division I from NCAA Division II. He highlighted the financial opportunities involved and noted that SSU is currently seeking a conference home.

2. Information Item: Information Technology Audit Strategy

In his audit plan for fiscal year 2003, the Associate Vice Chancellor for Internal Audits, Ronald B. Stark, cited the need to hire an information technology ("IT") auditor. This need was brought about by the increasing reliance on information technology for major auditable systems within the University System, combined with evidence of increased risk in this area. To that end, the System's first IT auditor was hired in September 2002 and charged with developing processes and procedures that would ensure the appropriate inclusion of IT in the audit program for all System institutions. He is developing these processes and procedures collaboratively with the Office of Information and Instructional Technology ("OIIT").

In a joint meeting of both the Audit Committee and the Committee on Information and Instructional Technology, the new Information Technology Audit Manager, Scott C. Woodison, described the ongoing process of developing IT audit policies and procedures. He emphasized the need to increase security and availability of IT systems through improved policies and practices. In particular, the IT audit function is introducing audit capabilities and strategies to System institutions, conducting IT audits, and creating an IT audit package for use by System and institutional audit staff. The Assistant Vice Chancellor for Enterprise Systems and Services, Beth P. Brigdon, then explained how OIIT is assisting in developing and implementing these policies and procedures with a focus on security. She cited the implementation of a Systemwide incident response guide as a significant first step. Development of a security implementation guide, education and awareness programs, and a self-assessment toolbox for campuses comprise key next steps.

COMMITTEE ON INFORMATION AND INSTRUCTIONAL TECHNOLOGY

The Committee on Information and Instructional Technology met on Tuesday, March 11, 2003, at approximately 11:55 a.m. in room 6041, the Training Room. Committee members in attendance were Chair Michael J. Coles, Vice Chair Hugh A. Carter, Jr., and Regents Martin W. NeSmith, and Wanda Yancey Rodwell. The Committee on Information and Instructional Technology also met jointly with the Audit Committee at approximately 11:15 a.m. for a presentation on the information technology

audit strategy. Chair Coles reported to the full Board on Wednesday that the Committee had reviewed three items. Those items were as follows:

1. Information Item: Information Technology Audit Strategy

In his audit plan for fiscal year 2003, the Associate Vice Chancellor for Internal Audits, Ronald B. Stark, cited the need to hire an information technology (“IT”) auditor. This need was brought about by the increasing reliance on information technology for major auditable systems within the University System, combined with evidence of increased risk in this area. To that end, the System’s first IT auditor was hired in September 2002 and charged with developing processes and procedures that would ensure the appropriate inclusion of IT in the audit program for all System institutions. He is developing these processes and procedures collaboratively with the Office of Information and Instructional Technology (“OIIT”).

In a joint meeting of both the Audit Committee and the Committee on Information and Instructional Technology, the new Information Technology Audit Manager, Scott C. Woodison, described the ongoing process of developing IT audit policies and procedures. He emphasized the need to increase security and availability of IT systems through improved policies and practices. In particular, the IT audit function is introducing audit capabilities and strategies to System institutions, conducting IT audits, and creating an IT audit package for use by System and institutional audit staff. The Assistant Vice Chancellor for Enterprise Systems and Services, Beth P. Brigdon, then explained how OIIT is assisting in developing and implementing these policies and procedures with a focus on security. She cited the implementation of a Systemwide incident response guide as a significant first step. Development of a security implementation guide, education and awareness programs, and a self-assessment toolbox for campuses comprise key next steps.

2. Information Item: Update Regarding Electronic Distribution of Board Materials

At its January 2003 meeting, the Committee discussed the possibility of substituting electronic transmissions of Board communications and official documents to the Regents instead of traditional mailings. The Secretary to the Board, Gail S. Weber, stated that this is part of a continuing effort to increase efficiency but that she would move forward only to the extent to which the Regents are comfortable. She indicated that she would solicit preferences from each Regent on this matter. At this meeting, Ms. Weber presented the results of her survey of the Regents. She reported that a few Regents wanted to continue to receive minutes and agendas by mail. Several others were willing to try electronic distribution. Others without question wanted to transition to electronic transmittal.

Ms. Weber recommended that the staff send draft minutes, agendas, and approved minutes electronically for two months to all Regents except those who emphatically wanted these materials by mail. After the two-month trial period, she would come back to the Committee to assess the success of the trial.

The Committee agreed with this recommendation.

3. Information Item: University System Participation in the Campus Computing Survey

The fifth goal of “Learning Without Limits,” the University System’s strategic plan for information and instructional technology (the “Strategic Plan”), is to effectively and efficiently plan and manage information and instructional technology operations. To this end, there is a need to better understand the status of technology in the University System. Accordingly, an action item from the Strategic Plan stated that to gain this baseline of information for comparisons between institutions within and outside the University System, all units of the System should participate in the 2002 national Campus Computing Survey (the “Survey”). Survey results were collected by the University System Office and by each campus in January 2003. Dr. Kenneth C. Green, a visiting scholar at The Claremont Graduate School, conducted the Survey and analyzed the results. He presented some preliminary findings from the Survey at a meeting of the System’s Administrative Committee on Information Technology at its meeting in January 2003.

The Vice Chancellor for Information and Instructional Technology and Chief Information Officer, Randall A. Thursby, described how the Office of Information and Instructional Technology (“OIIT”), in conjunction with the Office of Advanced Learning Technologies (“ALT”), has been working to improve effective and efficient planning and management of information technology operations, the fifth goal of the Strategic Plan. To develop baseline data for this improvement effort, OIIT and ALT, together with the System’s Administrative Committee on Information Technology (“ACIT”), were able to get all 34 institutions to participate in the national Campus Computing Survey. The Assistant Vice Chancellor for Advanced Learning Technologies, Kris A. Biesinger, discussed the Survey and preliminary findings. She cited several examples of data analysis on questions of wireless deployment, course management systems, and campus information technology security staffing that provide useful insight into how the University System and its institutions compare to each other and to others around the country. She indicated that the University System would continue to participate in the Survey and that efforts would be made to clarify and improve the questions asked and the survey process.

COMMITTEE ON FINANCE AND BUSINESS OPERATIONS

The Committee on Finance and Business Operations met on Tuesday, March 11, 2003, at approximately 2:55 p.m. in the Board Room. Committee members in attendance were Chair J. Timothy Shelnut and Regents Connie Cater, Michael J. Coles, Donald M. Leeborn, Jr., Martin W. NeSmith, Joel O. Wooten, Jr., and James D. Yancey. Chair Shelnut reported to the Board on Wednesday that the Committee had reviewed two items, one of which required action. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. 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 corporation:

<u>Company</u>	<u>Value</u>	<u>Items</u>	<u>Department</u>
Alcatel USA Marketing, Inc.	\$257,658	Various computer networking hardware, software, and accessories	Georgia Tech Broadband Institute (“GTBI”)

Background: GTBI supports the broader missions of the Georgia Centers for Advanced Telecommunications Technology (“GCATT”) and the Georgia Research Alliance.

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. GIT has advised that there are no material costs associated with the acceptance of this gift.

2. Information Item: Update on Health Insurance Enrollments

The Vice Chancellor for Fiscal Affairs, William R. Bowes, reported that information regarding the plan year 2003 open enrollment participation figures for the University System of Georgia healthcare plans had been collected. The healthcare plan participation information by institution was included in the Committee agenda and in the Regents’ notebooks. The participation figures reflected the number of covered member contracts.

Mr. Bowes discussed the history of the healthcare options offered by the University System of Georgia. He then reported that for plan year 2003, 42% of System healthcare contracts were in the PPO/PPO Consumer Choice plan, 36% were in the indemnity plan, and 22% were in the HMO plans. For plan year 2003, 64% of all System healthcare contracts participate in some form of a managed healthcare plan – either the PPO/PPO Consumer Choice or an HMO plan. This means that the University System of Georgia has migrated 52% of its healthcare contracts to some form of a managed healthcare plan within three calendar years.

COMMITTEE ON REAL ESTATE AND FACILITIES

The Committee on Real Estate and Facilities met on Tuesday, March 11, 2003, at approximately 3:00 p.m. in the Board Room. Committee members in attendance were Vice Chair Martin W. NeSmith and Regents Connie Cater, Michael J. Coles, Donald M. Leebern, Jr., J. Timothy Shelnut, Joel O. Wooten, and James D. Yancey. Chancellor Meredith was also in attendance. Vice Chair

NeSmith reported to the Board on Wednesday that the Committee had reviewed nine items, eight of which required action. Item 9 was a walk-on item. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. Naming of David B. McCorkle Building, Floyd College

Approved: The Board approved the naming of the existing Administration Building at Floyd College (“FC”) the “David B. McCorkle Building,” to honor David B. McCorkle.

Understandings: Dr. McCorkle, formerly Director of Student Affairs at the Medical College of Georgia, was named by the Board of Regents as the first president of a newly approved institution in Floyd County in December 1969. He assumed his duties in January 1970, the same month the Board of Regents let a construction contract for the college’s initial facilities in Rome. The college’s first classes were offered in fall 1970.

From the start, Dr. McCorkle established strong community roots as he hired campus leaders and developed the college. Through his leadership, the college pioneered cooperative programs with Coosa Valley Technical Institute as early as 1972. As the college grew, it also reached out to other communities, opening satellite campuses in Cartersville in 1987 and Acworth in 1989.

Dr. McCorkle retired in June 1991, having achieved a brilliant record of leadership and service to the college and overall community at large. His untiring efforts and guidance helped to form the image of FC as a superior institution of higher learning with ample resources and resolve to address the needs and opportunities embraced in its ambitious mission.

To acknowledge his efforts to make FC a vital part of the Northwest Georgia community, the faculty and administration of the college, current and retired, wanted to honor Dr. McCorkle in a permanent way by naming the Administration Building on the Rome campus for him.

2. Naming of Robert E. Heck Teamhouse, Georgia State University

Approved: The Board approved the naming of the softball facility at Georgia State University (“GSU”) the “Robert E. Heck Teamhouse,” to honor Robert E. Heck.

Understandings: Mr. Heck is the founding father of GSU’s softball program, launching it in 1983, when he became Head Coach, and serving in that capacity for 15 years.

A native of Charleston, South Carolina, Mr. Heck earned degrees from the University of Georgia, Emory University, and GSU. He served in the U.S. Navy and taught at Druid Hills High School, where he assisted with the football program and served as Head Coach of the track team. In 1957, he became Comptroller for the Currency Sixth National Bank Region in Atlanta. In 1957, he also began working for the Federal Reserve Bank, retiring as Vice President in 1991.

Mr. Heck's personal involvement and financial support played a critical role in elevating the stature of the softball program at GSU. Most recently, he gave \$250,000 to GSU to fully fund this softball facility at Panthersville, the first in Panther history. His gifts to GSU total \$566,357.

3. Naming of Charles "Lefty" Driesell Court, Georgia State University

Approved: The Board approved the naming of the floor of the Georgia State University ("GSU") Sports Arena the "Charles 'Lefty' Driesell Court," to honor Coach Charles "Lefty" Driesell.

Understandings: Coach Charles "Lefty" Driesell retired in January 2003 as GSU's men's basketball coach. He closed out an outstanding 41-year coaching career with 786 wins, placing him fourth among active coaches at the time of his retirement.

Coach Driesell took four different universities to the National College Athletic Association ("NCAA") tournament and earned GSU its only post-season victory in school history. At each of these four universities, he won at least 100 games during his tenure, a unique accomplishment in NCAA history.

He is truly a coaching legend, and he left an indelible, positive mark on the GSU campus.

4. Authorization of Project, "Frey Road Parking Lot," Kennesaw State University

Approved: The Board authorized project "Frey Road Parking Lot," Kennesaw State University ("KSU") with a total project budget of \$1,980,000 using existing parking funds.

The construction of this project is contingent upon completion of a Phase I Environmental Site Assessment indicating no existing adverse environmental conditions and a Georgia Environmental Policy Act evaluation indicating that the project will not create any adverse environmental effects.

Understandings: The project will provide a surface parking lot located on 6.2 acres east of Frey Road on the KSU campus. The parking lot will provide 600 to 650 additional surface parking spaces, which are needed to accommodate student enrollment growth. The construction cost is estimated at \$1,800,000. KSU will proceed with design of the parking lot.

5. Appointment of Architectural Firm, Project No. J-40, “Health, Wellness, and Lifelong Learning Center,” State University of West Georgia

Approved: The Board appointed the first-named architectural firm listed below for the identified major capital outlay project and authorized the execution of a contract with the identified firm at the stated or negotiated cost shown for this project. Should it not be possible to execute a contract with the top-ranked firm, 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 recommendation is made:

Project No. J-40, Health, Wellness, and Lifelong Learning Center, State University of West Georgia

Project Description: This 170,000-gross-square-foot facility will provide facilities for the Department of Physical Education and Recreation, the Department of Nursing, the Center for Caring, and the Department of Continuing Education. The project will provide classrooms, computer labs, a learning resource center, conference rooms, the main gymnasium, weight training, aerobics, racquetball courts, multi-purpose instructional fitness rooms, natatorium spaces, locker rooms, a concession area, faculty/staff offices, and ancillary support service space.

Total Project Cost	\$27,784,000
Construction Cost (Stated Cost Limitation)	\$21,451,000
A/E (Fixed) Fee	\$ 1,290,000

Number of A/E firms that applied for this commission: 44

Recommended A/E design firms in rank order:

- 1) Rosser International, Inc., Atlanta
- 2) Lyman, Davidson, Dooley, Inc., Marietta
- 3) KPS Group, Atlanta

6. Amendment to Intergovernmental Rental Agreement, Georgia Public Library Services

Approved: The Board authorized the execution of an amendment to the intergovernmental agreement entered into July 1, 2000, between the Department of Technical and Adult Education (“DTAE”) and Board of Regents to permit continued occupancy of 9,061 square feet of office space located at 1800 Century Place, Atlanta, by Georgia Public Library Services (“GPLS”) at a monthly rent of \$14,346.58 (\$172,158.96 per year/\$19 per square foot per year) for the period July 1, 2003, through June 30, 2004.

Understandings: DTAE entered into a rental agreement for this space in March 1997. The last option period expires June 30, 2003.

In July 2000, the responsibility for operation and management of the GPLS was transferred from DTAE to the Board of Regents. DTAE and the Board entered into an intergovernmental agreement for GPLS to continue to occupy this space. This amendment is necessary to permit GPLS to continue to occupy this space.

The rent has been reduced to the rent rate during fiscal year 2002. The rent includes all operating expenses.

In January 2003, GPLS retained a consultant to assist in determining a long-term strategy to meet space requirements.

7. Executive Session, Property Acquisition

At approximately 3:25 p.m. on Tuesday, March 11, 2003, Vice Chair NeSmith called for an Executive Session for the purpose of discussing the future acquisition of property. With motion properly made and variously seconded, the Committee members who were present voted unanimously to go into Executive Session. Those Regents were as follows: Vice Chair Martin W. NeSmith and Regents Connie Cater, Michael J. Coles, Donald M. Leebern, Jr., J. Timothy Shelnut, Joel O. Wooten, and James D. Yancey.

Also in attendance during the Executive Session were Chancellor Thomas C. Meredith; the Secretary to the Board, Gail S. Weber; the Vice Chancellor for Facilities, Linda M. Daniels; the Assistant Vice Chancellor for Legal Affairs (Contracts), Robyn A. Crittenden; the Assistant Vice Chancellor for Facilities (Real Property and Administration), Peter J. Hickey; the Director of Administration and Compliance Policy, Mark L. Demyanek; President Martha T. Nesbitt of Gainesville College ("GVC"); the Vice President for External Programs at GVC, Ronnie L. Booth; and the Executive Director of the UGA Real Estate Foundation, Inc., Jo Ann Chitty. 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 3:50 p.m., Vice Chair NeSmith reconvened the Committee meeting in its regular session and announced that no actions were taken in Executive Session. He then called for a motion that the Committee authorize the addition of Item 9 to the Committee's agenda. (See pages 19 to 20.) With motion properly made, variously seconded, and unanimously adopted, the Committee approved this motion.

8. Information Item: Preventive Maintenance Update

The Assistant Vice Chancellor for Facilities and Operations, V. Harold Gibson Jr., updated the Committee on the Systemwide preventive maintenance program. Mr. Cary Bohannon of Carter and Associates, who serves as the System's Preventive Maintenance Project Manager, assisted Mr. Gibson with the presentation.

Mr. Gibson introduced members of the University System of Georgia preventive maintenance implementation team. These members included plant operations directors and facilities administrators from System institutions as follows: Anton Kashiri, Southern Polytechnic State University; Richard Vereen, Gordon College; Jodie Sweat, Kennesaw State University; Lynn Agan, State University of West Georgia; John McCollum, Georgia State University; and Phil Norrell, North Georgia College & State University. Mr. Gibson explained that the responsibilities of this team involve establishing requirements for the program, reviewing campus equipment lists, researching computerized maintenance management system ("CMMS") vendors, promoting the program to System institutions and developing a request for proposals for implementation of a CMMS.

Mr. Gibson discussed several potential challenges associated with implementing the program, including a difficult funding environment, front-end costs of CMMS, acceptance by facilities staff at the campus level, and implementation time. He noted that there have already been some incidental benefits associated with this program, such as new ideas and creative thinking at the campus level, determination of the magnitude of deferred equipment replacement plans, and accountability at the campus level for appropriate use of operations and maintenance funds.

Finally, Mr. Gibson outlined options for proceeding with the program, including identification of pertinent maintenance data and establishing a reporting procedure, regional cooperative use of successful systems already in place, and institutional sponsored model programs. The Committee requested that he provide another update in several months.

9. Rental Agreement, Athens, Georgia, Gainesville College

Approved: The Board authorized the execution of a rental agreement between the University of Georgia Real Estate Foundation ("UGAREF"), Landlord, and the Board of Regents, Tenant, covering approximately 51,000 square feet of space on a 14-acre tract of land, Watkinsville, Georgia, for the period commencing July 1, 2003, and ending June 30, 2004, at a monthly rent of \$57,917 (\$695,000 per year/\$13.63 per square foot per year) with options to renew on a year-to-year basis for 24 consecutive one-year periods at the same rent for the use and benefit of Gainesville College ("GVC").

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

This item was added by unanimous consent as a walk-on item to the Committee's agenda.

Understandings: GVC has been utilizing facilities of Piedmont College in Athens. Record enrollment has necessitated the additional short-term rental of an adjacent building. The Piedmont College facilities are no longer available for GVC's Athens instructional site.

This rental agreement will provide approximately 51,000 square feet for use by GVC.

Operating expenses, including utilities, maintenance, and janitorial services, are estimated to be \$280,000 per year.

COMMITTEE ON EDUCATION, RESEARCH, AND EXTENSION

The Committee on Education, Research, and Extension met on Tuesday, March 11, 2003, at approximately 2:55 p.m. in room 6041, the Training Room. Committee members in attendance were Chair William H. Cleveland and Regents Hugh A. Carter, Jr., Hilton H. Howell, Jr., Elridge W. McMillan, and Wanda Yancey Rodwell. Board Chair Joe Frank Harris was also in attendance. Chair Cleveland reported to the Board that the Committee had reviewed five items, four of which required action. Additionally, 118 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 Bachelor of Science in Global Economics and Modern Languages, Georgia Institute of Technology**

Approved: The Board approved the request of President G. Wayne Clough that Georgia Institute of Technology ("GIT") be authorized to offer the Bachelor of Science in Global Economics and Modern Languages, effective March 12, 2003.

Abstract: The Bachelor of Science in Global Economics and Modern Languages is a joint program with separate language concentrations in French, German, Japanese, and Spanish. Students who complete one of the degree options will receive recognition for study in both Global Economics and Modern Languages with a concentration in one foreign language and culture. The degree will serve the requirements of industry and government agencies that need graduates who are capable of understanding the global, economically inter-dependent, multilingual, and multicultural environments in which populations exist and who have the capacity to function effectively in a second culture.

Need: Businesses operating in a more global and diversely interrelated world economy will be comprised of a labor force that must be able to effectively operate in different economic and cultural environments. According to the Atlanta Chamber of Commerce, over 1,600 international companies moved to Atlanta in the last ten years and the current overall foreign direct investment is close to

\$15 billion, of which English-speaking countries account for about \$4.3 billion.

Objectives: The objectives of the program are to prepare students to effectively understand economic aspects of increased globalization, to integrate the study of world languages and cultures with economic studies, and to achieve professional competency in a language within a technological environment.

Curriculum: The 120-semester-hour program will include courses such as economic and financial modeling, economic forecasting, advanced modern language courses, and engineering electives. The program recommends that students obtain study and work experiences abroad in order to facilitate additional proficiency in the language, culture, and economic structure of the country in which the specific language is spoken.

Projected Enrollment: The institution anticipates enrollments of 10, 14, and 20 during the first three years of the program.

Funding: The institution will use existing resources to implement the program. The program will build on and reconfigure existing courses that are currently offered by the institution.

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

2. 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.

3. Reorganization of Institutional Units, Abraham Baldwin Agricultural College

Approved: The Board approved the request of President Michael F. Vollmer that Abraham Baldwin Agricultural College ("ABAC") be authorized to reorganize institutional units, effective March 12, 2003.

Abstract: ABAC requested approval to group the administrative and technical functions of information technology under one office: the Office of Information Technology and Services. In addition, the institution requested approval to combine the various functions that are considered student services under one area: the Office of the Vice President of Student and Enrollment Services.

The merging of student services functions, which were previously distributed across several divisions on campus, coincides appropriately with the recent renovation of the J. Lamar Branch Student Center.

Information Technology

The previous organizational chart depicted technology on the administrative side under the director of college services, while academic technology needs fall under the vice president and dean of academic affairs. Due to the division of the unit, there was no central coordination and focus on the future direction for technology at the institution. ABAC proposed to reorganize its institutional technology efforts into one office, the Office of Information Technology and Services, with an executive director reporting directly to the president. The reorganization will enable the institution to place higher priority on technology both in teaching and in serving students. By redirecting resources, ABAC has maintained the same level of staff resources in this area.

Student Services

The functions listed under student services were previously distributed across several divisions on campus. The Office of Admissions was located under the Office of the Director of College Services while the Office of the Registrar was located under the vice president and dean for academic affairs. In addition, such services as student life, housing, and financial aid were offered under the Office of the Vice President and Dean of Student Affairs. Based on the recommendation of an institutional review committee, it was proposed that all student services activities and functions be collapsed into one area: the Office of the Vice President of Student and Enrollment Services. The J. Lamar Branch Student Center has been renovated to provide one location to meet student service needs. The Office of the Vice President of Student and Enrollment Services will also manage all student inquiries from admissions through fee payments.

The reorganization of personnel will be accomplished with no adverse consequences to staff or students and minimal, if any, fiscal costs to the institution. Through efficiencies marked by the merger of services in both areas, ABAC posits that it will reduce its total funding in these areas.

4. Reorganization of Institutional Units, Southern Polytechnic State University

Approved: The Board approved the request of President Lisa A. Rossbacher that Southern Polytechnic State University (“SPSU”) be authorized to reorganize institutional units, effective March 12, 2003.

Abstract: SPSU requested several changes in the administrative structure of academic affairs. The library and other parts of academic affairs outside institutional divisions or schools will be unchanged and are not discussed in the revisions addressed below.

Renaming of Main Administrative Units

SPSU proposed that the names of the main administrative units within the four academic schools be changed from programs to departments. The term department is more commonly used and thus better understood among colleagues from other institutions. The main benefit of the change will be to clarify terminology and improve communication both inside and outside of the institution.

Program Head Positions Changed to Department Chair

SPSU proposed that “program head” positions within the academic schools be changed to “department chair” positions. The program heads were teaching faculty with reassigned time and without supervisory authority over faculty. The renamed department chairs will also be teaching faculty with reassigned time; however, unlike program heads, they will supervise faculty, conduct performance evaluations, and manage budgets. Further, like other academic administrators, department chairs will have 12-month contracts and work regular business hours, thus providing students with more hours of service than program heads under the current system. All academic deans and the vast majority of faculty supported this change to strengthen management and service at the department level. All budgetary and personnel actions by department chairs will be considered recommendations to their respective deans. The new department chairs will be recommended by the deans and vice president for academic affairs and will be appointed by the president. An internal search will be conducted during spring 2003, with the change to be implemented by July 1, 2003. SPSU’s Office of Academic Affairs will absorb the cost.

Combining the Departments of Computer Science

SPSU proposed combining the graduate and undergraduate departments of computer science into one department to use university resources more productively. In a similar vein but through administrative approval only, the institution requested that the Department of Physics, Chemistry, and Biological Sciences be renamed to the Department of Biology, Chemistry, and Physics to simplify the title and give prominence to existing degree programs.

The changes were requested in order to clarify terminology, improve communication, strengthen management of frontline academic units, and provide students with enhanced service.

5. 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

<i>Agency and Description</i>	<i>Duration</i>	<i>Amount</i>
Georgia Commodity Commission for Corn Study the reproduction of the southern root-knot nematode on winter cover crops used in cotton production	01/01/02- 12/31/02	\$4,174
Georgia Commodity Commission for Corn Study interaction of water stress and root-knot nematode stress in cotton	01/01/02- 12/31/02	\$12,750
Georgia Commodity Commission for Soybeans Study advanced market risk management for Georgia soybean growers	07/01/02- 06/30/03	\$3,700
Georgia Department of Community Affairs Provide support to Georgia Personal Assistance Corp, which assists individuals with disabilities	10/01/02- 09/30/03	\$161,000
Georgia Department of Human Resources Provide training and technical assistance for childcare project in Northeast Georgia	10/01/02- 09/30/03	\$90,762
Georgia Department of Human Resources Conduct research on problems relating to behavior of E. coli and other food-borne pathogenic bacteria in food and water systems in order to enhance food safety knowledge	11/01/02- 10/31/03	\$120,000
Georgia Department of Juvenile Justice Develop partnership between Department of Juvenile Justice and University of Georgia School of Social Work	08/01/02- 05/31/03	\$47,260
Georgia Department of Natural Resources Develop Geographical Information System water quality database for Georgia's coastal zone counties	10/01/01- 03/31/04	\$93,918
Georgia Department of Natural Resources Develop drinking water safety program for low-income families in Liberty County with preliminary chemical and microbiological survey of shallow wells previously installed	10/01/02- 03/31/04	\$57,526
Georgia Department of Natural Resources Assess Altamaha River's biological water quality and primary productivity. Stage II focuses on the river and sound systems, transport, and exchange.	10/01/02- 03/31/04	\$50,251
Georgia Department of Natural Resources Develop an Adopt-A-Wetland program to increase public awareness and participation in wetland conservation in Coastal Georgia	10/01/02- 03/31/04	\$55,517
Georgia Department of Natural Resources Conduct Sapelo Island national estuarine research reserve coastal	11/01/01- 10/31/03	\$80,000

training program		
Georgia Department of Public Safety Conduct Georgia State Patrol 2003 promotional testing project	12/01/02- 08/15/03	\$129,305
Georgia Department of Technical and Adult Education Provide technical assistance for Georgia School-to-Work local partnerships, 2002-2003	08/01/02- 06/30/03	\$89,100
Georgia Childcare Council Expand teacher basic health and safety in the early childhood classroom curriculum and training	10/01/02- 09/30/03	\$69,926
Georgia Technology Authority Obtain and archive historical data for Georgia Geographical Information System Clearinghouse	07/01/02- 06/30/03	\$150,000
Governor's Office of Highway Safety Conduct Georgia Traffic Injury Prevention Institute	10/01/02- 09/30/03	\$120,000
Georgia Department of Community Health Provide research and data analysis to assist with addressing Georgia's critical healthcare workforce shortages	08/01/02- 06/30/03	\$270,000
Georgia Department of Education Revise Georgia's coordinated vocational academic education and Project Success coordinator's handbook	11/01/02- 06/30/03	\$18,095
Georgia Department of Education Develop paraprofessional handbook for intervention programs	11/01/02- 06/30/03	\$18,484
Georgia Department of Education Provide conference space and logistical support for the 2003 Manager's Conference on Teens	12/02/02- 06/01/03	\$38,475
Georgia Department of Human Resources Enhance surveillance for the West Nile virus, encephalitis, and other arboviral pathogens	01/01/03- 12/31/03	\$13,400
Georgia Department of Human Resources Provide ongoing assistance and coordination of practice and didactic experiences in the dietetic internship program of the Office of Nutrition	12/01/02- 01/31/03	\$5,325
Georgia Department of Human Resources Provide payment of salary and benefits for employment of an education and program specialist responsible for coordinating the DeKalb initiative for children and families	09/01/02- 06/30/03	\$36,250
Georgia Department of Human Resources Provide training and orientation sessions for mental health, development disabilities, and addictive diseases	09/01/02- 06/30/03	\$100,000
Georgia Department of Natural Resources	07/01/02-	\$42,000

Provide support services for the administration of the national historic preservation program	06/30/03	
Georgia Department of Natural Resources Develop programs and activities to promote voluntary pollution prevention by government, industry, and other organizations in Georgia in the green industry (i.e., greenhouse, nursery, and turf crops)	01/01/01-12/31/03	\$109,562
Georgia Department of Natural Resources Develop programs and activities to promote voluntary pollution prevention by government, industry, and other organizations in Georgia by agriculture	01/01/01-12/31/03	\$311,279
Georgia Department of Natural Resources Provide water quality analysis for the Duplin River	02/05/02-02/04/04	\$35,000

GEORGIA SOUTHERN UNIVERSITY

<i>Agency and Description</i>	<i>Duration</i>	<i>Amount</i>
Professional Standards Commission Secure full-time services of Georgia Southern University employee as Program Coordinator in Division of Educator Preparation in Professional Standards Commission	12/01/02 – 06/30/03	\$69,278

TOTAL AMOUNT – MARCH	\$ 2,402,337
TOTAL AMOUNT FY 2003 TO DATE	\$22,627,950
TOTAL AMOUNT FY 2002 TO MARCH	\$20,149,600
TOTAL AMOUNT FY 2002	\$25,222,651

COMMITTEE ON ORGANIZATION AND LAW

The Committee on Organization and Law met on Tuesday, March 11, 2003, at approximately 3:05 p.m. in room 7019, the Chancellor's Conference Room. Committee members in attendance were Chair Hilton H. Howell, Jr., Vice Chair Elridge W. McMillan, and Regents Hugh A. Carter, William H. Cleveland, and Wanda Yancey Rodwell. Board Chair Joe Frank Harris was also in attendance. Vice Chair McMillan reported to the Board on Wednesday that the Committee had six applications for review; three were continued, and three were denied. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. Applications for Review

- a. In the matter of Bennie Solomon, at Fort Valley State University, concerning termination, the application for review was continued.

- b. In the matter of Phyllis Stripling, at Fort Valley State University, concerning termination, the application for review was continued.
- c. In the matter of Bret Fowler, at the University of Georgia, concerning demotion and suspension, the application for review was denied.
- d. In the matter of Margery J. Hall, at Georgia Southwestern State University, concerning termination, the application for review was continued.
- e. In the matter of Gene Anderson, at Georgia Southern University, concerning termination, the application for review was denied.
- f. In the matter of file 1619, at Georgia Institute of Technology, concerning sanctions imposed by the Office of Student Integrity, the application for review was denied.

SPECIAL PRESENTATION: GALILEO UPDATE

Chair Harris thanked the Regents for their flexibility the preceding day with regard to Committee meetings. He remarked that the Regents' visit to the Capitol in support of the Chancellor was well received and that Chancellor Meredith had done an outstanding job in his report to the legislators. Chair Harris then called upon the Assistant Vice Chancellor for Library and Customer Information Services, Jayne Williams, to give the Board an update on Georgia Library Learning Online ("GALILEO"). He noted that this would be Ms. Williams' last presentation to the Regents because she would be retiring at the end of the month.

Ms. Williams thanked the Regents for the opportunity to share with them how far the vision for one-statewide Library has come since 1994. An initiative of the Board of Regents of the University System of Georgia, GALILEO has provided online access to library materials for the State of Georgia since 1995. GALILEO is Georgia's virtual library with electronic books, periodicals, journals, magazines, newspapers, reference materials (e.g., encyclopedias), special collections, and access to Georgia's library catalogs. Through collaboration and resource sharing, GALILEO provides universal access to library materials and information for all Georgia citizens. GALILEO does not replace the library, but it complements the services offered by Georgia's libraries to Georgia's students and citizens. Every public educational and library community in the state participates in GALILEO, representing a unique collaboration in state government. Many privately funded academic libraries have joined the partnership as well. As a result of their teamwork, information access is greatly enhanced for all Georgia citizens. Whether in small towns or big cities, regardless of size or budget, libraries and library users in every corner of the state share in the greatest benefit of GALILEO: equal access to information. GALILEO provides universal access to library materials and information in all subjects for students, faculty, and citizens all across Georgia. GALILEO provides a way for the

State of Georgia to maximize access while minimizing costs. The state benefits from collectively buying resources. Business processes are not duplicated because there is a single invoice or license. There is a single technical support staff. Libraries are able to provide access to a certain level of information even at times when libraries may be closed. In addition, this collaborative effort has provided many opportunities for librarians to share best practices and other information.

Ms. Williams explained that her update on GALILEO would cover its three phases to date. She noted that the Office of Information and Instructional Technology (“OIIT”) staff often call it “Mother GALILEO” because it continues to expand and take directions that help the System move closer and closer to the vision of one statewide library. The first phase was the initial project providing electronic or online information resources. The second phase was the library automation project called Georgia Interconnected Libraries (“GIL”), and the third phase, in which the System has considerable opportunity to grow, is the Digital Library of Georgia. GALILEO debuted on September 21, 1995, just 150 days after the Governor and legislature approved funding. Initial access was just for the University System’s faculty and students. However, GALILEO was instantly popular, and within six months, private institutions were asking to join the GALILEO family. Today, all citizens of Georgia have access to GALILEO at school libraries, at public libraries, and even from home.

GALILEO currently serves over 2,500 locations across the state, said Ms. Williams. All communities have 28 standard databases that GALILEO staff call the “core.” These databases are the modern versions of tools like the *Reader’s Guide to Periodical Literature*. GALILEO databases provide searching functionality to find what articles are published within which journals. Plus, they open up a world of information with full-text or electronic books, periodicals, and reference sources. The advantage of these proprietary resources is the reliability and quality of the information. In addition to the core, GALILEO also provides customized sets of databases. The University System of Georgia acts as a broker for some databases across its communities. Individual libraries work with vendors on databases for their specialized needs, but they get favorable pricing because they are GALILEO libraries. Colleges and universities in the System currently have over 150 databases with over 9,000 periodicals with full-text readily available from the computers in the library, computer labs, residence halls, or home. Technology has greatly changed library services, and students today take these services for granted and expect more. Nevertheless, Ms. Williams cautioned that contrary to popular myth, everything is not available, nor free, nor organized on the Internet. While some suggested that with the inception of GALILEO, fewer patrons would visit the library facilities, this has proven to be a false assumption. In fact, after the advent of GALILEO, foot traffic into libraries increased. Now that resources are so easy to find, going to the library is not the bane of students.

As an example of GALILEO’s success, Ms. Williams discussed the impact of GALILEO’s contribution to the library at Bainbridge College (“BC”). BC currently pays \$13,125 for its 201 print journals, which is an average cost of \$65 per journal. At that price, 9,000 journals would have cost over \$585,000. However, through GALILEO, BC has access to these journals at no cost. This means

that faculty and students do not have to be at the University of Georgia (“UGA”) to have easy access to a wider range of journals. This also means that libraries can use their budgets to purchase more specialized and expensive resources to help improve the quality and breadth of support for their particular academic programs and research. Ms. Williams asserted that using the average cost of the BC journals, the System as a whole would have paid \$20 million for journals. The GALILEO database budget is approximately \$2 million. Therefore, GALILEO saves the University System of Georgia \$18 million in journal subscriptions alone. Ms. Williams noted that if GALILEO is fully funded at the same level as last year, libraries of all types will not be hurting nearly as badly with this year’s financial crisis as if they did not have GALILEO resources. She said that when budgets are reduced, libraries are often the first to get cut. GALILEO usage continues to increase. In 1995, the total activity on GALILEO was less than a million hits, but in 2002, the activity neared 30 million. Ms. Williams said that GALILEO is good for the institutions, the system, and the state because it provides universal access to information, is available to all Georgia citizens, and maximizes access to resources while minimizing costs.

Ms. Williams noted GALILEO was developed at an opportune moment when the Web, electronic content, and other technologies were coming together. William Gray Potter, University Librarian at UGA, and Ralph Russell, retired Director of Georgia State University’s Pullen Library, played a big part in the initial development of GALILEO, and as others have come to Georgia, they too have been responsive. In other states, this has not been the case. Many people are truly surprised about the collaborative working style of librarians in Georgia. It has been built over long years of working together and trusting that everyone has the same objective: helping the user. GALILEO, as a statewide project, was a concept originated by the University System of Georgia academic librarians, but it lay dormant until funding became available. Support and available funding from highest levels at the University System Office, the Board of Regents, the Governor, and the legislature have contributed to this success.

Ms. Williams stated that the GALILEO staff are constantly striving to improve GALILEO. Responding to feedback from surveys and usability testing, a new Internet homepage was introduced in summer 2002 to make it easier for users to access GALILEO’s wealth of information. A children’s page was added in summer 2002 as well. An MP3 look was designed with the help of fourth-through seventh-graders. It has been a big hit with media specialists serving those students.

GALILEO is a very complex system that requires extensive expertise and technical support, said Ms. Williams. Another major element in GALILEO’s success is the support that the GALILEO staff provide directly to the user community. In order to help busy librarians maximize use of GALILEO resources, GALILEO staff provide exhibits, demonstrations, and presentations at library and media conferences. They also provide a quarterly newsletter with tips for searching, a spotlight on a particular database, and information related to the GALILEO environment. Ms. Williams remarked that she appreciates the hard work of all the GALILEO staff and is very proud of their dedication to and love for GALILEO.

Ms. Williams next discussed the second phase of GALILEO, the interconnected libraries known as GIL. GIL provides a common or single library management system for all 34 institutions. The implementation process for GIL began in 1998, and over a three-year period, libraries transitioned from their old systems to a Web-based, client-server system. All of the catalogs use a common navigation system and have a common look. Universal borrowing and a universal catalog are also a part of GIL. Essentially, this allows students, faculty, and staff to treat all library holdings within the University System of Georgia as one library. GIL provides an opportunity to leverage the investment the System has already made in its print collections. GIL has four service sites that support all University System libraries. The Georgia Institute of Technology and the Medical College of Georgia are two service sites that serve themselves. Georgia State University supports 20 System libraries, plus the universal catalog. The University of Georgia supports 13 System libraries, as well as the Department of Archives and History, which is the only non-System GIL library. Ms. Williams noted that if Coastal Georgia Community College (“CGCC”) had purchased a system like GALILEO on its own, it would have had to spend \$135,000 as startup with an annual maintenance and support cost of \$46,248. However, because CGCC was a part of a centralized purchase and consolidated server management, its maintenance and support costs for fiscal year 2003 are only \$10,956. All of the System’s libraries benefit with this approach.

Then, Ms. Williams discussed the third phase of GALILEO, the Digital Library of Georgia. She explained that this phase is in its infancy, because unlike the first two phases, the University System of Georgia did not receive a large sum for this project. The Digital Library of Georgia will provide a platform for access for manuscripts, books, diaries, newspapers, pamphlets, video, and other unique resources on the history and culture of Georgia that are currently housed in the rare book rooms and archives of Georgia libraries. This resource will support researchers and scholars of all ages in the state and around the world. The audience will be K-12 students and faculty, genealogists, and students of history. Ms. Williams noted that there is considerable effort that goes into making a document or image available in an electronic form and to make it searchable using appropriate standards. Making these primary documents available allows users to see the actual words and images without having to visit special collections or having to handle precious and fragile documents. The System has many collections to continue to work on and to add, but progress depends on available funding. She noted that one upcoming project is the Vanishing Georgia Photograph Collection. These are photographs taken and collected during the 1940s and 1950s so today’s children can see how Georgia has changed. This effort represents a collaboration among the Georgia Department of Archives and History, the Georgia Public Library Service, and GALILEO. The New Georgia Encyclopedia is another collaborative project on which the Regents will be briefed at the April 2003 Board meeting. The Cornelius Platter Civil War Diary, housed in the Hargrett Rare Book and Manuscript Library at UGA, is an example of the potential benefits of digitizing these documents. Platter was a lieutenant in Sherman’s army and wrote about his experiences as he traveled through Georgia. Not only can the user see the image and get a “virtual” feel for the item, but also the item has been transcribed so it can be read and searched, and it has links to other

activities going on in the war at the same time so that the user can put the writer's thoughts in context. Clearly, this approach is beneficial for students and scholars. There are a number of photograph collections. These represent special challenges because there are no words to search, so staff must describe the photographs. The Georgia aerial photographs collection will contain images of every county in Georgia. The images present a record of the history of land use in Georgia during the past 70 years or more. Users will be able to zoom in on the photographs to see detailed aerial images.

Ms. Williams stated that GALILEO has received many honors and accolades and continues to serve as a model for other library consortia. It could not have happened without the collaboration, cooperation, and creativity of Georgia's librarians and GALILEO staff. She asked the librarians and staff in attendance to stand and be recognized, and she thanked them for their outstanding work. GALILEO's new homepage features comprehensive tutorials designed by librarians and the Office of Academic Affairs' Department of Advanced Learning. GIL and the Digital Library of Georgia are both accessible from the GALILEO home page. Ms. Williams explained that the Regents can access GALILEO from their homes and offices and said that GALILEO staff would be happy to make arrangements to teach them to use GALILEO more effectively. She told the Regents that the Secretary to the Board, Gail S. Weber, could arrange for any training or assistance they may need in accessing GALILEO.

In closing, Ms. Williams said that the Regents should be very proud of what their support has accomplished because GALILEO is creating a more educated Georgia.

Chair Harris thanked Ms. Williams for her presentation and for the leadership she has provided for GALILEO. He wished her the very best in her retirement and expressed his gratitude for her contributions both to the University System of Georgia and to the State of Georgia. He also thanked the librarians and GALILEO staff in attendance at this meeting for their hard work.

Regent McMillan noted that JSTOR (www.jstor.org) was developed a few years ago to electronically store journals to cut down on costs for library space and purchasing and that colleges and universities subscribe to this service. However, publishing companies balked at providing journals electronically because it is a revenue stream for them. He asked whether this is also an issue for GALILEO.

Ms. Williams responded that JSTOR is primarily an archive and that the University System as a whole does not subscribe to JSTOR because it is very expensive, but some System institutions do have subscriptions. GALILEO works with other vendors that serve as clearinghouses to broker all of the journals GALILEO uses. So, it is apparently still a revenue stream for the vendors GALILEO uses.

Chair Harris next called upon the Chancellor to deliver his report to the Board.

CHANCELLOR'S REPORT TO THE BOARD

After the Committee meeting reports, Chancellor Meredith gave his report to the Board, which was as follows:

Thank you, Mr. Chairman. I'm going to ask Dan Papp [Senior Vice Chancellor for Academic Affairs] and Randall Thursby [Vice Chancellor for Information and Instructional Technology and Chief Information Officer] to join me up here. We have a proclamation honoring Jayne Williams [Assistant Vice Chancellor for Library and Customer Information Services] as she retires from the University System. Jayne, we need you up here, too! (Chancellor Meredith read the proclamation.) GALILEO [Georgia Library Learning Online] is reflective of our philosophy. We decentralize as much as possible, putting decisions as close to the action as possible. We centralize when it enhances efficiency and effectiveness.

Moving on, I have some very sad news to share with you about a former member of this Board. Several of you served on the Board with Regent S. William Clark, Jr., who was appointed by Governor Zell Miller. Regent Clark passed away on March 5 after a battle with cancer. Regent Clark served on the Board from 1992 to 1999 and was its Chair from 1997 to 1998. During his Chairmanship, he focused on the status and quality of our teacher education programs, an effort for which we gained national attention. His funeral was held this past Saturday in Waycross, with Regent Hunt representing the Board of Regents. We sent your deepest condolences and prayers to Regent Clark's widow, Sue. If you have questions about how you might further pay your respects to Regent Clark's memory, please see the Secretary to the Board, Gail S. Weber, for details.

As you all heard yesterday from Chair Harris, our dear friend, Regent Hunt, suffered a very serious health setback on Sunday morning while on Amelia Island in Florida. Please keep him and his family in your thoughts and prayers. Also, Nora Bell, the president of Hollins College and the wife of Macon State College President David Bell, has had a setback with her health and needs your prayers. She is improving. Regent McGill and her husband, Charles, are finally on the mend.

As you know, we were privileged to have had a visit yesterday afternoon from Representative Ann Purcell, Chair of the House Appropriations Subcommittee. We greatly appreciate her interest in the funding needs of the University System and value the effort she has made to understand our situation. After 26 days in session, the legislature recessed last Thursday, until March 24, to allow the House and Senate committees and subcommittees to discuss and debate budget issues. The earliest possible date that the 2003 legislature will adjourn now is April 18, and of course, the session could go several days beyond that. Chair Harris, will this be a record?

This will impact our internal University System of Georgia budget approval process. As you know, the Senate passed the fiscal year 2003 amended budget last week. Senator Jack Hill was good enough to give us an opportunity to testify during a called hearing of the Senate Appropriations Committee. Before the amended budget passed the Senate, the Appropriations Committee's Budget Subcommittee gave us a real jolt by releasing a draft amended budget that proposed an additional 1% reduction in our fiscal year 2003 budget. This news sent shock waves throughout the University System, as you can imagine. Tom Daniel, John Millsaps, Bill Bowes, and Usha Ramachandran led a tremendous team effort in preparing the strongly worded rebuttal that we delivered to the Senate Appropriations Committee. The presidents also contributed significantly to this effort. Not only did they answer my hurried request for examples of the specific impact that the additional 1% reduction would have on their campuses, but nearly half of them attended the budget hearing and others sent representatives in a magnificent show of support for the University System. We put before the senators the possibility of having to lay off more than 5,000 employees, reducing class sizes, halting important research on such timely matters as bio-terrorism and the West Nile virus, cutting many outreach programs, and shutting off the lights. We simply decried the dismantling of a nationally recognized system of higher education. Thankfully, the committee responded by passing a budget with a reduction of only 0.25%. That's \$3.2 million, as opposed to the \$17 million reduction that had been proposed, and that's the budget that ultimately passed the Senate. We are grateful that committee members listened to our concerns and responded favorably. It's amazing how one's perspective changes — we were rejoicing over a \$3.2 million additional cut.

We now await the House/Senate Conference Committee's version of the 2003 amended budget. Thank you for joining us yesterday as we testified before this committee. Your appearance made a difference. The fiscal year 2004 budget remains in the House, where various House and Senate committees and subcommittees will be working on it during the recess. And that budget will be our next legislative challenge, so let us not become complacent. The battle is less than halfway over. Margaret Taylor [Deputy to the Senior Vice Chancellors] tracks the state's monthly revenue picture for us, and the February income was down 5.2% from a year ago. Income has been down for 16 of the last 20 months.

You may wonder who is teaching in the University System, now that we've increased the number of classes offered to accommodate our enrollment growth. Only about 16% of those added classes are being taught by full-time faculty. We've learned that 11 of our 34 (32%) presidents are now teaching classes this year, as have 17 of the 34 vice presidents for academic affairs (50%) and 76 of the 102 deans (75%). Over 95% of the more than 500 department heads in the University System teach, and many of them are teaching three or even four courses per semester. Folks, I hope you realize that when you look around at other systems of higher education, this is very unusual.

We have had a difficult publicity week at the University of Georgia (“UGA”). Let me publicly state my support for the decision by President Michael F. Adams and Athletic Director Vince Dooley. Both men acted in the long-term best interest of this great university. We owe them a debt of gratitude.

You may recall my telling you last month that Ms. Joy DeVries has been appointed to serve as Interim Executive Director of the Office of Economic Development. Joy had served as an Intellectual Capital Partnership Program (“ICAPP[®]”) project manager since last year. She also managed GeorgiaHIRE in recent months during its transition of personnel. Her experience in economic development also includes time spent as a senior project manager with the Georgia Department of Industry, Trade and Tourism and the Metro Atlanta Chamber of Commerce. Joy was not able to be present when I announced her appointment last month, but she’s here today, so I wanted to give you the opportunity to meet her. Joy, please stand and be recognized.

I have some wonderful news to share with you about the Georgia Cancer Center of Excellence at Grady Memorial Hospital, which, as you know, we helped plan, design, and build at the Governor’s request. Work on the center wrapped up in January, three months ahead of schedule and under budget. This project has just won its second national award in a matter of months! Associated General Contractors of America has honored the Georgia Cancer Center with its 2003 Build America Award. You’ll recall that this past fall, the project also won an Excellence in Construction Award from the Associated Builders and Contractors. This is a wonderful testament to the talents of our facilities staff, directed by the Vice Chancellor for Facilities, Linda M. Daniels. The Office of Facilities worked closely with Team Delta, a joint venture of construction, architectural, and electrical engineering firms, to get the center built, and we are proud of the fine work they’ve accomplished. We’re going to invite Board members who’ve not seen the facility to tour it soon. We had hoped to do it this afternoon, but we’ve had to reschedule because of conflicting events.

One of the University System’s own facilities also is winning awards. The innovative new building that houses Southern Polytechnic State University’s School of Architecture recently was named the Design Deal of the Year in the *Atlanta Business Chronicle*’s 2002 Best in Atlanta Real Estate awards program. The building, which leaves many mechanical systems and structural connections exposed in order to help students learn, also has won a Design Excellence Award from the Georgia chapter of the American Institute of Architects. Not only is this facility winning awards, it is also credited with boosting applications to the School of Architecture by 145%. Pretty impressive!

I have some other news items from our campuses to share with you as well:

- Dianne Castor, Director of Advising and Orientation at Coastal Georgia Community

College, has been named to chair the National Academic Advising Association's Two-Year Colleges Commission.

- Kennesaw State University's ("KSU") InTech program, which trains elementary school teachers in the use of instructional technology, has won the 2003 Best Practice Award for innovative use of technology from the American Association of Colleges for Teacher Education. More than 20,000 Georgia teachers and student teachers have completed KSU's InTech program since 1996, and several other states are considering adopting it.
- In other news, the University of Georgia has received a \$3.28 million trust fund established 27 years ago by a man who graduated from UGA nearly 100 years ago. The late George Winship Nunnally of Atlanta, who graduated in 1904, created the trust fund in 1975 to provide for his wife, Iona, after his death. He set it up so that the fund would transfer to UGA when Mrs. Nunnally died. By the time she passed away last year, the original \$1 million deposited had more than tripled in value. Mr. Nunnally, who was president of the Nunnally Candy Company, had made previous gifts to UGA, and this trust fund brings his total donations to more than \$4 million, making him one of the university's most generous individual donors.
- Governor Sonny Perdue chose Georgia State University as his venue when he arranged for state department heads, mid-level managers, and Georgia legislators to attend a motivational workshop in February conducted by Stephen R. Covey. Perdue has made Covey's book *Principle-Centered Leadership* mandatory reading for all state department heads. He wants its key principles of honesty, trust, and respect to be hallmarks of his tenure as Governor.
- Meanwhile, in Dahlonega, North Georgia College & State University held a very successful conference on Women and Leadership last week. The event commemorated the 130th anniversary of the founding of Georgia's first coeducational college and the first public university in the state to enroll women as students: North Georgia College & State University.
- On a lighter note, let me conclude by adding one more national ranking to the considerable roster of bragging points we have amassed. *Rolling Stone* magazine recently rated Athens as the country's best college town for live music.
- I was curious to know how the University System did as a whole during the basketball season this year, so I collected some information on them. You might be interested to know that our 47 men's and women's teams had a collective record of 784-548, winning 59% of their games. The 23 women's teams finished the season at 407-254; they won 62% of their games and two conference championships. The 24 men's teams recorded

377-294, winning 56% of their games and one conference championship.

- I want to commend Shaw Industries (“Shaw”) for the partnership they’ve formed with Dalton State College. Shaw has donated a new carpet for my office, as they thought it looked a bit sparse. We’ve put up a plaque in the office denoting this, and I invite you to stop by for a look.

Let me close by saying I remain impressed by our outstanding presidents and their faculty and staff. I am also deeply impressed by the excellent staff of the University System Office. I have worked in many system offices over the years, but I have never encountered a more talented, hard-working staff than the people here in Georgia. And dedicated! I thought I worked long hours. I’m used to being the one to turn off the lights and lock up at night. But I can’t turn off the lights here, because I’d be turning them off on other people who are still working. This staff is dedicated!

Mr. Chairman, that concludes my report.

* * * * *

Chair Harris thanked the Chancellor for his report and echoed his compliments to the staff.

STRATEGIC PLANNING COMMITTEE, “COMMITTEE OF THE WHOLE”

Chair Harris 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 stated that with the state’s low college participation and graduation rates, the Board has for some time been focused on the System’s retention rates and setting reasonable but lofty targets for its institutions. Likewise, the System would like to make a quantum leap with its minority advising, recruiting, retention, and graduation rates. He called upon the Senior Vice Chancellor for Academic and Fiscal Affairs, Daniel S. Papp, to speak to these issues, detailing programs that have been and are being implemented to enhance System retention rates.

Dr. Papp thanked Chair Leebern. He explained that he would be discussing two of the Board’s strategic goals with the help of the Associate Vice Chancellor for Academic Affairs and Co-Facilitator of the Georgia P-16 Initiative, Jan Kettlewell, and the Vice Chancellor for Academic, Faculty, and Student Affairs, Frank N. Butler. Those goals were the fourth goal, “increasing academic productivity through improved recruitment, increased retention, accelerated graduation, expanded credit generation, augmented continuing education opportunities, and current technology,” and the ninth goal,

“making University System of Georgia education seamless with K-12, DTAE, and independent colleges.” With regard to the fourth goal, the Board had adopted two specific recommendations: 1) to expand freshman experience and related programs that would improve retention rates and 2) to develop a best practices information database from among the 34 institutions about existing programs that seem to be working. The retention rate is the percentage of students who attended in fall of one year and then returned for the fall of the next year. There are a number of specific issues that relate to this particular cadre of students. He noted that about 50% of all students who enter as freshmen but do not graduate leave during their first year, which is why this first-year retention rate is so important. The key issues with regard to retention rates are as follows: When do students leave? Why do they leave? What influences their decisions? How high is good?

Dr. Papp explained that there are many reasons students do not return. Some students transfer to other institutions. For this reason, the System keeps two sets of statistics. One set presents institution-specific retention rates, and one presents Systemwide retention rates. There are also a number of students who stop out for a while and return later. Others opt out because they have completed their personal objective, such as taking a specific course or set of courses. Not all students have graduation as their objective. Others just quit, or drop out. Finally, there are students who flunk out. Academic motivation, personal goals, student fit with institution, and institutional initiatives and programs are all factors that enter into students’ decisions to return to an institution.

Dr. Papp next discussed the retention rates in the System. He noted that both the institutional and Systemwide rates have increased over the past two decades. The most current data (1999) show that institutions have a 74% retention rate, while the System as a whole has an 80% retention rate. Using fiscal year 1999 benchmarks from the Board’s fiscal year 2001 benchmarking study, Dr. Papp reported that the retention rates at the University of Georgia and Georgia Institute of Technology rank with the Ivy League and the Seven Sisters schools when it comes to first-time full-time retention rates, which is incredibly good. UGA and Georgia State University have surpassed the retention rates of their peers, as have the state colleges, Dalton State College and Macon State College. Dr. Papp noted that the state and regional universities and two-year colleges have also made significant strides in improving their retention rates.

Regent Howell asked whether these data were from fiscal year 1999.

Dr. Papp responded that the benchmarks were the fiscal year 1999 retention rates for the peer groups, but the comparisons were of current System retention rates.

Regent Howell asked whether the downturn in the economy is helping retention rates.

Dr. Papp replied that it is.

Regent Coles asked whether more current data on the peer groups are available.

Dr. Papp responded that the staff are working to gather this data. The Board of Regents spent over \$1 million on the fiscal year 2001 benchmarking study, but it does not currently have the funding to replicate that effort. So, the Office of Strategic Research and Analysis staff are developing more current data. The point of the benchmarking study was to develop target retention rates looking five years into the future. So, the institutions have set target retention rates taking into account their current and expected students. Dr. Papp showed the Regents data that included both current retention rates and target rates. He noted that the majority of institutions had improved retention rates since 1999. Meanwhile, Dalton State College and Macon State College have improved their Systemwide retention rates even more than their institutional retention rates. He explained that retention rates are improving because the System is enrolling better prepared students as a result of the higher admissions standards that were fully implemented in fall 2001. Today, students are entering System institutions with higher SAT scores, higher college-preparatory curriculum completion rates, increased requirements in areas such as mathematics, and targeted recruiting. There is research that shows that better prepared students have a better chance of college success. Students are also receiving more attention on the campuses. Presidents and vice presidents are constantly seeking to attract and retain students. Institutions are implementing more and better freshmen experience programs to help students make the transition from high school to college. Likewise, learning communities are helping students build networks with other students. Better advising, active intervention programs, and midterm grading are also helping students stay in college.

Chair Leebern asked whether active intervention programs are expensive.

Dr. Papp responded that most active intervention programs do not require additional expense. Rather, instructors are checking up on students who do not show up to class or following up with students who are struggling. Retention is primarily a function of both motivation and preparation. However, the more intervention, the better. Returning to his presentation, Dr. Papp noted that some institutions that were narrowly targeted have expanded their curricula somewhat to encourage students to remain at the institution rather than transferring. Also, the Minority Advising Program (“MAP”) and the Minority Recruitment Office (“MRO”) have been a very critical part of the overall retention effort. MAP and MRO were established as a part of the 1978 desegregation plan and have been in operation since 1983. They provide individualized counseling, targeted recruitment, and supplemental support programs. Dr. Papp introduced the following MAP and MRO representatives from the MAP/MRO Executive Committee who were in attendance at this meeting: Wasdon Graydon (Chair), Abraham Baldwin Agricultural College; Mary Jo Fayoyin (Former Chair), Savannah State University; Donna Brooks, Armstrong Atlantic State University; Doris Derby, Georgia State University; Karen Webb, University of Georgia; and Kathy Carlisle, Columbus State University. In the University System Office, the Academic Coordinator for Program Review, Marci M. Middleton, is the primary coordinator of MAP and MRO. Dr. Papp noted that in addition to better preparation and more attention on campus, another effort that greatly impacts retention is the Board’s ninth strategic goal. He called upon Drs. Kettlewell and Butler to discuss this goal.

Dr. Kettlewell greeted the Regents. She explained that she would be discussing the collaborative work under way between the University System of Georgia and the K-12 schools in the Georgia Department of Education (“DOE”). The examples that she would use to illustrate this collaboration come from three of the Board’s special funding initiatives: the Georgia P-16 Initiative, the Postsecondary Readiness Enrichment Program (“PREP”), and the teacher preparation initiative. The P-16 initiative aims to smooth transitions for students as they move from preschool through college. PREP aims to improve college readiness and access among students in at-risk situations in grades 7 through 12. The teacher preparation initiative seeks to increase the quality of teaching in the public K-12 schools. In all three of these initiatives, when opportunities have been available, the staff have tried to use those dollars to leverage external funding.

Dr. Kettlewell explained that the Performance Assessment for College and Technical Schools (“PACTS”) initiative is aimed at defining a set of standards that make clear what it means to be ready for college in order to develop performance assessments that students could use to meet those college readiness standards through ways other than traditional test scores like the SAT. The staff hope to be able to pilot these assessments as a route for college admission for students who can demonstrate readiness through a performance-based model. The staff have used state funding to leverage \$900,000 from the Pew Charitable Trust to support the PACTS initiative. Dr. Kettlewell’s second example was the gifted academies at the State University of West Georgia and Middle Georgia College. At these institutions, there are residential programs for high school juniors and seniors who concurrently earn credit toward their high school diplomas and their college degrees. Finally, Dr. Kettlewell noted that there are PREP programs on 28 System campuses. This year, almost 16,000 students participated in PREP. There is very little external funding for PREP at present, just under \$100,000, but over the years, PREP has brought in over \$6 million to support it. There is also a standing joint committee between the University System Office and the DOE aimed at improving the transition from high school to college. This effort gives students the information they will need at each grade level to prepare for college. The Board of Regents also has a project underway with the DOE in which the two agencies are working to align their standards and curricula in order to seamlessly transition between high school and college.

Dr. Kettlewell next discussed teacher quality. At the November 2002 Board meeting, she updated them on the progress that has been made since the Board adopted its Principles for the Preparation of Educators for the Schools (the “Principles”) and the accompanying implementation plan in 1998. At this meeting, she noted that the staff have used the special funding initiative monies to leverage an additional \$10 million in external funds to support teacher preparation in the state. She reminded the Regents that in 2001, they added a section on the preparation of educational leaders (i.e., school principals and superintendents) to the Principles. Since her last report in November, the staff have completed an external review of all preparation programs. Dr. Kettlewell said that a new dimension of the Principles that the Regents have not yet seen and is still in draft form is comprised of new changes in preparation programs for school counselors. At the campus level, graduates from all of these programs fall under the Regents’ guarantee. Continuing with work in teacher quality, Dr.

Kettlewell mentioned that the Georgia Leadership Institute for School Improvement (the “Institute”) is a partnership among the Board of Regents, the DOE, business, and state government. The Institute stands outside of existing structures and tries to incubate new models for the preparation and development of school leaders. The Institute also serves as a provider of professional development for current principals and superintendents. Thus far, the Institute has offered training programs for 300 current principals and superintendents and has brought in \$3.3 million in external support. Through the Reading Consortium, 15 System institutions have joined together to offer professional development for current teachers on ways to strengthen their teaching of reading. Finally, in the area of teacher recruitment, Dr. Kettlewell noted that the University System has started to target second-career individuals who want to become teachers in an effort to increase access into programs. The teacher recruitment effort has \$4.5 million in external funding to support the Destination Teaching program. Dr. Kettlewell then turned the floor over to Dr. Butler.

Dr. Butler explained that he would be discussing the opportunities the University System Office has had to meet with the Department of Technical and Adult Education (“DTAE”) to ensure mutual understanding and resolve issues. The goal of this effort is to make articulation between the institutions of the University System and DTAE as seamless and user-friendly for the students as possible, and these agencies have instituted a series of activities and programs for which cooperation is the cornerstone. Chancellor Meredith and Commissioner Kenneth D. Breeden have had several meetings both with and without their staffs to establish an agenda of cooperation. Members of the System and DTAE staffs meet or otherwise confer on a regular basis. The System and DTAE have established many cooperative associate degree programs for which the local DTAE institution provides the technical block of courses and the local System institution offers the general education core and awards the degree. There are currently eight System institutions authorized to grant the Bachelor of Applied Science (“B.A.S.”) degree. The B.A.S. degree provides DTAE graduates with the chance to earn a baccalaureate degree by maximizing the credit accepted from the DTAE institution toward this degree. In order to serve graduates from throughout the state, enthusiastic support for the development of an online B.A.S. resulted from one of the meetings of the staffs, the Chancellor, and the commissioner. This is currently under development by a consortium of Dalton State College, Georgia Southwestern State University, Albany State University, and Valdosta State University, along with the University System Office. While things are going remarkably well, the current funding crisis will probably delay the development of the necessary online courses. Facility sharing between the two systems is taking place throughout the state, reported Dr. Butler. For example, Floyd College is presently offering courses at a North Metro Technical College (“North Metro”) facility. When the new facility for Floyd College is completed in Bartow County, North Metro will offer courses there as well.

Dr. Kettlewell noted that with regard to facilities sharing, 89 faculty members are teaching courses in the evening on the campuses of public K-12 school. She then discussed the recommendation that the System develop a math initiative in conjunction with the DOE and DTAE. She asked that the Board expand this initiative from a unique focus on mathematics to a concurrent focus on math and

science. She said there are two reasons for this request. First, from the K-12 perspective, particularly in elementary school, the problems in math are very similar to the problems in science. Second, in order to fund some of these special initiatives, the System must leverage external funding and opportunities to raise external funds are greater when math and science are packaged together. If the Board approves this expansion, the initiative will be called the Partnership for Reform in Science and Mathematics (“PRISM”). Dr. Kettlewell said that she did not have time to tell the Regents all the problems this initiative would aim to solve. However, one of the things we need to do for students at all levels of education is raise the expectations of what they should know and be able to do in science and mathematics. We need to emphasize and continue to improve our work in teacher quality. We need to strengthen the involvement of the mathematics and science faculties in the public schools. Dr. Kettlewell said that one of the major strategies will be teacher professional development of teachers who are already in the K-12 schools in strengthening their content knowledge and teaching strategies in math and science. There must be policy changes to improve the condition of practice in the schools so that we can be more successful in recruiting and retaining math and science teachers. It is critical to bridge the gaps in expectations for curriculum as students move from high school to college. The public must understand the problems that exist and some of the consequences of leaving those problems unchecked. Opportunities for System faculty to work with K-12 teachers must improve. The University System needs an institute on the teaching and learning of math and science for its faculty. Dr. Kettlewell explained that future elementary school teachers are often math avoiders who take courses that go over their heads. The System must find better ways for faculty to connect with their students so that future teachers are better prepared to teach K-12 students. The P-16 office has submitted a grant proposal to the National Science Foundation requesting \$35 million to support the PRISM initiative and will know in the coming months whether or not it has received this critical funding.

Dr. Butler said that he would now discuss cooperation within the System, particularly improving academic feedback between educational levels. He noted that the presidents meet regularly as a group with the Chancellor and the University System Office staff to discuss issues pertaining to seamlessness and cooperation within the System. The vice presidents for academic affairs and provosts meet three times per year, and the executive committee of that group also meets three times per year. These meetings lead to reactions to recommendations from other academic committees and serve to make recommendations on ways to help improve student success at all levels within the System. There are 23 academic discipline committees that have representatives from each of the appropriate institutions. They are concerned with quality and transfer of courses. The committee on general education plays the traffic manager for curriculum and transfer questions.

Dr. Butler reported that in cooperation with the DOE, the System is providing public high schools throughout Georgia with feedback on how their students are doing in our colleges and universities. The teacher guarantee, already mentioned by Dr. Kettlewell, is designed to assure public schools that System graduates can be effective in their classrooms. In an effort to coordinate better with DTAE, in March 2002, the Board approved the “mini core,” which allows DTAE students to transfer their

college-level mathematics and English courses into System institutions under prescribed circumstances. The Office of Academic Affairs staff have been, and will continue to be, evaluating the success of this approach. The staff have also been engaged in some evaluation of the outcomes of the B.A.S. programs. They intend to expand this as the program comes online.

Dr. Papp stated that this concluded this report on the fourth and ninth strategic goals and asked whether the Regents had any questions or comments.

Regent NeSmith said that when he was in school, teachers were beginning to emphasize a college career path but there was an equal emphasis on technical career paths. It seems now that most emphasis is placed now on going to college rather than a technical path, which may mean that students are going to college who might fare better at a technical institution, which could be affecting the System's retention rates. Coastal Georgia Community College ("CGCC") seems to have a good model where they have a DTAE presence on the campus. He asked why there was not more of this type of arrangement around the System.

Dr. Papp responded that there are four institutions within the University System that have DTAE offerings on campus: CGCC, Bainbridge College, Clayton College & State University, and Dalton State College. About 20 years ago, a decision was made to create a separate technical educational system as opposed to a community college system. Different states around the country have gone in different directions in this regard.

Regent NeSmith said that there is a critical shortage of auto mechanics, plumbers, and electricians, and yet, high school students are not encouraged to pursue these career paths and are instead pushed to go to college.

Dr. Papp agreed that this has been the trend in recent years.

Regent McMillan said that one has to be very careful in this dilemma because often a technical education is not what it seems. Many youngsters are encouraged to go into technical institutions who may very well do better at a community college. Technical colleges have often been used as dumping grounds for students who are considered to be recalcitrant or difficult. So, this is a situation where a student should choose the occupation he wants and then opt for the appropriate education to suit that occupation.

Regent NeSmith remarked that better counseling would probably help students in this regard.

Regent McMillan agreed. He added that better facilities and learning tools are also critical. He said that options ought to be realistic and individual but not coerced.

Chancellor Meredith stated that counseling is a major key and that Dr. Kettlewell's staff are looking

at ways to improve counseling preparation so they can deal with all of this.

Dr. Kettlewell stated that the intent of the latest set of revisions to the Principles is to move counseling away from a mental health model to a more academic focus in which the counselors are focusing on getting students into the courses they need and not focusing only on nonacademic issues. She said there is controversy about the consequences of curricular tracking in the K-12 schools because the reality is that all educational tracks do not prepare students for postsecondary education. There is a national movement to develop a single high school diploma that would prepare every student for postsecondary success regardless of where they intend to go after high school.

Chancellor Meredith said that advising at every level of education can always stand improvement. In high schools, the counselors are the ones who get many extra administrative responsibilities because they are not tied to classrooms. So, this is a shortcoming that needs improvement.

Dr. Butler said that the B.A.S. programs give students an option at the postsecondary level, but there is still not a good solution for getting students there.

Seeing that there were no further questions, Chair Leebern remarked that this had been an excellent presentation. He then made a motion to approve Dr. Kettlewell's proposal to include science in the grant proposal for the math education initiative.

Regent Howell made the motion, which was variously seconded. Motion properly made, seconded, and unanimously adopted, the Board approved this motion.

Chair Leebern thanked the staff for this presentation. He then adjourned the meeting of the Strategic Planning Committee as a Committee of the Whole.

UNFINISHED BUSINESS

Regent McMillan remarked that he was not in attendance at the Board meeting on February 5, 2003, to thank the Associate Vice Chancellor for Human Resources, William H. Wallace, Jr., and his wife, Lana, who had contributed \$1,000 to the African-American Male Initiative in honor of Regent McMillan. He said that the gesture was even more meaningful than the funds.

NEW BUSINESS

Chair Harris called upon the Secretary to the Board, Gail S. Weber, to present two honorary degree recommendations to the Board.

Secretary Weber announced that President Betty L. Siegel of Kennesaw State University ("KSU") had nominated James Cox Kennedy for an honorary degree to be awarded at KSU's spring

commencement. President G. Wayne Clough of the Georgia Institute of Technology (“GIT”) had nominated Glen P. Robinson, Jr. for an honorary degree to be awarded at GIT’s spring commencement. On behalf of Presidents Siegel and Clough, Secretary Weber submitted these nominations for the Board’s approval. With motion properly made, seconded, and unanimously adopted, the Board approved these honorary degrees.

PETITIONS AND COMMUNICATIONS

Secretary Gail S. Weber announced that the next Board meeting would take place on Tuesday, April 15 and Wednesday, April 16, 2003, on the campus of the University of Georgia in Athens, Georgia.

Chair Harris noted that the Board of Regents was hosting a luncheon for the boards of the Georgia Department of Education and the Department of Technical and Adult Education following this Board meeting at 11:30 a.m.

ADJOURNMENT

There being no further business to come before the Board, the meeting was adjourned at approximately 10:45 a.m. on March 12, 2003.

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

s/
Joe Frank Harris
Chair, Board of Regents
University System of Georgia