

**MINUTES OF THE MEETING OF THE
BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA
HELD AT
270 Washington St., S.W.
Atlanta, Georgia
February 4 and 5, 2003**

CALL TO ORDER

The Board of Regents of the University System of Georgia met on Tuesday, February 4, 2003, and Wednesday, February 5, 2003, in the Board Room, room 7007, 270 Washington St., S.W., seventh floor. The Chair of the Board, Regent Joe Frank Harris, called the meeting to order at 1:00 p.m. on Tuesday, February 4. Present on Tuesday, in addition to Chair Harris, were Vice Chair James D. Yancey and Regents Hugh A. Carter, Jr., Connie Cater, William H. Cleveland, Michael J. Coles, Hilton H. Howell, Jr., George M. D. (John) Hunt III, Donald M. Leebern, Jr., Elridge W. McMillan, Wanda Yancey Rodwell, Glenn S. White, and Joel O. Wooten, Jr.

On behalf of the Board, Chair Harris expressed the Regents' concern for Regents Magill and Coles and their families after a difficult month with illness and an accident of Charles Magill, which will entail physical therapy.

ATTENDANCE REPORT

The attendance report was read on Tuesday, February 4, 2003, by Secretary Gail S. Weber, who announced that Regents Allene H. Magill, Martin W. NeSmith, and J. Timothy Shelnut 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 January 7 and 8, 2003, were unanimously approved as distributed.

RECOGNITION OF REPRESENTATIVE LOUISE McBEE

Chancellor Meredith stated that the Board was honored at this meeting to have as its guest Representative Louise McBee (District 74). He remarked that public higher education has no better friend or stronger supporter than Representative McBee. He welcomed her to the Board as the new chair of the Higher Education Committee of the Georgia House of Representatives. The appointment is a well-deserved recognition of her knowledge and experience. Representative McBee served in many key positions at the University of Georgia. She was an Associate Professor of Higher Education, Dean of Women, Dean of Students, Assistant Vice President for Instruction, and moved from Associate Vice President to Vice

President for Academic Affairs. Currently, she is Vice President for Academic Affairs Emerita.

Representative McBee has served in the Georgia House of Representatives since 1991. One key piece of legislation that bears her imprint is House Bill 203. Passed in 1998, this gives members of the Teachers Retirement System credit toward retirement for unused sick leave. This bill means a great deal to the 35,000 employees of the University System of Georgia. The Board is most appreciative of her leadership in this legislation. In her career, Representative McBee has not been afraid to meet new challenges and scale new heights. In 1988, she was a member of the Georgia expedition to Mt. Everest, and at that time, she was the oldest woman to have climbed to the base camp on the east face of the mountain, which is a height of 18,000 feet. Chancellor Meredith thanked Representative McBee for all she has meant and done for the University System of Georgia and the State of Georgia. He asked her to approach the Board.

Representative McBee greeted the Regents. She thanked the Chancellor for his kind words and said it was nice to have an opportunity to visit the Board. She has been a close observer of the University System of Georgia for 40 years, and she said that she likes what she has seen in those 40 years. The Regents and those who came before them have developed the finest university system in the country. She stressed that the University System of Georgia was not among the best, but in her opinion, was the best. The System still has a lot of work to do, and she wants to help. Education is to state government what defense is to the federal government. It is job one. Chancellor Meredith delivered the right message when he spoke before the Appropriations Committee and said that companies can pull back in tough times, but education cannot respond in that manner. Representative McBee said that she would do everything she can to minimize the damage that the economy has caused at the moment. She still believes things will improve, even before the end of this legislative session. In her opinion, this state will prosper economically, socially, and culturally to the extent that postsecondary education excels. Georgia's deficit in postsecondary education participation is better than it was, but it still has a way to go. It may be the state's most fundamental economic issue. She hopes everyone can pull together to raise the percentage of students who move out of high school and into higher education. She applauded the efforts of the Board's P-16 initiative, its Postsecondary Readiness Enrichment Program ("PREP"), and its teacher preparation initiative. However, the Board must continue to look for other ways to encourage and assist students in at-risk situations.

Representative McBee asserted that it is our job to ensure that all young people in Georgia can live out their dreams, no matter what part of the state they come from or how much money their parents earn. She wants higher education to be a Georgia passion. She wants Georgia to be education proud, a state where people get as excited about a 4.0 student and a Rhodes Scholar as they do about an All-American athlete. Georgia has been moving in that direction. She looks forward to working with the Board of Regents to this end.

On behalf of the Board of Regents, Chair Harris congratulated Representative McBee on her leadership position in the General Assembly and thanked her for all of her contributions to the University System of Georgia over the past 40 years.

SPECIAL PRESENTATION: RESEARCH AT GEORGIA INSTITUTE OF TECHNOLOGY

Chair Harris next called upon the Chancellor to introduce a special presentation on research at the Georgia Institute of Technology (“GIT”).

Chancellor Meredith said that at the January 2003 Board meeting, the Regents had heard a presentation on research at the University of Georgia (“UGA”). At this meeting, they would hear about research at GIT. He then called upon President G. Wayne Clough to make this presentation.

President Clough greeted the Regents. He explained that the main strategic goal of research at GIT is to discover and expand knowledge. Connected with that are other strategic goals that are beneficial to the State of Georgia, the University System, and GIT students. One such goal is enhancing Georgia’s image as a center of innovation. President Clough noted that Georgia is viewed as an emerging power in research by other institutions and industries. The next step, he said, is for Georgia to be seen as a place where new things happen so that those who are looking for the next thing will look to Georgia for that innovation. Another strategic research goal at GIT is integrating research and education. President Clough stressed that GIT is first an educational institution. When it does research, it is simultaneously educating the next generation of talent who will make this country and state great. GIT seeks to build strong linkages with industry and to facilitate technology transfer in Georgia. Research is not an end in itself; rather, it should accomplish things in the community in terms of commercial products, new businesses, and jobs for the citizens of the State of Georgia. GIT also uses its research to build partnerships with other outstanding research universities. President Clough said that no single institution can do everything by itself. So, GIT seeks to capitalize on the collaborative efforts of institutions to make things happen. GIT also wants to align its research with emerging interdisciplinary issues important to the future.

President Clough reported that GIT is twenty-seventh nationally in research expenditures among public and private universities. It has taken a long time for GIT to make it to the top 30, and the institution is particularly proud because of all of those top 30 institutions, only three are like GIT in that they have no medical school. Typically, to be in this category, it helps to have a medical school because of all the money expended on research clinical studies. Other institutions in this category include the University of California, Berkeley (“Berkeley”), the University of Illinois, and the Massachusetts Institute of Technology (“MIT”). So, GIT is very proud to be in this company. GIT is second in the nation in engineering research dollars. The only institution ahead of GIT in this regard is MIT, and GIT expects to surpass MIT in the near future.

GIT is working hard to commercialize the results of its research so that it will have an impact on the state and its citizens, said President Clough. GIT has 179 invention disclosures filed, 187 patent applications filed, and 40 patents issued. GIT raises funding for its research primarily from industry and the federal government, with some state funding to help leverage funding elsewhere. He noted that GIT had \$320 million in research expenditures in fiscal year 2002 and is on track to exceed that figure in 2003. There has been a steady rise in both research awards and expenditures over the past several years, which is hard to maintain for a long time, especially in light of the current economy. This figure represents some 3,000

separate research contracts at GIT that must be administered throughout the System to ensure GIT is meeting the expectations of its 3,000 different customers. These funds represent the efforts of approximately 8,000 people at GIT, including undergraduate and graduate students, staff, and academic and research faculty.

President Clough stated that Georgia is a center of innovation. GIT is trying to do its part in this regard. It is home to 15 national Centers of Excellence. Most of these are recent additions. Examples of this include the National Science Foundation (“NSF”) centers in tissue engineering and electronic packaging. They are the only ones designated in the whole country as national Centers of Excellence. Two are regionally designated. For example, the Office of Naval Research has the molecular design institute for the east coast, while Berkeley has the one for the west coast. GIT is one of the few institutions in the nation that has three such centers for the NSF. In 1980, GIT had only one member of a National Academy: late President Joseph Mayo Petit was a member of the National Academy of Engineering. Today, GIT has 26 members of National Academies of Engineering and Sciences and the Institute of Medicine. Seventy-four of GIT’s young faculty have won the NSF Faculty Early Career Development (“CAREER”) Program award, which is the highest award given to a young high achiever in research and teaching. Only the University of Illinois at Urbana-Champaign has a few more, and that institution is about three times the size of GIT. MIT is ten behind GIT, as are Stanford, Harvard, and Yale Universities. President Clough said that this is directly related to the salary structure and support the Board of Regents has given GIT to be extremely competitive in attracting the best faculty in the nation. GIT also wants to be a regional player, he said. About four years ago, GIT was selected as one of the university partners to create the managing partnership at Oak Ridge National Laboratory, the only national laboratory in the Southeast. GIT was more recently selected as one of five universities to administer research programs at NASA-Langley in Virginia.

President Clough stated that integrating research and education is particularly important for undergraduates because graduate students are almost automatically incorporated into research. This past year, 2,000 GIT undergraduates participated in research; 10% of undergraduates receive academic credit for supervised research activities. Since 2001, 225 students have received funds from the President’s Undergraduate Research Awards, and a Web site alerts undergraduates to research opportunities: www.undergradresearch.gatech.edu.

President Clough said that he was very proud of a recent national study done by the Southern Technology Policy Board that reported GIT is the best in the nation in technology transfer and that virtually every combination of industry relationship or economic development activity can be found at GIT. He said that GIT is third in the nation in research performed for and/or with industry. GIT partners with over 200 companies, including IBM, Hewlett-Packard, BellSouth, and Ford Motor Company. GIT also works hard to commercialize its research. GIT created VentureLab with the Georgia Research Alliance (“GRA”), which encourages commercialization and which is shared with other institutions as a one-stop shopping model for faculty. The Advanced Technology Development Center (“ATDC”) started with an incubator facility on Tenth Street, but will soon be moving to Technology Square on Fifth Street. Other ATDC incubators are located at the Georgia Centers for Advanced Telecommunication Technology (“GCATT”), and in Warner

Robins, Savannah, and Columbus. GIT shares a joint incubator shared with Emory University (“Emory”) called EmTech Bio that is a web lab facility. GIT pushes strongly to get its research into the commercial sector and incubating companies. Approximately 56% of GIT inventions are licensed for commercial development, and GIT accepted 17 new companies for incubation in the ATDC in 2002. Moreover, there were nine start-up companies based on GIT technology in 2002.

President Clough next discussed GIT’s partnerships, noting that GIT works especially closely with the GRA. Internationally, GIT has Georgia Tech-Lorraine in Metz, France, which has been enormously successful. A newer program with the National University of Singapore is already full and needs to be increased. There are also growing relationships with the Imperial College in London and South Africa. Locally, GIT partners with Emory in an array of programs, including the joint Petit Institute of Bioengineering/Bioscience, joint Coulter School of Biomedical Engineering, and joint NSF Tissue Engineering Center.

With regard to interdisciplinary issues, GIT is not only encouraging its faculty to cross boundaries, but it is also building facilities in such a way to encourage this. President Clough showed the Regents an illustration of the life sciences complex at GIT, which integrates the efforts of engineers, scientists, and those involved in public policy into one physical complex. When this complex is completed, only 22% of its funding will have come from the state; the remainder will have come from private donors. He stressed that GIT is leveraging state dollars in every way it can.

The areas of research emphasis at GIT are telecommunications and semiconductors, nanoscience and nanotechnology, micro-electronic mechanical systems (“MEMS”), biotechnology, logistics, sustainable technology, energy, and global technopreneurship. President Clough then cataloged the following research examples. In the area of telecommunications and semiconductors, Research Engineer Joseph Long worked with California company Canoga Perkins and BellSouth to develop unique telecom equipment that speeds up wide-area Ethernet services to customers. An original partner in Internet 2, GIT is also the Internet 2 hub for the Southeast; GIT is directly connected to Cheetah, the eighth fastest computer in the world, with a link 200,000 times faster than normal dial-up speed. In the area of nanoscience and nanotechnology, Professor Shuming Nie’s color-coded quantum dots attach to particular molecules like genes or proteins, providing an early alert to cancerous cells. Also in the area of nanotechnology, award-winning Regents Professor Uzi Landman, who is also the Fuller E. Callaway Chair in Computational Materials Science and Director of the Center for Computational Materials Science, uses powerful computer simulations to model friction and lubrication in nano-scale mechanical systems. Associate Professor Mark Allen used MEMS technology to develop an implantable sensor that continuously measures blood pressure within the hearts of cardiovascular patients. The Epsilon group develops future microelectronic systems that are faster and integrate mixed signals from MEMS, digital, and optical functions on the same module. In the area of biotechnology, Professor and Associate Chair of Chemical Engineering Joseph Schork’s biogel forms a transparent skin barrier that protects and treats wounds for up to two weeks. Meanwhile, Associate Professor Robert E. Guldberg is developing tissue-engineered constructs made of living cells and porous biomaterial that stimulate repair of bone defects from injury or diseases like osteoporosis or

osteoarthritis. Georgia is a logistics capital of the country because GIT produces the largest number of logistics-oriented engineering graduates at all degree levels of any university in the world. GIT's Keck Virtual Factory developed iDEAs, an innovative online tool for factory efficiency assessment. Scores tell manufacturers how they stack up against the ideal best practice warehouse. In the area of sustainable technology, Professor Aris Georgakakis is developing a \$10 million computer-based water management system for the Nile River Valley; Teasley Professor of Environmental Biology Mark Edward Hay studies the complex chemical signals that govern marine eco-systems at the Skidaway Institute of Oceanography; and automated air pollution sensors developed at GIT are now in use around the world. In the area of energy, Professor and Co-Director of the Center for Innovative Fuel Cell and Battery Technologies Meilin Liu is part of a ten-year, \$500 million initiative by the U.S. Department of Energy to develop inexpensive fuel cells for mainstream energy markets. GIT researchers also study methane gas hydrates, a solid form of methane and water under the sea floor. It is a potential energy source and a potential hazard if warming oceans cause it to melt. Finally, with regard to global technopreneurship, GIT is home to the European Union Center on behalf of the University System, one of only ten centers in the United States. Also, GIT's Information Security Center develops and tests systems and strategies. The Georgia Tech Center for International Business Education and Research ("GT CIBER") provides data about business standards, technological opportunities, and threats in the global marketplace.

President Clough said that these areas of emphasis have practical applications in the areas of homeland security, more responsive medical and diagnostic tools, energy independence, defense technology, environmental protection, enhanced communication networks, and high-speed movement of products and people. He noted that nanotechnology will help in all of these areas. In closing, President Clough said, "We don't wait for the times to change us; we change the times."

Regent Leebern asked President Clough how GIT would rank if it did have an academic medical center.

President Clough responded that to compensate for its lack of a medical school, GIT partners with Emory University and the Medical College of Georgia. These partnerships provide GIT with access to medical schools. Medical schools do huge clinical studies involving large sums of money, and GIT does not have access to that kind of money.

Regent Leebern asked whether that kind of collaboration will help GIT improve its ranking.

President Clough responded that it likely would. The partnership with Emory enables GIT to attract National Institutes of Health funding.

Chancellor Meredith remarked that he is very proud of the work going on at GIT.

Chair Harris thanked President Clough for this informative presentation and his excellent leadership at GIT. He asked President Clough to introduce his colleagues in attendance at the meeting.

President Clough introduced Dr. Charles Liotta, Vice Provost for Research and Dean of Graduate Studies,

who has been instrumental in developing a number of these collaborations with industry. He is currently chairing the board of the Oak Ridge National Laboratory, and he has the distinction of having served with his brother, Dennis Liotta, who was Vice Provost of Research at Emory. President Clough also introduced Dr. Jean-Lou Chameau, Provost and Vice President for Academic Affairs, who has served in a number of positions at GIT. He came back out of industry and established the structure that enables GIT to better integrate its work with industry. He finally introduced the Senior Vice President for Administration and Finance, Robert K. Thompson, and the Special Assistant to the President and Director of Government Relations, Andrew J. Harris, Jr.

Chair Harris thanked these visitors from GIT. He then noted that there is an excellent article in the February issue of *Georgia Trend* about the Chancellor.

Regent Leebern added that Regent Coles had been named Interim Chief Executive Officer of the Caribou Coffee Company. He congratulated Regent Coles and wished him success in the future.

At approximately 1:35 p.m., Chair Harris adjourned the Board into its regular Committee meetings.

CALL TO ORDER

The Board of Regents of the University System of Georgia met again on Wednesday, February 5, 2003, in the Board Room, room 7007, 270 Washington St., S.W., seventh floor. The Chair of the Board, Regent Joe Frank Harris, called the meeting to order at 9:00 a.m. Present on Wednesday, in addition to Chair Harris, were Vice Chair James D. Yancey and Regents Hugh A. Carter, Jr., Connie Cater, William H. Cleveland, Michael J. Coles, Hilton H. Howell, Jr., George M. D. (John) Hunt III, Donald M. Leebern, Jr., Wanda Yancey Rodwell, J. Timothy Shelnut, Glenn S. White, and Joel O. Wooten, Jr.

INVOCATION

The invocation was given on Wednesday, February 5, 2003, by Regent James D. Yancey.

ATTENDANCE REPORT

The attendance report was read on Wednesday, February 5, 2003, by Secretary Gail S. Weber, who announced that Regents Allene H. Magill, Elridge W. McMillan, and Martin W. NeSmith had asked for and been given permission to be absent on that day.

AUDIT COMMITTEE

The Audit Committee met on Tuesday, February 4, 2003, at approximately 10:00 a.m. in room 7005. Committee members in attendance were Chair Joel O. Wooten, Jr., Vice Chair Connie Cater, and Regents Hilton H. Howell, Jr., George M. D. (John) Hunt III, Glenn S. White, and James D. Yancey. Chancellor

Thomas C. Meredith was also in attendance. Chair Wooten reported to the full Board on Wednesday that the Committee had reviewed three items, none of which required action. Item three was modified to change it from an approval item to an information item. The Committee agenda items were as follows:

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

In January 2003, the Vice Chancellor for Fiscal Affairs, William R. Bowes, presented to the Committee the Savannah State University (“SSU”) management study, which evaluated the university’s management structure and identified potential areas for efficiency or cost improvement. President Carlton E. Brown received the PricewaterhouseCoopers study. At this meeting, he presented the implementation plan of the management study.

President Brown discussed SSU’s proposed actions to address each of the 50 recommendations made in the PricewaterhouseCoopers report, including estimated completion dates. He noted that SSU hired a new chief financial officer (“CFO”), and he proposed a revision to the institution’s organizational structure. President Brown stated that the problems identified in the report were items that were decades in the making and included a combination of many factors over time. Going forward, it is his belief that by maintaining integrity and accountability in all programs and operations, the institution can promote responsible leadership and sound management in the delivery of services to customers and can achieve desired outcomes. As a result of this report, management, administrative, and financial system controls are being developed and implemented to reasonably ensure that programs and operations achieve their intended results efficiently and effectively; resources are used in accordance with the university’s mission; programs and resources are protected from waste, fraud, and mismanagement; laws and regulations are followed; and reliable, complete, and timely data are maintained and used for decision making at all levels. President Brown said that SSU’s response is comprehensive and indicative of the administration’s commitment to establishing best business practices in a higher education environment.

Chair Wooten stressed that the Regents are very concerned about SSU’s perceived resistance to change and asked President Brown to bring the new CFO with him the next time the Committee addresses this matter.

President Brown responded that he would bring the CFO with him when he gives his next report.

Chancellor Meredith requested monthly updates on this matter.

Regent Hunt requested benchmark information regarding SSU’s cost per student.

Regent Yancey requested a final report in August 2003.

2. Information Item: Presidential Transition Audit of Fort Valley State University

A presidential transition audit is performed at an institution after a new president has been appointed. The audit performed after the appointment of Dr. Kofi Lomotey as President of Fort Valley State University (“FVSU”) was completed in December 2002. At this meeting, the Associate Vice Chancellor for Internal Audit, Ronald B. Stark, presented the results of this audit to the Committee. Among the audit findings were an autocratic leadership atmosphere, poor financial management, an outdated and/or nonfunctioning information technology (“IT”) infrastructure, and a small number of unqualified employees.

President Lomotey responded that this audit was very helpful in identifying institutional weaknesses and creating a dialogue to make improvements. He stated that FVSU now has a more participatory leadership atmosphere and that there is a strong focus on financial management. He has made some staffing changes to ensure that there are qualified employees in all areas. Additionally, FVSU is working closely with the Office of Information and Instructional Technology to improve its IT infrastructure. President Lomotey has already corrected 20 of the 24 audit findings.

Chair Wooten commended President Lomotey on his progress in correcting the problems at FVSU. He offered the Regents’ help and support in this process.

Chancellor Meredith also commended President Lomotey for making difficult changes and working with the University System Office to improve the institutional operations.

Mr. Stark noted that FVSU would be audited again in fall 2003.

3. Information Item: Implementation of Sarbanes-Oxley Act Best Practices

Modified: This agenda item was originally an approval item; however, it was changed to an information item at the Committee meeting.

In January 2003, the Associate Vice Chancellor for Internal Audit, Ronald B. Stark, presented as an information item an overview of the best practices of the Sarbanes-Oxley Act of 2002 (the “Act”). Although not specifically applicable to higher education, the Act includes certain business practices that could improve controls and continue the high level of reliance that the Board of Regents places on the University System of Georgia financial statements. At this meeting, the Associate Vice Chancellor for Internal Audit, Ronald B. Stark, presented revised best practices for future Board approval.

In January 2003, Mr. Stark made the following recommendations. At this meeting, he added the italicized language for the Regents’ consideration, as follows:

- Copies of the annual financial statements will be distributed to all Board members *beginning this year*.
- The Vice Chancellor for Fiscal Affairs will present the statements to the Audit Committee and Committee on Finance and Business Operations each year *beginning this year*.
- The State Department of Audits and Accounts staff will be invited to attend all Audit Committee meetings and will be asked at least annually to provide an overall assessment, based on their observations, of the University System's internal controls and compliance with Generally Accepted Accounting Principles ("GAAP") *starting in April*.
- Chancellor Thomas C. Meredith will establish a committee of campus representatives and University System Office personnel to develop a "Code of Ethics and Business Conduct." *Estimated time of completion is December 31, 2003.*
- Presidents, chief business officers, and chief information officers will be asked to certify that they:
 - 1) Are responsible for establishing and maintaining internal controls;
 - 2) Have designed (or caused to be designed) internal controls to provide reasonable assurance that financial statements are fairly presented and are in conformity with GAAP;
 - 3) Have evaluated the effectiveness of the internal controls;
 - 4) Have reported all instances of fraud to appropriate University System Office personnel in accordance with Board policy and business procedures; and
 - 5) Have presented their conclusions of the effectiveness of internal controls to the University System Office annually.
- *This project will be completed over the next several months. This will apply to fiscal year 2003 financial statements. Presidents, chief business officers, and chief information officers will participate in development. The purpose of this process is to improve accountability without increasing liability.*

After Mr. Stark's presentation, Chair Wooten asked Chancellor Meredith to begin implementing these best practices with formal Board approval to come at a later date.

COMMITTEE ON FINANCE AND BUSINESS OPERATIONS

The Committee on Finance and Business Operations met on Tuesday, February 4, 2003, at approximately 1:40 p.m. in the Board Room. Committee members in attendance were Vice Chair Glenn S. White and Regents Connie Cater, Michael J. Coles, George M. D. (John) Hunt III, Donald M. Leebern, Jr., Joel O. Wooten, Jr., and James D. Yancey. Vice Chair White reported to the Board on Wednesday that the Committee had reviewed one item, which did not require action. He commended the Vice Chancellor for Fiscal Affairs, William R. Bowes, and the Associate Vice Chancellor for Human Resources, William H.

Wallace, Jr., as well as their staff, for their update on the University System of Georgia health insurance program and their superlative efforts to keep healthcare costs minimal both for the System and its employees. That item was as follows:

1. Information Item: Update on the University System of Georgia Health Insurance Program

The Vice Chancellor for Fiscal Affairs, William R. Bowes, began the presentation. He reminded the Committee that the University System of Georgia experienced a dramatic increase in medical claims costs beginning in 1999. This led to a major deficit in the System's health insurance reserve of \$33 million by the end of calendar year 1999. In response, the Board of Regents initiated a number of changes to the program, the net result of which is that today the University System of Georgia has a reserve balance of approximately \$48 million, sufficient to meet its estimated incurred but not reported liability and provide contingency reserve sufficient to meet any spike in medical costs.

In September 2002, based on projections provided by the Board's actuarial consultant, Mr. Bowes recommended and the Board approved a premium increase of 15% for the System's self-insured indemnity program and a 5% increase in its participating provider organization ("PPO") program. The Board also restructured rates for System retirees to more accurately reflect healthcare costs associated with that particular group. All of these changes have positioned the System well to meet the challenge of future cost increases and to make each program offered capable of standing on its own financially. After his presentation, Mr. Bowes called upon the Associate Vice Chancellor for Human Resources, William H. Wallace, Jr. to continue.

Mr. Wallace discussed the history of the System's health insurance program and explained the various healthcare plan options. The University System of Georgia currently offers four different healthcare plan options. Two of the healthcare plan options are self-insured (PPO/PPO Consumer Choice healthcare plan and indemnity healthcare plan); two of the healthcare plan options are fully insured (BlueChoice HMO and Kaiser Permanente HMO). The System's four healthcare plans provide coverage for approximately 41,900 contracts (84,000 covered lives). Covered members include active employees, retired employees, and dependents of employees. The distribution of System participation by plan type for plan year 2002 (January 1 through December 31, 2002) is projected to be as follows: PPO/PPO Consumer Choice – 42.5%; indemnity – 38.4%; and HMO – 19.1%.

Mr. Wallace remarked that he was pleased that the staff were able to keep all vendor renewal fees less than 10% for plan year 2003. For five of the eight plan year 2003 vendor partners, there was either a reduction in the vendor administrative fees for plan year 2003 or there was no increase above the plan year 2002 amount. Mr. Wallace noted that the fiscal year 2002 claims expenditures for the University System of Georgia were the lowest since fiscal year 1999.

Mr. Wallace also discussed the pharmacy benefit management program. Recognizing that pharmaceutical costs are a significant driver of increasing healthcare costs, the System introduced its pharmacy benefit management program on January 1, 2001. The System and the state health benefit plan contract with Express Scripts, Inc. to manage their pharmacy benefit management programs. From January 1, 2000, through December 31, 2000, the System paid \$33 million for prescription drug costs. Following the implementation of the pharmacy benefit management program, the System paid \$30.2 million for prescription drugs from January 1 through December 31, 2001. This represented a healthcare plan reserve savings of \$2.8 million from plan year 2000.

Mr. Wallace stated that the University System of Georgia continues to strive to be fiscally responsible and constituent oriented in its provision of its employee benefits programs. The System applies sound business practices and actuarially sound protocols in its healthcare plan management decisions. Within a period of less than four years, the staff have presented documentation that confirms that the Board's strategic initiatives have been successful in returning the System's healthcare plan reserves to a position of current fiscal stability.

COMMITTEE ON REAL ESTATE AND FACILITIES

The Committee on Real Estate and Facilities met on Tuesday, February 4, 2003, at approximately 2:05 p.m. in the Board Room. Committee members in attendance were Chair George M. D. (John) Hunt III and Regents Connie Cater, Michael J. Coles, Donald M. Leebern, Jr., Glenn S. White, Joel O. Wooten, and James D. Yancey. On Wednesday, Chair Hunt reported to the Board that the Committee had deferred consideration of Item 4 until Wednesday in order that the State University of West Georgia might provide additional information regarding financing of the project. Following a brief discussion, this item was added for approval along with eight other approval items. Item 10 of the agenda had been withdrawn. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. Exchange of Property, Atlanta Metropolitan College

Approved: The Board declared an approximately 15,569-square-foot tract of land on the campus of Atlanta Metropolitan College ("AMC"), Atlanta, Georgia, to be no longer advantageously useful to AMC or other units of the University System of Georgia but only to the extent and for the purpose of allowing this land to be used under the terms of a nonexclusive easement by the City of Atlanta ("COA") as part of the 10th Ward trunk sewer construction improvement.

The Board also declared an approximately 26,171-square-foot tract of land on the campus of AMC to be no longer advantageously useful to AMC or other units of the University System of Georgia but only to the extent and for the purpose of allowing this land to be used under the terms of a temporary construction easement by the COA as part of the 10th Ward trunk sewer project for the period of construction.

The Board authorized the execution of a nonexclusive easement and a temporary construction easement

with the COA covering the above-referenced tracts of land for the 10th Ward trunk sewer project.

The Board accepted title to an approximately 27,499.4-square-foot tract of land known as Casplan Street, S.W., Atlanta, Georgia, for the use and benefit of AMC and the University System of Georgia.

The Board also accepted title to an approximately 43,150.5-square-foot tract of land known as Harden Street, S.W., Atlanta, Georgia, for the use and benefit of AMC and the University System of Georgia.

The legal details of the above-referenced transactions are subject to the review and legal approval of the Office of the Attorney General.

Understandings: In January 2001, the Board authorized granting this nonexclusive easement and this temporary easement to the COA for sewer improvements in consideration of \$9,900.

The master plan for AMC includes Casplan and Harden Streets as a portion of a new main entrance to the AMC campus. Project J-21, Entryway Improvements, will provide this new main entrance.

This action will acquire Casplan and Harden Streets as consideration for the sewer easements to the COA.

2. **Authorization of Project and Development Agreement, “Paul D. Coverdell Center for Biomedical and Health Sciences,” University of Georgia**

Approved: The Board authorized Project No. J-27, Paul D. Coverdell Center for Biomedical and Health Sciences (the “Center”) with a total project budget of approximately \$40 million, funded with \$10 million in state bonds, \$10 million in federal funds, and \$20 million through the UGA Real Estate Foundation, Inc. (“UGAREF”).

The Board authorized the execution of a development agreement between the Board of Regents and UGAREF for the purpose of managing, developing, designing, and constructing the Center on the campus of the University of Georgia (“UGA”).

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

Understandings: In August 2002, the Board authorized the appointment of a program management firm for the project.

In January 2003, the Board authorized the naming of the Center for Paul D. Coverdell. A long-time elected official serving in state and federal government, Senator Coverdell was beneficial to the state’s system of higher education and to research programs for UGA.

A 90,000-square-foot facility, the Center will be the university’s signature building for education, research,

and creation of new technology relating to the biomedical and health sciences and will be centrally located among other life sciences buildings on campus. The building will include research laboratories, laboratory support spaces, a rodent barrier facility, research offices, administrative offices, and meeting/seminar rooms. Program components include an open laboratory plan, biohazard level 3 containment rooms, bio-imaging, and dry and wet laboratories.

The development agreement allows UGAREF to contract for program management and design services for the project. In the spring, the Board will be asked to approve additional agreements including an air rights lease, reciprocal easements, and a rental agreement for the floors being built within the air rights.

3. Authorization of Project and Development Agreement, “Cancer Research Center,” Medical College of Georgia

Approved: The Board authorized Project No. J-55, Cancer Research Center (the “Center”) with a total project budget of approximately \$46.9 million, funded with \$10 million requested from the state and \$36.9 million through the Physicians Practice Group (“PPG”), federal grants, and private sources.

The Board authorized the execution of a development agreement between the Board of Regents and PPG for the purpose of managing, developing, designing, and constructing the Center on the campus of the Medical College of Georgia (“MCG”).

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

Understandings: In August 2002, the Board authorized the appointment of an executive administration management firm for the project.

A 170,000-square-foot facility, the Center will include research laboratories, laboratory support spaces, research offices, administrative offices, a clinical trials support office, and meeting/seminar rooms. Program components will include bio-informatics, a tissue/tumor bank, a vivarium facility, an open laboratory plan, biohazard level 3 containment rooms, and dry and wet laboratories.

The development agreement allows PPG to contract for program management and design services for the project. In the spring, the Board will be asked to approve additional agreements, including an air rights lease, reciprocal easements, and a rental agreement for the floors being built within the air rights.

4. Rental Agreement for Housing, State University of West Georgia

Approved: The Board authorized the execution of a rental agreement between the State University of West Georgia Housing Foundation, LLC (the “Foundation”), Landlord, and the Board of Regents, Tenant, for 612 student housing beds for the period commencing on the first day of the first month after the Foundation obtains a certificate of occupancy for the improvements and ending the following June 30 with options to

renew on a year-to-year basis for up to 24 consecutive one-year periods. The annual rent shall be equal to the fair market rent for the improvements, such amount to be determined in the sole discretion of the Board of Regents and such amount to be not less than a base amount of \$1,034,291 per year, which base amount shall be increased 3% per year for each option period.

Note: On Tuesday, February 4, 2003, the Committee moved to defer approval of this item in order that the State University of West Georgia (“UWG”) might provide additional information regarding financing of the project. Following the presentation of a letter from the Foundation’s attorneys, the full Board approved this item on Wednesday, February 5, 2003.

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

Understandings: In October 2002, the Board authorized a ground lease for construction of 612 student housing beds. Additionally, the Board authorized a rental agreement for these housing beds.

In finalizing the agreements and pro forma, UWG has determined that the rent originally approved by the Board is not sufficient to provide the margins required by the bank for the variable rate structure of the financing.

5. Acquisition of 342 Tenth Street, Georgia Institute of Technology

Approved: The Board authorized the purchase of property located at 342 Tenth Street, N.W., Atlanta, Georgia, at a purchase price of \$305,167 from Estelle Turnipseed for the use and benefit of the Georgia Institute of Technology (“GIT”).

The acquisition is subject to completion of a Phase I Environmental Assessment indicating no significant problems or, if environmental problems are indicated, said problems be mitigated before the property is acquired.

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

Understandings: The property contains a 2,340-square-foot, two-story, brick exterior residence.

The property is part of creating the northern gateway to campus. The house on the property will be demolished to make way for new buildings and as part of this northern gateway. The proposed acquisition is in accordance with the GIT master plan.

Three independent appraisals of the property are as follows:

<u>Appraiser</u>	<u>Appraised Value</u>	<u>Average</u>
David Childers, MAI, Atlanta, Georgia	\$348,000	
Glen Hultquist, MAI, Duluth, Georgia	\$292,500	\$305,167
John Chapman, MAI, Atlanta, Georgia	\$275,000	

There are no restrictions on the acquisition, and there are no known easements or restrictions on the property. Funding for the acquisition will be from the institutional funds.

6. **Appointment of Architectural Firm, Project No. J-43, “Professional Sciences and Conference Center,” Macon State 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 or negotiated cost shown for this project. Should it not be possible to execute a contract with the top-ranked firm, staff would then attempt to execute a contract with the other listed firms in rank order. Following current practice for the selection of architects, the following recommendation is made:

Project No. J-43, Professional Sciences and Conference Center, Macon State College

Project Description: This project will add approximately 100,000 gross square feet to the Nursing, Health Sciences, and Outreach Building currently under construction. Specialized classrooms and labs along with conference, meeting, and training rooms will be included.

Total Project Cost	\$21,373,000
Construction Cost (Stated Cost Limitation)	\$16,175,000
A/E (Fixed) Fee	\$ 1,091,800

Number of A/E firms that applied for this commission: 45

Recommended A/E design firms in rank order:

- 1) Thompson Ventulett Stainback & Associates, Atlanta
- 2) Heery International, Inc., Atlanta
- 3) Stantec Architecture, Inc., Macon

7. **Appointment of Architectural Firm, Project No. J-42, “Academic Building,” Savannah State University**

Approved: The Board appointed the first-named architectural firm listed below for the identified major capital outlay project and authorized the execution of a contract with the identified firm at the stated or negotiated cost shown for this project. Should it not be possible to execute a contract with the top-ranked firm, staff would then attempt to execute a contract with the other listed firms in rank order. Following current practice for the selection of architects, the following recommendation is made:

Project No. J-42, Academic Building, Savannah State University

Project Description: This project provides for approximately 70,000 gross square feet of new space for the Department of Social and Behavioral Sciences, the Department of Political Science, and core curriculum courses. The estimated construction cost (stated cost limitation) is \$9,610,000.

Total Project Cost	\$12,824,000
Construction Cost (Stated Cost Limitation)	\$ 9,610,000
A/E (Fixed) Fee	\$ 648,675

Number of A/E firms that applied for this commission: 40

Recommended A/E design firms in rank order:

- 1) Lott + Barber, Architects, Savannah
- 2) Cowart Coleman Group, Savannah
- 3) Stanley-Love-Stanley, P.C., Atlanta
- 4) R. L. Brown & Associates, Inc., Decatur

8. Appointment of Architectural Firm, Project J-41, “Library Technology Center,” North Georgia College & State University

Approved: The Board appointed the first-named architectural firm listed below for the identified major capital outlay project and authorized the execution of a contract with the identified firm at the stated or negotiated cost shown for this project. Should it not be possible to execute a contract with the top-ranked firm, staff would then attempt to execute a contract with the other listed firms in rank order. Following current practice for the selection of architects, the following recommendation is made:

Project No. J-41, Library Technology Center, North Georgia College & State University

Project Description: This project is a renovation/expansion that will develop the existing library (built in 1969) into a technology, media, and library facility. Renovation of the existing library will provide 34,000 gross square feet, and new construction will provide an additional 99,999 gross square feet for a project total of 133,000 gross square feet. The completed project will house computer labs, multimedia technology labs, multimedia production and training labs, distance learning labs, technology support offices, general reading/work/study areas, stacks, and staff offices.

Total Project Cost	\$21,053,000
Construction Cost (Stated Cost Limitation)	\$16,270,540
A/E (Fixed) Fee	\$ 1,507,529

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

Recommended A/E design firms in rank order:

- 1) The Architecture Group, Inc., Atlanta

- 2) Lyman, Davidson, Dooley, Inc., Atlanta
- 3) 2WR/Andras, Architects, Columbus

9. Appointment of Architectural Firm, Project J-27, “Paul D. Coverdell Center for Biomedical and Health Sciences,” University of Georgia

Approved: The Board appointed the first-named architectural firm listed below for the identified major capital outlay project and authorized the execution of a contract with the identified firm at the stated or negotiated cost shown for this project. Should it not be possible to execute a contract with the top-ranked firm, staff would then attempt to execute a contract with the other listed firms in rank order. Following current practice for the selection of architects, the following recommendation is made:

Project No. J-27, Paul D. Coverdell Center for Biomedical and Health Sciences, University of Georgia

Project Description: This building will be approximately 136,000 gross square feet and will include research laboratories, laboratory support spaces, a rodent barrier facility, research offices, administrative offices, and meeting/seminar rooms. Program components will include an open laboratory plan, biohazard level 3 containment rooms, bio-imaging, and dry and wet laboratories. Design and construction will be delivered via a fast-track construction procurement method.

Total Project Cost	\$40,000,000
Construction Cost (Stated Cost Limitation)	\$31,500,000
A/E (Fixed) Fee	\$ 2,487,200

Number of A/E firms that applied for this commission: 8

Recommended A/E design firms in rank order:

- 1) Hellmuth, Obata + Kassabaum, Atlanta
- 2) HLM Design Georgia, Inc., Atlanta
- 3) Cooper Carry & Associates, Inc., Atlanta
- 4) Lord, Aeck & Sargent, Inc., Atlanta

10. Appointment of Architectural Firm, Project J-40, “Health, Wellness and Lifelong Learning Center,” State University of West Georgia

Withdrawn: This item was withdrawn during the Committee meeting.

11. Executive Session, Property Acquisition

At approximately 3:35 p.m. on Tuesday, February 4, 2003, Chair Hunt called for an Executive Session for

the purpose of discussing the future acquisition of property. With motion properly made and variously seconded, the Committee members who were present voted unanimously to go into Executive Session. Those Regents were as follows: Chair Hunt and Regents Connie Cater, Donald M. Leebern, Jr., Joel O. Wooten, and James D. Yancey.

Also in attendance during the Executive Session were Regent Hugh A. Carter, Jr.; Chancellor Thomas C. Meredith; the Vice Chancellor for Facilities, Linda M. Daniels; the Assistant Vice Chancellor for Legal Affairs (Contracts), Robyn A. Crittenden; the Assistant Vice Chancellor for Facilities (Real Property and Administration), Peter J. Hickey; the Director of Planning, Alan Travis; the President of Armstrong Atlantic State University, Thomas Z. Jones; and the Assistant to the President for Strategic Initiatives, William L. Megathlin. In accordance with H.B. 278, Section 3 (amending O.C.G.A. § 50-14-4), an affidavit regarding this Executive Session is on file with the Chancellor's Office.

At approximately 4:10 p.m., Chair Hunt reconvened the Committee meeting in its regular session and announced that no actions were taken in Executive Session.

12. Information Item: Master Plan, Skidaway Institute of Oceanography

The Skidaway Institute of Oceanography ("SkIO") and the Office of Facilities proposed a physical master plan for future development of the institution. Director James G. Sanders and Mr. Robert Armstrong from the consulting firm of Hussey Gay Bell & DeYoung International presented the plan to the Committee. The consultants reviewed SkIO's unique research mission, strategic plan, research and support programs, and other variables. They met with the administration, faculty, senate, students, and community leaders to receive input and then presented options for facilities, parking/traffic patterns, student/pedestrian circulation patterns, and campus beautification. Based on the consultants' findings, SkIO's master plan recommendations included the following:

- Repair of existing facilities and infrastructure, particularly the existing potable water and sanitary sewer systems
- Expansion of existing facilities and construction of new structures
- Development of a traffic circle to create a new, clearly defined point of entry for the campus and to redirect vehicle circulation through the campus
- Protection of the outdoor environmental laboratory

13. Information Item: Master Plan, Armstrong Atlantic State University

Armstrong Atlantic State University (“AASU”) and the Office of Facilities proposed an updated physical master plan for future development of the institution. President Thomas Z. Jones and Mr. Walter Miller and Mr. Amir Pirani from the consulting firm of John Portman & Associates presented the plan to the Committee. The consultants reviewed the institution’s enrollment targets, mission statement, strategic plan, academic and support programs, and other variables. They met with the administration, faculty, senate, students, and community leaders to receive input and then presented options for facilities, parking/traffic patterns, student/pedestrian circulation patterns, and campus beautification. Based on the consultants’ findings, AASU’s master plan recommendations included the following:

- Construction of a new academic classroom building (currently on the University System’s major capital projects list)
- Construction of an additional new classroom building
- Construction of a professional education leadership center through public-private partnership (requiring no state funding)
- Beginning construction of the third phase of student housing with the construction of an additional 400 beds for resident students, also through public-private partnership (requiring no state funding)
- Construction of a student parking deck
- Construction of an addition to the Memorial Student Center to better serve the 3,000 anticipated additional students
- Renovation and expansion of the Student Recreation Center, also to serve the larger student body
- Reconfiguration and expansion of parking on campus

14. Information Item: Housing Plan, Southern Polytechnic State University

President Lisa A. Rossbacher of Southern Polytechnic State University (“SPSU”) updated the Committee on the institution’s housing plan. She was accompanied by SPSU’s Vice President for Business and Finance, Patrick McCord, and the Director of Facilities Management, Anton Kashiri. President Rossbacher reported that the Phase I of privatized housing was completed in 1998, and now, SPSU is ready for Phase II. The proposed new housing is consistent with the original housing plan and SPSU’s facilities master plan, which was presented to the Committee in 1999. This update included information about the success of Phase I privatized housing, current enrollment and economic data, and a clear need for more on-campus student housing.

Currently, there are 674 beds on the SPSU campus: 386 in the traditional residence halls, Norton and

Howell Halls, and 288 in the privately owned and managed apartments, University Commons. The two existing traditional residence halls were built in the mid-1960s. Both residence halls have been renovated with fire alarms, new chillers, cable networks, and new ceilings. Norton Hall has a new roof. The renovation program continues, as funds become available, and SPSU is planning a new roof and new flooring for Howell Hall, installation of fire sprinkler systems in both residence halls, renovation of plumbing in all bathrooms, and replacement of boilers.

Over the last 5 years, the traditional residence halls have averaged between 93% and 101% occupied. The University Commons were completed in 1998, and they have averaged 98% occupancy since they opened. These apartments represent Phase I of SPSU's plan. The facilities master plan calls for Phase II of privatized housing to be located on the east side of campus, adjacent to the other housing, creating a residential core for the campus. SPSU has demonstrated the need for additional housing on campus through a needs assessment, which included student surveys, student focus groups, and a comprehensive market survey, prepared by the David L. Beal Company. The need for on-campus housing is based upon SPSU's projected enrollment growth over the next five to six years. SPSU is projecting about 150 additional students – or about 4% growth – each year over the next several years. The comprehensive marketing study prepared by the David L. Beal Company concluded that SPSU will need 400 new suite-style beds by fall 2004, with rents that are competitive with those of furnished apartments with similar amenities in the area. The proposed on-campus housing plan includes the traditional residence halls (386 beds), the existing University Commons (288 beds), and proposed new housing with 400 beds.

President Rossbacher concluded that SPSU's housing need is two-pronged. First, SPSU must continue to maintain, renovate, and modernize its nearly 40-year-old traditional residence halls. Second, SPSU should add approximately 400 new beds in Phase II of its privatized housing plan. The housing plan, market survey, and facilities master plan support this approach.

15. Information Item: Privatized Staffing and Preventive Maintenance Staffing

The Vice Chancellor for Facilities, Linda M. Daniels, noted that the request for this information item came from Regent Nesmith, who was absent. She assured the Board that she would follow up with Regent Nesmith individually to provide him the information on this matter.

Ms. Daniels stated that in these hard economic times, it is difficult to come to the Board and ask for additional staffing. She described measures taken to reorganize existing staff to better respond to the increased workload resulting from privatized projects. She provided to the Regents an organizational chart that depicted the reorganization of her office along with a list of all privatized projects in the pipeline and on the horizon. Ms. Daniels noted that there is a proposed director-level position, which would reporting to Assistant Vice Chancellor for Facilities (Real Property and Administration), Peter J. Hickey, as additional professional staff needed for the privatization program, as well as one administrative support position. In the absence of those positions, it is possible that the program could be outsourced or that assistance could be provided through the staffs at the real estate foundations of research universities through some kind of peer

review program.

Ms. Daniels noted that there exist previously authorized positions of a director for preventive maintenance and associated administrative support. Funding for these preventive maintenance positions has not been provided beyond the currently outsourced program, which ends June 30. Ms. Daniels noted that the Chancellor is struggling with many demands on the University System Office and that the need for additional staffing to support privatization and preventive maintenance should be considered in the overall context of the University System Office.

COMMITTEE ON EDUCATION, RESEARCH, AND EXTENSION

The Committee on Education, Research, and Extension met on Tuesday, February 4, 2003, at approximately 1:45 p.m. in room 6041, the Training Room. Committee members in attendance were Chair William H. Cleveland and Regents Hugh A. Carter, Jr., Elridge W. McMillan, and Wanda Yancey Rodwell. Board Chair Joe Frank Harris was also in attendance. Chair Cleveland reported to the Board that the Committee had reviewed nine items, eight of which required action. Additionally, 160 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. **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.

2. **Reorganization of the College of Education, Fort Valley State University**

Approved: The Board approved the request of President Kofi Lomotey that Fort Valley State University (“FVSU”) be authorized to reorganize the College of Education, effective February 5, 2003.

Abstract: FVSU sought approval to merge the College of Education and Special Academic Programs with the College of Arts and Sciences to become the College of Arts, Sciences, and Education. The College of Education relies on liberal arts programs in the College of Arts and Sciences for its content support. The reorganization of the College of Education will facilitate increased interaction with the College of Arts and Sciences. Moreover, the reorganization will emphasize the inextricable link between education and liberal arts. In addition to streamlining the reporting and approval processes, the reorganization places all faculty teaching coursework in the teacher education program within one unit, thereby eliminating a parallel administrative structure and promoting collaboration across units.

The reorganization plan was developed to promote the following:

- Collaborative arrangements of classes for pre-service and in-service teachers.
- Collaborative development of courses and programs.
- Joint faculty professional development between the areas of Education and Arts and Sciences.
- Improved course scheduling within and between departments.
- Improved unit governance of teacher education programs.
- Improved performance of skills development and attainment due to curriculum alignment.

The reorganization aligns administrative functions within one unit. Merging both colleges will facilitate faculty communication and provide quality instruction across the curriculum while providing students with the requisite theory and practica to successfully complete requirements for teacher certification degrees and certification. Efficiencies of operation will be accentuated through the reduction and/or reallocation of duplicative operational structures and resources.

3. Establishment of the Robert T. Golembiewski Professor of Public Administration, 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 Robert T. Golembiewski Professor of Public Administration, effective February 5, 2003.

Abstract: UGA sought approval to establish the Robert T. Golembiewski Professor of Public Administration. The Golembiewski Professorship was made possible by a gift of \$250,000 to the University of Georgia Foundation, Inc. from Robert T. Golembiewski, Research Professor of Political Science at UGA, and his wife, Margaret Hughes Golembiewski. Dr. Golembiewski has been a central member of the university faculty since 1964. The contribution by the Golembiewski family represents an investment in UGA’s Public Administration program housed within the Department of Political Science.

Dr. Golembiewski is currently a Distinguished Research Professor of Political Science in the School of Public and International Affairs. During his career at the University of Georgia, he has authored or edited over 1,000 professional publications, including more than 75 books and 800 articles, chapters, and case studies. A graduate of Princeton University (bachelor of arts) and Yale (master of arts and doctorate), he joined the university faculty in 1964. Dr. Golembiewski helped design and implement six graduate degree programs, including three at UGA. He is also the recipient of several major prizes for managerial research and consultation in the business and public sector.

Margaret Hughes Golembiewski is a graduate of the College of Notre Dame of Maryland (bachelor of arts) and the University of Illinois (master of education) and a former elementary school teacher. She is an active volunteer in her church and community, including more than 1,000 hours as a reader for Recording for the Blind and Dyslexic.

The professorship recognizes an outstanding faculty member in the public administration program. The special faculty position will bring a support account for use in teaching, research, and public service consistent with the purpose of the professorship.

4. Termination of the Major in Art Education Under the Bachelor of Science in Education, University of Georgia

Approved: The Board approved the request of President Michael F. Adams that the University of Georgia (“UGA”) be authorized to terminate the major in Art Education under the Bachelor of Science in Education (“B.S.Ed.”), effective February 5, 2003.

Abstract: UGA sought approval to terminate the major in Art Education under the Bachelor of Science in Education due to declining enrollments and changes that have occurred since semester conversion. The B.S.Ed. with a major in Art Education and the Bachelor of Fine Arts (“B.F.A.”) with a major in Art Education were both routes to teacher certification for several years. They differed in that a foreign language was required for the B.F.A. but not for the B.S.Ed. Additionally, fewer studio hours were required for the B.S.Ed. as electives could come from various disciplines. The foreign language requirement was eliminated from the B.F.A. in Art Education during the mid-1990s, and the two degrees became almost identical. When the School of Art revisited programs for semester conversion, it was decided that an institutional focus would be placed on the B.F.A. instead of the B.S.Ed. In addition to the phasing out of the major in Art Education under the B.S.Ed., through programmatic assessment, it was determined that the B.F.A. with a major in Art Education would serve students by providing a stronger art content. Neither faculty nor students will be adversely impacted by the termination of the program.

5. Termination of the Major in Statistics Under the Bachelor of Arts, University of Georgia

Approved: The Board approved the request of President Michael F. Adams that the University of Georgia (“UGA”) be authorized to terminate the major in Statistics under the Bachelor of Arts, effective February 5, 2003.

Abstract: UGA sought approval to terminate the major in Statistics under the Bachelor of Arts due to declining enrollments and changes that have occurred since semester conversion. The Department of Statistics within the Franklin College of Arts and Sciences will continue to offer the major in Statistics under the Bachelor of Science degree. Currently, there are no students in the program, and there is no plan to reinstate the major under the Bachelor of Arts degree. Neither faculty nor students will be adversely impacted by the termination of the program.

6. Revised Institutional Statutes, Georgia College & State University

Approved: The Board approved the request of President Rosemary DePaolo that Georgia College & State University (“GCSU”) be authorized to establish revised institutional statutes, effective February 5, 2003.

Abstract: GCSU sought approval to establish revised institutional statutes. The revision of the statutes is the result of a thorough review process and reflects the institutional governance structure of the institution. The most significant change is the creation of a University Senate, which will replace the existing University Council and Faculty Senate. In addition, rather than being listed in the university statutes, all standing committees (formerly councils) and other committees will be determined by the University Senate and detailed in the university bylaws. The revision enables GCSU to meet Board of Regents’ requirements and legal requirements for standing committees, while providing for more flexibility to make changes as necessary.

The revised statutes were reviewed by the Office of Legal Affairs and were found to be consistent with the current organization and administrative processes at GCSU. The revised statutes are on file in the Office of Academic Affairs at the University System Office.

7. Substantive Revision of the Bachelor of Science With a Major in Applied Computer Science, Columbus State University

Approved: The Board approved the request of President Frank D. Brown that Columbus State University (“CSU”) be authorized to substantively change the Bachelor of Science with a major in Applied Computer Science to the Bachelor of Science with a major in Computer Science, effective February 5, 2003.

Abstract: CSU sought approval to substantively change the Bachelor of Science with a major in Applied Computer Science. To better rationalize the computer-related programs of study at CSU, the university proposed to aggregate all computer-related programs and degrees into a single Bachelor of Science with a major in Computer Science with two concentrations: General Computer Science and Applied Computer Science.

The concentration in General Computer Science will provide students with the skills required to compete in the computing environment. The concentration will focus on new technologies and emphasize the applications and theories underlying current methods for the design and engineering of software systems. The concentration in Applied Computer Science will provide students with a rigorous education in computer science with specific attention focused on mainframe business applications. The recommendation carried the endorsement of respective governing bodies at CSU.

8. Nomination for Membership on the Peabody Board, University of Georgia

Approved: The Board approved the request of President Michael F. Adams that the University of Georgia (“UGA”) be authorized to name Ms. Bel Hernandez, Mr. Bob Levi, Ms. Joanne Ostrow, and Mr. Johnathan Rodgers to the membership of the Peabody Board for the term of July 1, 2002 (retroactive), through June 30, 2005.

Abstract: UGA is the administrative agent for the Peabody Board. The Peabody Board receives, screens, and selects individuals or entities deserving recognition for their radio and/or television programs. The awards are considered the highest accomplishment of the broadcast world. The Peabody Board consists of the Chancellor of the University System and 12 other outstanding American citizens who have demonstrated in a notable degree their interest in public affairs and are prepared to evaluate, in an impartial and detached manner, the contributions of radio and television stations in connection with the awards.

Ms. Bel Hernandez is co-founder of LATINHEAT[®], the only Latino entertainment industry trade publication whose focus is highlighting Latinos in all aspects of the industry. Ms. Hernandez began her career in entertainment as an actor on stage, screen, and television. She made her transition into publishing in 1992 serving as publisher and editor-in-chief of LATINHEAT[®] and is the driving force behind the current success of the publication. Under Ms. Hernandez’ guidance, LATINHEAT[®] has become recognized as one of the leading authorities on Latinos in the entertainment industry. As a result of Ms. Hernandez’ expertise in the field, she is frequently asked to serve as a panelist or consultant on the subject of Latinos in entertainment. In 1998, she was a panelist at the Smithsonian Picture Gallery Hispanic Heritage Month Film Festival, along with director Gregory Nava and producer Moctesuma Esparza.

Mr. Bob Levi is a distribution consultant for numerous Hollywood studios. He retired in 2001 as President of Worldwide Program Planning and Acquisitions for Turner Entertainment GroupTM. In this capacity, he was responsible for strategic program planning for 14 Turner entertainment networks worldwide, with overall responsibility for program acquisitions for the services. In addition, he oversaw the company’s standards and practices division and Emmy Award-winning public affairs department and was a member of Turner Broadcasting System, Inc.’s executive committee. Levi received a bronze service medal from the Academy of Television Arts and Sciences for his contributions to the academy. Levi was named to the National Academy of Television Arts and Sciences’ prestigious Silver Circle in October 2000. Levi has served on the board of directors of the Atlanta Opera and the Atlanta Urban League. He holds a Bachelor of Broadcast Journalism degree from the University of Texas.

Ms. Joanne Ostrow has been the television-radio critic for the *Denver Post* since 1984. Born in Washington, D.C., she was a *Washington Post* staff writer from 1979 to 1983. Previously, she was a reporter for *Broadcasting* magazine, a weekly trade journal, working first in Washington and later in the New York bureau. A graduate of Syracuse University’s Newhouse School of Public Communication, she has been published in the *Los Angeles Times*, the *Miami Herald*, *USA Weekend*, and many magazines. She has won several journalism awards individually and as a member of the *Denver Post* teams, which twice won the Pulitzer Prize – for public service in 1986 and for breaking news in 1999.

Mr. Johnathan Rodgers was named President of the Discovery Networks, U.S. in March 1996, and retired from the company in March 2002. As President, he was responsible for all aspects of domestic television. Prior to joining Discovery Communications, Inc., Rodgers had a successful 20-year career at CBS, Inc., where he held a variety of executive positions. For six years he was President of CBS's television stations division, which included oversight of local television stations in New York, Los Angeles, Chicago, Philadelphia, Miami, and Minneapolis-St. Paul. Prior to becoming President, Rodgers was an executive producer of *CBS News* in New York, a television station news director in Los Angeles, and a television station general manager in Chicago. Rodgers began his professional career as a print journalist working as a writer-reporter for *Sports Illustrated*. He later worked for *Newsweek* magazine as an associate editor. Rodgers received his undergraduate degree in Journalistic Studies from the University of California at Berkeley and his master's degree in Communications from Stanford University.

9. Information Item: Development of Five-Year Bachelor's/Master's Programs in the University System of Georgia

The Senior Vice Chancellor for Academic Affairs, Daniel S. Papp, discussed five-year bachelor's/ master's programs as a mechanism for providing academically strong students with opportunities to move more rapidly to master's level competencies in their chosen fields. He explained that presently there are a limited number of five year bachelor's/master's programs in University System of Georgia institutions. In these programs, students who meet high academic standards transition directly from a bachelor's program to a master's degree program, receiving both degrees after five years rather than the traditional six or seven. The University of Georgia has a very small number of such programs, and the Georgia Institute of Technology has just informed the University System Office that it intends to implement eight such programs in fall semester 2003.

These programs are excellent vehicles through which the System can more readily achieve its strategic goals of enhancing access and developing a more educated Georgia. Such programs accelerate the speed with which students earn bachelor's and master's degrees and simultaneously enhance the desirability of a master's degree.

Dr. Papp stated that the University System Office would like to be able to track the number, names, and location of five year bachelor's/master's degrees offered by System institutions and commented that it might be necessary to create a policy requiring each institution to report annually the number, names, and locations of such degrees.

COMMITTEE ON ORGANIZATION AND LAW

The Committee on Organization and Law met on Tuesday, February 4, 2003, at approximately 2:05 p.m. in room 7019, the Chancellor's Conference Room. Committee members in attendance were Vice Chair Elridge W. McMillan and Regents Hugh A. Carter, William H. Cleveland, and Wanda Yancey Rodwell. Board Chair Joe Frank Harris was also in attendance. Chair Howell reported to the Board on

Wednesday that the Committee had reviewed three items, all of which required action. Item one was modified to include consideration of a second lawsuit. Item two included ten applications for review; one was granted, three were continued, and six were denied. Item three was the approval of a mutual aid agreement. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. Executive Session Regarding Settlement of Lawsuits

Modified: This item was modified to include consideration of a second lawsuit. The agenda item originally included only the settlement of a lawsuit filed by KnowledgeNet.com.

At approximately 2:05 p.m. on Tuesday, February 4, 2003, Vice Chair Elridge W. McMillan called for an Executive Session for the purpose of discussing settlement of two lawsuits. With motion properly made and variously seconded, the Committee members who were present voted unanimously to go into Executive Session. Those Regents were as follows: Vice Chair McMillan and Regents Hugh A. Carter, William H. Cleveland, and Wanda Yancey Rodwell. Also in attendance were Board Chair Joe Frank Harris; the Senior Vice Chancellor for Support Services, Corlis Cummings; the Associate Vice Chancellor for Legal Affairs, Elizabeth E. Neely; the Assistant Vice Chancellor for Legal Affairs, J. Burns Newsome (Prevention); the Senior Associate for Academic Affairs, Dorothy Zinsmeister; Senior Assistant Attorney General Mark H. Cohen; Special Assistant Attorney General Prabhacker Reddy; and the Executive Director of Legal Affairs at the University of Georgia, Stephen Shewmaker. In accordance with H.B. 278, Section 3 (amending O.C.G.A. § 50-14-4), an affidavit regarding this Executive Session is on file with the Chancellor's Office.

At approximately 2:40 p.m., Vice Chair McMillan reconvened the Committee meeting in its regular session and announced that no actions were taken in Executive Session. He then called for a motion that the Board approve the settlement of the KnowledgeNet.com lawsuit as recommended by the Special Assistant Attorney General handling the case. With motion properly made, variously seconded, and unanimously adopted, the Committee approved this motion. Next, Vice Chair McMillan called for a motion that the Board grant the Office of the Attorney General authority to mediate a second lawsuit to settlement. With motion properly made, variously seconded, and unanimously adopted, the Committee also approved this motion.

2. Applications for Review

Applications for review are appeals made to the Board of Regents pursuant to Article VIII of The Bylaws. They are usually personnel matters and issues of academic status, and they are discussed in Executive Session. In accordance with H.B. 278, Section 3 (amending O.C.G.A. § 50-14-4), an affidavit regarding this Executive Session is on file with the Chancellor's Office.

- a. In the matter of Raymond Dick, at East Georgia College, concerning termination, the

application for review was granted.

- b. In the matter of Dorothy Davis-Murchison, at Savannah State University, concerning alleged unfair salary increments, annual evaluation, and other grievances, the application for review was denied.
- c. In the matter of Bennie R. Soloman, at Fort Valley State University, concerning termination, the application for review was continued.
- d. In the matter of Phyllis Stripling, at Fort Valley State University, concerning termination, the application for review was continued.
- e. In the matter of Olatunde Okediji, at Albany State University, concerning performance evaluation and salary, the application for review was denied.
- f. In the matter of Alan K. Brown, at the Medical College of Georgia, concerning termination, the application for review was denied.
- g. In the matter of file 1613, at Fort Valley State University, concerning disciplinary sanction, the application for review was denied.
- h. In the matter of file 1614, at the University of Georgia, concerning disciplinary probation, the application for review was continued.
- i. In the matter of file 1615, at Georgia Southwestern State University, concerning disciplinary probation, the application for review was denied. Regent Carter recused himself in this matter.
- j. In the matter of file 1616, at North Georgia College and State University, concerning disciplinary sanctions, the application for review was denied.

3. Approval of Mutual Aid Agreement

Approved: The Board approved the following mutual aid agreement, effective February 5, 2003.

The State University of West Georgia reached an agreement with the City of Carrollton and Carroll County to provide for the rendering of extraterritorial assistance as defined in Georgia Code 36-69-2 (meaning of local emergency) and under the conditions established in Georgia Code 36-69-2 (extraterritorial cooperation and assistance to local law enforcement agencies or fire departments; commander of operations). The mutual aid agreement follows a statutory format and was also approved by the Office of Legal Affairs.

SPECIAL INTRODUCTIONS

Chair Harris called upon Chancellor Meredith to make some special introductions to the Board.

The Chancellor noted that Governor Perdue had selected another member of the University System Office staff to serve in his new administration. He asked the Special Assistant to the Chancellor, Shelley C. Nickel, to come forward. Ms. Nickel would be the new Executive Director of the Georgia Student Finance Commission (“GSFC”). The Chancellor remarked that Ms. Nickel had done a terrific job in many different capacities for the University System of Georgia. She has been instrumental in developing and implementing the Board’s new strategic plan, and she has assisted in all of the presidential searches and evaluations. She has implemented policies of the Board as well as many other projects and roles. Ms. Nickel first came to the University System Office as Budget Director. Chancellor Meredith remarked that Ms. Nickel has all the talent it takes to be in charge of an incredibly important agency like GSFC. He commended Ms. Nickel on her work and asked her to stand to be recognized by the Board.

Ms. Nickel thanked the Regents for the opportunity to work in such a rewarding environment. She said that she was excited that she would still be serving the State of Georgia in the area of higher education, which was one of the reasons she was taking the position. She hoped that this would be just the beginning of a new relationship with the Board of Regents in forging ahead in higher education.

Chancellor Meredith next introduced Representative DuBose Porter (District 119) and Senators Jack Hill (District 4) and Bill Hamrick (District 30). He said that the Board had invited them to this meeting in order to thank them for their good work and to get to know them better. He first called upon the new chair of the Senate Higher Education Committee, Senator Bill Hamrick. First elected to the Georgia Senate in 2000, Senator Hamrick won his second full term this past November. He has proven in his short time at the Capitol to be energetic and committed to his legislative responsibilities. The Chancellor said that he was grateful for Senator Hamrick’s strong words of support for the University System that appeared in the *Times-Georgian* recently. He congratulated Senator Hamrick on being named one of *Georgia Trend* magazine’s “under 40” rising stars. The Chancellor also expressed his gratitude for the warm welcome Senator Hamrick extended in the recent open meeting of the Senate Higher Education Committee. He thanked the Senator and invited him to speak.

Senator Hamrick thanked Chancellor Meredith and the Regents for the opportunity to be at this meeting. He remarked that he is very honored to serve as chair of the Senate Higher Education Committee. He looks forward to working with the Regents, the Chancellor, and the Senior Vice Chancellor for External Activities and Facilities, Thomas E. Daniel.

Chancellor Meredith noted that Bonnie Cutlip, Senator Hamrick’s assistant, was also present at the meeting.

The Chancellor next introduced Representative Porter, who has served in the Georgia House of Representatives since 1982. During this time, he has built an enviable record of legislative service and

accomplishments. He was elected last month as Speaker Pro Tempore of the House, a position that truly recognizes his hard work and ability. The Board will not forget his great work for the last four years as chair of the House Higher Education Committee. He understands the mission and challenges of the University System of Georgia, and he is a great friend of higher education.

Representative Porter thanked the Chancellor and the Regents. He remarked that being chair of the House Higher Education Committee was his favorite role in the House of Representatives, and he stayed on that committee for that reason. He hoped that at this time, when the economy is down and people need a higher education more than ever, he hoped that the legislature and the System could keep the momentum going. He said that he enjoyed his relationship with the Board of Regents and hoped that it would grow even better.

Chancellor Meredith next introduced Senator Hill, who has been active in the General Assembly since being elected to the Senate in 1990. The System has truly benefited from his hard work and efforts relating to public education. Senator Hill served on the Senate Study Committees on Postsecondary Technical and Adult Education and on Local Education Finance Review. He chaired the Senate Higher Education Committee from 1995 until his latest assignment to chair the Senate Appropriations Committee. A graduate of Georgia Southern University, Senator Hill has shown remarkable impartiality in weighing the needs and opportunities of the entire System. The Chancellor called upon Senator Hill to approach the Board.

Senator Hill greeted the Chancellor and Regents. He remarked that higher education is the key to economic development for the State of Georgia. He thanked the Board for understanding the budget cuts in these hard times and said that the Board will lead the way to bigger and better things in the future. He thanked the Regents and stepped down.

In closing, the Chancellor thanked the legislators for visiting the Board of Regents at this meeting. He also thanked Mr. Daniel for his service to the Board of Regents and the University System of Georgia.

CHANCELLOR'S REPORT TO THE BOARD

Following the special introductions, Chancellor Meredith gave his report to the Board, which was as follows:

Thank you, Mr. Chairman. I have another loss to report with great reluctance. Governor Perdue has snapped up another one of our talented administrators, which is a compliment to us, but a loss nonetheless. Shelley Nickel, who has done a dynamite job as my special assistant, has been appointed Executive Director of the Georgia Student Finance Commission ("GSFC"). My compliments to the Governor and the GSFC board members on this smart move. I know Shelley will do a terrific job of carrying forward the GSFC's mission of promoting and increasing student access to education beyond high school. As you know, she has played an integral role in the implementation of our strategic plan, our presidential searches, and policy implementation. Before she took on these responsibilities as Special Assistant to the Chancellor in 2000, she was the Board

of Regents' Budget Director, the former Usha Ramachandran! Shelley has the ideal skill sets you hope for in an administrator: she is both a strategic thinker and a "people" person. And she will be greatly missed here.

Some of you have already met a young lady named Jenni Prosnak, who is shadowing me today. Jenni is from Harlem and is a student at Georgia College & State University.

Both the Governor and our appropriations subcommittees have asked us to reexamine our current and future budget needs. Our quest for critical state funding for the remainder of fiscal year 2003 and for fiscal year 2004 has shifted into high gear. I'm so glad that former Higher Education Committee Chairs Senator Jack Hill and Representative DuBose Porter were able to join us this morning. They have been good friends to the University System. Senator Bill Hamrick and Representative Louise McBee, who also visited with you, now pick up the mantle regarding higher education.

Several of you were good enough to accompany me to the Capitol on January 21 as I presented our key messages regarding these budgets to the joint House and Senate Appropriations Committees. I want you to know I appreciated your supportive presence there. For the benefit of those of you who could not attend, I stressed that the University System intends to be an active partner in helping Governor Perdue achieve his objectives of building a Georgia that is educated, safe, healthy, and growing. With our strong academic programs constantly contributing to the workforce, our Intellectual Capital Partnership Program ("ICAPP[®]") luring new businesses to Georgia, and our construction program creating jobs, we play a significant role in helping to revive this state's economy. However, I cautioned legislators that recent budget cuts have threatened the quality of our services. I urged them to protect our core mission of instruction from further erosion. I stressed the importance of protecting our investment in physical facilities through major repair and renovation ("MRR") funding and the formula funds that will help us deal with our enrollment growth.

Since our presentation to the joint appropriations committees on January 21, I also have met with the House Appropriations Subcommittee on Higher Education regarding the fiscal year 2003 amended budget. I hammered home the point that we are working today with fewer dollars than were available to us in fiscal year 2002. While we are thankful and fortunate to have received funding in the fiscal year 2003 original budget for such critical areas as enrollment growth, health insurance, and merit salary increases, our fiscal year 2003 base budget was cut by \$184 million. That's 10.6% of our state funding. And we are having to manage these cuts at a time of record enrollment – 7.1% more students than we had in fall 2001, the equivalent of adding another Georgia Institute of Technology to the University System. The gap between enrollment growth and funding is growing. A chart in your folder dramatically illustrates this point. I gave the subcommittee examples of the impact these cuts have had on specific institutions: the elimination of faculty and staff positions and the resulting scaling back of services to students. As I informed legislators, we haven't whined or groused about these cuts. However, it's important to understand. This state has done a

wonderful job in building the best higher education system in the country. We must be careful not to tear it down quickly because of a brief turndown in the economy.

I also visited briefly last week with the Senate Higher Education Committee. We do have supporters who understand the University System of Georgia's impact and our needs. I will keep you posted with updates as we progress through the session.

Here on the home front, I'm pleased to announce that we have appointed Ms. Joy DeVries to serve as Interim Executive Director of the Office of Economic Development now that Annie Hunt Burriss has left us for the Governor's Office. Joy comes to us from the University of Georgia's Office of Economic Development, where she has served as the ICAPP® Project Manager. Her experience in economic development also includes positions with KPMG, the Georgia Department of Industry, Trade and Tourism, and the Metro Atlanta Chamber of Commerce. Joy joined us on a part-time basis on Monday and will be here full-time as of February 24, as we maintain the momentum of this exciting program.

Our institutions, our faculty, our staff, our students, and our alumni continue to shine. Let me share just a few of their noteworthy recent achievements:

- The Institute for Scientific Information has ranked the University of Georgia ("UGA") as the second most prolific university in the nation in education research, based on the percentage of papers its faculty contributed to the field over a five-year period.
- The American Advertising Federation included two students in UGA's Grady College of Journalism and Mass Communication in its ranking of the top 25 most promising minority students in the United States: Alexandria Weems and Victoria Rovirosa.
- The American Association of State Colleges and Universities ("AASCU") has ranked Kennesaw State University as the nation's third most publicly engaged institution.
- The Web site of the Montana Libraries has a list of the best digital libraries in the country, and our own Georgia Library Learning Online ("GALILEO") tops this list! I receive compliments about GALILEO wherever I travel, and I am very proud of our Vice Chancellor for Information and Instructional Technology and Chief Information Officer, Randall A. Thursby; our Assistant Vice Chancellor for Library and Customer Information Services, Jayne Williams; our Executive Director for Library Services, Merryll Penson; and all of the other folks in the University System responsible for this valuable service to the State of Georgia.
- One of our two-year institutions also has a national ranking to report. The National Collegiate Athletic Association ("NCAA") has been conducting programs for disadvantaged youth at Floyd College for 31 years. The NCAA annually ranks the quality of the 204 such programs it

sponsors around the country, and the organization has announced that the program at Floyd College is among the top 20 programs for disadvantaged youth in the nation.

- The Miller Brewing Company last month unveiled its Gallery of Greats 2003 Calendar, which this year focuses on African-American presidents and chancellors of historically black colleges and universities. Our Carlton E. Brown, President of Savannah State University (“SSU”), is one of 11 college and university presidents featured on the calendar’s front cover. I do not know how he was dressed.
- Former President Jimmy Carter’s receipt of the 2002 Nobel Peace Prize has turned into a boon for one of our institutions. President Carter and his wife, Rosalynn, are donating \$370,000 of the prize money to their alma mater, Georgia Southwestern State University, which houses the Rosalynn Carter Institute for Human Development (the “Institute”), which will enable the Institute to expand its focus on caregiving issues from a state level to the national level. The Institute is the only university-based center in the nation completely devoted to helping professional and family caregivers. The Carters’ gift establishes it as a national center of excellence in caregiving.
- I also have several prestigious awards to report. SSU Professor of Biology Kenneth Sajwan received a White House Initiative 2001 Millennium Award for Teaching and Research Excellence in Mathematics, Science, Engineering, and Technology at Historically Black Colleges and Universities.
- The American Scholastic Press Association has honored two of our two-year institutions with national awards. Gainesville College’s (“GVC”) student essay magazine, *Hoi Polloi*, and Coastal Georgia Community College’s (“CGCC”) literary magazine, *Seaswells*, both took first place in their categories. This was GVC’s eighth consecutive first-place award.
- CGCC also was honored to learn recently that Associate Professor of History Jean Choate has received a White House Historical Association Grant. The money will help fund the biography she is writing of Eliza Johnson, wife of President Andrew Johnson.
- And finally, I’m delighted to tell you that our Office of Media and Publications staff have won three awards for their work in supporting two major Board projects and a University System initiative. In a competition sponsored by the Council for the Advancement & Support of Education (“CASE”), they captured two awards of excellence for their communications efforts supporting the “Knowledge is Power” tour and my statewide tour of our 34 campuses. The staff also earned a special merit award for orchestrating a statewide media blitz on ICAPP®’s Health Professionals Initiative. Kudos to the Associate Vice Chancellor for Media and Publications, Arlethia Perry-Johnson, and her staff for their superb work on these projects. Please join me in congratulating them on their efforts.

In your folder, you also have an updated version of our list of acronyms. This list has been very well received, and we have had many requests for a copy. We will distribute this publication widely. Mr. Chairman, that concludes my report.

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After the Chancellor's report, Chair Harris remarked that the Chancellor's presentation to the joint Appropriations Committee went very well and the response seemed to be very positive. He also commended the Chancellor for the article in *Georgia Trend*. Chair Harris also echoed Chancellor Meredith's remarks regarding the Board's legislative representation by the Senior Vice Chancellor for External Activities and Facilities, Thomas E. Daniel. Finally, he thanked the Special Assistant, Shelley C. Nickel, for her work with the Board of Regents. He had also worked with Ms. Nickel during her tenure with the Governor's Office of Planning and Budget. He wished her the very best in her future with the Georgia Student Finance Commission.

STRATEGIC PLANNING COMMITTEE, "COMMITTEE OF THE WHOLE"

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

Chair Leebern explained that there were two items on the agenda at this meeting. The first item had to do with communicating and promoting the strengths of the University System of Georgia, a topic related to three of the Board's strategic planning goals: two, five, and six. He introduced the Associate Vice Chancellor for Media and Publications, Arlethia Perry-Johnson, and the Senior Vice Chancellor for Support Services, Corlis Cummings, to make this presentation. Following their remarks, the Regents would watch a video. He asked that the Regents hold their questions and comments until after the video.

Ms. Perry-Johnson greeted the Regents and thanked them for the opportunity to address them about their commitment to expanded marketing of the University System. In the Board's new strategic plan, it has made a commitment to marketing the assets of the University System through the second and sixth strategic goals. The second goal is "expanding participation by increasing access while maintaining quality, enhancing diversity, focusing on the needs of nontraditional students, increasing distance education opportunities, advancing public library usage, and marketing the advantages of a postsecondary education to all Georgians." This goal is aimed at moving us closer toward the Board's vision of creating a more educated Georgia by enhancing diversity, addressing the needs of nontraditional students, increasing distance learning, and advancing public library usage. These goals can benefit greatly from expanded marketing. The Office of Media and Publications is dedicated to helping achieve these goals by continuing and expanding its efforts in the marketing arena. The sixth goal is "accelerating economic development by providing, when feasible, needed graduates, appropriate academic programs, and expanding marketing of the System and its

institutions as an economic asset of the state.” This goal addresses the Board’s commitment to supporting the state’s economic development efforts by providing needed graduates and high-demand academic programs. Very successful work has been done in this area by the Office of Economic Development and its Intellectual Capital Partnership Program (“ICAPP®”). The Office of Media and Publications has been a solid partner in effectively promoting ICAPP® since its inception in 1995. In fact, the office has developed award-winning communications work in support of ICAPP®. It recently won two regional awards for communications work supporting the “Knowledge is Power” Tour and the Health Care Professionals Initiative. The Office of Economic Development is but one of many successful partnerships the Office of Media and Publications has fostered to create strong visibility for the assets of the University System. At this meeting, the Regents would hear the details of some other partnerships.

Ms. Perry-Johnson stated that creating a more educated Georgia requires high levels of communication with potential students. Currently, Georgia ranks very low nationally with regard to the number of residents who are pursuing postsecondary education. Georgia is forty-eighth in the proportion of traditional-aged undergraduate students who attend, and fiftieth with regard to nontraditional students enrolled. So, broad-based marketing activities are needed, specifically a statewide aspirational marketing campaign to get people to view college as a real option for them. Some may ask why the University System Office should not leave this to the institutions, she said, and this is a very good question. The institutions are focused on getting their fair share of students who already are directed toward college. Their mission does not necessarily support expanding the pipeline to get more Georgians to consider college, particularly first-generation college students. Ms. Perry-Johnson noted that the higher education marketplace is becoming increasingly competitive, particularly with the success of distance learning. Many out-of-state institutions are coming into the state and offering Georgia students programs that meet their needs. To counter this competition, the System must communicate its availability, accessibility, and affordability.

Next, Ms. Perry-Johnson discussed how her office currently markets the University System of Georgia. The Office of Media and Publications has utilized a three-pronged operational approach towards its communications activities: 1) strategic communications planning via the institutions, 2) strong client service, and 3) forging solid partnerships. This approach allows the office to administer a comprehensive communications program encompassing marketing, public information, media relations, publications management, and special event planning. The 34 System institutions look to this office on a daily basis to set the communications agenda for the University System. The office communicates regularly with the institutions’ public relations directors and presidents to ensure that the University System of Georgia “speaks with one voice,” whether regarding a Board initiative or when managing an individual institution’s communications challenge. The goal is to ensure coordinated communication of the Board’s policies and priorities so that the public is clear about the Board’s agenda. Some examples of work in this area include the office’s dissemination of the System’s economic impact report, the Board’s legislative agenda, a monthly newsletter called the System Supplement, communications of the Board’s special funding initiatives, as well as access grants to increase enrollments of students at two-year institutions and System enrollment reports.

The office's client service approach involves identifying worthy University System initiatives that can benefit from a coordinated communications strategy and working with clients to produce appropriate collaterals, such as publications, news releases, posters, Web site content, special events, etc. Most often, these clients have funds available to support their communications needs, and they are seeking direction on appropriate mediums and products to achieve their communications goals. The Office of Media and Publications develops a successful communications plan and products for these clients. Some examples of this model include our work with Georgia Library Learning Online ("GALILEO"), Georgia Application and Electronic Advisement System ("GA EASY"), and ICAPP[®]. In some instances, the Board is the client, for example, when the office communicates significant new strategic directions that the Regents have approved. Examples include the admissions policy directive, for which the office developed a comprehensive marketing campaign; a campaign to position the two-year colleges, another effort for which the office developed an integrated marketing plan; and more currently, the marketing goals of the African-American male initiative.

The Office of Media and Publications has also built successful partnerships to help achieve its marketing goals. Ms. Perry-Johnson noted that the office works with divisions and programs in the University System Office with high-volume communications needs and initiates a formal partnership to support that unit's and the System's marketing goals. Examples of current partnerships include the Georgia P-16 Initiative ("P-16") and the Office of Instructional and Information Technology ("OIIT"), both of which provide funding to the Office of Media and Publications to support staffing. In the case of P-16, we also have been with them since their inception in 1995, shaping their logo, brochures, news releases, progress reports, etc. OIIT partners with the office to move its products to the University System's Web site, including news releases, speeches, annual reports, monthly publications, etc. The Office of Media and Publications has also developed partnerships with external organizations. For example, the office partnered with WSB-TV and the Georgia Power Company to produce a public service announcement and a video to inform students and their parents of the System's heightened admissions standards.

Ms. Perry-Johnson said that the Office of Media and Publications has delivered a "big bang" for small bucks. The office's low-cost, high-quality approach has had significant impact with some key audiences, particularly in media relations and publications arenas. The office's products for clients and working with partners have yielded a solid market position for the University System. However, the competition within the higher education marketplace is increasing and comprehensive integrated marketed activities are needed. While the University System has a strong statewide and increased national media relations presence, it needs enhanced efforts in the marketing arena, specifically to achieve the goals cited in the Board's new strategic plan. The Regents have made a strong commitment with the African-American male initiative, and Ms. Perry-Johnson thanked them for that support. But as the Board's focus moves to other populations, such as nontraditional students and the business community, similar approaches will be required.

Next, Ms. Perry-Johnson highlighted a few examples of award-winning marketing efforts undertaken by the office. Last year, the University System beat out Duke University for an internal marketing campaign that the office helped to shape for the Office of Human Resources to encourage System employees to switch from the traditional Blue Cross Blue Shield indemnity health plan to the new preferred provider organization plan

in order to save the System from losing millions of dollars on rising claims costs. More recently, the System won the 2002 Award of Excellence for the communications campaign supporting the statewide tour introducing Chancellor Meredith to the 34 and to the media in those communities.

Ms. Perry-Johnson said that she was pleased that the Board and the Chancellor are supporting the need for expanded marketing activities. The Office of Media and Publications recently absorbed Dr. Scott Levine, former Vice President for Communications at Georgia Global Learning Online for Business and Education (“Georgia GLOBE”). He is coordinating all of the marketing efforts in the University System Office to help move it toward building a System brand identity. He is also working with the various units of the System to ensure that their marketing efforts are coordinated and support the Board’s goal of creating a more educated Georgia. The office has also convened a marketing task force that, in just a few meetings, has helped coalesce the various marketing efforts currently underway. The goal of this team is to leverage the value of individual programs to help build the prestige of the System name. Some current projects include finalizing a new visual identity plan, the first-ever print and Web-based style guide for the University System Office. It will provide explicit instructions on how the System should be presented from letterhead and business cards to logo placement, typefaces, and even PowerPoint templates. The office heavily engaged in managing the African-American male initiative. The office is supporting the marketing goals of P-16 and its teacher recruitment efforts. It is working with the GA EASY program as it prepares to expand its audience to the K-12 level. Finally, the office is involved in efforts to help enhance the System’s Web site, beginning with the Office of Human Resources.

The Office of Media and Publications is strongly focused on achieving the Board’s marketing goals. Ms. Perry-Johnson would like to conduct an aspirational campaign, designed to increase the number of Georgians going to college by painting a portrait of college as a natural postsecondary development that is accessible to all. She hopes to enlist multiple partners and clients in this campaign, including primarily a partnership with P-16. The office has supported them in a grant proposal to the National Science Foundation aimed at increasing awareness for strong K-12 student performance in math and science. The office supported the P-16 \$35 million grant proposal with a \$2.5 million public awareness campaign component. The office will continue its efforts in support of the Office of Economic Development’s outreach to the business community, and it is also positioned to support the Board’s marketing goals in the continuing education arena.

Ms. Perry-Johnson reiterated that the Office of Media and Publications has a solid track record of building strong relationships both within the University System Office and with the 34 campuses to achieve the Board’s communications goals. However, shifting from a reactive to a proactive approach is an attainable goal with proper dedication of resources. To achieve this, she hopes that when the current fiscal status in the state improves, the Board will establish a budget for marketing. Meanwhile, the office will continue to do as it has done in the past: serve the institutions, clients, and partners well. One of the successful projects the office developed for a key client would be debuted at this meeting: an employee relations video for the Office of Support Services. The System has nearly 35,000 employees who can serve as our ambassadors to help us tell the story of how the University System is creating a more education Georgia. Ms. Cummings

would introduce the video shortly. But first, Ms. Perry-Johnson introduced the staff of the Office of Media and Publications: the Director of Communications and Marketing, John Millsaps; the Director of Publications, Diane Payne; the Special Assistant to the Associate Vice Chancellor, Scott Levine; and the Senior Secretary, Brenda Trezvant. She acknowledged the hard work that they do each day on behalf of the Board of Regents and the University System and remarked that they are an exceptional and highly productive group of individuals. She then thanked the Regents for the opportunity to speak and asked whether there were any questions.

Regent Rodwell asked Ms. Perry-Johnson how marketing could expand the System's customer base and how much funding the effort could actually use to do the things she envisions.

Ms. Perry-Johnson responded that past statewide coordinated activities were begun with approximately \$250,000. For example, with that amount, her office marketed the admissions policy campaign with a public service announcement, a seven-minute video for schools, and some small-scale advertising. To have a more expansive campaign covering multiple initiatives would cost \$500,000 to \$1 million to really have an ongoing media presence.

Chair Leebern asked the Regents to hold any further questions until after the video. He then called upon Ms. Cummings.

Ms. Cummings reminded the Regents that their fifth strategic goal is "emphasizing the recruitment, hiring, and retention of the best possible faculty, staff, and administration." At this meeting, she would focus on only the hiring of new employees. She asked how the System could use each institution's existing hiring process to the System's advantage. One way is to communicate the System's ideals to new hires during an orientation process. As part of this effort, the System is using a video as its communications device. This human resources video conveys several messages to System employees and possibly to other viewers. The System is always competing for the best talent in the nation, region, or town. The System expends tremendous resources trying to attract the best-qualified people to our institutions and offices. An employer you have a unique opportunity with newly hired employees to share your organization's key messages, strengths, and key core values. The System must take advantage of that window of opportunity.

Ms. Cummings explained that the Office of Human Resources created a new employee orientation video for all University System of Georgia employees with broad appeal that provides the office the opportunity to do and say several things. First, the video welcomes new employees to the System. The video includes a personal message from the Chancellor and fellow employees about the breadth and depth of the System's 34 institutions, not just the institution where they were hired. Next, the video depicts exciting happenings in the System and that the System is a vibrant and growing place. The System institutions are experiencing record enrollments. They are earning and developing national, international, and regional reputations of excellence. The video is intended to tell these new employees, regardless of position or institution, how important they are to the success of the System. Without its employees, the System's goals and strategic plans are merely words on pieces of paper. The video also introduces new employees to the Board of

Regents and conveys the Board's strategic vision and mission. Finally, new employees hear from their coworkers who believe that the System is a wonderful place to work.

Ms. Cummings reminded the Regents that the University System Office sponsored a Systemwide contest last year in which current employees were asked to tell in 50 words or less what they enjoyed about working in the University System of Georgia. The response was incredible, she said. The Office of Human Resources received responses from a diverse group of faculty, staff, and administrators. Many shared the impact that working for the System had on their personal and professional lives and on the lives of others. The System has thousands of truly dedicated employees who love what they do. Ms. Cummings said that it was her distinct pleasure to introduce several of these employees to you. The office selected three winners and four runners-up. The winners' comments were used in the video. Some comments by the runners-up were also used either in or on the video. The three winners were Cindy Hudson, Project Secretary for the Administration on Aging Grant, Rosalynn Carter Institute, Georgia Southwestern State University; Hubert C. Pulley, Assistant Professor, Writing and Linguistics Department, Georgia Southern University; and Linda M. Smith, Admissions Specialist, Office of Undergraduate Admissions, North Georgia College & State University. The runners-up were George R. Gaumond, Librarian, Odum Library, Valdosta State University; Sarah Hepler, Library Associate, Floyd College Library; Faye S. McCrary, Administrative Secretary, Office of the Vice President for Educational Affairs, Georgia Perimeter College; and Khaleelah Muhammed, Administrative Secretary, Department of Business and Finance, Fort Valley State University. Ms. Cummings asked those who were present at the meeting to stand and be recognized.

Mr. Cummings thanked Ms. Perry-Johnson and her staff for their excellent editing and hard work. They did an outstanding job of bringing the Office of Human Resources' thoughts and ideas to life. She then directed the Regents' attention to the video screen. She hoped that after viewing the video, the Regents would agree that this is a dynamic and evolving System and that its people make us proud of who we are and what we will become: the best! The Regents then watched the video.

Ms. Cummings expressed that this orientation video conveys the pride and enthusiasm the employees have in working for the University System of Georgia. The staff hope that it will generate the same enthusiasm and pride in new employees. This is a vital System striving to ensure access to academic excellence and educational opportunities for all Georgians. The staff wish to make a difference in their own lives, the lives of the students, and the citizens of this state.

Regent Rodwell asked Ms. Perry-Johnson what types of marketing elements would be required for a media campaign.

Ms. Perry-Johnson replied that each campaign would be tailored to suit its respective audience. For example, the aspirational campaign would be geared at students in sixth grade and higher. It seems students in early grades are not being tracked to take the requisite courses that would prepare them for a college preparatory curriculum. So, the campaign would identify to what media those students would best respond. An integrated campaign could be spread across many different media: radio, television, billboards, print

media, kiosks in malls, and movie theatres. This would spread the net as broadly as possible while tailoring to the audiences the respective media that reach them most effectively.

Regent Cleveland asked whether there is any opportunity for a coordinated strategy on a national level to identify federal or other types of funding that the System can take advantage of in its marketing strategy.

Ms. Perry-Johnson reiterated that P-16 has applied for a grant with the NSF. The grant would be aimed primarily at curriculum enhancements in science and mathematics, but there would also be a public awareness campaign directed at this particular audience of young students in middle grades and higher. So, if the grant is obtained, it would provide \$2.5 million for marketing in support of P-16, but it would also allow the System to communicate its vision of a more educated Georgia, since science and math are also admissions requirements. There are similar federal grant opportunities to pursue with regard to the African-American male initiative.

Chair Leebern asked how the University System Office keeps the institutions unified with one voice.

Ms. Perry-Johnson responded that some of the Board's special funding initiatives provide for coordination through direction. Those initiatives generally have good participation and buy-in. There is some resistance, however, when the University System Office tries to dictate how the institutions should spend their own marketing funds, because there is a great deal of competition for the student population. The institutions see their own marketing campaigns as ways to attract the best students to their own institutions rather than trying to raise the aspirations of all students. So, there is some resistance to coordinating recruitment marketing. While all institutions want more students to go to college, they are individually competing for new graduates. So, the goals of the University System Office and the goals of the institutions are different in that regard. She noted that approximately three or four years ago, the System did a marketing campaign for the two-year colleges, and each of the 15 two-year institutions was asked to contribute a certain amount of money for a total of \$200,000. At the conclusion of that campaign, the two-year institutions decided that they did not want to contribute a second time around. Rather, they wanted to market themselves individually.

Chair Leebern thanked Ms. Perry-Johnson and Ms. Cummings for their informative presentations. He then asked the Chancellor to introduce a presentation on the African-American male initiative.

Chancellor Meredith stated that the African-American male initiative was funded by the legislature in the amount of \$200,000. It has been undertaken by a nationally recognized task force that has worked very hard to study this problem and make some recommendations to the Board of Regents. He noted that Ms. Perry-Johnson is leading this task force and that the System is looked upon as a leader in this area of inquiry. He then called upon the Senior Vice Chancellor for Academic Affairs, Daniel S. Papp, to discuss this initiative.

Dr. Papp stated that several years ago as the University System started to simultaneously increase its admissions standards and become concerned about access and participation issues, it realized that several

groups of people in Georgia were underserved by the System. The groups included nontraditional students, two-year college admissible students, geographically remote students, and African-American males. Responding to the challenge on increasing access and participation rates for these underserved and under-participating populations, even as admissions standards increased, the University System of Georgia implemented a number of specific programs, several of which have already been presented to the Board of Regents. These included university centers, such as the Gwinnett University Center, the Liberty Center, and the Forsyth Center, at which institutions provide courses and programs of study at off-campus sites. They included pilot admissions programs for two-year college admissible students in locations where the University System of Georgia does not have two-year or state colleges. They included “4-4-2” programs at which four-year institutions presented four-year degree programs at two-year colleges as well as a significant number of distance learning programs. Regarding African-American males in particular, at the national level, it became clear that approximately two-thirds of all African-Americans attending higher education institutions were females, and only one-third were males. The United States is in danger of losing a significant percentage of an entire generation of people. The University System of Georgia was not immune to this national trend. Like the nation, only one-third of the over 50,000 African-American students who attend System institutions are males. At this meeting, Ms. Perry-Johnson would provide a status report on the System’s African-American male initiative, designed both to identify and reduce structural and informational barriers that may exist to access to the System and to identify ways to enhance participation rights of African-American males in higher education. The System’s African-American male initiative is an important undertaking that is absolutely critical to the future of the State of Georgia.

Ms. Perry-Johnson thanked Dr. Papp and the Chancellor for their introduction. She explained that the work of the task force has been very exciting and she wanted to share some of that on video. She began her presentation with a short video clip that set the stage her update. After the video clip, Ms. Perry-Johnson reminded the Regents that the African-American male initiative emanates from the Board’s second strategic goal: “Expanding participation by increasing access while maintaining quality, enhancing diversity, focusing on the needs of nontraditional students, increasing distance education opportunities, advancing public library usage, and marketing the advantages of a postsecondary education to all Georgians.” She noted that the Board’s benchmarking initiative identified two particularly underserved student populations within the University System: nontraditional students and African-American males. Through the Regents’ special funding initiative to enhance access, they made a commitment to address both of these populations. The legislature supported the Board’s request with \$2.2 million in funding; \$1.9 million of those funds were dedicated to increasing nontraditional student enrollment, and \$200,000 was allocated to studying the barriers to African-American male enrollment.

To launch this study, the staff posed a number of questions to determine the barriers and to improve the System’s success in enrolling black males and aimed at helping them identify why more black males are not enrolling in the University System. The questions included:

- What are the barriers to admission and retention of African-American men in the University

System of Georgia?

- Do barriers differ by geography, socio-economic status?
- How can a college education be made more attractive?
- How do African-American men view higher education and access to the University System of Georgia?
- What can we learn from key influencers and authority figures?
- What marketing efforts should be implemented to enroll, retain, and graduate more African-American men?

Ms. Perry-Johnson explained that the goal is to learn what the barriers are and how the System can help eliminate them. She stressed that the System is not having a problem attracting minority students into higher education; rather, there is a specific national problem attracting black men. A key outcome of this effort will be to shape marketing efforts that will help the System better attract black males. Working with the Department of Administrative Services, the staff developed a request for proposals from research and marketing consultants. A committee that included four Regents and five University System Office administrators reviewed the contract bids for the research phase of the project as well as the marketing phase. There was strong interest from the business community in securing this contract, and the committee conducted a very fair and equitable selection process. Ms. Perry-Johnson expressed her gratitude to the Regents on this selection committee: Chair Harris and Regents Howell, Cater, and Cleveland. She noted that the Special Assistant to the Chancellor, Shelley C. Nickel; the Vice Chancellor for Academic, Faculty, and Student Affairs, Frank A. Butler; and the Associate Vice Chancellor for Academic Affairs, John Wolfe; as well as Dr. Papp and Ms. Perry-Johnson were also on the committee, with Chancellor Meredith making his desires for the goals of the project well known as they deliberated their decision.

On September 30, 2002, the committee selected Matlock Advertising & Public Relations (“Matlock”) of Atlanta for the external study. Matlock subcontracted with Paul Warner & Associates (“Paul Warner”) to conduct the research work. Representatives from both of those firms were in attendance at this meeting: Grey Heydel and Kimberly Brown of Matlock and Neville Scott of Paul Warner. The consultants began work on October 1, 2002. The committee also established a 50-person statewide task force of educational and business leaders to address this issue. The task force includes corporate chief executive officers and presidents, University System presidents, K-12 superintendents and principals, and national education experts who traveled from around the state and Washington, D.C. to address or participate in the meetings. Six task force subcommittees addressed specific issues: the K-12 pipeline, partnership opportunities, programs of excellence, recruitment/marketing, research, and retention. The task force was launched on September 4. Among

those serving on the task force are Regents Cater, Cleveland, McMillan, and Rodwell, all of whom have been very active in its activities. Ms. Perry-Johnson thanked them for their dedicated involvement. The full task force met on three occasions: September 4, 2002; November 12, 2002; and January 17, 2003. The subcommittees met independently between full group meetings. Preliminary reports and recommendations were shared at the January 17 meeting.

Ms. Perry-Johnson next discussed the research being conducted by the consultants. She noted that there are three parts of the research process:

- Sixteen focus groups conducted at eight System institutions reflecting the geographic and institutional diversity of the System and one focus group conducted at Lee Arrendale State Prison in Northeast Georgia;
- One-on-one interviews with 16 System administrators and staff who are influencers of African-American male college attendance; and
- Quantitative telephone surveys with 650 key influencers, including parents, 18- to 25-year-old African-American men, high school juniors and seniors, guidance counselors and teachers, System freshmen and sophomores, System graduates, and System faculty and staff.

The eight participating System institutions were Albany State University, Augusta State University, Coastal Georgia Community College, Georgia Perimeter College, Georgia Southern University, Georgia State University, Macon State College, and the University of Georgia. Ms. Perry-Johnson explained that this selection covered the various institutional types and the geographic diversity of the state. The study also looked at four different populations of black males: the System's own black male freshmen and sophomores; black male high school juniors and seniors; 18- to 25-year-old black males who are not attending college; and a group of inmates at a prison where the black male population is 67% of 1,100 inmates and the youngest inmate (a black male) is age 14.

Ms. Perry-Johnson stated that since September 2002, the task force has conducted an intensive study by some of this System's, the state's, and the nation's leading experts on this issue. Simultaneous to the task force's work, consultants conducted qualitative and quantitative research with the black males and those who influence their potential college attendance. Focus groups provided a "safe place" for black males to discuss barriers and perceptions of K-12 and higher education. The research validated or disproved initial perceptions and beliefs, which will be furthered quantified during the quantitative research phase of the work.

Ms. Perry-Johnson reported that the qualitative research was concluded in December 2002, and the quantitative research would be concluded in the next week. The research consultants will submit their draft research report for the task force's review. The research will shape the marketing phase of this initiative. The final report will reflect all aspects of the study, including research, task force, and marketing recommendations. The final report to Board of Regents will be presented at a Board meeting this spring. Ms. Perry-Johnson thanked the Regents for their commitment to this initiative

and for the opportunity to lead this effort. She also thanked the Associate Vice Chancellor for Human Resources, William H. Wallace, Jr., and his wife, who had contributed \$1,000 to this initiative in honor of Regent McMillan. She asked Mr. Wallace to stand and be recognized for this generous contribution.

Regent Cater asked what kind of programs are in place for released prisoners to encourage them to enter college.

Ms. Perry-Johnson responded that there used to be programs in the prisons where inmates could pursue a college education in prison. Those programs no longer exist. Some of the prisoners interviewed were pursuing a General Educational Development (“GED”) diploma, but there are no college courses in prisons paid for by the state. She noted that most of the prisoners interviewed had dropped out of college by tenth grade. Once prisoners are released, if they do not have a high school diploma, they would have to earn a GED through the Department of Technical and Adult Education institutions, but there are no formal initiatives in the University System aimed at the prison population.

Regent Cater asked whether convicted felons could pursue higher education after attainment of a GED.

Ms. Perry-Johnson replied that she was not aware of any barriers to prevent them from matriculating. However, they may need to be tested to assess whether they would meet admissions requirements, which generally require a college preparatory curriculum and high school transcript requirement.

Ms. Cummings interjected that those with murder convictions do have associated issues entering an institution. Additionally, the federal financial aid laws often have preclusions for convicted felons.

Regent Howell noted that there was an article in a recent issue of the *New York Times* regarding the demise of Affirmative Action. The article addressed the disparity between the proportions of groups in the populations and those attending college. For example, in California, Asians make up approximately 5% of the population, but Asians account for approximately 20% of the college population. So, the proportions are not reflective of the general demographics of the state. The same situation is true of gender. At the University of Georgia, the large majority of students are female. It will be a continuing challenge for the Board of Regents to find ways to ensure that the broadest base of the population of the State of Georgia is educated in the right institutions in the right fashion.

Ms. Perry-Johnson responded that there is a gender gap in both the white and black student populations in the University System of Georgia, but there is a broader gap in the African-American population.

Chair Leebern asked how the Board can ensure that the institutions are not pressured to admit African-American students based solely upon their athletic abilities.

Ms. Perry-Johnson replied that it is important to bring in students who understand that the expectation is not

only athletic, but also academic. If the admission of the student is of that mindset, then the output will be as well.

Chair Leebern asked at what stage the Board of Regents should start to encourage at-risk students.

Ms. Perry-Johnson responded that it starts with advising and academic support systems. There is often an under-preparedness of African-American students that can be helped with support systems and interventions to ensure students are on target.

Chair Leebern remarked that if students are under-prepared and admitted based on their athletic talents, the institutions are putting those students in situations where they cannot achieve anyway. Institutions put so much pressure on those students that they are set up to falter.

Ms. Perry-Johnson stated that many of the black male students interviewed felt that institutions would only be interested in them if they have athletic abilities. So, they feel negatively, too. All black men are not athletes. They also expressed that they do not want to see athletes and celebrities as role models in marketing campaigns for higher education. They want to see young black men who have aspired and achieved, men like them to whom they can relate. They resent that they are viewed in this athletic symbol context.

Regent Cater said that many times, the enrollment of black males is about winning and money. Athletes are promised futures in the NFL and the NBA. So, it is not about academics for the institutions.

Chancellor Meredith said that this problem would not be solved immediately. That is why the Board must be committed to change. This will take at least a decade or so to turn around in any significant way because early intervention is critical. That is why it is important to start in the sixth grade to change the culture of all students – not just black males – who drop out of high school before graduating. An enormous number of children believe that the rewards of dropping out of school are greater than the rewards of graduating. This is a huge, complex problem, and this Board is just beginning the conversations and partnerships to address this problem.

Regent Cleveland asked what are the black male graduation rates at the institutions that have successful athletic programs.

Ms. Perry-Johnson responded that this a very important question and one that this task force is also asking.

Chancellor Meredith added that the athletes' graduation rates are generally higher than the graduation rates of the general student body.

Dr. Papp stated that such numbers are available from the National Collegiate Athletic Association (“NCAA”) for the institutions that are NCAA associated. He agreed with the Chancellor’s assessment, but

he stressed that one must delve deeper because there is very great differentiation by specific sports.

Regent Cleveland said that the proportion of athletes in the student body is quite small.

Dr. Papp agreed. However, the proportion of athletes graduating is still higher than the proportion of the student body as a whole. He noted that many institutions have extensive tutoring programs specifically to help the athlete students.

Chancellor Meredith added that students who work part-time in college often do better than those who do not work because they must utilize time management. The same theory holds true for student athletes. Because their time is dominated by athletics, they must utilize time management to succeed in their academic endeavors.

Chair Leebern thanked Ms. Perry-Johnson for this presentation and remarked that he looked forward to the task force's final report this spring. Seeing that there were no further questions or comments, Chair Leebern adjourned the meeting of the Strategic Planning Committee as a Committee of the Whole.

Chair Harris thanked Regent Leebern for this informative session of the Strategic Planning Committee.

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 an honorary degree recommendation to the Board.

Secretary Weber announced that President Nathaniel Hansford of the North Georgia College & State University ("NGCSU") had nominated Thomas B. Murphy, former Speaker of the Georgia House of Representatives, for an honorary degree to be awarded at NGCSU's May 2003 commencement. On behalf of President Hansford, Secretary Weber submitted this nomination for the Board's approval. With motion properly made, seconded, and unanimously adopted, the Board approved the honorary degree.

Regent Howell asked why the Board of Regents could not itself award honorary doctorates. He asked whether the Board has any way of recognizing individuals who have contributed to the University System of Georgia as a whole.

Chancellor Meredith replied that he would look into this.

PETITIONS AND COMMUNICATIONS

Secretary Gail S. Weber announced that the next Board meeting would take place on Tuesday, March 11 and Wednesday, March 12, 2003, in the Board Room in Atlanta, Georgia.

EXECUTIVE SESSION

At approximately 11:15 a.m. on Wednesday, February 5, 2003, Chair Harris called for an Executive Session for the purpose of discussing a real estate acquisition and personnel matter. With motion properly made and variously seconded, the Regents who were present voted unanimously to go into Executive Session. Those Regents were as follows: Chair Harris, Vice Chair James D. Yancey, and Regents Hugh A. Carter, Jr., Connie Cater, William H. Cleveland, Michael J. Coles, Hilton H. Howell, Jr., George M. D. (John) Hunt III, Donald M. Leebern, Jr., Wanda Yancey Rodwell, J. Timothy Shelnut, Glenn S. White, and Joel O. Wooten, Jr. Also in attendance during the Executive Session were Chancellor Thomas C. Meredith; the Secretary to the Board, Gail S. Weber. The Senior Vice Chancellor for Support Services, Corlis Cummings; the Vice Chancellor for Fiscal Affairs, William R. Bowes; the Vice Chancellor for Facilities, Linda M. Daniels; the Assistant Vice Chancellor for Facilities (Real Property and Administration), Peter J. Hickey; the Associate Vice Chancellor for Academic Affairs and Co-Facilitator of the Georgia P-16 Initiative, Jan Kettlewell; the Executive Director for Business and Financial Affairs, Debbie Lasher; and the Business Manager II for the Georgia P-16 Initiative, Roxanne Revak. In accordance with H.B. 278, Section 3 (amending O.C.G.A. § 50-14-4), an affidavit regarding this Executive Session is on file with the Chancellor's Office.

At approximately 12:25 p.m., Chair Harris reconvened the Board meeting in its regular session and announced that no actions were taken in Executive Session

ADJOURNMENT

There being no further business to come before the Board, the meeting was adjourned at approximately 12:30 p.m. on February 5, 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