

**MINUTES OF THE MEETING OF THE
BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA
HELD AT
244 Washington Street SW
Atlanta, Georgia
January 7 - 8, 1997**

CALL TO ORDER

The Board of Regents of the University System of Georgia met on Tuesday, January 7, 1997, and Wednesday January 8, 1997, in the Board Room, Room #473, 244 Washington Street, S.W., Atlanta, Georgia 30334. The Chairman, Regent Thomas F. Allgood Sr., called the meeting to order at 1:00 P.M. on Tuesday, January 7, and again on Wednesday, January 8, at 9:00 A.M. Present, in addition to Chairman Allgood, were Regents: S. William Clark, Jr., (Vice Chair), Juanita Powell Baranco, Kenneth W. Cannestra, J. Tom Coleman, Jr., A.W. "Bill" Dahlberg, Susan Elson, John Hunt, Edgar L. Jenkins, Charles H. Jones, Donald M. Leebern Jr., Elridge W. McMillan, Edgar L. Rhodes, William B. Turner, and Glenn S. White.

INVOCATION

The Invocation was given on Tuesday, January 7 by Ms. Lyncia Norman, Associate Secretary to the Board and Chancellor, and on Wednesday, January 8, by Regent Donald M. Leebern, Jr.

ATTENDANCE REPORT

The Attendance Report was read on both days by Secretary Weber, who announced that Regents Charles H. Jones and William B. Turner had asked for and had been given approval to be absent on Tuesday, January 7, and Regents A.W. "Bill" Dahlberg and Edgar L. Jenkins had asked for and had been given approval to be absent on Wednesday, January 8.

APPROVAL OF THE MINUTES

Motion being properly made and dually seconded, the minutes of the Board of Regents meeting held on December 10, 11, 1996, were unanimously approved as distributed.

INTRODUCTION OF NEWLY APPOINTED BOARD MEMBERS

Chairman Allgood introduced three appointed Board members. Regent Elridge McMillan was re-appointed for a fourth term, and Regents Glenn S. White and George M.D. "John" Hunt, III were newly appointed.

MEETING OF THE COMMITTEE OF THE WHOLE

On Tuesday, January 7, motion was made by Regent Jenkins and seconded by Regent Rhodes to adjourn the regular Board meeting and convene the Meeting of the Committee of the Whole. Chairman Leeborn introduced the Chancellor who gave an update on the Comprehensive Planning Process.

The Chancellor began his update by stating that the purpose behind the Strategic Planning Process is to manage the enrollment growth which has been predicted and to ensure enrollment distribution which is academically beneficial to the students and economically beneficial for the Georgia taxpayers. The strategic plan first develops enrollment targets for each institution for each of the next five years. Secondly, program priorities will be listed to meet emerging workforce needs in the state. Finally, capitol priorities will be identified. Dr. Portch reminded the Board that in September, 1996 it was given a presentation on demographics and a presentation on optimal campus size and what is needed in terms of infrastructure and quality of student life and student education. Dr. Portch then cited the principles which were identified to guide the Strategic Planning Process. Dr. Portch noted that the two presentations being given during the present Board meeting would involve the first reading of the Workforce Development Principles which are the principles which will guide the relationship between the academic program priorities and emerging needs. These needs will be assessed in terms of workforce needs and the academic programs which need to be in place in order to respond. Dr. Portch noted that one of the Board's principles had been to utilize the System's two-year institutions increasingly as an access point. A group of two-year presidents was organized to find out what barriers exist which prevent that principle from working. A report by this group will be given in the February, 1997 meeting. Dr. Portch told the Board that in April, 1997 it will vote on the Academic Program Principles and hear the first reading of the Capitol Priorities Principles. In May, 1997 the Board will vote on the Capitol Priorities Principles. Also in May, Dr. Portch projected the completion of the first two parts of the strategic plan, which include actual numbers on the enrollment targets and the Academic Program Priorities. Dr. Portch said that in June, 1997 he would like the Board to review the Capitol Projects from each institution. After the Board has reviewed these projects, the Central Office Staff will screen the requests from the institutions to insure that the only projects which appear on the Capitol list are the ones which meet the Principles. Presidents will be given the opportunity to make their case for their projects. The final step for the Strategic Planning Process will take place in July, 1997 when the enrollment targets for each institution for each of the next five years are made along with identification of the academic programs which the Board wants to see grow. The final step will also include the completed Capitol Priority List for the next five years. Dr. Portch then introduced Sr. Vice Chancellor Jim Muyskens to present the second segment of the Comprehensive Planning presentation.

Dr. Muyskens began by explaining that the underlying assumption with the Workforce Principles is that needs can be identified and assessed. The primary needs which will be identified are student educational needs, economic development needs, unique regional needs, and changing employment needs. Dr. Muyskens explained that in order to identify these needs, a needs assessment approach was developed. The needs assessment project is designed to ensure that the System can be responsive to state needs. This project emerged from the Mission Review report which was completed in 1996, and the Total Systems Project and Intellectual Capital Partnership Program (ICAPP). Dr. Muyskens explained that the reasons behind assessment are to anticipate the workforce preparedness needs, avoiding the duplication of cost to department programs, and develop community partnerships at local, regional, and state levels. Dr. Muyskens then discussed

how the System has changed its method of identifying and approving academic programs. The current plan is to move away from the traditional model of assessment to a new model of assessment. The new model of assessment involves collaboration between the institutions, the entire System, and business and industry. The new model of assessment will also involve constant review and revising to ensure quality and thoroughness. Dr. Muyskens said that the focus of the Needs/Assessment effort is to state needs as opposed to institutional wants. He then described the results that are being sought from the

Needs/Assessment effort as enabling the System to describe the supply and demand for various jobs, to describe the current regional, state, and local markets, and to know the perceived needs of business and industry. In addition to attaining those measures, the goal is to develop a process whereby assessment can be updated on a regular basis. Two pilot projects have been started, The South Georgia Needs/Assessment and Strategic Industry Assessment. These two were selected as pilots because it has been determined that technology is fundamental in economic development in the State of Georgia and there are urgent needs to be addressed in South Georgia. Dr. Muyskens then turned to the reasons behind developing the Workforce Principles. The first principle suggests that The University System should take on a more active role in economic development than in the past. The first principle reads, "The University System should be a leader in developing Georgia's intellectual capital through teaching, research, and outreach. The University System should take an active role in workforce development systems in Georgia, including appropriate data banks."

Regent Cannestra then asked if it would be appropriate to add to Principle One, "including appropriate data banks and `forecasts'". The addition of "forecasts" was dually noted.

Regent Leebern asked at what time is it appropriate to decide that a particular curriculum is no longer valuable or meeting a need. Dr. Muyskens said that the redirection effort which is in place is precisely to address the issue of reassessing programs.

The Chancellor, also responding to Regent Leebern's question, said that the funding system in Georgia allows a start-up fund for new programs which is eventually supplemented by the additional students that program generates.

Regent Leebern then asked if a program fails to produce the results anticipated, who decides if that program should be discontinued?

The Chancellor said that there has not been an instance where the job existence expected for graduates of a particular program was so far off System predictions that jobs could not be found for those people. He then said that in some instances the System may decide not to put any capital or personnel investment in a program and use Distance Learning. He used the Nursing Completion Program at Gordon College as an example.

Regent Jenkins asked about the current status of the Health Services Program. Dr. Muyskens answered that while some traditional programs have been in less demand, there has been such a dramatic change in the Health Services Industry that new demands in that field have risen.

Regent Baranco noted that in fairness to both Regent Leebern's question and Regent Jenkins' question, there has been a tremendous "gearing down" of nursing programs in the University System, but that the programs were originally added because of what was perceived at the time as an alarming need for nurses. She then said that it is not always easy to predict accurately the workforce needs, but that the System had learned from its mistakes in the past.

Responding to Regent Dahlberg's question regarding the intention behind Principle One which reads, "The University System should be a leader in developing Georgia's intellectual capital through teaching..." whether the System wished to be "a leader" or "the Leader", Regent Baranco said that she felt it should read "a leader" as there should be other leaders playing a role in the development of Georgia's intellectual capital. She then qualified her statement by saying that while the System should have a guiding role, it should not shut off any leadership that may develop elsewhere.

Regent Dahlberg then said he simply did not want the statement to imply to those outside the System that the Board was waiting for someone else to take the leadership role.

Dr. Muyskens then turned to the second principle which reads, "The University System should collaborate with the Department of Technical and Adult Education and other groups, including business and industry, to serve the workforce needs of the state. The work of the University System and Department of Training and Adult Education should complement each other in satisfying the workforce development needs of the state." He noted that the System has already begun collaborations with the Department of Technical and Adult Education including the Georgia Post-Secondary Education Collaborative Council (GPECC) which is composed of senior leaders of both the University System and the Department of Technical and Adult Education. The collaboration encourages the continuing education of students who gain a technical degree and then move into the University System to gain an Associate or Baccalaureate degree.

Regent Baranco then brought up her concern that there are a number of people age 45 and over who need retraining to remain in the job market. She asked where in the Needs/Assessment and in the collaboration with the Department of Technical and Adult Education was that issue being addressed?

Dr. Muyskens said there are principles which address how the System should respond to students with those concerns.

Regent Dahlberg and Regent Jenkins both addressed the concern that if the Department of Technical and Adult Education is not equally committed to the idea of a collaboration with the University System, then the collaboration could not work.

Regent Allgood then noted that only a few years ago, there was little or no communication between the two entities, and that when the current Chancellor was interviewed for the Chancellorship, he was asked a considerable number of questions regarding the relationship between the University System and the Department of Technical and Adult Education. Regent Allgood then noted that the new Chancellor took an aggressive posture with the Department of Technical and Adult Education and began developing a relationship with them. Regent Allgood said that the relationship has made tremendous advances since.

Dr. Muyskens then directed the Board's attention to a principle which was added since the Board last reviewed the principles, which reads, "The University System and its institutions will continue to emphasize liberal arts, humanities, social sciences and sciences as an integral part of each student's general education independent from the major area and from workforce needs."

Regent Cannestra then asked why the emphasis is on "...independent from the major area and from workforce needs." He said he felt that it should end after "general education."

Dr. Muyskens then said he would need to know whether the Board wished to have that principle added or added as amended by Regent Cannestra. After some discussion, it was decided that the new principle would be added with Regent Cannestra's amendment.

Dr. Muyskens then turned the Board's attention to the Student Outreach Principles and noted the third principle which reads, "The University System and its institutions should emphasize the continuing cycle of education, career, and further education in helping students maximize career opportunities."

Regent Cannestra asked whether or not the principle should read "career opportunities," or "career options"?

Dr. Muyskens then said that the System needs to provide an "ease of access" for non-traditional students. He then said that currently there are barriers preventing many non-traditional students from achieving their goals. He referred to the second Student Outreach principle which asks for "flexible student choices" for both traditional and non-traditional students. These choices would include night classes and weekend classes. He then related the third Student Outreach principle to Regent Baranco's concerns about retraining.

Dr. Portch then noted for Regent Baranco that Governor Miller had recently lowered the required number of credit hours from 90 to 45 for non-traditional students applying for HOPE. This change will allow two-year institutions to be utilized more by non-traditional students.

Dr. Muyskens then turned to the fourth Student Outreach principle which reads, "Institutions should expand work-based learning experience opportunities and encourage faculty to place learning into work contexts or to use workplaces as learning laboratories where appropriate." Dr. Muyskens said that this principle suggests that there should be much closer ties to the workforce. The suggestion is that if institutions are encouraged to have more programs which offer internships, that the student will be better prepared for the workplace and offer students a better education.

Dr. Muyskens then turned to the set of principles related to Economic Development. These principles suggest that the University System must be a major influence on the economic needs of the state. Dr. Muyskens noted that these principles identify the need for the System on a statewide as well as a local level to assess workforce needs.

Annie Hunt Burriss, Assistant Vice Chancellor of Development & Economic Services, addressed the question of how to access the intellectual capital of the University System; she noted that there is a great deal of talent within the System and that the Central Office of the Board of Regents is only one outlet. She reminded the Board of its approval of the item in the Governor's Capital Budget list which allows the creation of a database so that people with specific expertise in the System could be found easily.

Chairman Leeborn then asked for a motion to adjourn the meeting of the Committee of the Whole and reconvene the regular Board meeting. So moved by Regent Baranco and Seconded by Regent McMillan, the regular Board meeting was reconvened.

Chairman Allgood then asked for any further business. There being none, he called for a recess of the regular Board meeting to convene the Committee meetings.

AUDIT COMMITTEE

The the audit committee met on Tuesday, January 7, in the fourth floor conference room. Present were Chairman Juanita P. Baranco and Regents J. Tom Coleman, Jr., (Vice Chair) Kenneth W. Cannestra, and Suzanne G. Elson. Chairman Baranco reported that no action was necessary; however, there were five items requiring review. Regarding the second item, Internal Audit Outsource Status, the Committee asked the Central Office Staff to report back to the Committee prior to making any selection. Regarding the third item, Auxiliary Enterprises Audit, the Committee felt that it should be necessary for institutions to develop a business plan reflecting how they wish to handle their auxiliary enterprises. The Committee went into Executive Session to discuss personnel matters, but no formal action was taken. The items discussed were as follows:

1. Cash Management Review Update

Cash Management Review of the six large universities. KPMG Peat Marwick was selected to perform the review. Work has already begun on the project with field work being complete at Georgia State University. Completion date is set for April, 1997. A report will be presented to the Audit Committee at its May meeting.

2. Internal Audit Outsource Status

Outsource the internal audits for Augusta State University, Valdosta State University and Macon College. Request for proposals (RFP) were due January 7, 1997. Vendor selections will be made next week, with Audit Committee input.

3. Auxiliary Enterprises Audit

The Audit was performed by the State Auditors office. Requested by the Budget Responsibility Oversight Committee (BROC). Anticipated Recommendations:

- Clarification of goals and objectives for auxiliary operations as they relate to profit margins, reserves, fees and indirect cost calculations.
- Formal written business plans by the institutions.
- Contract administration.

4. Non-Resident Alien Training Workshop

Reporting guidelines for NRA's have been developed for the System. Workshop planned for mid-February for all institutions to explain the guidelines and distribute the appropriate data and forms. System institutions should be in good shape moving forward on this issue.

5. Executive Session

Unanimous consent was obtained to go into Executive Session on a matter relating to supervision of personnel. No action was taken.

COMMITTEE ON EDUCATION, RESEARCH, AND EXTENSION

The Committee on Education, Research and Extension met on Tuesday, January 7, in the 4th floor conference room. Present were Chairman Elridge W. McMillan and Regents (Vice Chair) Edgar L. Rhodes, Juanita P. Baranco, A.W. "Bill" Dahlberg, Susan G. Elson, John Hunt, Charles Jones. Chairman McMillan reported that the Committee reviewed seven items, three items requiring action. All items were approved as stated in the agenda. In addition, four information items were presented and discussed. Fifty-three appointments were presented and reviewed, and twelve personnel actions required unanimous consent by the Board; all were approved by the Committee. The Committee recommended all action items and personnel items for full approval by the Board. With motion properly made, variously seconded, and unanimously adopted, the Board approved and authorized the following:

1. Information Item: Renaming of the Center for Craniofacial Disease, Medical College of Georgia

President Francis J. Tedesco has informed the Board of Regents of the renaming of the Center for Craniofacial Disease to the Medical College of Georgia Craniofacial Center.

This change was made because it is felt that the connotations for individuals with craniofacial anomalies should not include the stigma sometimes associated with the word "disease." The mission, clinical objective, and education objective of the Center have not changed. The Medical College of Georgia Craniofacial Center is recognized by the American Cleft Palate/Craniofacial Association.

2. Reorganization of the College of Education, Department of Mathematics and Computer Science, School of Health Professions, Department of Radiologic Technologies, and Department of Learning Support, Armstrong Atlantic State University

Approved: The Board approved the request of President Robert A. Burnett to reorganize Armstrong Atlantic State University's College of Education, Department of Mathematics and Computer Science, School of Health Professions, Department of Radiologic Technologies and Department of Learning Support, effective January 8, 1997.

The major rationale for the reorganization is its consistency with the Five-Year Strategic Plan of 1985, the second plan of 1991, and the latest strategic plan. Armstrong Atlantic State University's enrollment has increased 100% since 1985 and 38% since 1990. The reinstatement of graduate programs at Armstrong Atlantic State University has increased enrollment at a dramatic rate. The graduate programs have experienced a 95% increase in credit hours since their return in the past year. The changes will allow the institution to be more effective in managing the opportunities and challenges of System initiatives, new technology, shifting community and programs needs, and redirection priorities.

College of Education

Two departments in the College of Education, Curriculum and Instruction and Physical Education will be divided into four departments. The College of Education will then have the following departments: the Department of Physical Education, the Department of Elementary Education, the Department of Middle and Secondary Education, and the Department of Special Education. The reorganization also formalizes the support unit for a Director of Technology. No

funding is required for the position of Director of Technology because it already exists. This unit will meet the needs of faculty and students to develop extensive skills in instructional technologies.

Department of Mathematics and Computer Science

The University proposes to separate the existing Department of Mathematics and Computer Science into a Department of Mathematics and a Department of Computer Science. The Department of Computer Science has grown and developed; therefore, its goals and its content have diverged from the Department of Mathematics. A department head for computer science will be recruited to provide a strong association between the computer science program and the community. Reallocation of funds from the retirement of a senior faculty member will provide the fiscal base for the Chair of the Department of Computer Science.

School of Health Professions

Under the institution's redirection plan based on community, state and national needs, the Associate Degree Nursing Program is being phased out. The last class entered this fall quarter. With this closure, the rationale for having a division instead of a department of nursing is moot. It is proposed that the remaining baccalaureate and graduate programs comprise a Department of Nursing rather than a division. It is also proposed that the Department of Radiologic Technologies be renamed the Department of Radiologic Sciences. This is consistent with the recommendations of the department's accrediting body, Joint Review Committee on Education in Radiologic Technologies (JRCERT), and with a recent change implemented by its sister institution, the Medical College of Georgia.

Department of Learning Support

The Department of Learning Support will be moved from the College of Arts and Sciences to Academic & Enrollment Services and Campus Technology. With the changes taking place in admission and progression requirements, Learning Support needs to be closely associated with the retention services for the special populations that are part of this organizational unit. The proposed reorganization is designed to focus on connecting students to services.

3. Establishment of the Moretz/Mansberger Distinguished Chair of Surgery, Medical College of Georgia

Approved: The Board approved the request of President Francis J. Tedesco that the Moretz/Mansberger Distinguished Chair of Surgery be established at the Medical College of Georgia, effective January 8, 1997.

President Tedesco has requested that an endowed Chair be established which would be called the Moretz/Mansberger Distinguished Chair of Surgery. The Medical College of Georgia Foundation has \$1,002,837 on deposit for this Chair. The money was donated by multiple donors including patients, surgery faculty and alumni who want to honor both Dr. William Moretz, former Chair of Surgery and President of MCG, and Dr. Arlie Mansberger, Chairperson Emeritus and Professor Emeritus. These donors contributed the money with the intention that this distinguished chair would be bestowed upon the individual holding the position of Chair of the Department of Surgery in the School of Medicine.

4. Establishment of a New Major in Spanish and Spanish with Teacher Certification Under the Existing Bachelor of Arts Degree, Armstrong Atlantic State University

Approved: The Board approved the request of President Robert A. Burnett that Armstrong Atlantic State University be authorized to offer a major in Spanish and Spanish with Teacher Certification under the existing Bachelor of Arts Degree, effective January 8, 1997.

Abstract: The major in Spanish and Spanish with Teacher Certification is a liberal arts major that offers a wide range of courses in the language, literatures, and cultures of the twenty Spanish-speaking countries in Europe and Latin America. With Spanish as the second language of the United States and one of the three most important and widely spoken languages in the world today, the program provides students with the opportunity to acquire linguistic proficiency as well as in-depth knowledge of both cultural and literary topics.

Need: In the last ten years, there has been an 86% increase in student enrollment. The number of Spanish course offerings has shown an increase of 15% over the 1994-1995 academic year. Of the 123 students surveyed, 39% expressed their interest in majoring in Spanish, while 54% showed interest in minoring in Spanish. The Liberty County School System is largely a military community and many of the students are bilingual. Transient military families have inquired about adding to their education in Spanish and in teaching. Approximately 25% (770) of the personnel at Ft. Stewart and Hunter Army Air Field expressed interest in this program. Between 1992 and 1996, admission to the college's teacher education programs has grown by 82%. Since foreign languages are included as one of the area subject units recommended to high school students who wish to pursue a college preparatory plan of study, it is necessary to provide a degree program that serves the area with teacher certification and on-going training.

Objectives: The benefits of the program are: 1) to provide certified teachers for the coastal region; 2) to provide for teacher renewal; 3) to collaborate with groups in education, business and the community at large; 4) to stimulate increased internationalism and cultural awareness; 5) to strengthen the "internationalization" of the college curriculum by enhancing the University's global initiative; 6) to broaden the University's baccalaureate offerings in the community in the Southeast Georgia P-16 Council.

Curriculum: The B.A. in Spanish and B.A. in Spanish with Teacher Certification will have a maximum of 191 quarter hours. Under the semester guidelines, the University is committed to providing the program at a maximum of 120 semester hours. The curriculum for this major can be completed in four years.

Projected Enrollment: It is anticipated that for the first three years of the program, student enrollment will be 12, 18, and 25. It is further projected that these enrollments will increase by 50% with the addition of the Spanish with Teacher Certification major.

Priority: Armstrong Atlantic State University has placed this program high on its list of institutional priorities.

Funding: The college plans to fund the programs through reallocation of resources. Both programs will share a single faculty, and the same campus resources and start-up costs.

Assessment: The Office of Academic Affairs will continue to work with the campus on remaining issues. In 2000, the program will be re-examined in terms of quality, budget, support, and enrollment and reported to the Board at that time. Similar follow-up reviews will be implemented for all new degree programs approved within the System.

Conferring of Emeritus: At the request of the presidents of various Institutions in the University System, the Board conferred the title of Emeritus upon the following faculty members, effective on the date indicated:

(a) Georgia State University

Cheshire, Barbara W. Professor Emerita Counseling Center, effective March 1, 1997.

(b) Medical College of Georgia

Brandsma, Jeffrey M. Professor Emeritus Department of Psychiatry & Health Behavior, School of Medicine, effective February 1, 1997.

(c) University of Georgia

Polorny, Franklin Albert Professor Emeritus Department of Horticulture, College of Agricultural and Environmental Sciences, effective February 1, 1997.

Worley, Ray Edward Professor Emeritus Department of Horticulture, College of Agricultural and Environmental Sciences, effective February 1, 1997.

(d) Columbus State University

Henderson Bobbie Professor Emeritus Department of Educational Foundations, School of Education, effective January 8, 1997.

Land, Arthur J. Professor Emeritus Department of Educational Foundations, School of Education, effective January 8, 1997.

Ragsdale, Charles F. Professor Emeritus of Physical Education and Leisure Management Department of Physical Education & Leisure Management, School of Education, effective January 8, 1997.

Riggsby, Ernest D. Professor Emeritus Department of Curriculum & Instruction, School of Education, effective September 1, 1997.

Whitman, Harold L. Professor Emeritus Department of Counseling and Clinical Programs, School of Education, effective January 1, 1997.

(e) Clayton College & State University

Barr, Faye T. Professor Emerita of Sociology effective February 1, 1997.

Csomor, John F. Associate Professor of Political Science & Criminal Justice, Emeritus Department of Political Science and Criminal Justice, effective January 8, 1997.

(e) Floyd College

Borchardt, Lovie L. Professor Emerita of Education Division of Learning Support, effective January 15, 1997.

Frost, Aline R. Professor Emerita of Nursing Education Division of Health Sciences, effective January 15, 1997.

Approval of Leaves of Absence: The Board approved the Leaves of Absence and the salaries for the period recommended at the following institutions:

(a) DeKalb College

Laird, Sid Instructor, Division of Development Studies (North), Leave from January 8, 1997, to June 30, 1997.

APPOINTMENT OF FACULTY MEMBERS PREVIOUSLY RETIRED FORM THE UNIVERSITY SYSTEM: The Board approved the part-time appointments of faculty members previously retired from the University System.

(a) Georgia State University

Kay, Joel T. Accountant I, (NTT) Health Policy Center, School of Policy Studies, as needed for period beginning January 2, 1997, and ending June 30, 1997.

Hutcheson, Gwendolyn Part-time Instructor, School of Teacher Education Department of Social Science Education, College of Education, as needed for period beginning January 6, 1997, and ending March 21.

Payne, Lorraine C. County Extension Director, College of Family and Consumer Sciences, as needed for period beginning January 15, 1997, and ending June 30, 1997.

Ruff, John Keen Associate Professor, Department of Chemistry, Franklin College of Arts and Sciences, as needed for period beginning January 6, 1997, and ending March 21, 1997.

Wood, Paul Leslie Associate Professor Emeritus, School of Professional Studies, Department of Education Psychology, College of Education, as needed for a period beginning January 6, 1997, and ending June 12, 1997.

(b) Albany State University

Bryant, Gloria S. Secretary to the Vice President, Vice President for Academic Affairs, as needed for period beginning January 2, 1997, and ending June 30, 1997.

Jones, T Marshall Part-time instructor, Department of Fine Arts, School of Arts & Sciences, as needed for period beginning January 2, 1997, and ending June 12, 1997.

(c) Southern Polytechnic State University

Newman, William S., III Professor, Environmental Development Program, School of Architecture, as needed for period beginning January 3, 1997, and ending June 30, 1997.

(d) State University of West Georgia

Byrd, Dexter Part-time Asst. Professor Department of Biology, School of Arts & Sciences, as needed for period beginning January 2, 1997, and ending June 14, 1997.

Carri Louis Professor Emeritus, Department of Special Education and Speech Language Pathology, School of Education, as needed for period beginning January 2, 1997, and ending June 14, 1997.

(e) Bainbridge College

Frazier, Ernest Lynn Professor, Division of Technical Studies, as needed for period beginning September 1, 1996, and ending June 13, 1997.

Perry, James Earl (Dr.) Part-time Instructor, Sciences Division, as needed for fall quarter 1996, through spring quarter 1997.

APPOINTMENT OF FACULTY MEMBERS PREVIOUSLY RETIRED FORM THE UNIVERSITY SYSTEM: The Board approved the part-time appointments of faculty members previously retired from the University System and over seventy years of age.

(a) Georgia Institute of Technology

Moore, A. Raymond Sr. Research Associate, Office of Inter-Disciplinary Programs, as needed for period beginning December 18, 1996, and ending January 31, 1997.

Appointment of Faculty: The Board approved the appointment of faculty members at the salaries and for the period recommended at the following institutions: Georgia Institute of Technology, Georgia State University, Medical College of Georgia, University of Georgia, Georgia Southern University, Armstrong Atlantic State University, Fort Valley State University, Bainbridge College, DeKalb College, Floyd College.

Administrative Appointments: The Board approved the appointment of the following individual to the administrative position as indicated, effective on the date indicated:

(a) Albany State University

Pierce, Melody C. Vice President for Student Affairs, effective February 1, 1997.

COMMITTEE ON ORGANIZATION AND LAW

The Committee on Organization and Law met on Tuesday, January 7, 1997, in the 4th Floor Conference Room. Present were Chairman Edgar L. Jenkins, and Regents Juanita P. Baranco, Donald M. Leebern, and Elridge W. McMillan. Regent McMillan reported in Chairman Jenkins' absence that the Committee had reviewed four appeals. With motion properly made, variously seconded, and unanimously adopted, the Board approved and authorized the following:

APPEALS

1. In the matter of Dr. Stephen Krosner, an associate professor at Southern Polytechnic State University, concerning his non-reappointment, the application for review was denied.
2. In the matter of Sigma Alpha Epsilon at Valdosta State University, concerning disciplinary actions taken against the fraternity, the application for review was denied.
3. In the matter of Faye L. Clark at DeKalb College, concerning the method of calculating the College's merit increases, the application for review was denied.
4. In the matter of Rebecca Inman, a faculty member at Valdosta State University, concerning the distribution of her salary payments, the appeal is being continued pending settlement efforts at the institution.

COMMITTEE ON FINANCE AND BUSINESS

The Committee on Finance and Business Operations met Tuesday, January 7, 1997, in the 4th Floor Conference Room. Present were Chairman Kenneth W. Cannestra, and Regents (Vice Chair) William B. Turner, S. William Clark, Jr., J. Tom Coleman, Jr., Edgar L. Jenkins, Donald M. Leebern, Jr., and Glenn S. White. Chairman Cannestra reported that in last month's Committee meeting it was discovered that in the requests for acceptance of gifts, bequests, and agreements of trust, the limit had not been reviewed for several years. The Committee asked the office of Sr. Vice Chancellor Lindsay Desrochers to study the possibility of raising the dollar amount limit on funds. The Committee has requested that the limit be raised to \$100,000. Chairman Allgood requested that the heading for the second item, regarding the budget of the fiscal year, be changed to read more clearly. Regent Leebern brought up the subject of cooperative organizations using, the UGA Athletic Association as an example. Regent Allgood requested that Regents Cannestra, Coleman and Leebern, working with the staff, develop more information on cooperative organizations. He instructed Dr. Desrochers to request that each President submit a financial statement concerning this subject and requested that more information be gathered on the cooperative organizations regarding item three. With motion properly made, variously seconded, and unanimously adopted, the Board approved and authorized the following:

1. Revisions to policy concerning acceptance of gifts, bequests, agreements and declarations of trust

Approved: The Board of Regents approved making the following revisions to current policy concerning acceptance of gifts, bequests, agreements and declarations of trust:

- Establish presidential authority to accept gifts, bequests, agreements and declarations of trust at a dollar value of \$100,000 or less.
- Clarify current presidential authority to execute, on the Board's behalf, documents necessary to provide proper fiscal management of gifts, or to designate to their chief fiscal officers authority to execute documents.
- Require each institution to submit an annual summary report to the Chancellor on each gift received with an initial total value of \$10,000 or more.

Background:

Current policy requires that any gifts, bequests, agreements or declarations of trust with an initial value of \$10,000 or less must be approved by the Chancellor. The Chancellor is further authorized under current policy to delegate authority for the execution of documents to presidents or to the Senior Vice Chancellor for Capital Resources. In turn, the Senior Vice Chancellor under current policy may delegate authority to chief business officers. The proposed policy revisions clarify current policy and procedure while increasing the dollar value of gifts which may be accepted by institutions without prior Board approval.

2. Approval of Amendments to Fiscal Year 1997 Budget

Approved: Pursuant to new procedures for amending the University System budget, the Board approved the consolidated amendments to the Fiscal Year 1997 Budget of the University System of Georgia as displayed and explained in Appendix I.

3. Information Item: First Quarter Financial Report, FY97

Appendix II contains the first quarter financial report for the University System of Georgia for the period ending September 30, 1996. The report provides tables which compare actual and budgeted revenues and expenditures through September 30, 1996, for educational and general funds, auxiliary enterprise funds and student activity funds. In addition, the report contains charts which compare September 1996 financial data with September 1995.

COMMITTEE ON REAL ESTATE AND FACILITIES

The Committee on Real Estate and Facilities met on Tuesday, January 7, 1997, in the 4th Floor Conference Room. Present were Chairman J. Tom Coleman, Jr., and Regents Thomas F. Allgood Sr., Kenneth W. Cannestra, J. Tom Coleman Jr., Edgar L. Jenkins, Donald M. Leebern, Jr., and Glenn S. White. Chairman Coleman reported eight items on the agenda and three action items. Two were approved and one tabled until the February meeting. The remaining five items were information items; one was withdrawn without discussion. Motion made and seconded, the Board unanimously approved and authorized the following:

1. Gift and Naming of Building, Georgia Experiment Station, The University of Georgia

Approved: The Board authorized the relocation and reassembly of an approximately 4,000 square foot open-air building, the Georgia Agriculture '96 Pavilion, to the Georgia Experiment Station, The University of Georgia, Griffin, Georgia, using a \$100,000 gift of money from Dr. Jasper Guy Woodroof.

Also Approved: The Board authorized the naming of this building on the campus of the Georgia Experiment station, The University of Georgia, Griffin, Georgia, in honor of Naomi Chapman Woodroof.

By letter dated November 15, 1996, President Knapp, with the concurrence of the Faculty, has requested that the name of a building on the campus of the Georgia Experiment Station, Griffin, be named in honor of Naomi Chapman Woodroof.

The Georgia Agriculture '96 Pavilion which was constructed for the 1996 Olympic Games and located at Centennial Olympic Park is being relocated to the Georgia Experiment Station, Griffin, with the relocation costs of \$100,000 being funded by Dr. Jasper Guy Woodroof (husband of Naomi Chapman Woodroof), Alumni Distinguished Professor Emeritus, and first President of Abraham Baldwin Agricultural College.

The Pavilion is valued at approximately \$300,000 and will be used for agriculture related field days, expositions and workshops as well as continuing Education events for the community.

The pavilion will be called the "Naomi Chapman Woodroof Agricultural Pavilion."

2. Authorization of Project "Vascular Biology Center Renovation", Medical College of Georgia

Authorized: The Board authorized Project "Vascular Biology Center Renovation", Medical College of Georgia, with a total project budget of \$1,775,000, using Medical College of Georgia Indirect Cost Recovery funds.

The project will renovate approximately 12,265 square feet of the Sanders Research and Education Building in three phases over an approximate 12 month period. The renovation will result in 26 laboratory rooms, eleven faculty offices and administrative and support space.

The renovation will provide an efficient use of the space by various research and support components to establish the dedicated location for the Vascular Biology Center and will also

provide upgraded research facilities appropriate to new technologies.

The construction cost of the renovation is \$1,471,664 (\$119.98 per square foot).

Funding for the project is \$1,775,000 using Medical College of Georgia Indirect Cost Recovery funds redirected for capital construction as budgeted in FY 97.

If the project is approved, the staff in conjunction with the Medical College of Georgia will proceed with the selection of an architectural firm.

3. Increase in Project Budget, Amendment to Architectural Contract, Project No. H-67 "Renovation of Reed Hall", The University of Georgia.

The increase in project budget, amendment to architectural contract, Project No. H-67 "Renovation of Reed Hall" at the University of Georgia was tabled pending further review.

4. Information Item: Real Property Inventory System

Real Property Inventory System - Real Inventory System - Real property information for 21 institutions have been input into the Graphical Information System with three additional institutions now to be started. It is anticipated that all data will be input by June 1997. No action was taken.

5. Information Item: Albany State Report

An oral report was given to the Board relating that construction continues at an accelerated pace, the new dorms are scheduled to be completed for spring quarter occupancy, and the historic President's house will be restored as offices with a scheduled April, 1997 occupancy.

6. Information Item: The University of Georgia - Northwest Branch Experiment Station Usage 28 Acres

Northwest Branch Experiment Station Usage of 28 acres - There are two buildings, an office and a livestock pavilion, on this 28-acre tract. The office serves as the headquarters of the station and as offices of the county extension agents. The building is estimated to cost \$500,000 to replace. The livestock pavilion is frequently used for shows and other community activities. It has an estimated replacement cost of \$500,000 to \$750,000. The Carter report estimates the value of the entire 28-acres to be approximately \$225,000, with neither building having any potential value to a purchaser. Since the cost to replace these needed facilities is significantly greater than the potential sale value, it is in the best interest of the University System to maintain this 28-acre tract. No action was taken.

7. Information Item: interim Report of Checklist for Property Acquisition Issues

Checklist for Property Acquisition Issues. The existing checklists for purchase and gifts were reviewed. These checklists will be revised to reflect comments that the Board made. No action was taken.

CHANCELLOR'S REPORT TO THE BOARD

In his Report to the Board, Chancellor Portch gave a list of his own predictions for the year of 1997. They were as follows:

- He predicted that 1997 will be a very good year for the System, its institutions, and its students; however, it is likely to be a year with some particular challenges.
- He predicted that the success will be year-round, but that the challenges will be most intense in the next six months, with a possible desegregation suit, an ongoing investigation into research fraud at the Medical College of Georgia, and unrest at Savannah State University.
- He predicted that the Governor will present a strong budget for the University System and that the System's many friends in the legislature will also support what it is trying to do for its students. He also predicted that at least one issue in the session will catch the Board by surprise--otherwise it wouldn't be a normal legislative session.
- He predicted that HOPE Scholarship will be envied, admired, and imitated but never duplicated.
- He predicted that the Board will complete a successful search for the Presidency of The University of Georgia, and that it will complete that search on schedule. This prediction is contingent on people pulling together to make it happen. He noted that the recent search for the President of the University of Minnesota demonstrates how a search can go off-track if people work at cross-purposes. He also predicted that the Board will complete successful searches at Georgia College & State University and Gainesville College.
- He predicted that the Board will continue to command national attention. In particular, he predicted that the P-16 concept will become a national phenomenon.

- Chancellor Portch also predicted that this Board and the new Board of Education under the terrific leadership of Johnny Isakson will have one of the best working relationships in this state's history. Plus we will continue our fine relations with the Department of Technical and Adult Education and the independent colleges.
- He predicted that the University System of Georgia will begin to market itself and its 34 institutions within the State of Georgia. He noted that as a candidate for Chancellor, he asked to see such a publication giving information on each institution and their merits but at that time it did not exist. He pointed out that Regent Baranco, in her time as Chairman of the Board of Regents, urged that the System become more sophisticated in its marketing and Chairman Allgood has continued that theme. He noted that this is only the beginning and predicted that this year the System will produce its first music video to reach the teenage audience and inform them of raised admission standards. He also predicted that one of the things to be marketed will be a new spirit of innovation and entrepreneurship at most of the System's campuses.
- He introduced the Board of Regents' new Budget Director, Ms. Shelley Clark, who has been the Budget Analyst in the Office of Planning and Budget and knows the System and budget like nobody else.
- He predicted that the Board will have a particular challenge to fill the position of Dr. J. B. Mathews. Given Georgia's leadership in technology, that will be a very important hire.
- He predicted the completion of phase III of Strategic Planning.
- He predicted that the Board will have a fascinating opportunity to plan a twenty-first century campus. He said he believes the Board will have on the table the possibility of creating the most innovative teaching and learning facility in the country.
- He predicted that the Board, in significant partnership with others, will be involved in a major business relocation to Georgia.

The Chancellor concluded his report.

MEETING OF THE COMMITTEE OF THE WHOLE

Chairman Allgood asked for motion to adjourn the regular meeting of the Board of Regents and convene the Meeting of the Committee of the Whole. Motion was made by Regent Baranco and seconded by Regent Cannestra.

Chairman Leebern began by reminding the Board that at the December meeting one of the Planning Assumptions adopted by the Board insured that the University System will accelerate educational opportunities which help prepare students to meet the employment needs of the state. Assistant Vice Chancellor of Development and Economic Services, Annie Hunt Burriss, gave a report on the University System's Intellectual Capital Partnership Program. Dr. Tom Jones, of Columbus State University gave a progress report on the inaugural ICAPP expedited education program, premiering at Columbus State University.

Ms. Burriss began by reminding the Board that two years ago it decided to play an active role in

the economic development of the state. The BOR Office of Development and Economic Services actually began operations in August 1995. The Office of Development and Economic Services carries three areas of responsibility across the System: economic development; public service/continuing education or Outreach, the third mission of higher education; and, the University System of Georgia Foundation, founded by the Board of Regents. Ms. Burriss is assisted by Suzanne Fahlstrom.

Two weeks after the Office of Development and Economic Services began, Total System Services, Inc. (TSYS) of Columbus, Georgia, announced that it needed to hire an additional 1200 computer programmers and business analysts over the next three years. The whole University System of Georgia had produced only 726 computer-related graduates that previous academic year. Utilizing ideas from the private sector, the Office of Development and Economic Services began looking at what the state could do to quickly respond to this specific educated workforce need, and, to better anticipate such needs in the future. Experts from the BOR Central Office, Georgia State University, the Georgia Institute for Technology and the Office of Planning and Budget joined Georgia's statewide economic development team to meet with TSYS officials and determine how to best meet this company's needs and capture these jobs for Georgians.

A creative and effective University System response resulted in Governor Miller's March 7, 1996 announcement that Georgia had secured the \$100 million investment from Total System. Key to the TSYS project, Governor Miller announced that he was establishing a new economic development incentive to be called Georgia's Intellectual Capital Partnership Program, or ICAPP, and based at the Board of Regents. ICAPP was created to offer expedited education programs, in this case for computer programmers, and, a means to better anticipate critical educated workforce needs, strategically important to Georgia's economic development. Assistant Vice Chancellor Burriss then introduced Dr. Tom Jones, Chief Academic Officer, Columbus State University to report on the inaugural ICAPP project for TSYS.

Dr. Jones gave a report on the ICAPP Compass Program at Columbus State University. The new program funding began on July 1, 1996, and is directed by Dr. Leary C. Bell, Chairman of the Department of Computer Science at Columbus State University. Dr. Jones began his description of the ICAPP Compass Program at Columbus State University with the first phase, implementation from July 1, 1996 through September 1 of 1996. Most of the activity involved gearing up the program to handle the demand of educating 350 to 400 new students a year in the accelerated program. During this period, Columbus State University acquired new computer equipment and began networking the campus to allow for access to the University of Georgia super computer mainframe. Dr. Jones explained that Total System software required a high volume IBM mainframe to operate, which would cost \$3 million to purchase. It was determined that The University of Georgia had an appropriate mainframe on which the ICAPP Program could be operated and its excess capacity cost-effectively utilized. The UGA super computers' additional capacity could be purchased at a fraction of the cost of purchasing an entirely new mainframe to run the ICAPP expedited education programs. Through collaboration with the University of Georgia, special mainframe software was loaded onto the University of Georgia's mainframe which was GSAMS-accessible to the Columbus State University campus. Dr. Jones explained how this GSAMS/UGA super computer linkage was an exceptional way to leverage System assets, and particularly beneficial for future plans to set up ICAPP program extensions across the state. Plans are underway for Augusta State University to host the first expansion in 1997 by offering the program to a marketplace full of engineers being laid-off from the Westinghouse Savannah River plant project.

Initiating the ICAPP Program required the renovating of some classroom and laboratory space as

well as the hiring of new faculty members and technical support staff. Because ICAPP was designed to be a public-private partnership program, Total System Services has actively participated in the development of the program since its inception. TSYS is involved in the recruitment, screening, selection and sponsorship of ICAPP students.

Additionally, from July 1 through September 1, 1996, plans were initiated to leverage the ICAPP program over GSAMS to the first extension of the programs to Augusta State University. TSYS University. Forty Augusta State University students will begin the ICAPP Compass Program in June, 1997.

The first ICAPP Compass class at Columbus State University began on October 1, 1996. There were 85 students in that first class. Mr. Jones described the course work as extremely rigorous. Students must first prove a very high aptitude for the potential for being computer programmers. They must also undergo a thorough background screening because of the security mandated by the companies that will hire these graduates. Also, the students undergo an extensive interview process. Of the 85 students selected, 63 are HOPE Scholarship recipients. Of the 85 students selected, 73 received ICAPP Work-Cancelable Loans sponsored by the Georgia Student Finance Authority. These loans were part of Governor Miller's incentive program to encourage students to participate in the expedited education program. Each student that is selected into the ICAPP Compass Program, is eligible to receive a \$10,000 Work-Cancelable Loan from the Georgia Student Finance Authority. If the students complete the program satisfactorily, work in a Georgia industry in a field which they have been trained for, over a period of four years, they can cancel their loan at a rate of \$2,500 a year per year of service.

Another 75 students have been selected for the second cycle of the program which will begin in mid-January, 1997, and will be completed in June, 1997. For the third cycle, an additional 50 have been selected to begin in March, 1997, and will complete in August of 1997. An additional 60 students will begin the fourth cycle in June, 1997.

Dr. Jones closed by stating that ICAPP will provide indepth education and training to some 1200 programmers and business analysts over the next three years. During FY 97-98, 310 students will have been selected into the ICAPP Compass Program. In addition, 30 students who will be selected into the program this year who have already been identified as in demand by Columbus-based Blue/Cross Blue/Shield and AFLAC. It is anticipated that approximately 340 to 350 students will be enrolled in ICAPP Programming during the first year.

Regent Jones asked what is the length of the program from beginning to completion. Mr. Jones answered that it is an eight month program, forty hours a week, five days a week. Regent Jones then asked what type of certification the students receive. Mr. Jones answered that the students are awarded a 50 quarter credit hour certificate which qualifies them for the HOPE Scholarship. The 50 hours are applicable to an associates degree or a baccalaureate degree in Applied Computer Science at Columbus State University. A new Masters degree has been implemented at Columbus State University in Applied Computer Science. Regent Jones then asked if the certification for the satellite program at Augusta State University would work the same way. Mr. Jones answered that it does.

Chancellor Portch remarked that this type of collaboration between System Institutions was exactly what the Board had envisioned.

Assistant Vice Chancellor Annie Hunt Burriss resumed her presentation by describing the ICAPP Needs Assessment projects underway and presenting some preliminary results. She explained the Needs Assessment programs are being developed along the lines of workforce supply and

demand trends, business climate analyses , and strategic pilot projects. Certain supply and demand analysis were being developed from data assembled from various federal and state sources by the Georgia Institute of Technology. Georgia Tech is building this database upon Geographic Information System mapping software and will create a Central Office database tool from which to track statewide trends and regional activities. In order to better align our information needs with other state systems currently under redesign, the Board of Regents Office of Development and Economic Services will meet with the State Department of Revenue and KPMG Peat Marwick, which has been hired by the state to evaluate revenue collection and information collection. ICAPP approaches to evaluate business climate issues and perceptions of needs involve an annual statewide business survey, the BOR Listening Forums, a UGA small business survey of 27,000 businesses across the state, and a series of focus group pilots in South Georgia to gather the perceptions of small business and manufacturing executives. Regarding future pilot projects, two are getting underway. The economic base of South Georgia is being examined to evaluate the impact of many textile plant closings and potential economic base replacements. Another aspect under initial analysis is Georgia's international business, particularly southeast Georgia's gateway opportunities, and how the Board of Regents Council for International Education might be linked to leverage our assets on behalf of the state's economic development.

Regent Baranco asked what the plan is for disseminating not only ICAPP but Information Technology and responding to business throughout the System. Regent Baranco said her reason for asking is based on speaking with small business people who have gone to the campus in their area to have computer programs developed and that their efforts have not always been successful. She further stated that often times the problem lies in the fact that business people do not know specifically who to approach on their local campus.

Assistant Vice Chancellor Annie Hunt Burriss responded to Regent Baranco by stating that the Office of Development and Economic Services is the point at which business and industry can make their requests. Her office will contact the campuses.

Ms. Burriss said that the week following this meeting the Georgia Economic Developers Association is having its first annual legislative luncheon. The keynote speaker is Chancellor Portch. The 34 System presidents and representatives from continuing education will attend this meeting.

Regent Cannestra said that a mailing list from the Chambers may be obtained and information can be disseminated to all the small businesses who are interested in ICAPP.

Ms. Burriss said that the Georgia Chamber of Commerce is a partner with ICAPP and helps sponsor listening forums. Regent Cannestra reiterated how helpful Chambers could be in disseminating information.

Regent Leebern then asked for a motion to adjourn the Meeting of the Committee of the Whole and to reconvene the regular Board meeting. Regent Cannestra made the motion and it was seconded by Regent Coleman.

ADJOURNMENT

Secretary Weber reminded the Board that its next meeting would be held in Atlanta on February 11-12, 1997.

There being no further business to come before the Board, the meeting was adjourned at 10:30 a.m. on January 8, 1997.

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

s/ THOMAS F. ALLGOOD, SR.
Thomas F. Allgood, Sr.
Chair, Board of Regents
University System of Georgia