

**MINUTES OF THE MEETING OF THE
BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA
HELD AT
270 Washington St., S.W.
Atlanta, Georgia
January 16, 2007**

CALL TO ORDER

The Board of Regents of the University System of Georgia met on Tuesday, January 16, 2007, in the Board Room, room 7007, 270 Washington St., S.W., seventh floor. The Chair of the Board, Regent Allan Vigil, called the meeting to order at 9:00 a.m. on Tuesday, January 16, 2007. Present on Tuesday, in addition to Chair Vigil, were Vice Chair William H. Cleveland and Regents James A. Bishop, Hugh A. Carter, Jr., Robert F. Hatcher, Felton Jenkins, W. Mansfield Jennings, Jr., James R. Jolly, Donald M. Leebern, Jr., Elridge W. McMillan, Patrick S. Pittard, Doreen Stiles Poitevint, Willis J. Potts, Jr., Wanda Yancey Rodwell, Benjamin J. Tarbuton III, and Richard L. Tucker.

Chair Vigil welcomed everyone to this meeting of the Board of Regents, noting that although it is January, the Board is at the midpoint of its fiscal year and has a great deal of work ahead.

Chair Vigil stated that the Board will move forward with its strategic plan and thanked the Board members for their participation in the recent planning retreat. He indicated that the comments made by the Board during this retreat would be helpful to Chancellor Erroll B. Davis, Jr. and Chief of Staff, Rob Watts as they prepare an outline for further review. Chair Vigil then extended a formal welcome to the newest regent, Mr. James A. Bishop. Mr. Bishop thanked Chair Vigil and stated that he was honored to be in attendance.

Chair Vigil then introduced Regent James A. "Jim" Bishop, who is an attorney with the Bishop Law Firm in Brunswick. He is a member of the Atlanta Lawyers Club, the Brunswick-Golden Isles Chamber of Commerce, and the board of directors of the Georgia Chamber of Commerce. He is also chairman of the board of directors of the Coastal Bank of Georgia and the Southeast Georgia Hospital. Mr. Bishop earned a bachelor's degree from the University of Georgia and a law degree from Walter F. George School of Law at Mercer University. He and his wife Mary have two grown children and four grandchildren. On behalf of the Chancellor and the entire Board, Chair Vigil said it was a pleasure to welcome Regent Bishop to the Board.

Chair Vigil also noted for the record that the Board, the University System and the state are grateful for the dedication and service of three outgoing regents: Julie Ewing Hunt, Michael J. Coles, and the former chair of the Board of Regents, J. Timothy Shelnut. Chair Vigil stated, on behalf of the Board, that they will be missed.

Chair Vigil announced that this particular January also marked an historic milestone, the 75th anniversary of the creation of the Board of Regents and the University System of Georgia. Although Chancellor Davis would give a presentation on the history of the Board of Regents later in the day, Chair Vigil highlighted a 2006 milestone for the four institutions that make up the charter

membership of the System.

All four institutions were founded in 1906 and celebrated their centennial last year. Georgia Southern University, Georgia Southwestern State University, South Georgia College, and the University of West Georgia were created from the Perry Act, which was approved by the Georgia General Assembly in 1906. Although it is not a part of the Perry Act, Valdosta State University also celebrated its 100th year in 2006.

Chair Vigil expressed that everyone is proud of these five institutions, and that he, personally, is honored and proud to be associated with this System and the work of our Chancellor, his staff, our presidents and our 38,000 faculty and staff.

SAFETY BRIEFING

The Assistant Vice Chancellor for Administration and Compliance Policy, Mark Demyanek, gave the Regents and audience a briefing of basic safety information in the event of an emergency.

INVOCATION

The invocation was given on Tuesday, January 16, 2007 by Regent Willis J. Potts.

REMARKS FROM THE CHANCELLOR

Chair Vigil called upon the Chancellor to make some opening remarks. They are as follows.

Thank you, Mr. Chairman, and let me start by wishing everyone here an official “Happy New Year.” I hope your holidays were rewarding, restful and relaxing, and that you have come back, as did I, with your batteries charged and ready to go. You are obviously aware that we have an abbreviated schedule this month, but even with an abbreviated schedule, I think you will find your experience quite fulfilling. Tomorrow, I go before the Joint Appropriations Committee to explain and defend the Governor’s budget recommendations for the System. This will be my first time, of course. It will be an “interesting” experience for me, and I am looking forward to it. The Interim Chief Operating Officer, Thomas E. Daniel and the team have been prepping me. I’m not sure they have been as successful as they hoped, but we will see.

Let me say at the outset that I am very appreciative, and I hope you are as well, of the Governor’s recommendations. His very strong support of the System is reflected in the \$200 million increase he is recommending in our operating budget and the \$228 million in bonding authority for our capital budget. He has also recommended, within the operating budget, a 3% merit salary increase for our employees. He has also given us some flexibility or suggested that we exercise some flexibility in a number of other areas. Governor Perdue has recommended for the second time since I have been

here, full funding for the formula. This is an \$80 million increment, which is going to be very critical to us as we try to address and respond to the growth pressures that we are facing. I also want to highlight that he has included in his budget \$10 million in start-up funds for Georgia Gwinnett

College, as well a \$3.8 million for the expansion of the Medical College of Georgia (“MCG”) in Athens. As you might expect, our days and evenings over the coming weeks and months are going to be dominated by the session and by these budget recommendations. As we have in the past, we will be calling on many of you for help and assistance in that process. Let me in advance thank you for that. You’ve been very gracious in the past in sharing your time with us, and I look forward to working with you more closely over the next several months.

Let me tee up a few items for our meeting today. First, let me start, of course, by adding my welcome to our newest regent. Regent Bishop, I am sure you will find this a thoughtful, collegial and reflective group; and they even stop and have fun at times, as well. You arrive at a very historic moment. The chairman did mention in his remarks that this month marks the 75th anniversary of the creation of the Board of Regents and the University System. We will be celebrating our anniversary, albeit in a very low-key, cost-effective manner, throughout the coming year. I have more to say on our anniversary a bit later in the day. I’m finding that because this meeting is compressed into one day, you’ll probably be hearing more of me than you’d like in one day. I will give both the State of the System as well some 75th anniversary comments later this afternoon.

We do have a very full agenda. Let me call your attention to a few agenda items. In the Academic Affairs Committee, you are going to get a first hand look at what I and the other educational agency heads have been doing in terms of planning for a seamless educational experience for Georgia’s citizens. I think you’re going to find that interesting as you look at the goals and objectives of the Alliance of Educational Agency Heads (“AEAH”). In the Real Estate and Facilities Committee, there are two important issues that we’re going to be looking at. One is the continued discussion on the disposition of the Olympic Village property. The second is the Georgia Higher Education Facilities Authority (“GHEFA”), which held its organizational meeting on November 28 of last year. Regent Benjamin J. Tarbutton serves on the GHEFA board, so it is clear that the System’s interests are well-represented on that board. I didn’t mean to put too much pressure on you by that comment, Regent Tarbutton, but again, we are looking forward to your participation on that board. As you recall, we are looking for substantial savings in transaction costs through the use of this authority. Therefore, it is important that it get up and running quickly and that we be able to utilize it as soon as possible. With your leadership, I am confident these things will take place.

While on the subject of facilities, the Vice Chancellor for Facilities, Linda M. Daniels, and her staff continue their work on the new capital model and we are getting a lot of national attention on it. We suggested to you that it was different; it was ground-breaking; and we’re getting recognition of that on a national basis. Ms. Daniels and some of her team met with members of the Mississippi System in December and outlined our approach and she has also had contacts from the Texas System as well as the Tennessee System. We are showing national leadership on this issue. That was one of my goals. There is of course a downside to that. Ms. Daniels is already starting to talk about the “Mark Richt compensation package” going forward for next year, but I’ll deal with that in another forum.

In another area of leadership that happened since our last meeting, in November, the University System joined with the United States Justice Department and others to announce statewide efforts as part of a national “Meth Awareness Day.” Presidents Thomas J. Hynes, Jr., University of West Georgia and Harold E. Wade, formerly of Atlanta Metropolitan College represented the System in a

news conference at the Capitol. The Associate Vice Chancellor for Student Affairs, Tonya Lam, also coordinated the distribution of a special communication on the dangers of methamphetamine to all of our University System students.

Speaking of students, we have with us today two representatives from the University System of Georgia Student Advisory Council, Nicole de Vries and Travis Ryan Horsley. Nicole is a senior at Columbus State University (“CSU”), majoring in computer information systems management. She is president of the student government association at CSU. After graduation, Nicole indicates that she plans to both start her own business as well as attend graduate school. Travis is a native of Hampton Georgia. He is a dual enrollee at Eagle's Landing Christian Academy and Middle Georgia College (“MGC”) in the Georgia Academy of Mathematics, Engineering, and Science. We had a presentation on that, I believe, a few months back. After graduating from MGC, Travis plans on continuing his education at the Georgia Institute of Technology. Please join me in welcoming Nicole and Travis.

I want to welcome another individual to today’s meeting, but before I do, it is important that I provide some context. Since 9/11, this country has been involved in actions that have placed many of our young women and men in harm’s way. I think we need to take a moment and acknowledge that there are a number of individuals within the University System, whether students, faculty or staff, who are serving or who have served in very dangerous places such as Iraq or Afghanistan. I had a quick survey taken, which is certainly not comprehensive but the results are telling. Our latest information indicates that more than 200 of our employees and students either have served or are serving in the military in these two hot spots. North Georgia, with more than 120 of this number, has lost four alumni killed in action. At least four other North Georgia students and alumni have been wounded and awarded the Purple Heart. One North Georgia alumnus, James Oliver Barclay, was wounded last August while serving in Afghanistan. James and his father, Brigadier General James Barclay, were featured on the CBS Evening News on January 9. So with that background, I think it is appropriate that we stop and reflect upon the sacrifices being made, not only by our students, employees and alumni, but also by all those young women and men who are serving on our behalf.

It is also appropriate that we recognize one of those individuals today. Sergeant Roger D. Huffstetler, with the United States Marine Corps, has just returned from a tour of duty in Iraq. Sergeant Huffstetler is an alumnus of the University of West Georgia. Now that he has returned from service, he plans on attending graduate school in business. We’re not quite sure we’re going to keep him in the state but we’ll try. I was personally touched by his thoughtfulness, because last year on 9/11 he flew a United States flag in Iraq in my honor, a flag that I now proudly display in my office. As a Vietnam-era veteran, I’m honored by Sergeant Huffstetler’s gesture and very proud to call him a fellow veteran and a fellow participant in the University System. Please join me in saluting Sergeant Huffstetler, who is joined by his wife Ana here today. Thank you sir. Thank you for your service, and good luck on all of your future endeavors.

Last week, the Interim Chief Academic Officer and Executive Vice Chancellor for Academic Affairs, Beheruz Sethna, launched two presidential searches at two institutions: Savannah State University and Georgia Southwestern State University. We will hear more about that later. This afternoon, as I mentioned, I will be giving my first State of the System address. Mr. Chairman, that concludes the first of my many comments here today.

ATTENDANCE REPORT

The attendance report was read on Tuesday, January 16, 2007 by Secretary Julia M. Murphy, who announced that Regent McMillian had asked for and been given permission to arrive late on that day.

APPROVAL OF MINUTES

Motion properly made and duly seconded, the minutes of the Board of Regents meeting held on November 8 and 9, 2006, were unanimously approved as distributed.

At approximately 9:35 a.m., Chair Vigil adjourned the Regents into their regular Committee meetings. Following the Committee meetings, the Regents took a break for lunch.

CALL TO ORDER

Chair Vigil reconvened the Board meeting for the afternoon session at approximately 1:20 p.m.

Regent McMillian was in attendance.

CHANCELLOR'S PRESENTATION ON THE 75TH ANNIVERSARY OF THE SYSTEM

Chair Vigil called upon the Chancellor to give his remarks about the 75-year history of the University System of Georgia. They are as follows.

This is a slight change in the agenda. I was supposed to discuss or 75th anniversary along with my State of the System address, but we decided that might be a little long. Too much of a good thing sometimes isn't a good thing! I am going to talk about the 75th anniversary of the System now. A copy of the slides can be found under tab 15 of your board book if you want to follow along. We're very excited to be talking about our history. For 222 years, the state of Georgia has invested in public higher education. This investment has not been made, of course, without struggle or without great debate, but there has always been one constant throughout our history. That constant is the knowledge that higher education has been and does remain the single most powerful tool to transform the lives of people and communities in this state.

Let me split the history of public higher education in Georgia into two eras. The first is the 147-year period prior to the 1932 creation of the Board of Regents. The second, and the focus of my presentation today, is the 75-year history of the Board of Regents and, by extension, the University System of Georgia. I'm not going to go into a blow-by-blow recounting of this history, as fascinating as it is. I'm already at risk of impersonating an historian while I am up here, and I don't want to tempt fate too much. We have produced an informative overview of the System's first 75 years in a booklet titled "The University System of Georgia: 75 years of Transforming Lives" ("Transforming Lives"), which you have and I encourage you to review. I am, in fact, going to refer to it at one point during my remarks.

There are some key themes in our history. The first of these is that Georgia's leadership has recognized the integral role that a dynamic organization of public higher education plays in the state's economic development. In other words, they got it; they got it early; and they acted on that. Second, they then made a commitment to make the investments to improve education and, by extension, the economy of the state. The third theme that we see is a willingness of both Georgia's leadership and its citizens to embrace needed changes at critical points, to maintain the System's academic standards, and also to continually promote broader and wider access to our System.

You will also see, as you read the history, the collective works of not only my predecessors as chancellors, but the hundreds upon hundreds of people who have served before you on this Board. And they all served with a belief that a unified system is to the benefit of this state and its citizens.

So, let me start at the beginning of your booklet. It's labeled "the beginning," but this is not quite the original beginning. It's just the beginning of the System. By the late 1920s, Georgia's leaders understood that action was needed to better organize the activities of what were then 26 independent public institutions. Just the recognition of that and acting on it, I also want to point out, is a hallmark of our System and history going forward: seeing a problem, acknowledging the problem, and moving rapidly to solve the problem. Ultimately this resulted in the Reorganization Act of 1931 that created a then 11-member Board of Regents to oversee the brand new University System of Georgia.

The composition of that first Board was very important. It set a high standard, which we continue today. That standard was a strong board made up of the state's most prestigious individuals. Again, I am pleased that we are continuing in that tradition. The new board held its first organizational meeting on December 14, 1931, and got down to what is now the routine we follow today, a two-day meeting. It started on January 1 and 2, 1932, and so that was the New Year's Day holiday for the first set of Regents.

Charles Snelling was appointed the first Chancellor and the board drafted a "Statement of Plan," which shifted the emphasis from individual institutions to the interests of the state. Let me refer you to your booklet, "Transforming Lives". If you would look in the upper-left-hand corner, you will note that it is organized by years. Please turn to the 1932-1950 section entitled, "Birth, Conflict, and Constitutional Status," and look over on the right-hand page, where it reads, "From the 1932 Board of Regents Statement of Plan." If you read that, the timeliness of those words is unbelievable in terms of a commitment to a strong, healthy, functioning system and that we should be focused, not on competition between institutions, but on making the System better. The words that are written there, which you should take some time to read, are as relevant today as they were back then.

We should really understand the context. The state created, and that first Board of Regents acted, in the depths of the Great Depression. The Board members acted out of a belief in the future and the need to prepare and invest wisely. They took a very long term view of the future, even in the midst of the Great Depression. The System was created in a time of national despair, but also in a time of optimism for a better future. Even when times were difficult, our leaders acted with the courage to invest in the future of the state. That determination built the System we have today. Throughout our 75-year history successive Boards have acted, time and time again, in good times and bad times, out of a sense of optimism and a sense of commitment to a future. This is an important part of the legacy

and the culture that we would do well to recognize and perpetuate as we move forward: the courage to make change in difficult times.

Since its creation, Georgia's leaders, voters and successive Boards of Regents have acted at critical moments to strengthen the University System. One of the reasons is, of course, that they all recognized the value of such a strong, dynamic System. For example, in the 1940's an attempt by then Governor Eugene Talmadge to pack the board ultimately led to his defeat at the polls. The new governor, Ellis Arnall, provided leadership that led to the passage of a constitutional amendment in the General Assembly that gives the Board the broad constitutional mandate that it continues to enjoy today.

Following World War II, the G.I. Bill contributed to record enrollment in the System. In 1947 we had 27,000 students and half of them were returning GIs. Today's Regents would recognize the tremendous pressures faced by that board to meet, what was then described as, a tidal wave of enrollment with faculty, programs and facilities. And they did respond, as you are responding. They met change, and they met it boldly, commissioning a comprehensive study of the System that became the first strategic plan since the System's creation. The main theme of what was known as the Strayer Report was a familiar one in response to new challenges: a call for the subordination of the competitive ambitions of individual institutions for the sake of advancement of the entire System. In short, the call of the early 1930s was made again in the mid-1940s.

One of the constant themes that you will see throughout the System's history is that of access. And you will see that the philosophy and guiding principle of every Board has been to act to broaden and increase access to the System. This has involved the commitment of resources by the state and local communities to create new colleges throughout the state as demand increased. You saw that, particularly, with the rapid increase in our two-year institutions. Increasing access has involved policy changes in terms of new academic programs, the use of technology for distance or online education, changes in admissions requirements, and the easing of transfer restrictions between the System's institutions.

Access also has been maintained and would not have been possible except by the work of various governors, and legislatures to maintain Georgia's historically low tuition rates. But broadening access has also involved more dramatic, courageous actions. Beginning in the 1960s, with an intense focus that lasted until the 1980s, the board and the System worked to provide access to quality public higher education for all of the citizens of Georgia. Two African American students, Hamilton Holmes and Charlayne Hunter, enrolled at the University of Georgia ("UGA") in 1961, but it took years to fully integrate the System. As of 1974, 15 years after the first black students entered UGA, almost half of the 12,500 black students in the System were still attending our three historically black institutions ("HBCUs," historically black colleges and universities). Today, minority enrollment in the System stands at 23.7%, or over 61,000 students. And while our three HBCUs remain both vibrant and relevant, fully 86% of African-Americans enrolled in the University System attend System institutions other than our three HBCU's. While it is certainly not true at every campus, it is true at the System level that the student body truly reflects the look of Georgia's population, thanks to the foresight of Georgians who understood the importance of "doing the right thing" at the right time.

In recent times, the Board has acted to build upon the themes of a strong, unified system and broad institutional access. In this work, the Regents have been strongly supported by numerous governors and the General Assembly, as well as the public. All have recognized the value of a strong System to this state. In the 1980s, we saw the development of the current funding formula. This was an important commitment by the state to the University System, and one that has helped us tremendously to manage our growth challenges. Some sitting on this board were present, and I will not mention any names, Regent McMillian, when it reaffirmed a commitment to a strong System of excellence with the “Access to Academic Excellence for the New Millennium” vision statement in the early 1990s. This created the climate that led to the development of such technological marvels as GALILEO, the creation of a System-level economic development office and the ICAPP program, and a renewed focus on teacher education. Closer ties with K-12 through our P-16 Initiative, the Board’s decision to “raise the bar” on admissions, PRISM, and the African-American Male Initiative, all of these support the themes of access and commitment to educating more Georgians to higher and higher levels.

Today, 75 years after that first meeting of the Board, we see a University System that provides broad, affordable access to quality higher education across the state through 35 degree-granting institutions, serving almost 260,000 students. A million more Georgians use the System’s continuing education programs as well. Farmers, businesses, libraries, public schools, and local governments, all rely and depend upon the intellectual capital and resources of the University System to solve problems, create growth opportunities and improve service to the public. In short, thanks to the wisdom and vision of those Georgians who acted to create the University System of Georgia 75 years ago, today, through its missions of teaching, research, and service, the System touches the lives of virtually every Georgian.

This success was not inevitable, nor is continued success guaranteed. As the pundit put it, “Survival is not mandatory.” Throughout its 75-year history, the University System of Georgia has fulfilled its mission during good times and bad times; during a period when the state’s leaders and citizens wrestled with the issue of full equality for all citizens; and through periods of dramatic growth and demand that put great strain on System resources. While the next 75 years certainly cannot accurately be predicted; the record of the past 75 years provides an outline of the future direction of the University System of Georgia. That direction is, of course, a continued investment in the single most powerful tool Georgians possess to transform individual lives, and, in turn, to transform communities and this state. This is the legacy we inherit and the System this state and its citizens have entrusted to our care. More importantly, Georgians are counting on our ability and dedication to not only maintain, but to strengthen the System and to effect the needed changes to meet the evolving needs of this state and its citizens. We will do so by educating more Georgians to higher levels, but as a unified System of public higher education, just as the System’s founders, in their wisdom, intended.

That is precisely what has happened for the past 75 years, and it is precisely what we are all entrusted to continue. Thank you.

Following the presentation, Chair Vigil called for Committee Reports.

EXECUTIVE AND COMPENSATION COMMITTEE

The Executive and Compensation Committee met on Tuesday, January 16, 2007, at approximately 12:00 p.m. in room 7019. Committee members in attendance were Chair Allan Vigil, Vice Chair William H. Cleveland, and Regents W. Mansfield Jennings, Jr., James R. Jolly, Donald M. Leebern, Jr., Doreen Stiles Poitevint, and Richard L. Tucker. Regent Robert F. Hatcher arrived later.

Immediately after the Committee was called to order by Chair Vigil, Regent Tucker called for an Executive Session for the purpose of discussing personnel and compensation issues. With motion properly made and variously seconded, the Regents who were present voted unanimously to go into Executive Session. Those Regents were as listed above. Also in attendance for the Executive Session were Chancellor Erroll B. Davis, Jr.; the Chief of Staff, Robert E. Watts; the Interim Chief Operating Officer and Executive Vice Chancellor for Administrative and Fiscal Affairs, Thomas E. Daniel; the Interim Chief Academic Officer and Executive Vice Chancellor for Academic Affairs, Beheruz N. Sethna; the Associate Vice Chancellor of Legal Affairs, Elizabeth E. Neely, and the Secretary to the Board, Julia M. Murphy. In accordance with O.C.G.A. § 50-14-4, an affidavit regarding this Executive Session is on file with the Chancellor's Office.

At approximately 1:00 p.m. Chair Vigil reconvened the Committee to its regular session and reported that no actions had been taken in the Executive Session. He added that the issues would be discussed with the full Board in Executive Session later in the day.

The Committee adjourned at approximately 1:05 p.m.

COMMITTEE ON ACADEMIC AFFAIRS

The Committee on Academic Affairs met on Tuesday, January 16, 2007, at approximately 9:35 a.m. in room 7059. Committee members in attendance were Chair Doreen Stiles Poitevint, and Regents W. Mansfield Jennings, Jr., James R. Jolly, Patrick S. Pittard, Willis J. Potts, Jr., Wanda Yancey Rodwell, and the Secretary to the Board, Julia M. Murphy. Vice Chair of the Board, William H. Cleveland, was also in attendance. Chair Poitevint reported to the Board that the Committee had reviewed twenty-three items, twenty-one of which required action. Additionally, 260 regular faculty appointments and personnel issues were reviewed and recommended for approval. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. Revised Institutional Mission Statement, University of West Georgia

Approved: The Board approved the request of Interim President Thomas J. Hynes, Jr. that the University of West Georgia ("UWG") be authorized to revise its institutional mission statement, effective January 16, 2007.

Abstract: Acting President Hynes requested that UWG be authorized to clarify its mission statement in order to be congruent with the strategic goals of the University System of Georgia, to reflect UWG's institutional character, and to strengthen the language describing professional preparation

programs, undergraduate research, and creative activities that are part of the institution's identity.

Current Mission Statement

University of West Georgia, a charter member of the University System of Georgia, is a selectively-focused, comprehensive institution providing undergraduate and graduate public higher education in arts and sciences, business, and education, primarily to the people of West Georgia.

University of West Georgia offers a range of disciplinary, interdisciplinary, and professional programs at the baccalaureate level. It is also a major provider of graduate education at the master's and educational specialist's levels; further, a cooperative doctoral program in Education is offered on the University of West Georgia campus. In addition to being accredited as an institute of higher education, the University has earned national accreditation or recognition in most undergraduate and graduate fields of specialization.

The purpose of University of West Georgia is to provide opportunities for intellectual and personal development through quality teaching, scholarly inquiry, creative endeavor, and service for the public good. The University aspires to preeminence in providing educational excellence in a personal environment through an intellectually stimulating and supportive community for its students, faculty, and staff.

University of West Georgia is committed to the following areas of excellence:

- High-quality undergraduate and graduate programs in selected fields in the Arts and Sciences, in Business, and in Education, that are grounded in a strong liberal arts curriculum, and that
 - Impart broad knowledge and foster critical understanding needed for intellectual growth, personal and social responsibility, cultural and global literacy, and life-long learning;
 - Emphasize disciplinary rigor;
 - Foster the development of effectiveness in communication, critical and independent thinking, problem solving, and the use of technology.
- A learning community dedicated to instructional excellence where close student-faculty interaction enhances both teaching and learning for a diverse and academically well-prepared student body;
- Educational opportunities for exceptional students through initiatives such as the development of an honors college and, for extraordinary high school juniors and seniors, through the Advanced Academy of Georgia;
- Faculty research, scholarship, and creative endeavors which promote knowledge, enhance professional development, contribute to the quality of instruction, and provide significant opportunities for student involvement and field-based experience;

- A broad range of public service activities and proactive partnerships to promote more effective utilization of human and natural resources; to contribute to economic, social and technical development; and to enhance the quality of life within the university's scope of influence;
- Regional outreach through a collaborative network of external degree centers, course offerings at off-campus sites, and an extensive program of continuing education for personal and professional development.
- Student services which increase opportunities for academic success and personal development and enhance the climate of campus life;
- Affirmation of the equal dignity of each person by valuing cultural, ethnic, racial, and gender diversity in students, faculty, and staff;
- A collegial environment in the decision-making processes and supporting practices that embody the ideals of an open, democratic society.

These commitments culminate in educational experiences that foster the development of leaders and productive citizens who make a positive impact throughout an increasingly global society.

Proposed Mission Statement

The University of West Georgia seeks to achieve preeminence in providing educational excellence in a personal environment through an intellectually stimulating and supportive community for its students, faculty, and staff.

Purpose

The University, a charter member of the University System of Georgia, is a comprehensive, residential institution providing selectively focused undergraduate and graduate public higher education primarily to the people of West Georgia. The University is also committed to regional outreach through a collaborative network of external degree centers, course offerings at off-campus sites, and an extensive program of continuing education for personal and professional development. Opportunities for intellectual and personal development are provided through quality teaching, scholarly inquiry, creative endeavor, and service for the public good.

Essential Activities

West Georgia educates students in a range of disciplinary, interdisciplinary, and professional programs at the baccalaureate level. It also offers a significant number of graduate programs at the master's and educational specialist's levels. The University has a commitment to education at the doctoral level in the field of education as well as other selected areas. In addition to being accredited as an institute of higher education, the University maintains national accreditation or recognition in most undergraduate and graduate fields of specialization.

The University of West Georgia pursues its purpose through the following activities:

- Instruction in general education and the promotion of life-long learning that together lay the foundations of what is essential to being an educated person;
- Faculty-directed student research and professional activities that complement classroom learning through learning by doing and reflection on doing;
- Faculty research, scholarship, and creative endeavors that promote knowledge, enhance professional development, contribute to quality instruction, and provide for significant student involvement and field-based experience;
- Educational opportunities such as the Honors College and, for extraordinary high school-aged students, the Advanced Academy of Georgia that serve the needs of exceptionally prepared students;
- Systematic investigation of teaching and student learning that fosters innovation in teacher, professional, and pre-professional preparation;
- The use and exploration of existing and emerging technologies that improve opportunities for faculty and student learning;
- A broad range of public service activities and proactive partnerships that: promote more effective utilization of human and natural resources; contribute to economic, social and technical development; and enhance the quality of life within the University's scope of influence;
- Student services, including outstanding first-year experiences, which increase opportunities for academic success and personal development and enhance the climate of campus life.

Values

The University of West Georgia values the following:

- High-quality general education, undergraduate and graduate programs, that:
 - 1) Are grounded in a strong liberal arts curriculum;
 - 2) Impart broad knowledge and foster critical understanding needed for intellectual growth, personal and social responsibility, cultural and global literacy and life-long learning;
 - 3) Emphasize disciplinary rigor;
 - 4) Foster the development of effectiveness in communication, critical and independent thinking, problem solving, and the use of information resources and technology; and

- 5) Create a learning community dedicated to instructional excellence where close student-faculty interaction enhances both teaching and learning for a diverse and academically well-prepared student body.
- Cultivation of a personal environment.
 - Affirmation of the equal dignity of each person by valuing cultural, ethnic, racial, and gender diversity in students, faculty, and staff.
 - Practices that embody the ideals of an open democratic society and that cultivate an environment of collegiality.

These commitments culminate in educational experiences that foster the development of thoughtful and productive leaders and citizens who make a positive impact throughout an increasingly global society.

2. Establishment of a Doctor of Public Administration, Valdosta State University

Approved: The Board approved the request of President Ronald M. Zaccari that Valdosta State University (“VSU”) be authorized to establish a Doctor of Public Administration degree, effective January 16, 2007.

Abstract: VSU sought approval to establish a Doctor of Public Administration. The degree is designed to serve nontraditional students who are site-bound professionals in the region. The program will utilize the latest technology in its delivery system with some components offered via distance education. The Doctor of Public Administration is designed to develop advanced professional public managers and leaders who will meet the needs of professional and effective government and nonprofit service delivery throughout Georgia. The Doctor of Public Administration will provide these individuals with the analytical, managerial, and leadership skills they need, as well as develop heightened awareness of the social, political, and technological elements of the problems they face. The Doctor of Public Administration is an applied professional degree in the field of government and nonprofit management.

Need: The demand for the Doctor of Public Administration has been growing across the nation in recent years. In the past, the Master of Public Administration degree was considered the terminal degree for practitioners; this practice has changed in recent years, with demand for individuals with the Doctor of Public Administration steadily rising. A needs assessment conducted by VSU’s Office of Institutional Research finds that demand for the program outstrips the supply. According to Georgia Department of Labor data, approximately 1,880 new jobs in Georgia would benefit from establishment of such a degree program. Data from the National Association of Schools of Public Affairs and Administration supports the need for the program. The largest growth areas for employment are at the state and local levels with the next largest growth area in nonprofit organizations.

Objectives: The degree is designed to serve nontraditional students and site-bound professionals. The program is designed for students to engage in advanced study and reflection on theory and practice in the professional field of public administration.

Curriculum and Delivery: The proposed Doctor of Public Administration will be housed within the College of Arts and Sciences, Department of Political Science. The program includes components that are offered via distance education. The curriculum is flexibly designed to meet the needs of working adults. Upon completion of 18 hours of coursework in the program, each student will be required to identify a concentration area.

Students are expected to have certain demonstrable, foundation skills that may be demonstrated through prior coursework or through examination. Core courses required in the program include, but are not limited to, Information and Data Management, Administration and Government, Financial Management for Public and Non-Governmental Organizations, Research Methods, and Program Evaluation. Students are required to identify a concentration area and work with a major adviser to further develop the program of study.

Projected Enrollment: The institution anticipates enrollments of 17, 20, and 35 during the first three years of the program.

Funding: The major has been developed with new and some existing courses from the Master of Public Administration, particularly in terms of any prerequisites. President Zaccari has provided reverification that establishing the program can be accommodated within funds presently available.

Assessment: This program will be reviewed after three years using the existing Comprehensive Program Review process. An external review will take place at the end of the fifth year of implementation.

3. Establishment of a Major in Dance under the Existing Bachelor of Fine Arts, Valdosta State University

Approved: The Board approved the request of President Ronald M. Zaccari that Valdosta State University (“VSU”) be authorized to establish a major in Dance under the existing Bachelor of Fine Arts (“B.F.A”), effective, January 16, 2007.

Abstract: For several years, members of the Communication Arts faculty in Theatre and Dance areas have planned the natural expansion of the dance track, currently in theatre, into its own degree program. The proposed B.F.A. with a major in Dance will be a professional dance program. The curriculum will integrate disciplines from the general education core, theatre, and dance. Primary elements of the proposed degree program are already in place within the VSU Communication Arts Department. Currently, undergraduates interested in this area of study receive degrees in Theatre with an emphasis in Dance or receive a minor in Dance. The B.F.A. with a major in Dance will focus on musical theatre and modern dance preparation.

Need: A survey of high school dance students, dance studio owners, and participants in the

Governor's Honors program at VSU indicated strong support for this degree program. At the time VSU's theatre program was reaccredited in 2005 by the National Association of Schools of Theatre, the accreditation team recommended that Dance should become a degree program separate from Theatre. The B.F.A. with a major in Dance would be only the second such program offered in the University System. A similar program is offered at the University of Georgia. The Georgia Department of Labor projects a 7% to 16% increase in dance and choreography positions through year 2012 with 60 openings per year. Nationally, the U.S. Bureau of Labor Statistics predicts no less than a 9% increase in available job openings with a possible increase as high as 26%.

Objectives: The proposed B.F.A. with a major in Dance is a professionally oriented degree that emphasizes the process of performing or choreography for those students who want to pursue the discipline and make it their career. The program will train students to the level at which they may gain entry to a leading graduate or conservatory program or enter directly an area of the dancing profession.

Curriculum: The proposed program, housed within the College of the Arts, Department of Communication Arts, will join Speech Communication, Theatre, and Mass Media as a freestanding undergraduate program. The unique characteristics of the Dance curriculum include a focus on musical theatre and modern dance preparation. The 120-semester-hour program requires 18 hours of foundation courses specific to the major. The foundation courses include Arts Appreciation, Basic Theory and Performance, and Basic Technical Theatre Theory and Design. The senior curriculum spans such areas as dance techniques, theory, history, conditioning, choreography, and performance related subjects.

Local venues will support the program by providing space, equipment, performance locations, and opportunities to perform and choreograph throughout the year in various productions.

Projected Enrollment: The institution anticipates enrollments of 25, 47, and 57 during the first three years of the program.

Funding: The major has been developed with new and some existing courses. President Zaccari has provided reverification that establishing the program can be accommodated within funds presently available.

Assessment: This program will be reviewed after three years using the existing Comprehensive Program Review process. An external review will take place at the end of the fifth year of implementation.

4. Establishment of an Associate of Applied Science in Medical Assisting, Bainbridge College

Approved: The Board approved the request of President Thomas A. Wilkerson that Bainbridge College ("BC") be authorized to establish an Associate of Applied Science in Medical Assisting, effective, January 16, 2007.

Abstract: BC sought approval to establish an Associate of Applied Science in Medical Assisting as a natural planned outgrowth of its certificate program in this area of study. The Associate of Applied Science in Medical Assisting will be housed within the Division of Technical Studies. BC is seeking approval from both the Board of Regents and the Georgia Department of Technical and Adult Education. The objective of the proposed program would be to provide medical offices and healthcare facilities with individuals who are able to perform both clinical duties and administrative tasks. The knowledge and skills emphasized in this program include such duties as sterilizing medical equipment, preparing patients for examinations, and assisting physicians with diagnostic procedures. Other duties include medical billing, scheduling appointments, and maintaining medical records.

Need: The Associate of Applied Science in Medical Assisting would meet area healthcare needs. The healthcare industry is one of the largest service producing industries in the BC service area. Memorial Hospital and Manor in Bainbridge, Donalsonville Hospital, and Miller County Hospital are among the largest employers in the area. Skilled workers are needed to fill employment positions in nursing home facilities, public healthcare agencies, and private physicians' offices.

Objectives: The objective of the Associate of Science degree in Medical Assisting will be to provide medical offices and healthcare facilities with individuals who are able to perform capably both administrative tasks and clinical duties.

Curriculum: The 74-semester-hour program will incorporate general education courses, existing medical office and business office technology courses, and newly developed medical assisting courses. The program of study emphasizes opportunities that provide students with specialized knowledge and skills required to aid healthcare professionals in the delivery of medical services.

Projected Enrollment: The institution anticipates enrollments of 35, 45, and 60 during the first three years of the program.

Funding: The major has been developed with new and some existing courses. President Wilkerson has provided reverification that establishing the program can be accommodated within funds presently available.

Assessment: This program will be reviewed after three years using the existing Comprehensive Program Review process. An external review will take place at the end of the fifth year of implementation.

5. Establishment of a Doctor of Public Health, Georgia Southern University

Approved: The Board approved the request of President Bruce Grube that Georgia Southern University ("GSOU") be authorized to establish a Doctor of Public Health degree, effective, January 16, 2007.

Abstract: GSOU sought approval to establish a Doctor of Public Health as a professional terminal degree with an applied public health focus, which aligns with the institution's mission of offering applied doctoral programs. Candidates for the degree are trained for advanced science-based

practice, practice-oriented research in public health settings, and careers in public health practice, research, and education. The program focuses on three areas within public health: biostatistics, community health behavior and education, and public health leadership. Establishment of the proposed program would also enable the Jiann-Ping Hsu College of Public Health to seek accreditation from the Council on Education for Public Health within the five to seven years as expressed by the Board of Regents in its approval of the School of Public Health during the January 2004 Board meeting.

Need: According to the 2000 census, Georgia's population exceeds 8 million and grew twice as fast (26%) between 1990 and 2000 as that of the U.S. as a whole (13%). The state's public health system is a shared model, comprised of a central administration, 19 state-run district health offices, and 159 county health offices, employing over 8,020 professionals or only 98 public health workers per 100,000 people, substantially below the national average, which was estimated at one public health worker for every 635 people in 2000. Public health workers currently constitute 7.7% of Georgia's total workforce, which is less than the national rate of 8.8%. The Center for Rural Health Practice (2004) concluded that the problems of workforce inadequacy are greater in rural areas than urban centers. Among the barriers they identified to strengthening the rural public health workforce was the migration of staff from smaller to larger health departments, limited resources, and lack of access to public health services. The Georgia Division of Public Health (2006) reports that 24.7% of Georgians are considered obese, 20% currently use cigarettes, and 25.8% report no physical activity. In 2004, the Board of Regents acknowledged the need to increase the number of public health workers trained to address the emerging needs of the state by adopting the University System of Georgia's Strategic Plan for Public Health Education, Research, and Service.

Objectives: The program's objective is to train students for advanced science-based practice and practice-oriented research in public health with the wider goal of ameliorating the shortage of skilled public health practitioners in rural and underserved areas of the state.

Curriculum: The Doctor of Public Health prepares professionals for broad-based practice in public health by integrating advanced courses in public health sciences (biostatistics, environmental health, epidemiology, health services administration, and social and behavioral sciences), a community-based practice core, and advanced courses in three concentration areas: Biostatistics, Public Health Leadership, and Community Health Behavior and Education. The program serves both the full-time students preparing for a career in public health and currently employed public health professionals seeking more advanced education. The Doctor of Public Health builds upon competencies required in the existing Master of Public Health program, with increased emphasis on advanced skills in evidence-based problem-solving.

Projected Enrollment: The institution anticipates enrollments of 6, 15, and 30 during the first three years of the program.

Funding: The major has been developed with new and some existing courses. President Grube has provided verification that establishing the program can be accommodated within funds presently available.

Assessment: The long-term viability of the Doctor of Public Health is dependent upon accreditation by the Council on Education for Public Health for GSOU's Jiann-Ping Hsu College of Public Health. The Doctor of Public Health program is to be comprehensively reviewed during year 2011-2012 with accreditation of the college as essential to a successful review.

6. Establishment of a Major in Vascular Biology under the Existing Master of Science, Medical College of Georgia

Approved: The Board approved the request of President Daniel W. Rahn that the Medical College of Georgia ("MCG") be authorized to establish a major in Vascular Biology under the existing Master of Science ("M.S."), effective, January 16, 2007.

Abstract: MCG has an approved Doctor of Philosophy ("Ph.D.") degree with a major in Vascular Biology. The M.S. degree was inadvertently left off the original program proposal. As the terminal research degree, the Ph.D. will continue to be the primary focus of the Vascular Biology graduate program. However, it is anticipated that some students may leave the program prior to completing the requirements for the Ph.D. degree, and in such cases, the alternative of fulfilling requirements for a master's degree would be desirable. Prior to being awarded the M.S. degree in Vascular Biology, students must have satisfactorily completed the required didactic and research obligations. Addition of the M.S. degree in Vascular Biology would increase consistency in MCG's programmatic degree array.

Need: MCG has seven approved biomedical sciences Ph.D. majors: Biochemistry and Molecular Biology, Cell Biology and Anatomy, Molecular Medicine, Neuroscience, Pharmacology, Physiology, and Vascular Biology. Only four of these programs have corresponding M.S. degrees: Biochemistry and Molecular Biology, Cell Biology and Anatomy, Pharmacology, and Physiology. The request for the M.S. degree was inadvertently omitted in the three most recently approved program proposals: Molecular Medicine, Neuroscience, and Vascular Biology. M.S. degrees in the approved four majors are awarded under circumstances in which students originally accepted as Ph.D. students will not be successful in completing the doctoral degree requirements but have successfully completed a portion of the curriculum. To achieve consistency in MCG's programmatic array and to provide Vascular Biology students the same alternative, the M.S. degree in Vascular Biology is needed.

Objectives: The objective of the program is to provide an alternative degree choice for students who have successfully completed a portion of the Ph.D. program in Vascular Biology but who will not complete the doctoral degree. Such an alternative should increase retention and graduation rates of students who would not complete the Ph.D. degree but who can successfully complete the requirements of the corresponding M.S. degree.

Curriculum: To qualify for the M.S. degree, students will have satisfactorily completed at least 36 semester credit hours, which will include the first-year biomedical sciences core requirements and 6 semester credit hours of advanced coursework.

The master's thesis will be more limited in scope than a Ph.D. dissertation but must be approved by

the student's advisory committee and successfully defended in an oral examination according to the established policies and procedures of the MCG School of Graduate Studies for qualifying for and the awarding of a M.S. degree.

Projected Enrollment: Projected enrollment for the program is variable.

Funding: No additional funding is requested. President Rahn has provided reverification that establishing the program can be accommodated within funds presently available.

Assessment: This program will be reviewed after three years using the existing Comprehensive Program Review process. An external review will take place at the end of the fifth year of implementation.

7. **Establishment of a Major in Molecular Medicine under the Existing Master of Science, Medical College of Georgia**

Approved: The Board approved the request of President Daniel W. Rahn that the Medical College of Georgia ("MCG") be authorized to establish a major in Molecular Medicine under the existing Master of Science ("M.S."), effective January 16, 2007.

Abstract: MCG has an approved Doctor of Philosophy ("Ph.D") degree with a major in Molecular Medicine. The M.S. degree was inadvertently left off the original program proposal. As the terminal research degree, the Ph.D. will continue to be the primary focus of the Molecular Medicine graduate program. However, it is anticipated that some students may leave the program prior to completing the requirements for the Ph.D. degree, and in such cases, the alternative of fulfilling requirements for a master's degree would be desirable. Prior to being awarded the M.S. degree in Molecular Medicine, students must have satisfactorily completed the required didactic and research obligations. Addition of the M.S. degree in Molecular Medicine would increase consistency in MCG's programmatic degree array.

Need: MCG has seven approved biomedical sciences Ph.D. majors: Biochemistry and Molecular Biology, Cell Biology and Anatomy, Molecular Medicine, Neuroscience, Pharmacology, Physiology, and Vascular Biology. Only four of these programs have corresponding Master of Science degrees: Biochemistry and Molecular Biology, Cell Biology and Anatomy, Pharmacology, and Physiology. The request for the M.S. degree was inadvertently omitted in the three most recently approved program proposals: Molecular Medicine, Neuroscience, and Vascular Biology. M.S. degrees in the approved four majors are awarded under circumstances in which students, originally accepted as Ph.D. students, will not be successful in completing the doctoral degree requirements, but have successfully completed a portion of the curriculum. To achieve consistency in MCG's programmatic array and to provide Molecular Medicine students the same alternative, the M.S. degree in Molecular Medicine is needed.

Objectives: The objective of the program is to provide an alternative degree choice for students who have successfully completed a portion of the Ph.D. program in Molecular Medicine but who will not complete the doctoral degree. Such an alternative should increase retention and graduation rates of

students who would not complete the Ph.D. degree but who can successfully complete the requirements of the corresponding M.S. degree.

Curriculum: To qualify for the M.S. degree, students will have satisfactorily completed at least 36 semester credit hours, which will include the first-year biomedical sciences core requirements and 6 semester credit hours of advanced coursework.

The master's thesis will be more limited in scope than a Ph.D. dissertation, but must be approved by the student's advisory committee and successfully defended in an oral examination according to the established policies and procedures of the MCG School of Graduate Studies for qualifying for and the awarding of a M.S. degree.

Projected Enrollment: Projected enrollment for the program is variable.

Funding: No additional funding is requested. President Rahn has provided reverification that establishing the program can be accommodated within funds presently available.

Assessment: This program will be reviewed after three years using the existing Comprehensive Program Review process. An external review will take place at the end of the fifth year of implementation.

8. Establishment of a Major in Neuroscience under the Existing Master of Science, Medical College of Georgia

Approved: The Board approved the request of President Daniel W. Rahn that the Medical College of Georgia ("MCG") be authorized to establish a major in Neuroscience under the existing Master of Science ("M.S."), effective January 16, 2007.

Abstract: MCG has an approved Doctor of Philosophy ("Ph.D.") degree with a major in Neuroscience. The M.S. degree was inadvertently left off the original program proposal. As the terminal research degree, the Ph.D. will continue to be the primary focus of the Neuroscience graduate program. However, it is anticipated that some students may leave the program prior to completing the requirements for the Ph.D. degree, and in such cases, the alternative of fulfilling requirements for a master's degree would be desirable. Prior to being awarded the M.S. degree in Neuroscience, students must have satisfactorily completed the required didactic and research obligations. Addition of the M.S. degree in Neuroscience would increase consistency in MCG's programmatic degree array.

Need: MCG has seven approved biomedical sciences Ph.D. majors: Biochemistry and Molecular Biology, Cell Biology and Anatomy, Molecular Medicine, Neuroscience, Pharmacology, Physiology, and Vascular Biology. Only four of these programs have corresponding M.S. degrees: Biochemistry and Molecular Biology, Cell Biology and Anatomy, Pharmacology, and Physiology. The request for the M.S. degree was inadvertently omitted in the three most recently approved program proposals: Molecular Medicine, Neuroscience, and Vascular Biology. M.S. degrees in the approved four majors are awarded under circumstances in which students, originally accepted as

Ph.D. students, will not be successful in completing the doctoral degree requirements, but have successfully completed a portion of the curriculum. To achieve consistency in our programmatic array and to provide Neuroscience students the same alternative, the M.S. degree in Neuroscience is needed.

Objectives: The objective of the program is to provide an alternative degree choice for students who have successfully completed a portion of the Ph.D. program in Neuroscience but who will not complete the doctoral degree. Such an alternative should increase retention and graduation rates of students who would not complete the Ph.D. degree but who can successfully complete the requirements of the corresponding M.S. degree.

Curriculum: To qualify for the M.S. degree, students will have satisfactorily completed at least 36 semester credit hours, which will include the first-year biomedical sciences core requirements and 6 semester credit hours of advanced coursework.

The master's thesis will be more limited in scope than a Ph.D. dissertation, but must be approved by the student's advisory committee and successfully defended in an oral examination according to the established policies and procedures of the MCG School of Graduate Studies for qualifying for and the awarding of a M.S. degree.

Projected Enrollment: Projected enrollment for the program is variable.

Funding: No additional funding is requested. President Rahn has provided reverification that establishing the program can be accommodated within funds presently available.

Assessment: This program will be reviewed after three years using the existing Comprehensive Program Review process. An external review will take place at the end of the fifth year of implementation.

9. Establishment of a Master of Business Administration, Clayton State University

Approved: The Board approved the request of President Thomas K. Harden that Clayton State University ("CLSU") be authorized to establish a Master of Business Administration ("M.B.A.") degree, effective January 16, 2007.

Abstract: In April 2006, CLSU's School of Business was accredited by the Association to Advance Collegiate Schools of Business International ("AACSB"). As the next step in its strategic plan, the School of Business proposes to establish an M.B.A. degree with a concentration in logistics/supply chain management. The program is designed to prepare graduates for successful careers in a variety of organizations. The program will enhance and reinforce the application of knowledge and skills in problem solving and improve decision making in a changing global environment.

Need: The M.B.A. degree is one of the best known and most recognized graduate degrees. The degree is often a requirement for advancement to leadership positions in organizations. In a recent survey conducted by the M.B.A. Alliance, approximately 80% of executives responding indicated

that obtaining a graduate degree in business is an important step for individuals desiring to advance to senior positions. According to the Graduate Management Council, the demand for new M.B.A.s is also expected to return to record levels experienced during the late 1990s. It is anticipated that CLSU's proposed program will help Georgia meet the forecasted demand of 1,100 new workers annually in core logistics occupations and 12,170 new workers annually in logistics related occupations through year 2012. To capitalize on this aspect of the economy, according to *Georgia Trend* (March 2004) the metro Atlanta Chamber of Commerce has selected logistics/supply chain management as one of the four industry focus areas for economic development. Based upon surveys conducted in the institution's service area, respondents from the following counties would be interested in a M.B.A. degree: Butts, Clayton, Fayette, Henry, Newton, Rockdale, and Spalding. The School of Business holds an eminent scholar in the concentration area, the Conklin Chair of Logistics/Supply Chain Management. Administrators have worked closely with practitioners in the area to develop a strong concentration in logistics/supply chain management.

Objectives: The major objective of the program is to offer a high-quality graduate business education to the residents of southern metropolitan Atlanta.

Curriculum: The 33-semester-hour program will be housed within the School of Business. Students who do not possess an undergraduate degree in business will be required to take between three and five semester hours of prerequisite courses. The instructional program will be offered in a cohort format and include a combination of classroom and on-line teaching. Courses required in the program, include but are not limited to, Finance, Managerial Economics, International Business and Global Logistics, Marketing Strategy, Strategic Management, and Communication and Leadership.

Projected Enrollment: The institution anticipates enrollments of 40, 100, and 160 during the first three years of the program.

Funding: The major has been developed with new and some existing courses. President Harden has provided reverification that establishing the program can be accommodated within funds presently available.

Assessment: This program will be reviewed after three years using the existing Comprehensive Program Review process. An external review will take place at the end of the fifth year of implementation.

10. Establishment of the Existing Evening Master of Business Administration Program as an External Degree at the Atlanta Financial Center (Buckhead), University of Georgia

Approved: The Board approved the request of President Michael F. Adams that the University of Georgia ("UGA") be authorized to establish its Evening Master of Business Administration ("M.B.A.") as an external degree at the Terry Executive Center (Buckhead), effective January 16, 2007.

Abstract: UGA sought approval to offer its evening M.B.A. program at the Atlanta Financial Center. A professional M.B.A. degree was approved for delivery at the same location in May 2003. The program will follow the same model of admissions as required by other on-site

programs. The program meets a competitive demand by individuals who do not quite meet the requirements, in terms of job stature and position, to apply for the existing professional program.

Objectives: The evening M.B.A. program provides students with an opportunity to take advantage of the benefits associated with a graduate business program while continuing to work full-time.

Curriculum: The curriculum consists of rigorous courses that span such areas as economic analysis, analytical tools for decision making, financial accounting and reporting, managerial finance, marketing management, operations management, internet technology and strategy, legal and regulatory issues, enterprise risk management, entrepreneurship and new ventures, and service operations management.

Projected Enrollment: The institution anticipates enrollments of 40 to 50 students in each cohort as the program is developed at the external site.

Funding: The major has been developed with existing courses. President Adams has provided reverification that establishing the program can be accommodated within funds presently available.

Assessment: This program will be reviewed after three years using the existing Comprehensive Program Review process. An external review will take place at the end of the fifth year of implementation.

11. Establishment of an Associate of Arts at the Liberty Center, Waycross College

Approved: The Board approved the request of President David A. Palmer that Waycross College ("WC") be authorized to establish its existing Associate of Arts degree at the Liberty Center, effective January 16, 2007.

Abstract: WC sought approval to establish its Associate of Arts degree at the Liberty Center, an academic site in Hinesville where the institution has been offering coursework for several semesters. Additional funding is not required to support offering the associate degree at the Center.

In 2005, WC and Armstrong Atlantic State University entered into an agreement whereby WC would be responsible for teaching the learning support classes, Area A core classes, plus the Regents' Reading and Writing Skills classes in Hinesville. The first classes were taught during fall semester 2005. Early in 2006, discussions were held concerning the possibility of WC offering an Associate of Arts degree at Liberty Center. WC seeks to offer the Associate of Arts at the Liberty Center in order for students in the region to obtain a two-year or, rather, associate's degree.

12. 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 Academic Affairs 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.

13. Nominees 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 accept nominees for membership on the Peabody Board, effective January 16, 2007.

Abstract: The Peabody Board receives, screens, and selects individuals or entities deserving recognition for their radio and/or television programs. The Peabody Board is composed of the Chancellor of the University System and twelve other outstanding American citizens who have demonstrated to a notable degree their interest in public affairs and who also by position and achievement are prepared to evaluate, in an impartial and detached manner, the contributions of radio stations and chains in connection with the awards. According to UGA’s literature on the Peabody Board, “The George Foster Peabody Awards were first awarded in 1941 for radio programs broadcast in 1940. The awards recognize distinguished achievement and meritorious service by radio and television networks, stations, producing organizations, cable television organizations, and individuals. They perpetuate the memory of the banker-philanthropist whose name they bear. The awards program is administered by the Grady College of Journalism and Mass Communication at the University of Georgia.” If approved by the Board, each nominee will serve a three- year term from July 2006 through June 2009 with the option of serving a second term. Following is a brief description of the nominees:

Mr. Dwight M. Ellis: Mr. Ellis currently serves as President and Chief Executive Officer of Dwight Ellis and Associates Ltd. (“DEA”). DEA is a global business and workforce development consultancy that applies strategic diversity approaches for meeting the contemporary challenges of private companies and governmental institutions conducting business on a global scale. Mr. Ellis founded DEA upon retirement from his position as Vice President of the National Association of Broadcasters (1980-2004) At the National Association of Broadcasters, he directed all actions of the Department of Human Resources, supervised the Broadcast Career Center, and served as the industry spokesman on all matters related to minorities and women. He served previously as a Congressional Administrative Assistant to Congresswoman Cardis Collins (1977-1978) and held a variety of posts in community affairs organizations in Baltimore and Washington, D.C. Mr. Ellis has worked as a television and radio producer and host in the advertising and public relations industries. He has served in a plethora of positions, including roles such as trustee of National University, member of the Executive Committee of the Capital Press Club, member of the Advisory Board of the National Press Foundation, and member of the National Association of Black Journalists. He currently serves on the Business Advisory Council of the Organization of Chinese Americans. Mr. Ellis is the recipient of several awards, including the 2003 President’s Medal from Southern Connecticut State University, the 2002 Master Communicator Award from the National Black Media Coalition, the 1987 Howard University Leadership in Communications Award, and the International Achievement Award presented by the National Association of Media Women for his contributions in the United States and Canada.

Mr. Harry Jessell: Mr. Jessell is currently the editor and publisher of *TVNewsday: The Business of Broadcasting*, an online daily news and information service and resource for media industries. Prior

to creating *TVNewsday*, Jessell served as a reporter, executive director, and editor of *Broadcasting & Cable*, one of three leading magazines with a focus on covering the changing media world. As a reporter in the 1980s and early 1990s, he covered broadcast technology, cable television, the Federal Communications Commission, Congress, and the federal courts. As the magazine's top editor from 1997 to 2004, Mr. Jessell moved the magazine's operations from Washington, D.C. to New York City and shifted its focus from law and regulation to programming and advertising. On the magazine's editorial page and in his biweekly column, he advocated full First Amendment protections for minimal government regulation of broadcasting and other electronic media. He has appeared on television and radio, lectured at universities, and moderated several panel discussions at industry conferences. In 1999, Mr. Jessell was profiled in *MIN Magazine* as editor of one of "the year's top 12 magazines." He graduated from Duquesne University in Pittsburg, Pennsylvania, in 1976 with a Bachelor of Arts in Journalism.

Dr. Frank-Dieter Frieling: Dr. Frank-Dieter Frieling currently serves as Senior Vice President for International Affairs at ZDF German Television. Dr. Frieling holds a law degree with studies in History and Law from Johann-Wolfgang-Goethe University, Frankfurt. He pursued additional studies at the College of Wales, where he held a King Edward VII Fellowship. From 1987 until 1994, he worked as a freelance journalist for the newspaper *Frankfurter Allgemeine Zeitung* and for several magazines focusing on foreign trade and international development. In 1990, he received the Doctorate in International Law with a dissertation on Germany and the United Nations. In 1997, he became Head of International Programme Coordination at ZDF German Television and by February 2000 had been promoted to Director of International Affairs. Since 1988, he has served as Speaker of the Advisory Council of International Programme and Coordinator of the Arthur F. Burns Fellowship Program (Konigstein/Washington). From 2002 to 2005, Dr. Frieling served as President of Prix Italia, the oldest European prize for media productions. From 2003 to 2005, he served as Chairman of the Supervisory Board of German TV in Berlin. Dr. Frieling is a member of the Supervisory Boards of Arte Deutschland GmbH and Arte G.E.I.E. (Strasbourg), a member of the Administrative Council of the European Broadcasting Union (Geneva), and an Adjunct Member of the Administrative Council of the Southern Africa Broadcasting Association (Johannesburg).

14. Reorganization of Institutional Units, Abraham Baldwin Agricultural College

Approved: The Board approved the request of President David C. Bridges that Abraham Baldwin Agricultural College ("ABAC") be authorized to reorganize institutional units, effective January 16, 2007.

Abstract: ABAC sought approval to change its current organizational structure in order to streamline departments, reduce the number of direct reports to the Office of the President, and further enhance institutional operations. It is anticipated that the changes will result in the improved effectiveness and function of the college with no additional resources required on the part of either ABAC or the University System of Georgia.

The proposed reorganization reduces the number of direct reports to the Office of the President, not including assistants, from nine to five with the remaining units reporting to the appropriate vice president.

Currently, the college's operations are divided among nine administrative areas. The administrator for each area responds directly to the president for the operation of her/his respective area. These areas have been collapsed under the appropriate vice president's office. For example, the office of institutional research and planning will report to the chief information officer. Likewise, the offices of development, public relations, and alumni will all report to the vice president for external affairs. Additional streamlining occurred throughout the organization such that all operations of the college would fall under five administrative areas with the exception of the president's staff and the ABAC Foundation.

The reorganization will reduce the number of direct reports to the president to five administrative areas: academic affairs, student affairs, fiscal affairs, external affairs, and information and technology. Collectively, the five officers will become the president's cabinet.

15. Establishment of the Antonio J. Waring, Jr. Endowed Professorship, University of West Georgia

Approved: The Board approved the request of Acting President Thomas J. Hynes, Jr. that the University of West Georgia ("UWG") be authorized to establish the Antonio J. Waring Jr. Endowed Professorship, effective January 16, 2007.

Abstract: UWG sought approval to establish the Antonio J. Waring, Jr. Endowed Professorship from estate gifts given by Antonio J. and Henrietta C. Waring to benefit the Antonio J. Waring, Jr. Archaeological Laboratory. The endowed professorship has also been developed to enhance undergraduate instruction in archaeology and to promote exploration of Georgia archaeology through field and laboratory research.

President Hynes has verified that \$223,000 is on deposit with the University of West Georgia Foundation, Inc. that will serve as the corpus of the endowment.

Biosketch: In memory of the Warings, UWG has benefited from the charitable trust of \$200,000 and a \$1 million endowment that were bestowed upon the institution in years past for academic, capital, and other needs associated with archaeology. Now, in addition to the lab, a special faculty position has been funded through the philanthropy of the late Antonio J. and Henrietta C. Waring.

Dr. Antonio J. Waring, Jr., a Savannah pediatrician, was a passionate amateur archaeologist who was highly respected by professionals and considered the archaeological authority of coastal Georgia. Although professionally trained in medicine, Dr. Waring had an intense interest in archaeology and pursued that interest throughout much of his life. He directed and participated in several major archaeological excavations in the Southeast United States. He was directly responsible for defining the prehistoric cultural chronology of the coastal areas of Georgia.

Mrs. Henrietta C. Waring, a native of Blue Ridge Summit, Pennsylvania, was a graduate of Brearly School in New York City and Vassar College. An avid artist, she was known for her watercolor still life paintings, some of which hang in the permanent collection of the Telfair Academy Museum of

Art. In addition to being a visual artist, Mrs. Waring was a poet and member of the Poetry Society of Georgia. With a passion for civil justice, Mrs. Waring was also active in the Savannah Grays during the 1960s, a multiracial organization that promoted the peaceful racial integration of the City of Savannah.

16. Establishment of the Herman J. Russell Distinguished Professorship in Entrepreneurship, Georgia State University

Approved: The Board approved the request of President Carl V. Patton that Georgia State University (“GSU”) be authorized to establish the Herman J. Russell Distinguished Professorship in Entrepreneurship, effective January 16, 2007.

Abstract: GSU sought approval to establish the Herman J. Russell Distinguished Professorship in Entrepreneurship within the J. Mack Robinson College of Business. The special faculty position has been developed as a cornerstone for the university’s entrepreneurship program. The holder of the distinguished professorship will be engaged in visible teaching, research, service, and administrative activities consistent with the purpose of the professorship.

President Patton has verified that \$500,000 is on deposit with the Georgia State University Foundation, Inc. that will serve as the corpus of the endowment.

Biosketch: Mr. Herman J. Russell, a 1953 graduate of Tuskegee University, has epitomized entrepreneurship through his business acumen and determination to improve and strengthen various communities. The noted entrepreneur, civic leader, and Atlanta native has for more than 30 years incited economic development and construction projects through H. J. Russell & Company, Paradise Apartments Management Company, Inc., Concessions International, Inc., H. J. Russell Construction Company, Inc., Interstate Construction Company, Inc., Georgia Southeastern Land Company, Gibraltar Land, Inc., Diversified Project Management, and Russell-Row Communications, Inc. Some of Mr. Russell’s projects in the southeast include Atlanta’s Hartsfield International Airport (providing both program management and general contracting services), the Birmingham Civil Rights Museum, Turner Field (previously Olympic Stadium), Atlanta City Hall, and the Georgia Dome. Private-sector projects include headquarters for Georgia-Pacific, Wachovia, and The Village at Castleberry Hill.

A member of the First Atlanta Corporation, the Atlanta Chamber of Commerce, the Atlanta Commerce Club, and the Business Council of Georgia, Mr. Russell is also active in the civic community. Mr. Russell serves on the boards of organizations across the southeast including Citizens Trust Bank, Georgia Power Company, Wachovia Bank, and the Georgia Ports Authority.

His achievement and humanitarian awards are numerous and include the Tuskegee University Alumni Merit Award, the Jewish National Fund “Tree of Life” Award, the Martin Luther King Center for Nonviolent Social Change Salute to Greatness Award, and the National Black College Alumni Hall of Fame Award.

GSU has benefited from Mr. Russell’s philanthropy in the past. In November 1999, Mr. Russell

announced plans to donate \$1 million each to Tuskegee University, Clark-Atlanta University, Morehouse College, and GSU's J. Mack Robinson College of Business to expand their respective programs in entrepreneurship.

17. Ratification of the Russell and Nancy McDonough Chair in Finance, Georgia Institute of Technology

Approved: The Board ratified Chancellor Erroll B. Davis, Jr.'s approval of the Georgia Institute of Technology's ("GIT") request to establish the Russell and Nancy McDonough Chair in Finance. At its November 2006 meeting, the Board of Regents authorized Chancellor Davis to take any actions necessary on behalf of the Board between that meeting and the January 2007 meeting with such actions to be ratified by the Board at the January meeting. This ratification supports action taken by the Chancellor in a letter dated November 29, 2006.

Abstract: GIT requested approval to establish the Russell and Nancy McDonough Chair in Finance. The endowed chair, housed within the College of Management, was made possible through the generosity and philanthropy of Russell B. and Nancy H. McDonough. The special faculty position is intended to attract and/or retain an eminent teacher-scholar involved as a leader in GIT's education, research, and outreach initiatives in the area of finance. Funds are in place within the Georgia Tech Foundation, Inc. in the amount of \$1.5 million.

Biosketch: Mr. Russell B. McDonough, Jr., a native of Hot Springs, Arkansas, attended GIT from 1952 to 1956 under the auspices of a U. S. Navy Holloway scholarship and graduated in 1956 with a Bachelor of Industrial Engineering degree. While attending GIT, Mr. McDonough met his future wife, Nancy, who was attending nearby Agnes Scott College. Upon his graduation, they married and had two children.

Active in the military, Mr. McDonough served as a line officer on board the USS Force from 1956 to 1959 based in Long Beach, California. He then attended Harvard Business School and graduated with a Master of Business Administration degree in 1961. From 1961 to 1968, he worked for Beaird Poulan, Inc., a manufacturer of Poulan chain saws located in Shreveport, Louisiana. He served first as Assistant to the President and then as President of its Ohio subsidiary for two years and then served as Secretary-Treasurer and a member of its Board of Directors. By 1969, Mr. McDonough began working for American Standard, Inc., located in New York City, as a division manager of corporate finance and planning. In September 1969, an executive search firm recommended him for the position of President and Chief Executive Officer ("CEO") of Winrock Enterprises, Inc. located in Little Rock, Arkansas. Mr. McDonough has continued his professional employment with Winrock and is currently CEO and majority owner.

Over the years, Mr. Winrock has been involved in home building, real estate development, building supplies, oil and gas equipment, investing, and plastic pipe manufacturing. Mr. McDonough holds several directorships and has served as Chairman of the Board of Directors of the Greater Little Rock Chamber of Commerce, President of the Greater Little Rock Fifty for the Future, President of the Doubleday Fund, and Chairman of the Arkansas YPO Chapter.

Mrs. Nancy McDonough, while living in Arkansas, earned a law degree from Little Rock Law School, clerked for a state Supreme Court justice, taught law classes, and wrote a book on the topic of Arkansas folkways that was later published by a subsidiary of Putnam.

18. Revised Institutional Statutes, Georgia State University

Approved: The Board approved the request of President Carl V. Patton that Georgia State University (“GSU”) be authorized revise its institutional statutes, effective January 16, 2007.

Abstract: GSU has engaged in a process to review and revise its institutional statutes. The revision follows the institutional governance structure, organization, and committees and councils of the institution. Revised sections of the statutes were approved by the faculty and staff of GSU.

GSU seeks approval from the Board for recent amendments made to the university statutes. Changes to the statutes incorporate articles concerning the following areas:

- Administrators holding ex-officio faculty status to participate in the Regents’ Optional Retirement Plan;
- Faculty elections to take place at the beginning of spring semester;
- University senate meetings to be held twice each semester with a maximum cancellation of one of the meetings;
- Faculty members granted approval to hold appointments in a school or institute; and
- The nondiscrimination policy to include gender, disability, and sexual orientation.

The statutes have been reviewed by the Office of Legal Affairs and the Office of Academic Affairs. The statutes were found to be in compliance with Board of Regents policies. The revised statutes will remain on file in the Office of Academic Affairs.

19. Termination of the Bachelor of Science in Occupational Therapy, Medical College of Georgia

Approved: The Board approved the request of President Daniel W. Rahn that the Medical College of Georgia (“MCG”) be authorized to terminate the Bachelor of Science in Occupational Therapy, effective January 16, 2007.

Abstract: MCG sought approval to terminate its Bachelor of Science in Occupational Therapy degree. According to MCG, as of January 1, 2007, the minimum entry level degree for the occupational therapy profession will be at the master’s level as mandated by its accrediting agency, the Accreditation Council for Occupational Therapy (“ACOTE”). The Department of Occupational Therapy in the School of Allied Health Sciences has not enrolled a new class of baccalaureate level occupational therapy students since fall semester 2005. All students enrolled at the baccalaureate level have completed the program.

The approval of this request is necessary to achieve ACOTE requirements for compliance documentation. Termination of the program does not negatively impact faculty or students. The request will better reflect the strategic mission of the institution and update current lists of degrees and majors offered by the institution.

The aforementioned baccalaureate program is currently on a deactivated status and thus has not admitted new cohorts. MCG currently offers the Master of Health Science with a major in Occupational Therapy and a Doctor of Physical Therapy for those students interested in the profession.

20. Termination of Specific Programs, Clayton State University

Approved: The Board approved the request of President Thomas K. Harden that Clayton State University (“CLSU”) be authorized to terminate specific programs, effective January 16, 2007.

Abstract: CLSU sought approval to terminate the following programs: Bachelor of Business Administration (“B.B.A”) with a major in Computer Science and Information Systems, Associate of Applied Science in Railroad Operations, Associate of Science in Dental Hygiene, and Associate of Applied Science in Drafting and Design.

The B.B.A. with a major in Computer Science and Information Systems was deactivated in 1998 by the School of Business. The last student graduated in 2001. A new Bachelor of Information Technology was approved and now resides in the College of Informational and Mathematical Sciences.

20. Termination of Specific Programs, Clayton State University

The Associate of Applied Science in Railroad Operations degree was conferred to one student in 2001. The major was deactivated several years ago, but not terminated. Action is requested at this time in order to correct the institution’s program lists.

The Associate of Science in Dental Hygiene was deactivated in 1999. The last student to obtain the degree graduated in May 2002. A new Bachelor of Science in Dental Hygiene was approved in 2001. CLSU no longer offers the associate’s degree.

Lastly, the Associate of Applied Science in Drafting and Design has declined in graduation and enrollment rates in recent years. The resource intensive program is no longer considered viable by the faculty and administration of CLSU.

21. Termination of the Associate of Applied Science in Marketing and Management, Coastal Georgia Community College

Approved: The Board approved the request of President Dorothy L. Lord that Coastal Georgia Community College (“CGCC”) be authorized to terminate the Associate of Applied Science in

Marketing and Management, effective January 17, 2007.

Abstract: CGCC sought approval to terminate the Associate of Applied Science in Marketing and Management due to the difficulties experienced by students seeking a marketing career with lower-division courses in the discipline. In addition, CGCC recommended the phase-out of the program approximately two years ago in order to analyze the viability of the program. Neither students nor faculty will be adversely impacted by the termination of the program.

22. Information Item: Service Agreements

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

Georgia State University

Georgia Department of Human Resources Provide data collection options for Division of Aging Services; assist in data collection information in developing future plans for Georgia's aging population	08/21/06-6/30/07	\$83,729
Georgia Department of Human Resources Assist with implementation and evaluation of pre-service and in-service training for public and private providers of early intervention services	10/1/06-9/30/07	\$30,000
Georgia Department of Labor Develop five topical training modules for the Department	10/1/06-12/31/06	\$12,000
Georgia Department of Human Resources Prepare students who can practice as entry-level generalists with individuals, families, groups, organizations, and communities; prepare students for social work practice with diverse populations and graduate social work education	8/16/06-8/15/07	\$132,000
Georgia Technology Authority Develop and present a certificate program in strategic management	7/1/06-6/30/07	\$57,176
Georgia Department of Labor Develop a cooperative agreement with the Georgia Department of Labor and the U.S. Department of Labor to conduct a pilot test for the development of a local workplace database	7/1/06-6/30/07	\$125,000
Georgia Department of Human Resources Delineate the design, implementation, and presentation of a survey regulated, licensed, and commissioned child care providers, registered family care homes, and in-home providers in Georgia to determine county by county market cost of childcare throughout the state	9/1/06-8/31/07	\$125,000
Georgia Department of Human Resources Provide evidence-based and timely policy research and analysis to	10/23/06-9/30/07	\$49,065

supplement the work conducted by the Policy Impact Council and Policy Planning and Compliance Group		
Georgia Department of Human Resources Recruit and select 30 Senior Corps volunteers who will participate in the Foster Grandparents and Senior Companions program at Georgia Regional Hospital	11/15/06- 6/30/07	\$45,036

Georgia Southern University

Bulloch County Board of Commissioners Provide feasibility study for Statesboro-Bulloch County Airport Corporate Hangar	05/25/06- 07/30/06	\$8,500
Governor's Consumer Affairs Provide peer financial counseling program for students	07/01/06- 06/30/07	\$5,000
Georgia Rural Economic Developmental Center Provide site for Evans County Worksite Wellness	07/01/06- 06/30/07	\$20,787
Washington County Regional Medical Center Evaluate rural health care outreach	08/14/06- 06/30/09	\$17,805
Bulloch County Board of Commissioners Perform research and service projects for Bulloch County Board of Commissioners-One Georgia	05/04/06- 06/30/06	\$1,335

TOTAL AMOUNT – JANUARY 2007	\$ 712,433
TOTAL AMOUNT FY 2007 TO DATE	\$17,906,812
TOTAL AMOUNT FY 2006 TO JANUARY	\$16,852,723
TOTAL AMOUNT FY 2006	\$33,452,938

23. Information Item: Alliance of Education Agency Heads Goals

The Interim Chief Academic Officer and Executive Vice Chancellor for Academic Affairs, Beheruz N. Sethna, gave a brief presentation to the Committee concerning the activities of the Alliance of Education Agency Heads. The presentation included specific information concerning the group's proposed strategic goals as delineated below:

- Decrease high school drop-out rate, increase high school graduation rate, and increase postsecondary enrollment rate;
- Strengthen teacher quality, recruitment, and retention;
- Improve workforce readiness skills;
- Develop strong education leaders, particularly at the building level; and
- Improve the SAT/ACT scores of Georgia students.

The University System will have primary responsibility for many of the sub-goals and tasks emerging from this set of strategic goals.

The Alliance of Education Agency Heads consists of representatives from the Department of Technical and Adult Education, the Department of Education, the Board of Regents of the University System of Georgia, the Governor's Office of Student Achievement, and the Georgia Professional Standards Commission. Formerly known as the Georgia Education Coordinating Council, the agency heads, governing board chairs, and agency representatives that comprise this group have formed a working alliance to develop strategies and operational work plans to enhance and strengthen public education in Georgia.

COMMITTEE ON FINANCE AND BUSINESS OPERATIONS

The Committee on Finance and Business Operations met on Tuesday, January 16, 2007, at approximately 9:40 a.m. in the Board Room. Committee members in attendance were Chair Robert F. Hatcher, Vice Chair Hugh A. Carter, Jr., and Regents Felton Jenkins, Donald M. Leebern, Jr., Benjamin J. Tarbutton III, and Richard L. Tucker. Board Chair Allan Vigil and Regent James A. Bishop were also in attendance. Chair Hatcher reported to the Board on Tuesday that the Committee had reviewed 2 items, both of which required action. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. Approval of Change in Status of the James G. Boswell Foundation Trust

Approved: The Board approved the change in status of the James G. Boswell Foundation Trust (the "Trust") under the secondary provision of the Trust. The Trust net income shall be paid by SunTrust Banks, Inc. (the "Trustee") to the University of Georgia ("UGA") under the same payment schedule as has been used over the life of the Trust. The funds shall be used for the benefit of students of reforestation and conservation of lands lying within the State of Georgia.

Background: On October 8, 1951, an irrevocable gift of trust was established between the James G. Boswell Foundation, the Donor, and the Trust Company of Georgia, the Trustee. The Trustee, which is now known by SunTrust Banks, Inc., was to hold, manage, invest, and reinvest the monies related to the Trust and to pay the entire net income to Greene County Hospital Authority (the "Authority"), in Greene County, Georgia. The income was to be applied to the operation of the Minnie G. Boswell Hospital (the "Hospital"), a nonprofit charitable hospital located in Greensboro, Georgia, annually or at such other intervals as was agreed upon between the Trustee and the Authority.

Item Eight of the Trust document states that in the event that the said Hospital shall hereafter merge or consolidate with any other charitable corporation or authority, this Trust shall terminate and the Trustee shall pay the entire corpus of the Trust then remaining in its hands, together with any accumulated income and any amount set aside in said reserve fund, to the Board of Regents of the University System of Georgia or to such other authority as may then govern the affairs of UGA to augment any project that the James G. Boswell Foundation may hereafter establish for the benefit of UGA, and if no such project has been established, the income from this Trust fund shall be used for the benefit of students of reforestation and conservation of lands lying within the State of Georgia.

The corpus was \$300,000, and the current market value is approximately \$1.6 million. The net income from November 1, 2005, thru October 31, 2006, was \$53,239.

During the past year, the Hospital was sold to a for-profit healthcare firm, thus triggering the change in the status of the Trust.

Current programs at the Board of Regents and UGA have been investigated, and UGA verified that there are not any current programs established by the James G. Boswell Foundation to meet the primary provision of the Trust.

2. Acceptance of Gifts for the Georgia Institute of Technology

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

Company	Value	Items	Department
United Technologies Corporation (Pratt & Whitney Division)	\$1,000,000	Hall Effect Thruster (“HET”) hardware	School of Aerospace Engineering
Cisco Systems, Inc.	\$727,903	Computer hardware and equipment	College of Computing

Individual	Value	Items	Department
David T. & Gloria B. Smiley	\$210,500	Architectural sketches, construction drawings, and magazine articles from the archives of architect Alan Buchsbaum	College of Architecture

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

COMMITTEE ON ORGANIZATION AND LAW

The Committee on Organization and Law met on Tuesday, January 16, 2007, at approximately 10:45 a.m. in room 7059. Committee members in attendance were Chair James R. Jolly and Regents W. Mansfield Jennings, Jr., Elridge W. McMillan, Patrick S. Pittard, Doreen Stiles Poitevint, Willis J. Potts, Jr., Wanda Yancey Rodwell, and Benjamin J. Tarbutton III. Vice Chair of the Board, William H. Cleveland, was also in attendance. Chair Jolly reported to the Board that the Committee reviewed three items, two of which required action. Item 1 included twelve applications for review; eight of these were denied; one was settled; one was remanded to the institution with instructions; and two were continued for further review. In accordance with H.B. 278, Section 3 (amending O.C.G.A. §

50-14-4), an affidavit regarding this Executive Session is on file with the Chancellor's Office. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. Applications for Review

At approximately 10:50 a.m. on Tuesday, January 16, 2007, Chair James R. Jolly called for an Executive Session for the purpose of discussing personnel matters, academic records of students, and a fraternity settlement issue. 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: Regents W. Mansfield Jennings, Jr., Elridge W. McMillan, Patrick S. Pittard, Doreen Stiles Poitevint, Willis J. Potts, Jr., Wanda Yancey Rodwell, and Benjamin J. Tarbutton III. The Vice Chair of the Board, William H. Cleveland was present for part of this meeting. Also in attendance were the Associate Vice Chancellors for Legal Affairs, Elizabeth E. Neely and J. Burns Newsome; and the Senior Associate for Academic Affairs, Dorothy D. Zinsmeister. The following persons were in attendance for a portion of the meeting (see Item 2): President Michael F. Adams from the University of Georgia ("UGA"), the President's Office Chief of Staff, Margaret A. Amstutz, Executive Director of Legal Affairs, Stephen Shewmaker, and Vice President for Student Affairs, Rodney D. Bennett all from UGA. Also in attendance were Assistant Attorney General, George S. Zier and the Secretary to the Board, Julia M. Murphy. In accordance with O.C.G.A. § 50-14-4, an affidavit regarding this Executive Session is on file with the Chancellor's Office.

At approximately 12:00 p.m., Chair Jolly reconvened the Committee meeting in its regular session and announced that the following actions were taken in Executive Session:

- a. In the matter of Dr. Fergie Nobles Harris, at Fort Valley State University, concerning her request for reinstatement of her position as Director of Testing and Preparation Programs, the application for review has been denied.
- b. In the matter of Ms. Wanjira K. Karobia, at the Medical College of Georgia, concerning her termination, the application for review has been denied.
- c. In the matter of Dr. Paul Edmonds, at the Georgia Institute of Technology, concerning allegations and recommendations of the Faculty Hearing Committee at Georgia Tech, the application for review has been denied.
- d. In the matter of Mr. J. Kyle Bryant, at Fort Valley State University, concerning his termination, the application for review has been denied.
- e. In the matter of Mr. Todd Eason, at North Georgia College & State University, concerning his request for reinstatement of his position as the Men's Soccer Coach at NGCSU, the application for review has been denied.
- f. In the matter of Ms. Tracy Jackson, at Albany State University, concerning her termination, the application for review has been denied.

- g. In the matter of Dr. Lawrence Simmons, at Savannah State University, concerning his termination, the application for review has been settled.
- h. In the matter of file no. 1878, at Columbus State University, concerning conditions of the Nursing Program Exam, the application for review has been remanded to the institution with instructions.
- i. In the matter of Dr. Gene Pesti, at the University of Georgia, concerning faculty salary matters at UGA, the application for review has been denied.
- j. In the matter of file no. 1887, at Georgia Perimeter College, concerning allegations of sexual harassment of a college professor, the application for review has been continued at the request of counsel.
- k. In the matter of file no. 1888, at the Georgia Institute of Technology, concerning expulsion and sanctions imposed due to allegations of academic dishonesty, the application for review has been denied.
- l. In the matter of Mr. Tab Hunter, at the University of Georgia, concerning allegations of unwarranted employment actions, the application for review has been continued at the request of counsel.

2. University of Georgia Settlement Request

In the same Executive Session as Item 1, the Committee discussed a fraternity settlement issue involving UGA. During that portion of the Executive Session, the following representatives of UGA were in attendance: President Michael F. Adams, the President's Office Chief of Staff, Margaret A. Amstutz, Executive Director of Legal Affairs, Stephen Shewmaker, and Vice President for Student Affairs, Rodney D. Bennett. Also in attendance was Assistant Attorney General, George S. Zier.

The Committee recommended that the Board approve settlement authority as requested by President Michael F. Adams at the University of Georgia ("UGA"). On November 7, 2006, President Adams submitted a request to the Chancellor seeking permission to authorize settlement claims to ownership of fraternity houses on the UGA campus. The fraternities, Chi Phi, Kappa Alpha, Phi Delta Theta, Pi Kappa Alpha, and Tau Epsilon Pi have asserted claims that they either own or have equitable interests in the houses they presently occupy.

3. Information Item: Training Proposal for Institution Administrators

At its November 2006 meeting, the Committee requested that the Office of Legal Affairs propose a plan to strengthen administrative leadership to prevent recurring management errors. Associate Vice Chancellor for Legal Affairs, Elizabeth Neely, presented a report to the Committee on staff efforts to address this concern.

COMMITTEE ON REAL ESTATE AND FACILITIES

The Committee on Real Estate and Facilities met on Tuesday, January 16, 2007, at approximately 9:45 a.m. in the Board Room. Committee members in attendance were Chair Richard L. Tucker and Regents Hugh A. Carter, Jr., Robert F. Hatcher, Felton Jenkins, Donald M. Leebern, Jr., and Benjamin J. Tarbutton III. Board Chair Allan Vigil and Regent James A. Bishop were also in attendance. Chair Tucker reported to the Board on Wednesday that the Committee had reviewed sixteen items, fourteen of which required action. Item 9 was withdrawn prior to the Committee meeting. With motion properly made, seconded, and unanimously adopted, the Board approved and authorized the following:

1. Rental Agreement, 4 9th Street, Columbus, Columbus State University

Approved: The Board authorized the execution of a rental agreement between Foundation Properties, Inc., Landlord, and the Board of Regents, Tenant, for approximately 15,944 square feet of office space located at 4 9th Street, Columbus, for the period December 1, 2006, through June 30, 2007, at a monthly rent of \$15,280 (\$183,360 per year annualized/ \$11.50 per square foot per year) with options to renew on a year-to-year basis for 25 consecutive one-year periods with rent increasing 2% for each option period exercised, for the use of the Columbus State University (“CSU”).

Authorization to execute this rental agreement was delegated to the Vice Chancellor for Facilities.

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

Understandings: This space in Uptown Columbus will be used to provide space for RiverPark campus plant operations, storage, faculty office space, seminar rooms, and classrooms.

Operating costs, including insurance, utilities, repairs, janitorial services, and pest control, are estimated to be \$26,500 per year.

At the end of the term of the rental agreement, the land and all improvements will become the property of the Board of Regents, contingent on completion of all required due diligence for acquisition of real property.

2. Rental Agreement, 901 Front Avenue, Columbus, Columbus State University

Approved: The Board authorized the execution of a rental agreement between Foundation Properties, Inc., Landlord, and the Board of Regents, Tenant, for approximately 45,742 square feet of office space located at 901 Front Avenue, Columbus, for the period December 1, 2006, through June 30, 2007, at a monthly rent of \$43,836 (\$526,032 per year annualized/\$11.50 per square foot per year) with options to renew on a year-to-year basis for **25 five** consecutive one-year periods with rent increasing 2% for each option period exercised, for the use of the Columbus State University (“CSU”).

Modified: This item was modified prior to the Committee meeting to reduce the number of consecutive one-year rental renewal options. This modification is presented above with deleted text stricken and modified text in bold and highlighted.

Authorization to execute this rental agreement was delegated to the Vice Chancellor for Facilities.

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

Understandings: This space in Uptown Columbus will be used to provide faculty and staff office space and classrooms for the art and theatre programs.

Operating costs, including insurance, utilities, repairs, janitorial services, and pest control, are estimated to be \$76,014 per year.

Note: The Committee asked the Vice Chancellor for Facilities, Linda M. Daniels to bring forward a proposed policy at a subsequent Board meeting to require that all longer-term leases result in ownership by the Board.

3. Rental Agreement, 1009, 1011, and 1013 Broadway, Columbus, Columbus State University

Approved: The Board authorized the execution of a rental agreement between Foundation Properties, Inc., Landlord, and the Board of Regents, Tenant, for approximately 13,219 square feet of office space located at 1009, 1011, and 1013 Broadway, Columbus, for the period December 1, 2006, through June 30, 2007, at a monthly rent of \$12,668 (\$152,016 per year annualized/\$11.50 per square foot per year) with options to renew on a year-to-year basis for **25 five** consecutive one-year periods with rent increasing 2% for each option period exercised, for the use of the Columbus State University (“CSU”).

Modified: This item was modified prior to the Committee meeting to reduce the number of consecutive one-year rental renewal options. This modification is presented above with deleted text stricken and modified text in bold and highlighted

Authorization to execute this rental agreement was delegated to the Vice Chancellor for Facilities.

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

Understandings: This space in Uptown Columbus will be used to provide offices, meeting rooms, classrooms, computer lab, University Police precinct, and student support services for student affairs.

Operating costs, including insurance, utilities, repairs, janitorial services, and pest control, are

estimated to be \$22,000 per year.

4. Rental Agreement, 433 Cherry Street, Macon, Georgia College & State University

Approved: The Board authorized the execution of a rental agreement between Georgia College & State University Foundation, Inc., Landlord, and the Board of Regents, Tenant, for approximately 33,171 square feet of office space located at 433 Cherry Street, Macon, for the period December 1, 2006, through June 30, 2008, at a monthly rent of \$19,902.58 (\$238,831.00 per year annualized/\$7.20 per square foot per year) with options to renew on a year-to-year basis for five consecutive one-year periods at the same rent and with an additional 2,600 square feet consisting of the first floor entry suite at no rent for three years from the commencement date, for the use of the Georgia College & State University (“GCSU”).

Authorization to execute this rental agreement was delegated to the Vice Chancellor for Facilities.

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

Understandings: This space will provide a Center for Graduate and Professional Learning and consolidate existing degree programs in Macon into a single location and will allow GCSU to meet enrollment targets for the Macon area, which are currently constrained to approximately 450 students.

Should occupancy of the first floor entry suite be desired after the initial three-year period, the rent rate will need to be negotiated.

Operating costs, including insurance, utilities, repairs, janitorial services, pest control, and management fees, are estimated to be \$134,156 per year.

5. Rental Agreement, Tower Place 200, 3348 Peachtree Road, Atlanta, Georgia State University

Approved: The Board authorized the execution of a rental agreement between Aslan Realty Partners III, Inc., Landlord, and the Board of Regents, Tenant, for approximately 2,731 square feet of space located at Tower Place 200, 3348 Peachtree Road, Atlanta, for the period December 1, 2006, through June 30, 2007, at a monthly rent of \$4,164.78 (\$49,997.36 per year annualized/\$18.30 per square foot per year) with options to renew on a year-to-year basis for five consecutive one-year periods at the same rent rate for option periods one and two and then rent rate increasing to \$6,879.84 per month (\$82,558.08 per year annualized/\$30.23 per square foot per year) and then increasing 2.6% for option periods four and five, for the use of Georgia State University (“GSU”) for the J. Mack Robinson College of Business Center for Global Leadership.

Authorization to execute this rental agreement was delegated to the Vice Chancellor for Facilities.

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

Understandings: In June 2006, the Board approved renting 12,000 square feet in this location. The proposed space is immediately adjacent to this and will provide consolidation of additional support functions for the Executive M.B.A. program.

The Center for Global Leadership conducts research into industrywide international business research issues, provides executive and professional development programs, and produces publications to disseminate knowledge gained through these efforts and to attract and retain renowned scholars in leadership.

If this agreement is terminated prior to the fifth renewal term, an additional premature termination payment will be due to the Landlord in the amount of \$78,302.17 during the initial term, decreasing each year to \$18,923.65 at the end of the fourth renewal term.

All operating costs are included in the rent rate.

6. Rental Agreement, 1200 Chastain Road, Kennesaw, Kennesaw State University

Approved: The Board authorized the execution of an amendment to the rental agreement between Kennesaw State University Foundation, Inc., or KSU Chastain Pointe Real Estate Foundation, LLC as successor in interest, Landlord, and the Board of Regents, Tenant, to add approximately 10,078 square feet in Suite 212, Chastain Point, 1200 Chastain Road, Kennesaw, Georgia, for the period February 1, 2007, through June 30, 2007, at a monthly rent of \$5,545.00 (\$66,540 per year annualized/\$6.60 per square foot per year) with options to renew on a year-to-year basis for the remaining option periods contained in the rental agreement at this same rent rate for use of Kennesaw State University ("KSU").

Authorization to execute this rental agreement was delegated to the Vice Chancellor for Facilities.

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

Understandings: In November 2003, the Board authorized renting 41,600 square feet in the Chastain Pointe office complex. The Board was informed that, as additional space is vacated, the Board will be offered the opportunity to rent additional space at market rent. In November 2004, the Board authorized renting an additional 16,453 square feet of space.

This additional 10,078 square feet of space has been vacated and is offered to the Board for rent. This additional space will provide office, storage and staging space for KSU's Presentation Technology Department and Information Technology Services, which will vacate space currently located in the Horace W. Sturgis Library. On occupancy of this space, KSU will vacate 4,150 square feet in Suite 303.

Operating expenses, including repair, insurance, pest control, janitorial services, and utilities, are estimated to be \$22,574.

7. **Nonexclusive Easement, Georgia Power Company, Dahlonega, North Georgia College & State University**

Approved: The Board declared an approximately 6' x 1250' strip of real property on the campus of North Georgia College & State University ("NGCSU") to be no longer advantageously useful to NGCSU or other units of the University System of Georgia but only to the extent and for the purpose of granting a nonexclusive easement to Georgia Power Company ("Georgia Power") for the installation, operation, and maintenance of an underground electrical distribution line.

The Board authorized the execution of this nonexclusive easement with Georgia Power for the above-referenced tract of land.

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

Understandings: In November 2006, the Board approved the Student Recreation Center and Parking Deck as a public-private venture. This nonexclusive easement is necessary to relocate electrical lines from the construction area and remove above-ground electrical lines and install the electrical lines underground.

Consideration for this easement is the relocation of the electrical lines to not interfere with construction.

8. **Authorization of Project No. BR 40-0607, Second Floor Build-out, Cancer Research Center, Augusta, Medical College of Georgia**

Approved: The Board authorized Project No. BR-40-0607, "Second Floor Build-out, Cancer Research Center ("Center")," Medical College of Georgia ("MCG") with a total project budget of \$5,829,000.

Understandings: The project scope consists of building-out the existing second floor of the Center similar to the finished third floor design. The Center was originally constructed with the first and second floors left as a shell space.

The proposed second floor 22,245-square-foot construction/renovation will provide new offices and open laboratories as well as a BSL-3 laboratory. The build-out of this shell space will support the efforts of the Center's mission and the newly recruited director.

The project will be funded with institutional funds.

The project is consistent with MCG's master plan.

The University System Office staff and MCG will proceed with the selection of design professionals in accordance with Board of Regents procedures.

9. **Authorization of Project No. BR-88-0702, Multi-Purpose Building at Oconee, Gainesville State College**

Withdrawn: This item was withdrawn prior to the Committee meeting.

10. **Authorization of Project No. BR-50-0701, Partial Renovation of General Classroom Building, Atlanta, Georgia State University**

Approved: The Board authorized Project No. BR-50-0701, “Partial Renovation of General Classroom Building,” Georgia State University (“GSU”), with a total project budget of approximately \$1,500,000 to be funded from institutional funds.

Understandings: Modifications are needed to create effective adjacencies between various departments within the College of Arts & Sciences. This project will provide modifications and improvements to approximately 11,647 square feet of specific classrooms, computer labs, and office spaces throughout the building. The work will include replacement of selected walls, doors, ceilings, flooring, lighting, electrical, voice/data, and associated finishes.

The total construction cost for the projects is estimated to be \$1,309,000 (\$112 per square foot).

GSU will proceed with the selection of design professionals in accordance with the Board of Regents’ procedures.

11. **Appointment of Construction Management Firm, Project No. J-40, Health, Wellness & Lifelong Learning Center, Carrollton, University of West Georgia**

Approved: The Board appointed the first-named construction management firm listed below for the identified project and authorized the execution of a contract with the identified firm. Should it not be possible to execute a contract with the top-ranked firm, staff will then attempt to execute a contract with the other listed firms in rank order.

Following public advertisement, a qualifications-based selection process for a construction management firm was held in accordance with Board of Regents procedures. The following recommendation is made:

**Project No. J-40, “Health, Wellness & Lifelong Learning Center”
University of West Georgia**

Project Description: The building, as designed, is a three-story, flat roof, steel structure with long span beam trusses with a floor area of approximately 169,000 square feet. This new facility includes 51,000 square feet of academic areas (classrooms and offices), a 40-meter indoor pool with supporting lockers and bathroom facilities, and a 7,500-seat arena that will

serve as home court for the university basketball team. This arena will provide teaching spaces for different physical education programs, such as volleyball, badminton, basketball and aerobics, and will allow the university community to come together during convocation and graduation functions.

Total Project Cost: \$30,449,867
Construction Cost (Stated Cost Limitation): \$22,644,000

Number of construction management firms that applied for this commission: 12

Recommended firms in rank order:

- 1) Skanska, Atlanta
- 2) Gilbane Building Company, Norcross
- 3) Barton Malow Construction Services, Roswell

12. Appointment of Construction Management Firm, Project No. J-114, Marine & Coastal Science Research Center, Skidaway Island, Skidaway Institute of Oceanography

Approved: The Board appointed the first-named construction management firm listed below for the identified project and authorized the execution of a contract with the identified firm. Should it not be possible to execute a contract with the top-ranked firm, staff will then attempt to execute a contract with the other listed firms in rank order.

Following public advertisement, a qualifications-based selection process for a construction management firm was held in accordance with Board of Regents procedures. The following recommendation is made:

**Project No. J-114, “Marine & Coastal Science Research Center”
Skidaway Institute of Oceanography**

Project Description: The new facility will be approximately 12,000 to 16,000 gross square feet. The predominant use of the space will be research laboratories. These labs will employ state-of-the-art technology, have efficient layout, and support 24 hour per day resident and visiting research. In addition to lab space, private office space and work centers will be provided for faculty, research staff, and students. A fully mediated, multi-use space will also be provided for instruction, collaboration, and informational seminars.

Total Project Cost: \$5,000,000
Construction Cost (Stated Cost Limitation): \$3,729,000

Number of construction management firms that applied for this commission: 5

Recommended firms in rank order:

- 1) Choate Construction, Pooler
- 2) R. W. Allen & Associates, Augusta
- 3) Dabbs-Williams, General Contractors, LLC, Statesboro

13. Appointment of Construction Management Firm, Project No. J-121, Student Center Renovation and Addition, Oakwood, Gainesville State College

Approved: The Board appointed the first-named construction management firm listed below for the identified project and authorized the execution of a contract with the identified firm. Should it not be possible to execute a contract with the top-ranked firm, staff will then attempt to execute a contract with the other listed firms in rank order.

Following public advertisement, a qualifications-based selection process for a construction management firm was held in accordance with Board of Regents procedures. The following recommendation is made:

**Project No. J-121, “Student Center Renovation and Addition”
Gainesville State College**

Project Description: The project includes the renovation of the current student center, new construction of a multi-story addition, as well as minimal modification to an adjoining parking lot. The approximate total square footage to be renovated is 27,000 square feet, and the approximate total square footage of the newly constructed facility is 32,000 square feet. The new addition will house staff and service-related offices, a community programmed space, storage, and restrooms. For students, the new addition will provide a wireless cafe, meeting rooms, activity areas, lounges, study areas, and a game room. The renovation to the existing student center will include student meeting rooms, a multi-purpose meeting room, campus bookstore, postal services, storage area, renovation of all existing restrooms to insure ADA compliance, a food court, and kitchen service area.

Total Project Cost:	\$8,162,000
Construction Cost (Stated Cost Limitation):	\$6,400,000

Number of construction management firms that applied for this commission: 8

Recommended firms in rank order:

- 1) Juneau Construction, LLC, Atlanta
- 2) The Potts Company, Conyers
- 3) Brasfield & Gorrie, Kennesaw

14. Appointment of Construction Management Firm, Project No. BR-30-0702, Renovation of Hefner Residence Hall, Atlanta, Georgia Institute of Technology

Approved: The Board appointed the first-named construction management firm listed below for the identified project and authorized the execution of a contract with the identified firm. Should it not be possible to execute a contract with the top-ranked firm, staff will then attempt to execute a contract with the other listed firms in rank order.

Following public advertisement, a qualifications-based selection process for a construction management firm was held in accordance with Board of Regents procedures. The following recommendation is made:

**Project No. BR-30-0702, “Renovation of Hefner Residence Hall”
Georgia Institute of Technology**

Project Description: Hefner Residence Hall was constructed in 1972. The residence hall currently houses male students and is three and one-half stories with a brick veneer cast-in-place concrete structure with aluminum windows. The project will involve the renovation of approximately 22,300 gross square feet. The facility has a total capacity of 128 beds. The scope of work includes mechanical, plumbing, and electrical system replacement, refurbishment of water-damaged areas, roof replacement, as well as interior finishes and furniture upgrades. The renovation also includes the installation of a new sprinkler system. The existing room style and ancillary area configuration will remain the same. The estimated construction cost is approximately \$3,300,000.

Total Project Cost:	\$4,000,000
Construction Cost (Stated Cost Limitation):	\$3,300,000

Number of construction management firms that applied for this commission: 6

Recommended firms in rank order:

- 1) Winter Construction, Atlanta
- 2) The Potts Company, Conyers
- 3) Blue River Group, Atlanta

15. Appointment of Architect, Health Center Expansion, Athens, University of Georgia

Approved: The Board appointed the first-named architectural firm listed below for the identified project and authorized the execution of a contract with the identified firm. Should it not be possible to execute a contract with the top-ranked firm, staff will then attempt to execute a contract with the other listed firms in rank order.

Following public advertisement, a qualifications-based selection process for an architectural firm was held in accordance with Board of Regents procedures. The following recommendation is made:

**Project No. BR-10-0703, “Health Center Expansion”
University of Georgia**

Project Description: This project was authorized by the Board in November 2006 and is anticipated to consist of 27,500 square feet of new construction and 7,000 square feet of renovation within the 81,000-square-foot existing building as well as 99 additional patient, handicapped, and staff parking spaces. The project is anticipated to be fully funded from University of Georgia Health Center reserve funds.

Total Project Cost:	\$17,000,000
Construction Cost (Stated Cost Limitation):	\$12,292,500
Architecture/Engineering (“A/E”): Fee:	\$ 1,009,649

Number of A/E firms that applied for this commission: 11

Recommended A/E design firms in rank order:

- 1) JMD Architects, Athens
- 2) Stanley Beaman Sears, Atlanta
- 3) Lord Aeck Sargent, Atlanta

Note: Regent Donald M. Leebern, Jr. requested that maps be sent in advance with the agenda materials.

16. Information Item: Georgia Higher Education Facilities Authority Update

The Vice Chancellor for Facilities, Linda M. Daniels, presented an update to the Committee on the Georgia Higher Education Facilities Authority.

Ms. Daniels stated that the Georgia Higher Education Facility (“GHEFA”) was created for the purpose of financing eligible construction, renovation, improvement, rehabilitation or restoration projects for the Board of Regents of the University System of Georgia (the “System”) and the Department of Technical and Adult Education (“DTAE”) through the issuance of bonds. GHEFA is authorized to issue up to \$300 million in bonds, which are not obligations of the state and do not carry the full faith and credit of the state.

GHEFA will issue revenue bonds supported by income streams from specific projects, such as student housing or parking facilities. Since the authority will not be issuing General Obligation bonds, debt capacity and debt ratios of the state will not be impacted by the issuance of GHEFA bonds. It is, therefore, incumbent on both the System and DTAE to identify feasible projects with strong revenue streams that can meet stringent financing standards before inclusion in any bond deals.

The membership of the board is comprised of three appointees of Governor Sonny Perdue, Mr. Gary

Bishop, Ms. Celeste Osborn, and one unfilled vacancy; one appointee of the Speaker of the House of Representatives who is a member of the Board of DTAE, Mr. Tyre Louis Rakestraw, Jr; and one appointee of the President Pro Tempore of the Senate who is a member of the Board of Regents, Mr. Benjamin J. Tarbutton, III.

GHEFA held its organizational meeting on Tuesday, November 28, 2006 at the offices of the Georgia State Financing & Investment Commission (“GSFIC”). During that meeting, Ms. Osborn was elected Chair of the authority; Mr. Rakestraw was elected Vice Chair; and the Interim Director, Financing & Investment of the GSFIC, Ms. Diane Pope, was elected Secretary-Treasurer.

GHEFA is administratively attached to GSFIC, and associates from GSFIC will provide initial staff support to the authority. A resolution was adopted, appointing GSFIC as Administrator of the authority, allowing it, among other things, to perform all services related to the issuance of GHEFA bonds and to provide record keeping and reporting functions

Public Resources Advisory Group (“PRAG”), the State’s financial advisor, was appointed as GHEFA’s financial advisor for one year. The firm will assist the authority in determining project feasibility and will be instrumental in development of its administrative processes.

An initial staff-level meeting between the System, DTAE and GSFIC was held on January 10, 2007 to discuss the project application process and other issues. Ms. Daniels stated that appropriate timing and the amount of the initial bond sale were also discussed in relation to the authority’s bond cap.

17. Information Item: Update on Olympic Village Property, Georgia State University

The Vice Chancellor for Facilities, Linda M. Daniels, presented an update to the Committee on the Georgia State University (“GSU”) Olympic Village (“University Village”) property.

Ms. Daniels began by stating that during the October 2006 board meeting, an information item was presented to the Real Estate and Facilities Committee to dispose of GSU’s University Village. Since then, a “Request for Proposal” for disposition of the property has been prepared and is ready to be advertised.

The University System Office staff has had a series of ongoing discussions with the Georgia Institute of Technology (“GIT”) regarding alternatives to disposition. They are exploring several options that would be advantageous to both GSU and GIT and also allow the University System to retain an ownership interest in the asset.

One option is to request the State refinance the bonds. This would have advantages of a low cost of refinance.

Another option is to involve GIT Facilities with financing under a ground lease with rent back scenario. This would have the advantage of maintaining ownership of the asset.

Another option is for GIT Facilities to purchase the Village with a reversionary clause. This would provide additional flexibility, but would limit the Board's interest to a future reversion.

The University System Office staff continues to work collaboratively with both GSU and GIT on the options available and will bring to the table, in the near future, an action item for the committee's consideration.

CHANCELLOR'S STATE OF THE SYSTEM ADDRESS

After the Committee meeting reports, Chancellor Davis gave his State of the System address to the Board, which was as follows.

Thank you. I'm pleased to be here today to discuss the state of the System as we start 2007. This, of course, is my first "State of the System" report. It is interesting that it comes almost one year after my start in this job. This occasion does offer me an opportunity to look back at what was a most hectic year and to look forward, as well, to the many challenges and opportunities in front of us.

In my former life, I was required to stand before shareholders each quarter and justify their faith and continued investment in my management team's leadership. This really is no different. Our shareholders, in this case the Governor, the General Assembly, the general public, alumni, employees, and most importantly, students, are looking for a clear accounting for their continued investment in and support of the University System of Georgia.

Last month, I attended the Biennial Institute that is put on by the University of Georgia's ("UGA") Carl Vinson Institute of Government. There, I had the extreme pleasure to hear Zell Miller speak, as only he can. One line from his remarks sticks in my head, and I'll keep it in mind in the weeks and months ahead. Governor Miller reminded all of us in the crowd that "there is no such thing as government money; it's taxpayers' money."

These taxpayers are our customers, and it is important that we ask on an ongoing basis, "What do our customers want of us?" The bottom line is our customers want and expect us to educate them and their children and grandchildren well. They expect us to boost the state's economy and increase its competitiveness, and they expect us to provide solutions. Whether it's technological solutions for their workplace, whether it's community or economic development, as well, they expect those things of us. We try to meet these expectations through our missions of teaching, research, and service.

Before we talk about how well we are doing, it is important to understand our goals. Our primary mission is to educate, and there, we do have a number of goals. First, we want to educate more students. We want to admit more students into our institutions. Secondly, once we get them in the door, we want to keep them there, and we want to keep them progressing through the System. Thirdly, we certainly want to graduate more of our students.

As I have noted previously, our challenge is to not just do this for an elite group of students. Our challenge today is to do this for an ever-increasing number of Georgians, to educate more Georgians to higher levels than in the past. We are going to do this by continuing our focus on increasing

access, maintaining affordability, and providing clear accountability for our actions and for the use of the resources we have been given. These are and will continue to be our areas of focus moving forward.

So, at this one year juncture, where are we in this regard? How are things going?

The University System of Georgia is a healthy, growing, dynamic enterprise. We are just shy of 260,000 students, which is an all-time record high enrollment. This represents a 2.5% increase over fall 2005, and that is almost a doubling in percentage from the modest percentage increases of recent years. Now to put that percentage in terms that are perhaps more understandable, in the last eight years, we've added almost 60,000 students for an increase of about 30%. To put that into even more understandable perspective, in the last eight years, we have added the equivalent of a University of Georgia and a Georgia State University to our System!

Our fiscal year 2007 state appropriation was \$1.9 billion. We received full formula funding, which was critical to our attempts to keep pace with the pressures of growth. We received \$310 million in bonding authority for capital projects and for our major repair and renovation efforts. This past fall, we opened a new institution, Georgia Gwinnett College. We have strong institutions across-the-board, and in 2006, you named new presidents at 6 of our 35 degree granting institutions. We are important in many ways to the state. For example, a study commissioned by former Chairman Shelnut last year put the System's overall economic value to the state at \$23.3 billion a year. And so, we are having impact.

In summary, the state of the System is relatively good, but maintaining that health is not without its challenges. And so, what I'd like to do is to go over a few of the challenges. I'm going to outline these for the legislature again tomorrow and how we are meeting those challenges.

I spent the better part of my first year listening and trying to understand our challenges better. I have learned that this is a large, and perhaps, unduly complex organization with many challenges. We are not looking to someone else to tell us how to meet these challenges or to just hand over money for us to throw at our challenges and hope that they resolve themselves. We are actively engaged in meeting these challenges now and in developing more focused and strategic responses and approaches to dealing with them long-term through our planning efforts.

Let me be clear. We are going to need some help. We will continue to depend on a lot of our supporters, but it is we who must do the heavy lifting. It is we who must be creative. It is we who must be more focused. It is we who must be more planning oriented. It is we who must become more disciplined. It is we who will ultimately overcome our challenges.

These key challenges are not new to you. They include first, balancing access and retention. As we seek to expand access to educate more Georgians to a higher level, we also have to recognize that as the base expands to include students who may not be as well-prepared for college, we are going to see and we are seeing some short term erosion of our retention rates. This means we're going to have to not only continue but intensify our focus, our attention, and our resources on improving retention, even as we are expanding access. As we increase student access, we also must focus on retaining

more diverse groups of students once they are enrolled.

Through my personal participation in the Alliance of Education Agency Heads (“AEAH”) and through the work of our Office of P-16 Initiatives, I am becoming optimistic about the chances for increased success in getting more people in school and keeping them in. In fact, Goal number 1 of the AEAH is to decrease high school dropouts, increase high school graduation rates, and increase postsecondary enrollment rates. The importance of this goal is that increased high school graduation rates and increased college enrollment are related components of the same goal. Our P-16 Department under the leadership of Dr. Jan Kettlewell is taking the lead within the AEAH on two key strategies toward Goal number 1 that I believe will result in increased college access and retention of students once enrolled.

These two strategies involve coordination of first, the American Diploma Project, which seeks to align curriculum and assessment between schools and colleges. The second is Georgia's Early College Initiative, which is an alternative way to provide college access to students who are not now eligible for college. Also, we have a number of other programs including a number of research and development programs in this area. Our STEM project, which is our Science, Technology, Engineering, and Math initiative, is one of those presidentially-led Systemwide projects that I've been talking about, and it is being led by President Carl V. Patton of Georgia State University.

We are also allocating money in fiscal year 2007 to address retention rates. We allocated \$2.2 million to five institutions where we could see the greatest bang for the buck on improving retention rates. We, essentially, put the money in those institutions that had low retention rates and high student populations. Funds there are going into better faculty advising, supplemental teaching, freshmen learning communities, and programs aimed at helping sophomores transition to upper levels as part of the effort to improve retention at these five institutions.

The second challenge is to increase our graduation rates. We are not where we want to be or where we need to be on this statistic. Our six-year graduation rate is now only 49%, which in 2005 put us thirty-seventh in the country. You did set goals in this area to increase graduation rates by 1% a year. We are, in fact, meeting those goals. This also is the subject of a System-level project, and it's being led by President Bruce Grube from Georgia Southern University. Again, we are trying to find the factors that are impacting graduation rates, and we will then move our resources to address those factors.

The third challenge is to increase our efficiency and our productivity. My travels around the state and my listening sessions helped me understand the uniqueness not only of this System, but also of our individual institutions. But, as I have noted often, this uniqueness is selective. It is applicable primarily to the magic we perform in our classrooms and laboratories. Our back-office operations are generally not unique, and while excellence does exist, and I came across a number of examples of back-office excellence, I would have to say that as a System, we are not world-class in terms of efficiency.

So, we are implementing new methods for financial reporting, new budgeting procedures for our institutions, and a focus on increasing efficiency and productivity in our back-office operations. This

started in earnest in 2006. In 2007, it's going to intensify as we start our more programmatic and strategic efforts in this area. So, you should look for significant structural changes as we move forward in 2007. Our customer service initiative is really part of this, as well, as we seek to create, through that initiative, a culture of continuous improvement throughout the System.

We need to be more efficient in order to free up resources for our primary teaching, research, and service missions. These things are easy to say, but the biggest challenge that I see in this area is that to be really successful, we have to find ways to engage the entire workforce. Being efficient must not only be seen as the right thing to do by the true believers. It also must be seen as being in everyone's self-interest, as well. We must be creative in how we provide incentives for our workforce in the System to make increasing efficiency a permanent part of the DNA of all of our employees. The simple reality is that today, in our System, it is not clear that operating with fewer resources is seen as being in anyone's self-interest. We must change that mind-set and we have to provide the appropriate incentives to change that.

Fourth, we have to keep faculty salaries competitive. Georgia has slipped slightly from fourth to fifth among the Southern Regional Education Board ("SREB") states in faculty salaries. This means that among four-year public institutions in the SREB states, the average faculty salary for the System has dropped one place relative to the other member states.

Now generally, and I say "generally" because the New York Yankees seem to be the notable exception, the better the people you have, the better you should perform. Therefore, we're going to be increasing our internal investment in our people in training and development to both help retain our employees and, more importantly, to develop future leaders for the System. This is another one of our System-level projects headed by President G. Wayne Clough from the Georgia Institute of Technology.

But frankly, we also must do a much better job of communicating to the public the contributions our faculty make to student learning and to the economic health of the communities where we are privileged to live and work. The simple reality is that no one is going to give us more money because we are smart and good looking and happen to make less than the professor in the neighboring state. We must provide the reasons why we need to be paid more. This has to happen in order to build the public support necessary to give our funding partners the ability to support higher salaries for our faculty. And so, while our faculty salaries are not at the level we would like them to be, I think part of that is our challenge as well.

The fifth challenge is to develop a System-based strategic focus. No organization can operate effectively over a long period of time without having a coherent strategy, a sound strategy. We are currently in the process of developing our strategic plan for the System. As you are aware, we met on January 5 for strategic discussions, and we are presently analyzing the output from that meeting. We should have a plan ready by the end of the first quarter. This strategic plan will then set the framework for our long-term actions to meet future challenges.

The sixth area that I've pointed out is distance learning and educational technology. The question here is how should the University System evolve to meet the needs of its customers? One of the

findings of the Spellings Report is that higher education has not done a great job of investing in technology or even using technology for innovation in both teaching and learning as well as back-office operations. We've seen some examples of technology. We've brought them to you. President Dorothy Leland (Georgia College & State University) brought her IPOD demonstration here. I thought that was a wonderful use of technology. But, it's an isolated use as opposed to an across-the-board, systemic use, and maximum use of technology. So we must address this issue, the rest of the world is. Higher education simply cannot fall behind technologically if we are to continue to serve customers and communities well. More intensive planning in this area began last year, and I expect that we will make substantial progress in this area and you will see a number of pilots hit the street in 2007.

The final issue I want to highlight is keeping pace with growth. This is, in fact, our most critical challenge. Our capital needs are huge. I am presently sitting on six years of capital requests totaling \$3.4 billion. Now, let me put that in context because the state, in its entirety, bonded \$1 billion worth of capital projects last year. And so, we essentially could take all of the state's bonding authority for the next four years to meet our capital needs. Unfortunately, as we all know, that is not going to happen. Assuming, however, that we do receive reasonable amounts of capital on an ongoing and predictable basis, we now have in place a new capital model, which will help us manage this aspect of our growth.

Now, on the people side of growth, we must create the environment and culture that helps the average time to graduation move from today's six-year average to closer to four years to free up space for new students. Thus, we launched our new guaranteed tuition policy. It encourages students to complete their undergraduate education in four years and should improve retention by providing financial incentives to focus on college and remain enrolled in order to maintain that guaranteed rate. I expect one of the questions I will receive tomorrow is how much will tuition increase, and the answer I will give of course is for returning sophomores, it will not increase at all. It will not increase for the next three years for that cohort of students.

Another major challenge of growth is that it must not come at the expense of the quality of the programs we offer, and we perhaps do not speak enough about the need for maintaining quality. We are simply not going to pack more and more people into classrooms and lecture halls. People are paying for a quality education, and they should get a quality education. So, our focus on keeping pace with growth has to be on maintaining and strengthening academic quality. Some of our System projects and our strategic plan will address the issue of quality.

Looking back over the past year, we have undertaken a broad range of actions. They were all designed to address the challenges I have mentioned and a number that I have not mentioned. Ultimately, all of our efforts are focused on helping educate more Georgians to higher levels by meeting expectations around access, affordability, and accountability.

And so, I started by saying and I will close by saying that we have a strong, vibrant, and growing University System. It is a System in which we should all take great pride. It is a System that has been developed, nurtured, and maintained for the past 75 years by the good work of your predecessors, including some of those in this room. Again, Regent McMillan, I won't name names.

Last week, Governor Perdue talked about the need in state government to lead and to become good stewards. We are committed to that, and I believe we are performing both these important functions as they relate to the University System. This System has been entrusted by the people, by our customers, to our care. The expectations they hold are varied, but they are all uniformly high.

I noted in my inaugural address, from generation to generation, the power of education to transform lives is unchanged and unbroken. This is the ultimate value of education: when individuals from all walks of life and from every possible background and circumstance, receive a sense of hope, a sense of purpose, and a new direction from it. This is an awesome responsibility, but it also explains why the public's expectations of us are so high. With your continued support, however, I believe we can meet these expectations and fulfill our responsibilities.

Over the last year, I believe we have made substantial progress together. We have launched a number of new programs, and we are trying to change the leadership culture of a large and complex organization. While I do not expect our challenges to go away overnight, I do look forward to working with you in the coming year to address the existing ones and confront the new ones. I also look forward to the accountability of having to explain what we accomplished in 2007 at the same time next year. Thank you.

UNFINISHED BUSINESS

There was no unfinished business at this meeting.

NEW BUSINESS

There was no new business at this meeting.

PETITIONS AND COMMUNICATIONS

Chair Vigil asked the Secretary to the Board, Julia M. Murphy, to share information with the Board regarding events and special communications.

Ms. Murphy presented the Board members with a gift from President Ronald M. Zaccari of Valdosta State University ("VSU"). The gift was a commemorative medallion crafted to celebrate VSU's centennial year. In the spirit of collaborative stewardship, the Regents were invited to visit the institution at their convenience.

Ms. Murphy asked the Regents to complete and return the continuous improvement feedback forms as well as the survey forms for the strategic planning retreat. She also advised them to take the information included in the Petitions and Communications section of their Board books with them.

The Regents were asked to assemble in the Board room at 2:30 p.m. At that time, the Regents would meet with the Chief Operating Officer, Thomas E. Daniel, who would escort them to their legislative visits as a group.

Ms. Murphy further stated that the Office of the Secretary anticipates that the February Board meeting would be similar to this month's format. It is proposed as a one day meeting with legislative visits, pending the Regents' feedback from this week's meeting. She then announced that the schedule of meetings, list of Regents, and the list of committees on the website are all up-to-date. She added that the staff is diligently monitoring the website in an effort to make sure that it is current and up-to-date for the Regents and all of University System's constituent groups.

EXECUTIVE SESSION

At approximately 2:10 p.m. on Tuesday, January 16, 2007, Chair Allan Vigil called for an Executive Session for the purpose of discussing personnel and compensation issues and possible real estate acquisitions. 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 Vigil, Vice Chair William H. Cleveland and Regents James A. Bishop, Hugh A. Carter, Jr., Robert F. Hatcher, Felton Jenkins, W. Mansfield Jennings, Jr., James R. Jolly, Donald M. Leebern, Jr., Elridge W. McMillan, Patrick S. Pittard, Doreen Stiles Poitevint, Willis J. Potts, Jr., Wanda Yancey Rodwell, Benjamin J. Tarbutton III, and Richard L. Tucker.

The following attended part of the Executive Session: Chancellor Erroll B. Davis, Jr.; the Chief of Staff, Robert E. Watts; the Interim Chief Operating Officer and Executive Vice Chancellor for Administrative and Fiscal Affairs, Thomas E. Daniel; the Assistant Vice Chancellor for Legal Affairs, Daryl Griswold, and the Secretary to the Board, Julia M. Murphy.

EXECUTIVE SESSION

In accordance with O.C.G.A. § 50-14-4, an affidavit regarding this Executive Session is on file with the Chancellor's Office.

At approximately 2:35 p.m., Chair Vigil reconvened the Board meeting in its regular session and announced that in Executive Session, no actions were taken.

ADJOURNMENT

There being no further business to come before the Board, the meeting was adjourned at approximately 2:37 p.m. on January 16, 2007.

s/_____
Julia M. Murphy
Secretary, Board of Regents
University System of Georgia

s/_____
Allan Vigil
Chair, Board of Regents
University System of Georgia