

**MINUTES OF THE MEETING OF THE
BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA
HELD AT
270 Washington St., S.W.
Atlanta, Georgia
October 7 and 8, 2003**

CALL TO ORDER

The Board of Regents of the University System of Georgia met on Tuesday, October 7 and Wednesday, October 8, 2003, in Magnolia Room 2 of the University Center on the campus of Valdosta State University. The Chair of the Board, Regent Joe Frank Harris, called the meeting to order at 1:00 p.m. on Tuesday, October 7. Present on Tuesday, in addition to Chair Harris, were Vice Chair Joel O. Wooten, Jr. and Regents Connie Cater, Hilton H. Howell, Jr., Julie Hunt, W. Mansfield Jennings, Jr., Donald M. Leebern, Jr., Patrick S. Pittard, Wanda Yancey Rodwell, J. Timothy Shelnut, and Allan Vigil.

Chair Harris remarked that the Regents were happy to be on the campus of Valdosta State University for this meeting. He noted that two former Regents from Hawkinsville were in attendance at this meeting: John Henry Anderson, Jr. and Sam A. Way III. Former Senator Loyce Turner was also in attendance.

ATTENDANCE REPORT

The attendance report was read on Tuesday, October 7, 2003, by Secretary Gail S. Weber, who announced that Regents Hugh A. Carter, Jr., William H. Cleveland, Michael J. Coles, Allene H. Magill, Elridge W. McMillan, Martin W. NeSmith, and Glenn S. White had asked for and been given permission to be absent on that day.

APPROVAL OF MINUTES

Motion properly made and duly seconded, the minutes of the Board of Regents meeting held on September 10 and 11, 2003, were unanimously approved as distributed.

PRESENTATION ON VALDOSTA STATE UNIVERSITY

Chair Harris called upon President Ronald M. Zaccari to make a special presentation to the Board.

President Zaccari welcomed the Regents, former Regents, and University System Office staff to Valdosta State University ("VSU"). He noted that former President Hugh C. Bailey and his wife, Joannie, were in attendance at this meeting. The Board of Regents last met at VSU in 1981. The Board was scheduled to return in 2001, but then President Bailey asked to postpone the visit until the appointment of his successor. President Zaccari thanked Dr. Bailey for this opportunity to share

with the Regents a progress report on VSU. His presentation included a discussion of strategic and master planning processes, partnerships with other institutions and agencies, enrollment trends, and plans for new construction. Primarily, President Zaccari presented creative ideas and suggestions for the future of VSU. The institution is in the process of updating its facilities master plan with the assistance of the Vice Chancellor for Facilities, Linda M. Daniels, and consultants from John Portman & Associates of Atlanta. President Zaccari hopes to present the updated master plan to the Committee on Real Estate and Facilities in spring 2004. Throughout this presentation, President Zaccari pointed out locations on a map to show how certain tracts of land may benefit VSU's current and projected needs. There is much work to be done with campus constituents, he said, as well as people from the community before VSU will be ready to present its updated facilities master plan. President Zaccari thanked Chancellor Meredith and the University System Office staff for their service-oriented focus. He said that although he had served in two other public systems of higher education, he had never felt the level of support he feels in the University System of Georgia.

VSU is preparing a centennial celebration in 2006, and it plans to launch a capital campaign to help it achieve and implement its vision. President Zaccari encouraged the Regents to look at the campus in different ways. Chartered in 1906 with less than 20 students, VSU now enrolls 10,533 students and offers 60 major programs for undergraduates and 36 graduate programs. He showed the Regents a picture of the campus in the 1950s and another picture from 2002. He said that the campus will look much different by the time the Regents hold another meeting there. In fall 2002, VSU's enrollment was approximately 9,900. Approximately 90% of those students come from within the State of Georgia, 7.5% come from around the country, and 2.5% are international students. President Zaccari noted that enrollment trended downward in the late 1990s due to three factors: increased admissions standards, semester conversion, and increases in out-of-state tuition. VSU lost between 300 and 400 students from Florida during that time. However, enrollments have grown approximately 6.4% over each of the last two years. Considering even a conservative growth factor of 4%, VSU's enrollment is projected to be close to 15,000 in approximately seven years. By the year 2020, the institution could be over 20,000 students. Therefore, the institution will require dramatic infrastructure changes. About 58% of VSU students come from the local 41-country region, but there is an emerging trend of increased numbers of students coming from the metro Atlanta area. Unfortunately, enrollments are going up as budgets are going down.

VSU is partnering with the Georgia Department of Transportation (the "DOT"), the Lowndes County Commissioners, and the Valdosta City Council to consider how the institution can handle an increased daytime student population. Approximately 2,250 of VSU's current students commute to the institution, and approximately 174,000 cars travel through Valdosta daily. Baytree Road, North Valdosta Road, and Patterson Street are major corridors of the city and the institution. Parking is also a major issue on campus. One of the major problems of the main parking facility is a ramp that was built from the parking facility across the major roadway into campus, Baytree Road. The problem is that students do not use the ramp because they do not want to climb up and go down. They simply want to cross the street, but this is an accident waiting to happen. Therefore, the revised master plan will include some very creative solutions to address this problem. There are similar problems in the interior of the campus. At the change of classes, there are students moving

among instructional facilities across a major thoroughfare that runs through the heart of the city. Increasingly, students are dropping off and picking up their friends on campus. President Zaccari said that he understands student behavior and is working to accommodate the students. VSU is working with the DOT on the possibility of constructing an access ramp off I-75 that will take students directly to Baytree Road and into a convenient parking facility. VSU also has an interesting dilemma in the front section of the campus. The main entrance of the institution is very small and is located at a major intersection. Students park in the area neighborhoods and walk to campus, but the institution has no way of slowing down traffic. In the new master plan, the front entrance will be redesigned with traffic signals and other mechanisms to slow the traffic.

President Zaccari next discussed the architectural style of the campus. He said that VSU is one of the most beautiful campuses in the country because of its Spanish mission architecture. Everything constructed in the future will also be done in this architectural style. The newest building on campus is the Biology and Chemistry Sciences Building. The facility blends Spanish mission architecture on the exterior with a dramatic contemporary look on the interior. There is also a new 95,000-square-foot addition to the Odum Library. This was a construction process begun in October 2002. Although the facility would not be open for several months, President Zaccari invited the Regents to do the ribbon cutting that afternoon. The new library addition also combines contemporary interiors with Spanish mission exteriors. Also in October 2002, the new Student Recreation Center opened. The new facility includes an indoor pool, rock-climbing wall, indoor track, and exercise machines. Recently, VSU initiated a \$5 million renovation of Nevins Hall. The project will be for physics, astronomy, and geophysics labs and pre-engineering classes and will be constructed over the next 15 months.

President Zaccari turned his attention to the Rae and Lillian Steele North Campus (the "North Campus") of VSU. He reminded the Regents that in October 2002, they approved a gift to VSU of \$8.4 million from the trust of Rae and Lillian Steele. The gift was the largest in VSU's history and was specifically directed to the College of Business. The North Campus is approximately five blocks from the main campus, and it houses the College of Business. The North Campus has a different architectural style based on the former Emory Junior College building acquired by the institution many years ago. To the west and east of the North Campus, VSU owns very beautiful tracts of land. Adjacent to one of these tracts of land is South Georgia Medical Center, one of the major medical centers of the southern region of the state. This is one of three major economic engines in the region, alongside Moody Air Force Base and VSU. So, VSU would like to partner with South Georgia Medical Center to build a new health sciences facility on the North Campus directly across from the medical center and coordinate new housing to provide opportunities to have students living and studying in the College of Business and then interning in the medical center. President Zaccari called this cluster planning. He said that VSU has an opportunity that very few institutions in the nation have. It can build housing in conjunction with instructional facilities and internship and clinical opportunities. So, VSU is planning as part of its new housing project at least 400 new beds in this section of the North Campus as well as a health sciences facility and a new continuing education center, which the medical center has proposed to fund as part of the medical park concept. The College of Nursing is already located adjacent to the medical center, but as a building formerly owned

by South Central Bell, it is not conducive to medical training. With the continuing nursing shortage in the State of Georgia and around the nation, developing this partnership with the medical center makes good sense, said President Zaccari.

President Zaccari noted that VSU housing is only able to accommodate 17% of its students, which is much less than the national average of 25% to 35%. The last residence hall constructed on campus was built in 1969. With increases in enrollment, VSU must do something to update its residential facilities. It is considering another cluster planning process. The S. L. Mason Elementary School is operated by Valdosta City Schools, and VSU has submitted an application to Superintendent of Schools Cathy Cox asking that the school be turned into a charter school working with VSU faculty and graduate students. The advantage of the location of the charter school is that VSU's Regional Education Center is directly across the street. So, VSU is considering the acquisition of adjacent properties to again coordinate housing with instructional and internship experiences. The Little Jo Court apartment complex, which is also built in Spanish mission style, is among the properties VSU is considering acquiring. If VSU acquires the apartments, they will be part of phase one of the new housing plan, which will be called the Sunset Park Housing and Recreation Complex. The new housing will also be adjacent to the new Recreation Center, which the students will surely appreciate.

Next, President Zaccari turned to the topic of faculty. He noted that the fine faculty at VSU are very dedicated to the students and the academy is making good progress. Professor of Economics L. Wayne Plumly, Jr. received the Leavey Award for Excellence in Private Enterprise Education from the Freedom Foundation, which honors educators who engage their students in projects or programs to promote free enterprise. Professor of Biology J. Mitch Lockhart is conducting research of respiratory diseases among tortoises that are federally listed as a threatened species. This research is part of a grant with Moody Air Force Base, another partnership that gives students hands-on research experience. Assistant Professor of Biology Mark Blackmore meanwhile is researching West Nile virus with a grant provided by the South District Health Office. President Zaccari said that last year, he and Mrs. Zaccari traveled to China, where they spent most of their time at Yangzhou University.

As a result, President Zaccari was able to initiate some new programs in international studies, and this year, Professor Tien Jin-Long, China's foremost instructor of martial arts, has joined the Physical Education Department to teach Tai Chi Chuan. He is teaching VSU students as well as community groups and area schoolchildren. When he returns to China in December 2003, Professor Lily Fu, a figurative painter, will come to VSU with an exhibition of faculty and student work from the university. Next fall, one of VSU's arts faculty will go to China for a full semester at the university. President Zaccari said that his visit to China had paid tremendous dividends to the institution. He also congratulated the College of Education for its \$4.4 million grant from the Department of Education to launch an initiative called Destination Teaching aimed at attracting people from other professions into education. Then, he announced that last year, the VSU Blazers played for the national Division II football championship. So far this year, the team is undefeated. In only three years at VSU, Coach Chris Hatcher has a record of 41 wins and 4 losses.

The Board of Regents had challenged the presidents to get involved in the Intellectual Capital Partnership Program ("ICAPP®"). When President Zaccari interviewed for the presidency of VSU, late Regent George M. D. (John) Hunt III asked him what he would do in terms of economic development. President Zaccari responded by discussing a program that Governor Bush had implemented called the The Florida Council of 100. The council is appointed by the Governor and engages the most exciting businesspeople of the state to come together periodically to discuss what they can do better in the State of Florida. The council is not a lobbying group, but it engages many powerful people to accelerate economic growth. President Zaccari had proposed to Regent John Hunt that he could borrow that concept and establish a council of 25 or 30 in South Georgia. He called Georgia Senator Tim Golden and asked him to call the Governor and ask if he could sit in on a meeting of The Florida Council of 100. He and Mrs. Zaccari spent three days in Sarasota, Florida, for an orientation so that he could understand how the council worked. When he came back to VSU, he proposed the council of 30 to local commissioners, city council members, the mayor, the chamber, and others. An economic development summit held in April 2003 recommended the creation of a leadership council focused on economic development, which resulted in the Partnership for Metropolitan Development of Valdosta and Lowndes County (the "Partnership"). The Partnership is a catalyst to help organizations achieve collectively what they cannot achieve individually. The Partnership will enhance communication and collaboration by bringing individuals and organizations together. Working together, they will build the community and this metropolitan region. In six weeks, the Partnership brought in about \$95,000 in grants. President Zaccari said that he is very excited about how this new Partnership will accelerate economic development in South Georgia. In closing, he thanked the Regents for this opportunity to tell them how VSU plans to move to the next level.

Chair Harris thanked President Zaccari for this informative presentation and for his vision for and leadership of VSU. At approximately 1:45 p.m., he adjourned the Regents into their regular Committee meetings.

CALL TO ORDER

The Board of Regents of the University System of Georgia met again on Wednesday, October 8, 2003, in Magnolia Room 2 of the University Center on the campus of Valdosta State University. 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 Joel O. Wooten, Jr. and Regents Connie Cater, Hilton H. Howell, Jr., Julie Hunt, W. Mansfield Jennings, Jr., Donald M. Leebern, Jr., Patrick S. Pittard, Wanda Yancey Rodwell, J. Timothy Shelnut, and Allan Vigil.

INVOCATION

The invocation was given on Wednesday, October 8, 2003, by W. Mansfield Jennings, Jr.

ATTENDANCE REPORT

The attendance report was read on Wednesday, October 8, 2003, by Secretary Gail S. Weber, who

announced that Regents Hugh A. Carter, Jr., William H. Cleveland, Michael J. Coles, Allene H. Magill, Elridge W. McMillan, Martin W. NeSmith, and Glenn S. White had asked for and been given permission to be absent on that day.

COMMITTEE ON FINANCE AND BUSINESS OPERATIONS

The Committee on Finance and Business Operations met on Tuesday, October 7, 2003, at approximately 1:55 p.m. in Magnolia Room 2 of the University Center on the campus of Valdosta State University. Committee members in attendance were Vice Chair Hilton H. Howell, Jr. and Regents Connie Cater, Julie Hunt, Donald M. Leebern, Jr., Patrick S. Pittard, and J. Timothy Shelnut. Vice Chair Howell reported to the Board on Wednesday that the Committee had reviewed two items, both of which required action. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. 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>
Hewlett-Packard Company	\$324,643	Various computer equipment and components	College of Computing

Background: Board policy requires that any gift to a University System of Georgia institution with an initial value greater than \$100,000 must be accepted by the Board of Regents. GIT has advised that there are no material costs associated with the acceptance of these gifts.

2. Approval of Amendment to Fiscal Year 2005 Budget Request

Approved: The Board approved the amendment to the fiscal year 2005 budget request for the formula component previously approved by the Board in September 2003.

Background: The funding formula request for fiscal year 2005 of \$245.2 million included \$8.19 million for maintenance and operations of 1.767 million new square feet that will be operational during fiscal year 2005. Since the September Board approval of the fiscal year 2005 budget request, the total new square footage projected for fiscal year 2005 has increased by 28,000. This new space will be added by the University of Georgia effective January 2004 and will provide space for the executive programs in the Terry College of Business and the Grady College of Journalism & Mass Communication.

The increase in square footage of 28,000 square feet will add \$129,842 to the University System's request for operations and maintenance of plant operations, bringing the total request to \$8,326,254.

The total formula request will increase to \$245,408,577.

COMMITTEE ON REAL ESTATE AND FACILITIES

The Committee on Real Estate and Facilities met on Tuesday, October 8, 2003, at approximately 2:05 p.m. in Magnolia Room 2 of the University Center on the campus of Valdosta State University. Committee members in attendance were Vice Chair J. Timothy Shelnut and Regents Connie Cater, Hilton H. Howell, Jr., Julie Hunt, Donald M. Leebern, Jr., and Patrick S. Pittard. Vice Chair Shelnut reported to the Board on Wednesday that the Committee had reviewed six items, four of which required action. Regent Wooten offered his support of Item 1, regarding the naming of the Gerald Benjamin and Charlotte Alexander Saunders Center for Music Studies at Columbus State University, and noted that the Saunders' children were continuing their parents' legacy of generous giving to the institution. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. **Naming of the "Gerald Benjamin and Charlotte Alexander Saunders Center for Music Studies," Columbus State University**

Approved: The Board approved the naming of the Columbus State University ("CSU") wing at the RiverCenter for the Performing Arts the "Gerald Benjamin and Charlotte Alexander Saunders Center for Music Studies."

Understandings: Gerald Saunders was a member of the organizing board of the Columbus College Foundation in 1964 and later served as its chairman. In 1985, he and his wife, Charlotte, established an endowed music scholarship fund as part of the college's first capital campaign.

Mr. Saunders died in January 2000, and his wife passed away in September 2002, but their legacy of supporting education and the arts continues through their children, Alex Saunders, Nancy Smith, Ben Saunders, and Dicky Saunders, who have made a substantial pledge to CSU's current capital campaign.

2. **Approval of Air Rights Lease, Easement and Operating Agreement, and Rental Agreement for the Cancer Research Center, Project Number J-55, Medical College of Georgia**

Approved: The Board declared the air rights above a certain elevation over approximately 1.5 acres of land on the campus of the Medical College of Georgia ("MCG"), Augusta, Georgia, no longer advantageously useful to MCG or other units of the University System of Georgia but only to the extent and for the purpose of allowing these air rights to be leased to Physicians Practice Group, LLC (the "LLC") for the purpose of constructing not less than 60,000 gross square feet of a proposed Cancer Research Center building (the "Center"), which shall encompass no less than 165,000 gross square feet of research space on MCG's campus.

The Board authorized the execution of an air rights lease between the Board of Regents, Lessor, and the LLC, Lessee, for the above-referenced air rights on the campus of MCG, Augusta, Georgia, for a period up to 33 years (including up to a 3-year construction period) for the purpose of co

The Board also authorized the execution of a rental agreement between the LLC, Landlord, and the Board of Regents, Tenant, for not less than 60,000 gross square feet of space located in the Center for the period commencing on the first day of the first month after the LLC obtains a certificate of occupancy for the improvements and ending on June 30 of the then-current fiscal year at a maximum monthly rent of \$208,333.33 (\$2,500,000 per year) with options to renew on a year-to-year basis for 29 consecutive one-year periods at the same rent.

The Board also authorized the execution of easement and operating agreements between the Board of Regents and the LLC wherein each party grants to the other party such easements as are necessary for such other party to have necessary access and to define operational responsibilities.

The terms of these agreements are subject to review and legal approval of the Office of the Attorney General.

The authorization to execute the rental agreements was delegated to the Vice Chancellor for Facilities.

Understandings: In February 2003, the Board authorized Project No. J-55, Cancer Research Center, and authorized execution of a development agreement for the project. The Board was informed that further action would be required for additional agreements.

Rental expenses will be paid from the campus operating budget as well as grant funds. Operating expenses will be paid from MCG's resident instruction operating account.

3. Appointment of Architect, Student Center, Georgia Perimeter College

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 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 Number J-29, Student Center, Georgia Perimeter College

Project Description: This 53,000-gross-square-foot facility will provide student services and student support to accommodate the current enrollment. This project will provide spaces to facilitate enrollment and registration, advising and counseling, student life offices, meeting rooms, a bookstore, food service, and ancillary support service space.

Total Project Cost \$8,194,000

Construction Cost (Stated Cost Limitation)	\$6,100,000
A/E (Fixed) Fee	\$457,500

Recommended A/E design firms in rank order:

- 1) Stevens & Wilkinson Stang & Newdow, Inc. Atlanta, Georgia
- 2) Lord Aeck & Sargent, Inc., Atlanta, Georgia
- 3) Sizemore Group, Inc., Atlanta, Georgia

4. Resolutions, 2003 C and D General Obligation Bond Issue, Georgia State Financing and Investment Commission, University System of Georgia

Approved: The Board adopted the Resolutions prepared by the Revenue Division of the Department of Law covering the issuance of 2003 C and D General Obligation Bonds ("G. O. Bonds") by the State of Georgia through the Georgia State Financing and Investment Commission for use in funding projects for the University System of Georgia.

The Revenue Division of the Office of the Attorney General prepared on behalf of the Board of Regents Resolutions to cover the sale of 2003 C and D G. O. Bonds for the following projects:

Nursing, Health Science Outreach Center Macon State College	\$ 1,330,000
Agricultural Sciences Building Abraham Baldwin Agricultural College	\$ 400,000
Physical Education Building Darton College	\$ 110,000
Health, Physical Education, Recreation, Athletic, and Student Success Center Georgia Southwestern State University	\$ 935,000
Classroom and Convocation Center Kennesaw State University	\$ 350,000
Classroom Replacement, Phase II Augusta State University	\$ 1,640,000

Camden Center Lab Equipment Coastal Georgia Community College	\$ 275,000
Performing and Visual Arts Complex (School of Art) Phase II University of Georgia	\$ 2,500,000
Lane Library Code and Systems Upgrade Armstrong Atlantic State University	\$ 5,000,000
Infrastructure and Lab Retrofit Southern Polytechnic State University	\$ 2,500,000
Replacement and Upgrade of Boiler Plant Medical College of Georgia	\$ 4,900,000
Renovate Crawford-Wheatly Hall Georgia Southwestern State University	\$ 300,000
Library Addition Georgia Southern University	\$20,495,000
Cancer Research Center Medical College of Georgia	\$ 8,600,000
English Classroom and Office Addition Kennesaw State University	\$ 4,950,000
School of Art and Design Infrastructure Upgrades Georgia State University	\$ 3,500,000
Continuing Education/Economic Development Center Dalton State University	\$ 4,900,000
Major Repair and Renovation Projects University System of Georgia	\$20,000,000
New Library Construction Burke County	\$ 2,000,000
Various Projects for the Georgia Research Alliance	\$ 6,500,000

5. Information Item: Molecular/Material Sciences and Engineering Building, Georgia Institute of Technology

The Senior Vice President for Finance and Administration at the Georgia Institute of Technology ("GIT"), Robert K. Thompson, presented GIT's plan to construct the Molecular/Material Sciences and Engineering ("MMSE") building, a new 250,000-gross-square-foot facility on campus to house interdisciplinary engineering and science programs. The facility will be designed to facilitate interactions between scientists and engineers whose research interests intersect in the areas of materials and the molecular basis for their structures and properties. Researchers using the facility will examine materials at the atomic and molecular level. Their work is expected to result in the development of new substances and their deployment in areas such as electronics, photonics, sensors, biomaterials, structural materials, and coatings.

The MMSE facility will be the fourth building comprising the Bioengineering/Bioscience, Environmental Science and Technology, and Molecular/Material Sciences and Technology Complex at GIT. It has been part of GIT's comprehensive strategic plan to co-locate the interdisciplinary areas of biotechnology, environmental/sustainable technologies, material/molecular sciences, and engineering. The MMSE building will be a key part of this integrated complex at GIT. The facility also adheres to the campus master plan. The cost of the planned MMSE facility is estimated to be approximately \$60 million. No state funds will be involved in construction. Funds will come from third-party financing and private donations. The building will be constructed by GT Facilities, Inc., and the delivery method will utilize a construction manager at risk. Ground lease/leaseback agreements will be established to operate the building. Construction is scheduled to begin during the summer of 2004, and occupancy is scheduled for the summer of 2006.

6. Information Item: Comprehensive Housing Plan, Gordon College

President Lawrence V. Weill presented the comprehensive housing plan for Gordon College ("GOC"). He noted that the housing plan fits within the facilities master plan presented to the Committee in November 2002 in which student housing was identified as one of the top three needs of the institution. Enrollment at GOC continues to climb, growing from less than 1,500 students in 1980 to more than 3,400 students this fall. This represents a 10.1% increase in enrollment since the fall of 2002. The average growth rate for the past nine years exceeds 5%. GOC has a long tradition of students residing on campus. For many years in its 151-year history, GOC served as a military school with boarding cadets. Today, 557 students reside on campus.

The total number of beds currently is 557, but after necessary renovations in 2005, GOC will have a net loss of approximately 150 beds. President Weill proposed the addition of 450 new beds. This would result in a percentage change of resident students from 18% to 24%, which is reasonable according to market analysis. Currently, GOC student housing facilities are 100% occupied with waiting lists for each semester. A thorough market analysis concluded that up to 450 new suite-style beds are needed by fall 2005 in order for GOC to meet its mission. This proposal is based on the expectations of students, evaluation of existing campus housing, and market demand. Projections indicate that enrollment will continue to climb at GOC. If current trends continue, total enrollment

at GOC may surpass 6,000 by 2012.

President Weill proposed pursuing a privatization approach with new housing developed through a ground lease with the Gordon College Foundation, LLC (the "Foundation"), a 501(c)3 corporation, using non-recourse tax-exempt bond financing. The Foundation would finance and lease the facilities to GOC, and GOC would operate the facilities. The facilities would revert to the Board of Regents at the term of the lease.

COMMITTEE ON ACADEMIC AFFAIRS

The Committee on Academic Affairs met on Tuesday, October 7, 2003, at approximately 1:55 p.m. in the Rose Room of the University Center on the campus of Valdosta State University. Committee members in attendance were Regents W. Mansfield Jennings, Jr., Wanda Yancey Rodwell, Allan Vigil, and Joel O. Wooten, Jr. Regent Wooten reported to the Board that the Committee had reviewed 13 items, 12 of which required action. Item 13 was a walk-on item. Additionally, 156 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. Revision to The Policy Manual, Section 408 Immunizations

Approved: The policy for immunizations was revised because of recent changes in public health approaches to immunization at the state and national levels. Stricken statements will be deleted from The Policy Manual, Section 408 Immunization, while highlighted statements in the revised policy will be added to the policy. The revision will go into effect October 8, 2003, upon approval by the Board.

408 IMMUNIZATIONS

408.01 Immunizations Against Disease During an Outbreak/Epidemic

During an epidemic or a threatened epidemic of any disease preventable by immunization on a campus of the University System and when an emergency has been declared by appropriate health authorities of this state, the president of that institution is authorized, in conjunction with the Chancellor and appropriate health authorities, to promulgate rules and regulations specifying those diseases against which immunizations may be required.

Any individual who cannot show proof of immunity or adequate immunization and refuses to be immunized shall be excluded from any institution or facility of the University System until such time as he/she presents valid evidence that he/she is immunized against the disease or the epidemic or threat no longer constitutes a significant public health danger (BR Minutes, 1989-90, p. 406).

408.02 Immunization Requirements for Students

~~STUDENTS—All new students (first-year, transfers, and others) attending regularly scheduled classes or receiving resident credit will be required to submit a Certificate of Immunization (measles, mumps, rubella) prior to attending such classes. The certificate will be kept on file at the institution and will be valid throughout the tenure of the student. Persons covered by this policy who were born prior to January 1, 1957, must show evidence of immunity for rubella (date must be after June 6, 1969). For all other students, evidence must be provided of MMR immunity (date must be after 1970) or separate immunizations for measles (after March 4, 1963), mumps (after April 22, 1971) and rubella (after June 9, 1969).~~

~~Except for students who have religious objections and students whose physicians have certified that they cannot be immunized because of medical reasons, students who have not presented evidence of immunization as set forth above, will be denied admission to an institution or other facility of the University System until such time as they present the required immunization certification.~~

~~Institutions may exempt from this policy students who receive instruction solely via a medium that does not require physical attendance on a University System campus or off campus site (i.e., students who receive instruction via electronic media, correspondence).~~

~~This exemption would become void were a student to register for or attend classes on a University System campus or off campus site.~~

~~For exceptional and unusual circumstances, an institution may defer the immunization requirements for a period not to exceed thirty (30) calendar days from the first day of classes. Upon the expiration of a thirty-day period, no person will be permitted to attend classes until the required immunization record is on file.~~

~~The certification must be on a form provided by the University System of Georgia and signed by a physician or an official of a county health department. The specific requirements will be set forth on the University System of Georgia form/certificate. Requirements will be reviewed periodically and the form/certificate will be revised appropriately with regard to prevailing health risks and available vaccines. Institutions are authorized to impose additional immunization requirements for students when, in the opinion of the president of the institution and with concurrence of the Chancellor, there is a substantial risk of exposure to other communicable diseases preventable by vaccination (BR Minutes, 1990-91, p. 114).~~

- a) Each institution of the University System of Georgia shall implement immunization requirements for all new students (first-year, transfers, and others) as directed by policy consistent with recommendations provided by the Advisory Committee on Immunization Practices, developed collaboratively by the Board of Regents of the University System of Georgia and the Division of Public Health of the Georgia Department of Human Resources. Such policies shall be on file in each institution's office of student affairs.

- b) Each institution shall make available information to every new student regarding required and recommended immunizations using information developed by the Division of Public Health in concert with the Office of Student Services of the Board of Regents of the University System of Georgia.
- c) Specific colleges or departments, with concurrence of the president and the Chancellor, may require some immunizations not required for all new students by this policy. Institutions are also authorized to impose additional immunization requirements for students when, in the opinion of the president of the institution and with concurrence of the Chancellor and appropriate public health authorities, there is a substantial risk of exposure to other communicable diseases preventable by vaccination (BR Minutes, 1990-91, p.114).
- d) Pursuant to legislation enacted in 2003, all students residing in campus housing are required to sign a document stating that they have received a vaccination against meningococcal disease or reviewed the information provided by the institution.

2. Establishment of the Major in Avian Biology Under the Bachelor of Science in Agriculture, University of Georgia

Approved: The Board approved the request of President Michael F. Adams that the University of Georgia ("UGA") be authorized to establish a major in Avian Biology under the Bachelor of Science in Agriculture degree, effective October 8, 2003.

Abstract: UGA's major in Avian Biology was developed to prepare graduates with a biological foundation to pursue careers related to avian species of commercial interest and economic importance. Concurrent with the existing major in Poultry Science, the program was developed to provide students with skills and knowledge for careers in biotechnology research with transgenic farm animals for the clinical treatment of human diseases.

Need: The State of Georgia needs avian biologists to assist workers in biomedical research. Using quail and chicken eggs, researchers develop recombinant therapeutics. In addition, avian biologists are needed in the poultry industry. The industry is expanding to include nontraditional birds, such as game birds. In addition, students in related class work were surveyed for interest in the major. Forty of the 77 students surveyed indicated that they would be interested in obtaining a major in Avian Biology.

Objectives: The major in Avian Biology will have the following objectives: 1) to provide students with extensive biological science training with an emphasis in avian biology and 2) to provide students with the requisite background for employment in the domestic or pet bird industries or in the fields of avian and biomedical research.

Curriculum: The 120-semester-hour curriculum will include courses in subjects such as poultry processing, wildlife physiology and nutrition, microbiology, and basic mycotoxicology.

Projected Enrollment: The institution anticipates enrollments of 20, 40, and 80 during the first three years of the program.

Funding: The program will build upon and reconfigure existing courses that are currently offered by the institution in addition to establishing new courses. President Adams has reverified that funding for the program is available at 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.

3. Establishment of the Master of Science in Biomedical Engineering, Georgia Institute of Technology

Approved: The Board approved the request of President G. Wayne Clough that the Georgia Institute of Technology ("GIT") be authorized to establish the Master of Science ("M.S.") in Biomedical Engineering, effective October 8, 2003.

Abstract: The M.S. in Biomedical Engineering is linked to GIT's existing doctoral Biomedical Engineering program offered cooperatively with Emory University. The M.S. in Biomedical Engineering will only be offered to students who are unable to complete the Doctor of Philosophy. Students will not be recruited directly into the master's level degree program, and therefore, it will not be listed on GIT's application form. The degree is not a means for undergraduate students to obtain a master's level degree as part of a bachelor of science to M.S. program.

Need: The need for an M.S. in Biomedical Engineering is twofold: 1) to allow Biomedical Engineering doctoral students who do not complete doctoral requirements but do meet institutional requirements for a master's degree to earn a master's degree and 2) to permit Biomedical Engineering doctoral students an opportunity to pursue other academic programs if they leave the requisite program of study.

Process: In order for students to earn the master's level degree, certain requirements must be met, including: 1) having a sound reason for leaving the doctoral program, 2) submitting a recommendation from the student's advisor with a petition, and 3) having a minimum grade point average of 3.0 in order to petition the Biomedical Engineering graduate committee.

Curriculum: The 31-semester-hour curriculum will require a minimum of 9 credit hours in engineering science, 10 credit hours in life science, 5 credit hours in physiology, 1 credit hour of bioethics, and 6 credit hours of thesis coursework.

Time Limitation: Students must petition for the M.S. while in the doctoral program and must complete the M.S. requirements within two years of leaving the Biomedical Engineering doctoral program.

Funding: The program will not require any new courses or funding. President Clough has reverified that funding for the program is available at 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.

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

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

5. **Establishment of the Albert Berry Saye Professorship in History and Revision of the E. Merton Coulter History Department Chair to the E. Merton Coulter History Professorship, University of Georgia**

Approved: The Board approved the request of President Michael F. Adams that the University of Georgia ("UGA") be authorized to establish the Albert Berry Saye Professorship in History and revise the E. Merton Coulter History Department Chair (the "Coulter Chair") to the E. Merton Coulter History Professorship, effective October 8, 2003.

Abstract: These professorships were funded by an addendum to the Coulter Chair that was established in 1976. The Coulter Chair never reached the minimum funding required to support an endowed special faculty position. Therefore, the donor representative, Dean Wyatt Anderson, requested an amendment to the Coulter Chair into two professorships: the creation of the Albert B. Saye Professorship in History with \$250,000 and to change the Coulter Chair to the E. Merton Coulter History Professorship.

Biographical Sketch: Dr. Saye was one of UGA's most distinguished and honored faculty members. He began his long and distinguished career on the faculty of UGA in 1939, when he was appointed Instructor in History. He was named Assistant Professor of Political Science in 1940, was promoted to the position of Professor in 1948, was designated Alumni Foundation Distinguished Professor in 1956, and in 1975, became the first Richard B. Russell Professor of Political Science, a position he held at the time of his retirement in 1979.

Dr. Saye was a prolific writer of articles on such topics as the county unit system, civil rights, voter registration, reapportionment, and federal intervention in state government matters. He was the author of numerous articles and books, including: *Principles of American Government*, Tenth Edition (1986), *Handbook on the Constitutions of the United States and Georgia*, Twelfth Edition (1984), *A Constitutional History of Georgia*, Second Edition (1970), *New Viewpoints in Georgia History*

(1943), *History of Georgia* (1954), *Georgia Government and History* (1957), *Constitutional Law* (1965), and *American Constitutional Law* (1975).

The creation of the two distinguished professorships gives added strength and will provide the necessary leadership for curriculum development. Holders of the professorships will give the College of Arts and Sciences and UGA added visibility among the humanities and fine arts disciplines. The holders will have outstanding national reputations and be full professors engaged in teaching, research, and public service.

6. Establishment of the Despy Karlas Professorship in Piano, University of Georgia

Approved: The Board approved the request of President Michael F. Adams that the University of Georgia ("UGA") be authorized to establish the Despy Karlas Professorship in Piano, effective October 8, 2003.

Abstract: The Despy Karlas Professorship in Piano will be funded by friends and admirers to perpetuate forever the name of Despy Karlas with a gift in trust to the University of Georgia Foundation, Inc. The fund is supported by an endowment of more than \$250,000. In establishing the Despy Karlas Professorship in Piano, it is Ms. Karlas' wish that monies be made available to both faculty and students to recognize excellence in their pursuit of advanced piano study and, in particular, in the field of piano performance, to which her lifelong career was devoted.

Biographical Sketch: Ms. Karlas was one of UGA's most distinguished and honored faculty members and is a renowned figure in music circles in Athens and on the UGA campus. Ms. Karlas earned a diploma in Piano Performance at Julliard's Institute of Musical Art in New York City and degrees at Douglas College in New Jersey and the University of Illinois at Urbana. After completing her studies, she joined Russian pianist Sergei Barsukoff in forming a duo-piano team based in Miami. Upon returning from Julliard in 1946, Ms. Karlas began her long and distinguished career on the faculty of UGA. Ms. Karlas spent more than four decades at UGA. She retired as a full professor and has continued to be active in music. During her tenure at UGA, Ms. Karlas taught academic subjects, including the History of Piano Literature; the Music of Bach, Beethoven, and Brahms; and Music Theory. In addition to providing leadership to the Georgia Music Teachers Association, Ms. Karlas performed as a featured soloist and lecturer in Europe and South America.

The professorship represents Ms. Karlas' professional contribution to and ongoing interest in piano education at UGA. The holder will have an outstanding national reputation and be a full professor. The holder will demonstrate scholarly achievements in music and be engaged in teaching, research, and public service.

7. Reorganization of Institutional Units, Gainesville College

Approved: The Board approved the request of President Martha T. Nesbitt that Gainesville College ("GVC") be authorized to reorganize institutional units, effective October 8, 2003.

Abstract: GVC proposed a reorganization of institutional units to accommodate its growth and the

addition of a second instructional site. The reorganization does not add significant numbers of administrators, only those who are needed to support the academic and support programs in Gainesville and Athens.

Rationale: The organization chart submitted by GVC represents a long-term reorganization. New positions will be added only when fiscal resources allow. With the addition of about 2,300 students and the establishment of a second instructional site in Oconee County, the current administrative staff, particularly in the academic area, need to be reorganized to better serve GVC's students.

GVC has added only one additional administrator since fall 1997, when enrollment was 2,800. Currently, the institution currently has one less administrator due to the departure of a vice president.

The reorganization creates four additional positions. The position of Special Programs will become that of an Associate Vice President for Academic Support. One new position is that of the other Associate Vice President for Extended Learning and Outreach. Two others are deans for academic and student development at the Oconee site. The new student dean's position will be funded from the current director's position. The fourth position, Associate Vice President for Enrollment Management, reflects a consolidation of admissions, records, financial aid, testing, and international student services.

The title change from Division Chair to Dean is a reflection of these administrators' increased responsibilities of staffing the Oconee site and providing oversight to academic programs. Especially important is the greatly increased span of responsibility in managing the tremendous growth in the number of part-time faculty.

The other title change is from Vice President for External Programs to Vice President for the Oconee site.

GVC has consistently been low among the University System institutions in the dollars spent per full-time equivalent student for institutional support. The reorganization will increase effectiveness with the least addition of resources.

8. Redesignation of Specific Education Specialist Majors to an Education Specialist Degree in Teaching and Learning, Georgia Southern University

Approved: The Board approved the request of President Bruce F. Grube that Georgia Southern University ("GSOU") be authorized to redesignate specific Education Specialist ("Ed.S.") majors to an Education Specialist degree in Teaching And Learning, effective October 8, 2003.

Abstract: GSOU proposed to redesignate 13 majors under the existing Ed.S. degree to an Ed.S. program in Teaching and Learning. The university will continue to offer existing majors under the Ed.S. in Counselor Education, Educational Leadership, and School Psychology. The following Ed.S. majors will be deactivated and later terminated in favor of the Ed.S. in Teaching and Learning:

Art Education	Music Education
Early Childhood Education	Reading Education
English Education	Science Education
Health and Physical Education	Social Science Education
Instructional Technology	Special Education
Mathematics Education	Technology Education
Middle Grades Education	

It is projected that all students in the 13 above-referenced majors will have completed their degrees by June 30, 2004.

The proposal originated from the findings of the comprehensive program reviews carried out in 2000 – 2001. The 13 majors cited had insufficient enrollments to justify their continuation. University administrators, the Strategic Planning Council, and the university review committee in cooperation with College of Education leadership and faculty embarked on plans to reduce and reorganize the programs. A study committee was formed to design an Ed.S. program to serve graduate students from the various teaching fields.

9. Revised Institutional Statutes, State University of West Georgia

Approved: The Board approved the request of President Beheruz N. Sethna that the State University of West Georgia (“UWG”) be authorized to revise its institutional statutes, effective October 8, 2003.

Abstract: UWG sought to revise its university statutes. Revisions were approved at the institution to accommodate changes in The Policy Manual of the Board of Regents on the inclusion of the ranks of Lecturer and Senior Lecturer. The change was presented at the General Faculty Meeting. The statements are in accordance with policies adopted by the Board of Regents of the University System of Georgia. The revised statutes were approved by the faculty of the institution. These changes have been reviewed by the Office of Legal Affairs and the Office of Academic Affairs. The statutes were found to be consistent with the current organization and administrative processes at UWG. The revised statutes are on file in the Office of Academic Affairs at the University System Office.

10. Termination of the Major in Endocrinology Under the Master of Science and Doctor of Philosophy Degrees, Medical College of Georgia

Approved: The Board approved the request of President Daniel W. Rahn that the Medical College of Georgia (“MCG”) be authorized to terminate the major in Endocrinology under the Master of Science and Doctor of Philosophy degrees, effective October 8, 2003.

Abstract: MCG sought to terminate the major in Endocrinology under the Master of Science and Doctor of Philosophy degrees offered in the School of Graduate Studies. Historically, MCG had a

Department of Endocrinology and, therefore, had graduate programs in that discipline. The Department of Endocrinology was later merged with the Department of Physiology in 1986. After the merger, the combined department focused on research areas other than endocrinology. Faculty with endocrinology backgrounds continue to be employed at the university, and students interested in this field will be able to pursue their interests through other majors. The programmatic termination does not negatively impact faculty or students.

11. Degree Designation Change From the Bachelor of Arts to the Bachelor of Science With a Major in Chemistry, Albany State University

Approved: The Board approved the request of President Portia Holmes Shields that Albany State University (“ALSU”) be authorized to change the degree designation from Bachelor of Arts to Bachelor of Science for the major in Chemistry, effective October 8, 2003.

Abstract: ALSU sought a change in the degree designation for the Chemistry major from a Bachelor of Arts degree to a Bachelor of Science degree. Due to changes in the curriculum and as a result of the foreign language requirement, the major qualifies more appropriately as a Bachelor of Science degree.

12. 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

Georgia Commodity Commission for Cotton Provide funding for a research study tour to Cotton Incorporated	7/1/03 – 6/30/04	\$32,000
Georgia Commodity Commission for Cotton Measure the response of Roundup Ready cotton fiber quality to glyphosphate applied topically between eight- and ten-leaf stage of development	1/1/03 – 12/31/03	\$6,400
Georgia Commodity Commission for Cotton Measure impact of Staple used sequentially and in combination with glyphosphate and the use of Evoke following glyphosphate on Roundup Ready cotton development, maturity, and yield	1/1/03 – 12/31/03	\$4,800
Georgia Commodity Commission for Cotton Study the effects of winter residue and tillage on yield of cotton	7/1/03 – 6/30/04	\$1,800
Georgia Commodity Commission for Cotton Measure attendance and participation in Beltwide Cotton Production, Mechanization, and Research Conference by county agents for the purpose of improving their technical skills and cotton educational programs	7/1/03 – 6/30/04	\$15,200

Georgia Commodity Commission for Cotton Extension Cotton Team to conduct variety of on-farm tests and result demonstrations to evaluate practices and new technology over a range of conditions and applications not always possible on experiment stations	7/1/03 – 6/30/04	\$19,000
Georgia Department of Community Affairs Provide consultative services that will enable the department to prepare tool kits, design implementation strategies, and develop a marketing campaign related to the department's Quality Improvement Objectives Program, which supports use of best practices in land use development	6/15/00 – 6/30/04	\$43,000
Georgia Department of Community Affairs Provide applied research and consultative services that will enable the department to prepare for the design and implementation of a comprehensive, integrated rural development strategy in Georgia	9/1/02 – 6/30/04	\$25,000
Georgia Department of Education Provide all the scoring and reporting services for the Georgia High School Graduation Tests and the Georgia Basic Skills Tests	6/29/03 – 6/19/04	\$294,000
Georgia Department of Education Provide services and products relating to the development, maintenance, scoring, and reporting of results for Georgia student writing assessment programs for the 2003-2004 school year for all school systems	7/1/03 – 6/30/04	\$969,000
Georgia Department of Human Resources Provide social work education and child welfare training for current child welfare workers with the department to begin, continue, and complete their study for bachelor's or master's degrees in social work	6/15/03 – 6/14/04	\$70,681
Georgia Department of Human Resources Provide intern services and the support of recruitment and retention initiatives in six regions of the state	6/15/03 – 6/14/04	\$73,382
Georgia Department of Human Resources Design executive development program based on input from the department and conduct training sessions for the program	6/30/03 – 12/31/03	\$35,907
Georgia Department of Labor Conduct training and provide support services for the Leadership program known as EXCEL, which is designed to improve knowledge and skills of employees, managers, and leaders	7/1/03 – 6/30/04	\$105,000
Georgia Department of Labor Provide applied research and program performance measurement services which enable the department to evaluate the quality of the Georgia Works job creation and training initiative and to	7/15/03 – 9/30/03	\$45,493

implement approaches toward program improvement		
Georgia Department of Natural Resources Provide for active cooperation in the advancement, organization, conduct of research, graduate education, in-service training, technical assistance, public relations, and demonstration programs relating to fish and wildlife resources	7/1/03 – 6/30/04	\$20,000
Georgia Department of Natural Resources Add information on 100 species to the Georgia Wildlife Web Extension: Aquatic Invertebrates section	7/1/03 – 6/30/04	\$2,500
Georgia Department of Natural Resources Develop an Internet-based Geographic Information System that will assist in the research and review of Georgia's archaeological and historic resources for statewide transportation and planning and other environmental planning purposes	6/1/03 – 6/30/04	\$369,522
Georgia Secretary of State Conduct training for municipal and county election officials at regional workshops and statewide conferences annually	7/1/03 – 6/30/04	\$235,000
Georgia Humanities Council Conduct two-day symposium on "Georgia Inside and Out: Architecture, Landscape, and Decorative Arts"	7/1/03 – 6/30/04	\$8,000
Governor's Council on Developmental Disabilities Coordinate the Better All Together conference March 17 to 20, 2004, with the Department of Human Resources	5/15/03 – 5/30/04	\$120,588

State University of West Georgia

Office of School Readiness Coordinate and provide services for four-year-old children and their families served by Georgia's pre-kindergarten program	7/1/03 – 6/30/04	\$182,544
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TOTAL AMOUNT OCTOBER	\$ 2,678,817
TOTAL AMOUNT FY 2004 TO DATE	\$ 117,185,950
TOTAL AMOUNT FY 2003 TO OCTOBER	\$ 6,999,038
TOTAL AMOUNT FY 2003	\$ 25,349,678

13. Establishment of the Ollie O. McGahee, Jr., M.D. Professorship in Family Medicine, Medical College of Georgia

Approved: The Board approved the request of President Daniel W. Rahn that the Medical College of Georgia ("MCG") be authorized to establish the Ollie O. McGahee, Jr., M. D. Professorship in Family Medicine, effective October 8, 2003.

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

Abstract: MCG requested approval to establish the Ollie O. McGahee Jr., M. D. Professorship in Family Medicine. The professorship was established to honor the life and career of Dr. McGahee as a physician, educator, and supportive MCG alumnus who worked to improve the health status of Georgians by advocating increased patient access and disease prevention. The Medical College of Georgia Foundation, Inc. has \$250,000 on deposit in an endowment for the professorship. The money was designated by the Georgia Academy of Family Physicians Board of Directors to provide salary support for a distinguished faculty member in the Department of Family Medicine.

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. It's been a pleasure to be here at Valdosta State University ("VSU") these past two days. We have enjoyed wonderful hospitality from President Zaccari and everyone here at the university. I also want to thank President Zaccari for his outstanding work at VSU. In addition to the president and the staff here, I want to recognize Nancy Zaccari and the VSU steering committee for working out the logistics for staging the meeting and this alumni association for their contributions to the meeting.

As you know, two weeks ago, we held a series of meetings with each of the System's 34 presidents, as well as the heads of the Georgia Public Library System and the Skidaway Institute of Oceanography. The purpose of the meetings was to listen to the presidents and their key staff and discuss how they propose to address the potential 2.5% budget cut for fiscal year 2004 and 5% cut for fiscal year 2005. We were all shocked at the level of damage that will be inflicted on the nation's best higher education system. Our presidents have displayed strong leadership in addressing the combination of increased demand and reduced dollars. Our enrollment this fall is approaching 250,000 students, up from 233,000 students last fall. Our appropriation for this year is less than we received in fiscal year 2001. It became even more apparent during our hearings that there is no single solution or plan of action that covers all institutions. We must continue to be very flexible in how we approach solutions to budgets and allocations. I appreciate the good spirit on our campuses and the leadership being provided by our presidents during these challenging times. That Georgia "can do" attitude is alive and well!

Let me now share some very good news items with you:

- We sent you an announcement from the National Science Foundation that Georgia, through the University System, would receive \$34.6 million over the next five years to implement our math and science initiative, called the Partnership for Reform in Science and Mathematics ("PRISM"). That's another acronym to add to your ever-growing list. Dr. Jan Kettlewell, Associate Vice Chancellor for Academic Affairs and Co-Facilitator of the Georgia P-16 Initiative, and Dr. Ron Henry, Provost at Georgia State University, are heading up PRISM. It's a great partnership, uniting the University System of

Georgia, the Georgia Department of Education, seven University System of Georgia institutions, and 13 K-12 school districts in four regions of the state.

- Dr. Stuart A. Thompson, Assistant Professor of Biochemistry and Molecular Biology at the Medical College of Georgia, recently received a \$1.7 million grant from the National Institutes of Health to pursue his studies of *Campylobacter*. For the non-medical folks present, *Campylobacter* is the agent that can make you very sick when you don't cook your chicken dinner properly. It's the leading cause of gastroenteritis in the U.S. and a bioterrorism agent to boot.
- A team of University of Georgia scientists has received a \$6.7 million grant from the National Center for Research Resources that could eventually help in the treatment of certain kinds of cancer and Parkinson's Disease.
- Georgia State University and its partners, the Georgia Institute of Technology ("GIT") and Emory University, were selected over 400 other teams to receive \$40 million from the National Science Foundation for research in genetics, chemistry, and behavioral psychology designed to understand how the brain stores memories and processes behaviors such as fear, anxiety, and aggression.
- At GIT, Associate Professor Shuming Nie in the Department of Biomedical Engineering is exploring how tiny colored "dots" may hold the key to early detection, clinical diagnosis, and treatment of cancer. Nie is among the first group of researchers brought to GIT and Emory University by the Georgia Cancer Coalition.
- The Online Certificate in European Studies developed by our Office of International Education under the direction of Dr. Richard C. Sutton, Senior Advisor for Academic Affairs and Director of International Programs, has won an award from the American Council on Education and the AT&T Foundation.
- The National Center for Public Policy in Higher Education has selected Arlethia Perry-Johnson, Associate Vice Chancellor for Media and Publications, to participate in its Associates Program during the coming year.
- I have appointed Philip D. Allen from Valdosta State University to serve as the first full-time director of Georgia Lifelong Education and Economic Development Services ("Georgia LEADS"), our lifelong learning initiative.
- The University of Georgia ranks No. 5 on a list compiled by *U.S. News & World Report* of public national universities offering the best value in education.
- Georgia State University's Economic Forecasting Center, directed by Dr. Rajeev Dhawan, outranked all other university-based centers in the accuracy of its forecasts, according to a study published in the quarterly report of the Atlanta Federal Reserve Bank.

- Kennesaw State University and Georgia Southwestern State University are among 12 institutions invited to participate in a national project known as the Foundations of Excellence in the First College Year because of their strong commitment to providing new students with a solid first-year experience.
- The U.S. Department of Education recently awarded Savannah State University the largest amount of Title III funding in the university's history for fiscal year 2004. The nearly \$3 million award is an increase of 20% over the previous year.
- Ladies and gentlemen, lots of very good things continue to happen in the University System in the face of difficult financial times. We are very proud of Dr. Eve Troutt Powell, an Associate Professor of History at the University of Georgia, for winning the MacArthur Foundation Genius Award. This is an extraordinary recognition of one of our best. Our thanks go to President Adams for creating the atmosphere in which this type of award can be accomplished. I'm going to ask Dr. Adams to tell you a little more about this honor.
- I also want to congratulate Don Snell, Executive Director of Medical College of Georgia Health, Inc. ("MCGHI"), and President Dan Rahn of the Medical College of Georgia ("MCG") for their good work in getting MCG ranked among the top 16 major teaching hospitals in the country. Two years ago, MCGHI set a goal of being included on the Solucient 100 Top Hospitals list by 2005. MCG far exceeded this goal by achieving it in 2003. Regent Leebern has more details about this for you.

Mr. Chairman, this concludes my report.

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.

Chancellor Meredith interjected that Associate Professor of History Eve Troutt Powell of the University of Georgia ("UGA") had won the prestigious 2003 MacArthur Fellowship, commonly referred to as the "genius award." He called upon President Michael F. Adams of UGA to tell the Regents more about this honor.

President Adams said that Dr. Troutt Powell specializes in Middle Eastern history. The John D. and Catherine T. MacArthur Foundation in Chicago awards between 20 and 40 fellowships each year to some of the best minds in America. Dr. Troutt Powell is the first person at UGA to be awarded the MacArthur Fellowship and only the fourth from the State of Georgia. The fellowship includes a \$500,000 grant.

The Chancellor said that Dr. Troutt Powell has brought great honor to the State of Georgia and that it is President Adams' strong leadership that has brought such notable scholars to UGA. He also

noted that the Medical College of Georgia's hospital was recently ranked one of the top five academic medical centers hospitals in the nation. He said this represents a dramatic turnaround for the institution, and he thanked Chair Leebern, who is chairs the board of MCG Health, Inc. ("MCGHI") He also thanked President Daniel W. Rahn and the Chief Executive Officer of MCGHI, Donald F. Snell.

Chair Leebern said that for MCG to be ranked among the top academic medical centers in the nation is a compliment to the leadership of President Rahn and Mr. Snell and the foresight of late Regent Thomas F. Allgood, Sr.

Next, Chancellor Meredith introduced the presentation of the best practices awards. He explained that the System is striving to maintain and enhance quality while simultaneously working ever more efficiently and effectively. In November 2003, the Regents will hear more about a number of initiatives underway since fall 2002, but at this meeting, they would hear about an incentive award program led by the Vice Chancellor for Fiscal Affairs, William R. Bowes.

Mr. Bowes explained that last fall, he outlined for the Regents a plan for addressing one of the major goals of the Board's strategic plan, namely to identify and promote the use of best practices across the University System of Georgia. One part of that plan called for the creation of an incentive award program, modeled after similar national and regional programs, to encourage institutions to develop and implement best practices and, perhaps more importantly, to share with other institutions those best practices that could be replicated to achieve cost savings, increase productivity, and/or enhance administrative and academic services.

Mr. Bowes initiated this program with the assistance of a committee of chief business officers, as follows:

- Fred Barnebei, Vice President for Business and Finance and Student Affairs, Augusta State University
- William N. Gauthier, Vice President of Business and Finance, State University of West Georgia
- Harry E. Keim, Vice President of Business and Finance, Georgia College & State University
- Patrick J. O'Hare, Vice President for Operations, Planning & Budgets, Clayton College & State University
- Karen Porter, Vice President for Finance and Administration, Floyd College
- Usha Ramachandran, Budget Director and Special Assistant to the Chancellor, Board of Regents

Mr. Bowes also thanked them the staff from the Office of Information and Instructional Technology who helped design the Web site for this program.

In May 2003, a call went out to all System institutions to submit their best practices for consideration in the award program. The staff asked for best practices that had been in place for some time and had resulted in some significant impact on campus operations. The response was

overwhelming, remarked Mr. Bowes. Twenty-two institutions, representing all sectors within the University System, submitted a total 73 best practices. Significantly, these submissions covered the full range of institutional operations: academic affairs, student affairs, information technology, as well as finance and business.

Mr. Bowes asked senior administrators in the University System to evaluate and score the proposals according to criteria that consider the following:

- The impact of the practice on institutional operations. Is it substantial and measurable?
- The benefits provided by the practice to students, faculty, staff, or others.
- The effectiveness and efficiencies created by the practice, including cost-savings, cost-avoidance, or productivity enhancements.
- The relationship of the practice to the achievement of specific institutional strategic goals and objectives.
- And the opportunities the practice presents for replication at other System institutions.

The peer review process the committee used worked as follows. Each major administrative committee in the University System reviewed proposals submitted in their area of expertise. For example, the chief business officers reviewed proposals submitted in the finance and business area, chief student affairs officers reviewed proposals submitted in the student affairs area, and so on. This peer-review process provided the most appropriate means to determine which of the many proposals received were viewed as having the greatest value from an institutional perspective from the people who are engaged daily in the operations that these practices model. Additionally, the committee decided to select eight award recipients representing the two top-rated submissions in each of four categories: academic affairs, student affairs, information technology, and finance and business. In addition to receiving a certificate from the Board of Regents today, the award recipients will also receive monetary awards in the amounts of \$15,000 for each top recipient and \$10,000 for each second-place recipient in the four categories, a total of \$100,000, which was set aside for the purpose of awarding performance in last year's budget allocation process. These awards will be put to good use in furthering the exploration and implementation of best practices.

Mr. Bowes said that although the committee was singling out only 8 of the 73 submissions for special recognition, it was clear from the response to this award program that the institutions are actively engaged in pursuing more efficient and more cost-effective means of doing business. In an era of reduced budgets and continued pressure to constrain administrative costs, this discovery comes as no surprise as all institutions have had to do more with less. It is also clear that many of the institutional submissions, some of which were not being recognized at this meeting, offer great potential for replication and savings throughout the University System. Mr. Bowes said that he expects that the staff will pursue that very goal with several of these proposals in the coming months. He thanked the leadership of each institution that participated for helping to make this

program a success and congratulated them on their fine efforts. He noted that all of the best practices are showcased on the University System of Georgia Web site at www.usg.edu/bestpractices.

Mr. Bowes called upon the Senior Vice Chancellor for Academics and Fiscal Affairs, Daniel S. Papp, and Ms. Ramachandran to come up and help him introduce and recognize each of the eight institutions receiving the awards, after which, representatives of the top four institutions would make brief presentations about their best practices.

In the area of information technology, the top award recipient was the Medical College of Georgia ("MCG") for its submission, "IRIS: The Institutional Research and Information System." Representing MCG was the Assistant Director of Institutional Research and Project Manager for IRIS, Holly Goodson.

In the category of academic affairs, the top award recipient was Gainesville College ("GVC") for its submission, "Successful Practices to Prepare Students to Pass the Regents' Test." Representing GVC was President Martha T. Nesbitt. In the category of finance and business, the top award recipient was Columbus State University ("CSU") for its submission, "PeopleSoft Financials Budget Access System." Representing CSU was President Frank D. Brown. President Brown noted that he was accompanied by the Vice President for Business and Finance, Charles Patillo, and Senior Programmer Vera Bailes, who was the lead programmer for the project. In the category of student affairs, the top award recipient was Kennesaw State University ("KSU") for its submission, "24/7 Web Tools for Enrollment Management." Representing KSU was President Betty Siegel. President Siegel was accompanied by the Dean of Enrollment Services and Director of Admissions, Joe F. Head.

Mr. Bowes explained that in the interest of time, the Regents would not hear presentations from all of the second-place award recipients. Instead, as he introduce the second-place award recipients in each category, he would take a brief minute to describe the best practice each institution submitted. Valdosta State University ("VSU") finished a close second in the evaluation for the category of information technology for its submission, "An Integrated Strategic Planning and Budgeting System." However, since the Board meeting was at VSU, Mr. Bowes would later ask the Chief Planning Officer, Marsha Krotseng, to brief the Regents on this "best practice."

President Zaccari thanked three members of his administration for their efforts on this best practice: the Chief Planning Officer, Marsha Krotseng; the Interim Chief Information Officer, Joseph A. Newton III; and Programmer Jason Gaskins, who developed the system. President Zaccari congratulated them for this recognition.

Mr. Bowes stated that in the category of academic affairs, the second-place award recipient was Georgia Southern University ("GSOU") for its submission, "P-16 Partnership for Teaching/Learning Renewal." GSOU's program involves working closely with the Screven County School System and the Savannah River Challenge Program (a minimum security educational residential detention center for adolescent males) to help narrow the achievement gap between minority and majority students. This program provides significant benefits to students in the GSOU regional K-12 schools, current

K-12 educators, College of Education faculty, parents, and the local communities. Representing GSOU was the Provost and Vice President for Academic Affairs, Vaughn Vandegrift, and the Dean of the College of Education, Cindi Chance. Dr. Vandegrift noted that Dean Chance and her staff had just received a \$500,000 grant from the Fund for the Improvement of Postsecondary Education for this effort.

In the category of finance and business, the second-place award recipient was UGA for its submission, "Reengineering How the University of Georgia Pays Its Bills." Mr. Bowes said that UGA developed a Web-based digital imaging work process that eliminated most of the paperwork associated with bill payment. This has enabled elimination of three positions so far with a total savings of \$140,000 in salaries and fringe benefits and has reduced the time for invoice payment from 30 to 3 days. The added efficiency in the office has had a great impact on staff morale, reducing the number of incoming phone calls and lost documents. Mr. Bowes noted that this best practice had also received an award from the Southern Association of College and University Business Officers ("SACUBO"). President Adams recognized the hard work of the Senior Vice President for Finance and Administration, Hank Huckaby, and the Associate Vice President and Controller, George E. Stafford.

In the category of student affairs, Mr. Bowes announced that the second-place award recipient was the Georgia Institute for Technology ("GIT") for its submission, "Student Web Invoice Statement." To increase customer service, GIT created a student Web invoice statement to replace the prior statement format and process of mailing bills to students. This system is available on a 24/7 basis to students who can now access account records to obtain the most current information. GIT estimates a 50% supplies expense reduction for preparing invoices and a 63% postage expense reduction for mailing. Reductions in temporary staffing and payment transactions are also projected to be significant. Representing GIT was the Associate Vice President for Administration and Finance, Joel E. Hercik. Mr. Bowes noted that this best practice also received an award from SACUBO.

Mr. Bowes next called upon Ms. Goodson from MCG to present its first-place best practice in information technology, "IRIS: The Institutional Research and Information System."

Ms. Goodson explained that IRIS is MCG's online data and information system. In 1996, the Director of Institutional Research, Deborah Barshafsky, decided to convert the MCG fact book into an online version. In doing so, the printing costs were immediately reinvested in developing the Web system. In the eight years since, IRIS has gained better functionality to help administrators make better decisions. IRIS contains information about strategic planning, the institution's mission, institutional assessment, peer profiles, demographic data, economic data, trend analyses, charts, graphs, and many other relevant documents. The Office of Institutional Research staff are constantly enhancing the system and developing new functionality and viability of the system. Currently, the staff are developing an administrative toolbox where administrators can go into a secured area of the Web site and see the funding formula and financial data of the institution, among other things. So, administrators are able to access information as it becomes available rather than having to wait for a printed book. This makes administrators' decision-making easier and more responsive both for the

sake of MCG and the University System of Georgia. Ms. Goodson thanked the Regents for this honor and stepped down.

Then, Mr. Bowes called upon President Nesbitt to discuss GVC's best practice, "Successful Practices to Prepare Students to Pass the Regents' Test."

President Nesbitt said that she was delighted to accept this award on behalf of GVC, that GVC is very proud of its Regents' Test preparation program, and that she was grateful to have others recognize its excellence. Since its founding in the mid 1960s, GVC has served as the primary point of access to public higher education for Northeast Georgia: students who are first-generation college students in their families; students who cannot meet the higher admissions requirements of the research, regional, and state universities; and students who want to begin their college careers in a small and personal environment where they can benefit from small classes, a caring faculty and staff, and strong academic support programs that help them succeed. GVC's Academic, Computing, Tutoring, and Testing ("ACTT") Center is a strong and visible symbol of its student-focused and learning-centered environment for which the Southern Association of Colleges and Schools team commended the college during its visit in January 2002. In 1996, the University System of Georgia recognized the ACTT center as one of five "very best" retention practices. The particular best practice recognized in this year's competition is part of the ACTT Center's program. It was begun in an effort to increase student success on the Regents' Test with the most efficient use of resources. The college created two writing lab assistant professional staff positions to work one-on-one with students as they prepared for the test, either for the first attempt or for remediation after they had failed the test.

Two staff members who are professionally qualified with master's degrees provide tutorial services in English and reading for students in their regular courses, including learning support, English as a Second Language, and college-level classes. In addition, they are responsible for the Regents' Test preparation and remediation program, which has produced very successful pass rates for GVC students. The tutors developed an individualized approach that promotes student responsibility and identifies the particular skills they need to strengthen. The tutors teach an individualized Regents' Test practicum class for those preparing for the test. They also teach two remediation classes on an individualized basis for students who did not pass the test.

Rather than having a specific class meeting at a certain time, a schedule that usually results in small classes that require faculty to teach when they could be teaching larger core curriculum classes, the individualized approach produces a more efficient use of human resources and thus decreases the cost of providing quality instruction. Efficiency without effectiveness, however, is unacceptable at GVC, said President Nesbitt. The success of this program for GVC students is reflected in their pass rates on the Regents' Test, which are always among the top five or six institutions in the System. She reminded the Regents that the two-year colleges include many students who cannot meet the higher admissions requirements for the research, regional, and state universities. Therefore, two-year college student success reflects a great preparation in order to pass the Regents' Test. In particular, GVC is extremely pleased by the very high level of repeaters' success – always among the highest pass rates – which is a reflection of highly effective instruction.

President Nesbitt concluded that this best practice of preparing students for the Regents' Test results in both effectiveness and efficiency: effective instruction that results in student success and efficient use of faculty resources. She said it was an honor for her to accept this award but that the credit belonged to those who developed the program and the tutors who produced such successful results. In closing, she recognized those individuals, as follows: the Assistant Director of the ACTT Center, Judy Forbes; the Coordinator of Learning Support, Carol Howard; and tutors Frank Sherwood and Kelly Dahlin.

Mr. Bowes next called upon President Brown to discuss CSU's best practice, "PeopleSoft Financials Budget Access System."

President Brown stated that in higher education, our goals are lofty and our mission is noble. However, as a very wise person once said, "Money is the mother's milk of education." He explained that budgetary information, which permits administrators to better manage the dollars with which they have been entrusted, is a vital part of the accountability that must occur. CSU was pleased to receive recognition for development of a budget access system that complements the PeopleSoft financials and provides persons with budgetary responsibility access to personalized budget information, accurately and in a timely fashion.

The PeopleSoft Financials Budget Access System was developed by a team consisting of Vera Bailes, Senior Programmer; Anna Brooks, Grants Specialist; and Lougene Brown, Finance and Investment Accountant. The system ensures confidentiality of each account by providing authorized budget users with unique three-digit codes, which allow those users access to the system. This new process replaces large hard-copy reports, which had been prepared periodically, and it further improves the reports produced. Inquiries to the Business Office have been reduced substantially since this system has been in place. Questions are answered easily by the responsible parties because they have access to current information, information in a useable format and with the level of detail they need. The system is also easier to use for persons who are not familiar with its inner workings. The system's screens and reports are user-friendly, even for the person who has only occasional need for information.

The central question, said President Brown, is what this system offers that PeopleSoft does not. First of all, the system is user-friendly even to users who do not need it everyday. The system provides information in a format that is readily available and understandable. It pulls data from a multitude of panels and menus and places those data in a predetermined format. The user is provided current accounting data without the difficulties of manipulating a very complex system. Secondly, through the use of passwords, the institution can ensure that only authorized staff have access to the full information. This system was implemented at CSU in January 2003, and the institution is now in a position to share this new program with its sister institutions. President Brown said that he has seen some interest expressed by colleagues across the state already.

In closing, President Brown said that everyone at CSU is very proud of what is happening on the campus in many ways, and especially at this time, they laud the good work of Ms. Bailes, the

person who took the lead in developing this system. He asked Ms. Bailes to stand and be recognized for her outstanding contribution to CSU and to the University System of Georgia.

Mr. Bowes thanked President Brown for his presentation and said that this was a system that even the University System Office is considering implementing. He then called upon President Siegel to present her best practice submission, "24/7 Web Tools for Enrollment Management."

President Siegel said that she was delighted to accept this award for best practices in information technology on behalf of KSU's Division of Student Success and Enrollment Services. The award was for the development of Web tools for enrollment management that enable admissions to occur at any time. She noted that KSU was the first in the nation to use the title Vice President of Student Success and Enrollment Services, and its Web tools highlight KSU's commitment to making very good use of this title. It is heartening, she said, to be recognized for work well done and even more gratifying to be recognized for work that really does benefit so many: high school students, their guidance counselors, and KSU students, among others. This award recognizes extraordinary coordination and collaboration. The Dean of Enrollment Services and Director of Admissions, Joe F. Head, and his staff provided the creative vision for this project. The Chief Information Officer, Randy Hines, provided crucial logistical, technological, and financial support.

KSU's Web tools provide a one-stop resource, said President Siegel. They are convenient as well as cost-effective for everyone involved, and they lead effectively to optimum enrollment and retention outcomes. President Siegel then described a few of the highlights of the Web tools. The first one is a Web-based Georgia high school directory. KSU's Office of Admissions has published the only consolidated public and private high school directory for the State of Georgia since 1984, and now, it has been made available on the Admissions Web page for public access. The directory also includes full and updated contact information for all high school guidance counselors in the state. The second Web tool was the freshman admission predictor, which is unique to KSU. This feature is a one-minute self-service Web tool that asks prospective students to enter data onto an automated Web form, such as their high school diploma type, curriculum, grade point average, SAT scores, etc. Then, those students are presented within 60 seconds the likelihood of their admission to KSU. So, a potential student can find out whether or not it is likely she would be admitted to the institution. This is for informational purposes only and is not official, but it gives potential college students a helpful frame of reference in just one minute. If the student appears to be ineligible for acceptance to KSU, the program refers her to other appropriate colleges and universities in the state and offers her a direct link to the University System of Georgia. This Web tool alone gets 50 hits a day.

The third tool President Siegel highlighted was the high school guidance counselor service center. This new tool allows authorized high school counselors to access KSU's applicant pool and view an exclusive list of applicants and currently enrolled students from their high schools, but they cannot view the lists of any other high schools. Scrolling down, the counselors can see the status of each student's vital admissions documents and decisions, which gives them important information as they talk to parents. The fourth Web tool is the electronic application, SAT transfer, and imaging system. KSU is the first in the state to use this technology, which has saved it an enormous amount of time. KSU is now able to eliminate the process of entering admissions data by hand. Rather, that

information is now pushed through imaging directly into the Banner student information program. The technology is successful and reliable, and other universities are already staff to visit KSU and study it. This is a very agile, robust solution to streamline the electronic application process. The fifth Web tool is prospective student and information retrieval technology. Again, KSU is the first in the state to use this technology, which has been in operation 14 months and has answered already 26,000 questions. Students use this tool to request information, and it also provides a virtual advisor for the students. They can type in any question they have about enrollment and immediately get an answer. This virtual advisor is available around the clock. The final Web tool President Siegel discussed was a registration report that keeps track of students who have been unsuccessful in registering for classes. Indeed, it monitors every single student seeking to register for a class. Daily reports based on this information help KSU administrators to see which classes are filling most quickly so that they can ask departments to open up more sections. Once new sections are opened, KSU calls each student who wanted those classes to try again. This is a very valuable retention tool as well as a student satisfaction tool.

In closing, President Siegel said that these examples show how the new Web tools have made a remarkably positive impact on KSU's admissions procedures, helping not only admissions staff, but also other institutions, students, and guidance counselors throughout the state. The goal is to make current and potential students feel more invited, more informed, and more successful. She said that she was proud of her colleagues, and she thanked the Regents for this recognition.

Mr. Bowes stated that the final presenter at this meeting would be VSU's Chief Planning Officer, Marsha Krotseng, who would present VSU's submission, "An Integrated Strategic Planning and Budgeting System."

Dr. Krotseng said that it was a very special honor to have this opportunity to present VSU's universitywide planning model as one of the System's best practices. This model uses Web-based technology to create an effective link between strategic planning and budgeting. VSU implemented this system in January 2003, and it has transformed the way the institution approaches budgeting across campus. It has been a catalyst for change. This model supports the tenth goal of the Board's strategic plan as it pertains to increasing, diversifying, and strategically allocating funds. It enables VSU to demonstrate good stewardship and accountability for directing funds toward the mission and goals of the institution and the University System.

Dr. Krotseng explained that VSU accomplishes this through Goal 1 of its own strategic plan: integrated, continuous planning. One of the action steps under that goal mirrors the Board's tenth strategic goal, leading to the creation of a budget planning process that enables the strategic allocation of resources. VSU's strategic plan provides a defined direction and vision via eight goals developed through a participatory process. To place VSU's strategic plan in context, she explained that it is part of a comprehensive, five-component planning model. The strategic plan is the hub of this model. It sets a vision for the institution and all other plans flow from and connect back to it, including the budget plan, master plan for the physical design of the campus, facilities plan for maintenance, and external fund-raising plan. This presentation specifically focused on the budget plan and the Web-based process VSU developed that tangibly links the budget with the strategic plan. This electronic

process transforms the conceptual model into a living system. The detailed information in this model strengthens decision-making and enables the university to allocate resources more effectively. Many individuals at VSU were engaged in the development of this process; however, Dr. Krotseng wanted to acknowledge in particular the two people who developed the system: the Interim Chief Information Officer, Joseph A. Newton III, and Programmer Jason Gaskins.

The purpose of this presentation was to provide the Regents with a feel for this system and its important features. At the same time, the presentation would highlight key reasons why this system has proven valuable to VSU and why it has made a difference in institutional planning and budgeting. First, said Dr. Krotseng, it connects department-level goals with VSU's strategic goals. As departments begin the budget planning process, they define three to five major goals for the year that relate to VSU's strategic goals. Once departments have developed their goals and action steps, they complete an operating budget request. In addition to this regular budget, departments have the opportunity to propose one or more strategic initiatives. These are new projects specifically directed toward the goals and action steps of VSU's strategic plan. This process connects proposed initiatives with VSU's goals and the goals of the University System. Departments are asked to demonstrate how each proposed new initiative directly supports the goals and action steps of VSU's strategic plan. They also connect their initiatives with University System goals. Prioritizing initiatives is a key element of the process, she stressed. Each department head ranks the initiatives from within her department. This also takes place at the dean and cabinet level. By the time an initiative reaches the president's budget advisory council, there is solid information as to the relative priority of projects and how to most effectively allocate funds. The process also connects with the master plan and facilities plan. New initiatives may include construction or renovation projects that are part of VSU's master plan or facilities plan. The Web interface provides documentation that flows into and is used in preparing the capital budget request. Moreover, the process supports the external plan. The Board's tenth strategic goal emphasizes increasing and diversifying funding sources. In this way, the system is a great asset to the president. By compiling all requests in a single database, this system assists the president in identifying some initiatives that have potential to be funded through grants or by private or corporate donors

The process promotes open communication about the budget, stated Dr. Krotseng. Faculty and staff in each department provide input into the initial budget request. After completing their regular budget request and assigning priorities to any new initiatives, department heads communicate with their dean or division head. The requests then flow to the appropriate cabinet officer and the president's budget advisory council through budget hearings. This facilitates open communication about the budget within departments and at each step of the process. The process also demonstrates good stewardship and accountability for the strategic allocation of resources. Departments are held accountable for directing their funds toward the initiatives outlined through this process. The same is true of the university as a whole. High-priority initiatives are funded by redirecting resources from lower priority projects that are not as central to the overall mission and goals.

Dr. Krotseng concluded that this Web-based system links departmental goals and priorities to VSU's strategic plan and goals as well as to the Board's strategic plan, particularly its goal of strategic allocation of resources. It also incorporates elements of the master plan, facilities plan, and external

plan. By drawing upon all these elements and bringing them together, it becomes a powerful tool enabling effective resource utilization. It allows administrators to make informed decisions based upon data and to advance the institution toward its defined vision for the future.

Mr. Bowes thanked all of the presenters for their best practices presentations and congratulated them on their awards. He reminded the Regents that they can see the best practices awards online at www.usg.edu/bestpractices to access any of the best practices discussed at this meeting as well as the others that were part of this competition.

Chair Leebern thanked Mr. Bowes and adjourned the meeting of the Strategic Planning Committee as a Committee of the Whole.

UNFINISHED BUSINESS

There was no unfinished business at this meeting.

NEW BUSINESS

Chair 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 Thomas Z. Jones of Armstrong Atlantic State University ("AASU") had nominated former Chancellor H. Dean Propst for an honorary degree to be awarded at AASU's December 2003 commencement. Also, President Frank D. Brown of Columbus State University ("CSU") had nominated James H. Blanchard, Chairman and Chief Executive Officer of Synovus Financial Corporation, for an honorary degree to be awarded at CSU's January 2004 commencement. On behalf of Presidents Jones and Brown, Secretary Weber submitted this nomination for the Board's approval. With motion properly made, seconded, and unanimously adopted, the Board approved both honorary degrees.

PETITIONS AND COMMUNICATIONS

Secretary Gail S. Weber announced that the next Board meeting would take place on Tuesday, November 18 and Wednesday, November 19, 2003, in the Board Room in Atlanta, Georgia.

Chair Harris thanked President Ronald M. Zaccari and the Valdosta State University ("VSU") community for hosting this meeting of the Board of Regents. He also thanked Mrs. Nancy Zaccari for her gracious hospitality in hosting an event for the Regents the previous evening.

President Zaccari thanked the Regents for visiting VSU and invited them to visit again.

ADJOURNMENT

There being no further business to come before the Board, the meeting was adjourned at

approximately 10:15 a.m. on October 8, 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