

**MINUTES OF THE MEETING OF THE
BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA
HELD AT
Atlanta, Georgia
August 13-14, 2013**

CALL TO ORDER

The Board of Regents of the University System of Georgia met at approximately 1:32 p.m. on Tuesday, August 13, and 9:32 a.m. on Wednesday, August 14, 2013, in room 7007 of the Board's offices, 270 Washington St. SW, Atlanta, Georgia. The Chair of the Board, Regent William H. NeSmith, Jr., called the meeting to order both days. Present, in addition to Chair NeSmith, were Vice Chair Philip A. Wilheit, Sr.; and Regents C. Dean Alford; Lori Durden; Larry R. Ellis; Rutledge A. Griffin, Jr.; George Hooks; C. Thomas Hopkins, Jr.; Donald M. Leebern, Jr.; Doreen Stiles Poitevint; Neil L. Pruitt, Jr.; Kessel D. Stelling, Jr.; Benjamin J. Tarbutton, III; Richard L. Tucker; T. Rogers Wade; Larry Walker; and Don L. Waters. Regent Kenneth R. Bernard, Jr., was excused Tuesday, August 13; Regent Scott Smith was excused both days.

INVOCATION AND PLEDGE

The invocation and Pledge of Allegiance were given by Regent Benjamin J. Tarbutton, III.

SAFETY BRIEFING

The safety briefing was given by Chief Bruce Holmes.

ATTENDANCE REPORT

The attendance report was given both days by Secretary Burns Newsome.

APPROVAL OF MINUTES

The minutes of the Board of Regents meetings conducted on May 14, June 14, and June 21, 2013, were unanimously approved.

PRESENTATION: UNIVERSITY OF GEORGIA'S THREE-MINUTE THESIS COMPETITION

At approximately 1:36 p.m. on Tuesday, August 13, 2013, Chair NeSmith introduced University of Georgia Interim Provost Libby Morris, who provided background on the university's competition for advanced degree candidates to hone and present their theses in three minutes. Dr. Morris yielded the floor to PhD candidates Ms. Virginia Schutte and Ms. Sau Wai Hung, both contest entrants, who exhibited their three-minute thesis presentations. Copies of Ms. Schutte's and Ms. Hung's presentations are on file with, and available for inspection in, the Office of the Secretary to the Board.

COMMITTEE OF THE WHOLE: PERSONNEL & BENEFITS

The Committee on Personnel & Benefits, meeting as the Committee of the Whole, met at approximately 1:48 p.m. on Tuesday, August 13, 2013. Committee Chair Neil L. Pruitt introduced Vice Chancellor for Human Resources Marion Fedrick, who presented to the Board health plan changes and premiums for year 2014. The Board approved both items. A copy of Ms. Fedrick's presentation, and a recording of her remarks, is on file with, and available for inspection in, the Office of the Secretary to the Board.

COMMITTEE OF THE WHOLE: ACADEMIC AFFAIRS

The Committee on Academic Affairs, meeting as the Committee of the Whole, met at approximately 2:26 p.m. on Tuesday, August 13, 2013. Committee Chair C. Dean Alford introduced Executive Vice Chancellor for Academic Affairs Houston Davis. Dr. Davis presented an updated institutional function and mission policy, intended to more clearly state and guide understanding of the functions and roles of the

various universities and colleges by sector. The Board approved the updated policy, a copy of which is attached as Appendix I. A recording of Dr. Davis' remarks is on file with, and available for inspection in, the Office of the Secretary to the Board.

SPECIAL SPEAKER: UNDOCUMENTED STUDENTS, TUITION & ATTENDANCE

At approximately 2:35 p.m. on Tuesday, August 13, 2013, Chair NeSmith recognized and yielded the floor to a group of students to talk about the tuition rate for undocumented students, as well as the right to attend the Board's highly selective institutions. Mr. Martin Lopez Galicia spoke on the students' behalf. A recording of Mr. Galicia's remarks is on file with, and available for inspection in, the Office of the Secretary to the Board.

INTRODUCTION OF NEW PRESIDENTS

At approximately 9:33 a.m. on Wednesday, August 14, 2013, Chancellor Henry M. Huckaby welcomed and recognized several new USG presidents: President Gregory F. Aloia, College of Coastal Georgia; President Ivelaw L. Griffith, Fort Valley State University; President Kyle Marrero, University of West Georgia; President Jere W. Morehead, University of Georgia; and Interim President Stas Preczewski, Georgia Gwinnett College. Recordings of the presidents' remarks are on file with, and available for inspection in, the Office of the Secretary to the Board.

PRESENTATION: GEORGIA STATE UNIVERSITY'S STUDENT SUCCESS INITIATIVES

Georgia State University Chief Enrollment Officer Timothy M. Renick presented to the Board at approximately 9:40 a.m. on Wednesday, August 14, 2013, the efforts GSU has undertaken to retain students and propel them to successfully meet their goals, and the results of those efforts. A copy of Dr. Renick's presentation and a recording of his remarks are on file with, and available for inspection in, the Office of the Secretary to the Board.

ECONOMIC DEVELOPMENT UPDATE

At approximately 10:40 a.m. on Wednesday, August 14, 2013, Regent Larry R. Ellis introduced Vice Chancellor for Economic Development Mark Lytle, to provide an update on the USG's economic development efforts. Dr. Lytle shared the need to encourage and produce an entrepreneurial spirit among scholars, and the need to create a sense of place renowned for innovation, not unlike the Research Triangle area of Raleigh, North Carolina. A recording of Dr. Lytle's complete remarks is on file with, and available for inspection in, the Office of the Secretary to the Board.

COMMITTEE OF THE WHOLE: STRATEGIC PLAN

At approximately 10:50 a.m., Chair NeSmith introduced Executive Vice Chancellor for Academic Affairs Houston Davis to present information regarding the University System of Georgia Strategic Plan. This plan for 2013-2018 represents USG priorities and special initiatives in the areas of degree completion, academic excellence, economic development, research and innovation, and efficiencies. With motion properly made and variously seconded, the Board unanimously approved the USG Strategic Plan, attached here as Appendix II.

CHANCELLOR'S REPORT

Chancellor Henry M. Huckaby gave his report at approximately 11:07 p.m. on Wednesday, August 14, 2013. The Chancellor commended Dr. Houston Davis and his staff for crafting the new sector policy, which he said will bring clarity to institutional operations; however, Chancellor Huckaby further noted it is not a static policy, and must be updated as institutions' needs and programs change. The Chancellor shared that there will be a System-wide analysis and evaluation of its educators, stating that the USG has an obligation to undertake this difficult matter on behalf of Georgia's students. Chancellor Huckaby touted the acquisition of the State Archives and its staff, sharing that this important asset greatly enriches the USG's resources. Finally, the Chancellor cited several accolades for institutions and their personnel. An audio recording of

Chancellor Huckaby's full remarks is on file with, and available for inspection in, the Office of the Secretary to the Board.

COMMITTEE REPORTS

The reports of the standing committees are attached hereto.

UNFINISHED BUSINESS

There was none.

NEW BUSINESS

Regent Neil Pruitt, chair of the USG Foundation, thanked Regent Kenneth R. Bernard, Jr., immediate past chair, for his service. Regent Pruitt announced the Chancellor's Cup golf tournament, a USG Foundation fundraiser, will be hosted on August 23, 2013, and the USG Foundation Gala will be March 22, 2014.

PETITIONS AND COMMUNICATIONS

Chancellor Henry M. Huckaby announced that he and Executive Vice Chancellor for Administration Steven W. Wrigley would depart August 21, 2013, on a trade mission to China, and that Executive Vice Chancellor for Academic Affairs Houston Davis would be at the helm of the USG in his absence. Chair William H. NeSmith, Jr., announced the September Board of Regents meeting would be one day, Wednesday, September 11, 2013. Chair NeSmith stated further that he would like the Board to travel to and tour the State Archives in the immediate future, to better understand and appreciate the USG's newest asset; Chair NeSmith hoped this might be done in conjunction with the September meeting.

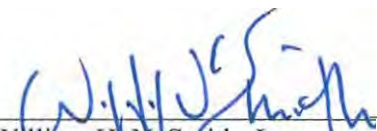
EXECUTIVE SESSION

At approximately 11:50 a.m. Wednesday, August 14, 2013, Chair NeSmith called for an executive session for the purpose of discussing personnel matters. With motion properly made and variously seconded, the Regents voted unanimously to go into executive session. University System of Georgia staff members who were also present for portions of the executive session included Chancellor Huckaby and members of his staff. An affidavit regarding this executive session is on file with the Office of the Secretary to the Board.

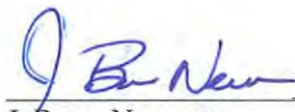
At approximately 12:49 p.m., Chair NeSmith reconvened the Board meeting in its regular session and announced that no actions were taken during the executive session.

ADJOURNMENT

There being no further business to come before the Board, the meeting was adjourned at approximately 12:50 p.m. on Wednesday, August 14, 2013.



William H. NeSmith, Jr.
Chair, Board of Regents
University System of Georgia



J. Burns Newsome
Secretary, Board of Regents
University System of Georgia

MINUTES OF THE MEETING OF THE COMMITTEE ON ACADEMIC AFFAIRS

The Committee on Academic Affairs met on Tuesday, August 13, 2013, at approximately 2:45 p.m. in room 5158 of the Board's offices, 270 Washington Street SW, Atlanta, Georgia. Committee members in attendance were Committee Chair C. Dean Alford; and Regents Lori S. Durden; Larry R. Ellis; Rutledge A. Griffin, Jr.; C. Thomas Hopkins; Neil L. Pruitt; Benjamin J. Tarbutton, III; and T. Rogers Wade. The Vice Chair of the Board, Regent Philip A. Wilheit, Sr., also was in attendance.

- 1 The Board approved establishment of a Bachelor of Science with a major in Psychology at Dalton State College.
2. The Board approved establishment of a Bachelor of Arts with a major in Applied Computer Science at Kennesaw State University.
3. The Board approved a program modification for the first online offering of the existing Bachelor of Business Administration with a major in Management at Savannah State University.
4. The Board approved substantive changes to three degree programs at the Georgia Institute of Technology: Bachelor of Science in Architecture; Master of Science in Architecture; and Bachelor of Science in Industrial Design.
5. The Board approved endorsement of an Associate of Science Degree in Criminal Justice offered by West Georgia Technical College, to articulate with the University of West Georgia.
6. The Board approved termination of 30 degree programs at Georgia Highlands College.
7. The Board approved establishment of the Catherine M. and James E. Allchin Early Career Professorship in the Georgia Institute of Technology College of Computing.
8. The Board approved establishment of the Fouts Family Chair in the Georgia Institute of Technology H. Milton Stewart School of Industrial and Systems Engineering.
9. The Board approved establishment of the University of Georgia Foundation Professorship in Engineering at the University of Georgia.
10. The Board approved certain named faculty appointments and endowed positions, copies of which are on file with, and available for inspection in, the Office of the Secretary to the Board.

ADJOURNMENT

There being no further business to come before the committee, the meeting was adjourned at approximately 3:45 p.m. on Tuesday, August 13, 2013.

MINUTES OF THE MEETING OF THE COMMITTEE ON ORGANIZATION AND LAW

The Committee on Organization and Law met on Tuesday, August 13, 2013, at approximately 3:50 p.m. in room 5158 of the Board's offices, 270 Washington Street SW, Atlanta, Georgia. Committee members in attendance were Committee Chair Rutledge A. Griffin, Jr.; and Regents C. Dean Alford; Lori S. Durden; Larry R. Ellis; C. Thomas Hopkins; Neil L. Pruitt; Benjamin J. Tarbutton, III; and T. Rogers Wade. The Vice Chair of the Board, Regent Philip A. Wilheit, Sr., also was in attendance.

1. The Board approved Columbus State University President Timothy Mescon's request to award honorary degrees to Mr. Ray E. Crowley and Mrs. Evelyn M. Crowley.
2. The Board authorized the University of North Georgia to enter mutually beneficial arrangements to engage in emergency management services with Forsyth, Hall, Lumpkin and Oconee counties, as well as the cities of Cumming, Dahlonega, Gainesville, Oakwood and Watkinsville.

EXECUTIVE SESSION

At approximately 3:55 p.m. on Tuesday, August 13, 2013, Chair Griffin called for an executive session for the purpose of discussing personnel matters and student records. With motion properly made and seconded, the Regents who were present voted unanimously to go into executive session. An affidavit regarding this executive session is on file in the Office of the Secretary to the Board.

Chair Griffin reconvened the committee in its regular session at approximately 4:43 p.m. and announced that no actions were taken during executive session. With motion properly made and unanimously seconded, the Regents who were present voted to deny the applications for review submitted by Dr. James Barsness of the University of Georgia; Mr. Olabode Sowemimo of Georgia State University; Mr. Donald Doult of Valdosta State University; Mr. Judson Lewis of Georgia State University; and seven student applications for review, numbered 2250, 2255, 2256, 2257, 2258, 2259, 2260. Regent Wilheit recused himself from application 2257.

ADJOURNMENT

There being no further business to come before the committee, the meeting was adjourned at approximately 4:45 p.m. on Tuesday, August 13, 2013.

**MINUTES OF THE MEETING OF THE
COMMITTEE ON INTERNAL AUDIT, RISK, AND COMPLIANCE**

The Committee on Internal Audit, Risk, and Compliance of the Board of Regents of the University System of Georgia met at approximately 3:00 p.m. on Tuesday, August 13, 2013, in room 7007 of the Board's offices, 270 Washington St. SW, Atlanta, Georgia. The chair of the committee, Regent Larry Walker, called the meeting to order. Present, in addition to Regent Walker, were Regents George Hooks; Donald M. Leebern, Jr.; Kessel D. Stelling; Richard L. Tucker; and Don L. Waters. The Chair of the Board, Regent William H. NeSmith, Jr., also was present. Regents Kenneth R. Bernard, Jr.; Doreen Stiles Poitevint; and E. Scott Smith were excused.

1. The committee heard an overview of Fiscal Year 2012 State Audit results relating to federal financial aid and an outline of current actions to improve management of federal financial aid programs.

ADJOURNMENT

There being no further business to come before the committee, the meeting was adjourned at approximately 3:30 p.m. on Tuesday, August 13, 2013.

MINUTES OF THE MEETING OF THE COMMITTEE ON REAL ESTATE AND FACILITIES

The Committee on Real Estate and Facilities of the Board of Regents of the University System of Georgia met at approximately 3:40 p.m. on Tuesday, August 13, 2013, in room 7007 of the Board's offices, 270 Washington St. SW, Atlanta, Georgia. The chair of the committee, Regent Kessel D. Stelling, called the meeting to order. Present, in addition to Regent Stelling, were Regents George Hooks; Donald M. Leebern, Jr.; Richard L. Tucker; Larry Walker; and Don L. Waters. The Chair of the Board, Regent William H. NeSmith, Jr., also was present. Regents Kenneth R. Bernard, Jr.; Doreen Stiles Poitevint; and E. Scott Smith were excused.

1. The committee heard an informational item on integrated evaluation of proposals.
2. The committee heard an update on 2013 General Obligation Bond Issues by the Georgia State Financing and Investment Commission and the University System of Georgia.
3. The Board approved distribution of Major Repair and Renovation funds in accordance with staff recommendations.
4. The Board authorized distribution of Major Repair and Renovation funds for funds authorized in the Fiscal Year 2014 legislative session as a separate line item for the University of Georgia College of Agriculture & Environmental Sciences.
5. The Board accepted the transfer of approximately 1,047.09 acres of improved real property located in Oconee County, from the United States of America for the use and benefit of the University of Georgia.
6. The Board authorized Project No. BR-30-1402, Cherry Street Streetscape and Utility Expansion, at the Georgia Institute of Technology, with a total project budget of \$3,250,000 to be funded from GIT reserves.
7. The Board authorized Project No. BR-30-1401, Gilbert H. Boggs Chemistry Building Renovation, at the Georgia Institute of Technology, with a total project budget of \$9,900,000 to be funded from \$9,000,000 in GIT funds, and \$900,000 in FY 2014 Major Repair and Renovation funding.
8. The Board authorized Project No. BR-40-1401, 1st Floor Build-out, Cancer Research Center, at Georgia Regents University, with a total project budget of \$3,013,635, to be funded by GRU Medical Center.
9. The Board authorized Project No. BR-40-1402, GRU Enterprise Wayfinding and Signage, at Georgia Regents University, with a total project budget of \$3,828,096, to be funded from \$2,252,111 in GRU funds (margin & philanthropy) and \$1,575,985, in GRU Medical Center capital funds.
10. The Board approved modification of the budget of Project No. J-209, Cancer Research Building, at Georgia Regents University, to decrease the total project budget from \$99,450,000 to \$62,500,000.
11. The Board appointed the first-named design professional firm listed below for project J-208, Health Center, at Georgia Southern University, 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. The project will be funded from \$10,000,000 in State General Obligation Bonds and \$635,000 in Georgia Southern University funds.

Total Project Cost: \$10,635,000
Construction Cost (Stated Cost Limitation): \$ 8,325,000

Number of firms that applied for this commission: 24

Recommended firms in rank order:

1. Collins Cooper Carusi Architects, Inc., Atlanta
2. Stanley Beaman & Sears, Inc., Atlanta
3. Clark Nexsen, P.C., Macon
4. Lott + Barber, Inc., Savannah
5. 2WR of Georgia, Inc., Columbus

12. The Board appointed the first named program management firm listed below for project No. J-209, Cancer Research Building, at Georgia Regents University, 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. Funding of this project will be from \$50,000,000 in G.O. Bonds (\$45,000,000 anticipated in FY 2014 and \$5,000,000 anticipated in FY 2015) and \$12,500,000 in philanthropy.

Total Project Cost: \$62,500,000
Construction Cost (Stated Cost Limitation): \$44,500,000

Number of Program Management firms that applied for this commission: 12

Recommended firms in rank order:

1. Jacobs Project Management Co., Atlanta
2. BDR Partners, LLC, Atlanta
3. Gleeds USA, Atlanta
4. ADAMS Management Services, Inc., Rome
5. Jones Lang LaSalle Americas, Inc., Atlanta

13. The Board approved the naming of the tennis courts at the College of Coastal Georgia the “Marta and Bill Torrey Tennis Complex,” in recognition of Marta and Bill Torrey.

ADJOURNMENT

There being no further business to come before the committee, the meeting was adjourned at approximately 3:55 p.m. on Tuesday, August 13, 2013.

MINUTES OF THE MEETING OF THE EXECUTIVE AND COMPENSATION COMMITTEE

The Executive and Compensation Committee of the Board of Regents of the University System of Georgia met on Wednesday, August 14, 2013, in room 7019 of the Board's offices, 270 Washington St. SW, Atlanta, Georgia. The chair of the committee, Regent William H. NeSmith, called the meeting to order at approximately 8:30 a.m. Present, in addition to Chair NeSmith, were Vice Chair Philip A. Wilheit, Sr.; and Regents Kenneth R. Bernard, Jr.; Larry R. Ellis; Kessel D. Stelling, Jr.; Benjamin J. Tarbutton, III; and Larry Walker.

1. The Board approved naming Dr. Michael Adams and Dr. Beheruz Sethna as Presidents Emeriti of the University of Georgia and the University of West Georgia, respectively.
2. The Board waived the provisions of Board Policy 2.1 regarding presidential searches to allow the current Interim President of Georgia Highlands College to be a candidate in the presidential search.

EXECUTIVE SESSION

At approximately 8:43 a.m., Chair William H. NeSmith called for an executive session for the purpose of discussing personnel and legal matters. With motion properly made and seconded, the Regents who were present voted unanimously to go into executive session. An affidavit regarding this executive session is on file in the Office of the Secretary to the Board.

Chair NeSmith reconvened the committee in its regular session at approximately 9:08 a.m. and announced that no actions were taken during executive session.

ADJOURNMENT

There being no further business to come before the committee, the meeting was adjourned at approximately 9:15 a.m. on Wednesday, August 14, 2013.

Policy 2.10 Institutional Function & Mission

The mission of the University System of Georgia (USG) is achieved through the collective missions of our state's public colleges and universities. The role of public higher education in Georgia is to drive economic development and produce more educated individuals to contribute to the quality of life in the state. USG institutions are responsible for producing graduates with the requisite skills and knowledge to ensure Georgia's strong future in the knowledge-based and global economy. The individual mission and function of the institutions within the USG must be aligned with the overall USG mission in order to strategically meet the higher education needs of the State.

To that end, the function and mission of each institution in the University System of Georgia (USG) is determined by the Board of Regents, and any change in institutional function and mission must be approved by the Board. Institutional function determines the scope of activity of the institution over a considerable period of time and covers the following aspects:

- the level at which the institution will operate
- the types of educational degree programs to be offered
- the cost of attending the institution (student tuition and fees)
- the admissions selectivity of the institution and the extent to which the institution serves as a primary point of access to higher education for under-represented students in a geographic region of Georgia
- the extent to which the institution engages in teaching, research, and service

Specific functions and missions for individual institutions and the procedures to request a change in functional sector, functional sector category, and institutional mission can be found in the Institutional Function and Mission Guidelines in the Academic and Student Affairs Handbook.

USG institutions are classified according to the following functional sectors (institutions with asterisks carry a special mission designation):

Research Universities

Institutions classified as research universities offer a broad array of undergraduate and graduate and professional programs and are characterized as doctoral-granting with a Carnegie Classification of very high or high research activity. Associate degrees are typically not offered at research universities. While teaching is a core focus at all USG institutions, the emphasis on basic and applied research is much heavier at research universities than any other institutional sector. It is expected that institutions operating within this sector will be world-class research institutions with significant commitments to receipt of external funding, philanthropic giving, and fundraising at the highest levels.

- Georgia Institute of Technology*
- Georgia State University
- University of Georgia*
- Georgia Regents University*

Comprehensive Universities

Institutions classified as comprehensive universities offer a number of undergraduate and master's-level programs with some doctoral programs. Typically, associate-level degrees are not offered at

comprehensive universities. Graduate programs at comprehensive universities are characterized as master's-dominant. While teaching is a core focus at all USG institutions, the emphasis on basic and applied research is heavier at comprehensive universities than state universities or state colleges, but not emphasized as heavily as research universities. It is expected that institutions within this sector will be committed to being world-class academic institutions.

- Georgia Southern University
- Valdosta State University
- Kennesaw State University
- University of West Georgia

State Universities

Institutions included in the state universities sector offer a number of undergraduate and master's-level programs, but very few doctoral programs. Only five (designated with a ^ mark) of the ten state universities are currently approved to offer one or more doctoral programs. These five state universities' doctorate-level academic program offerings are characterized as limited, select doctoral programs. Associate-level degrees can be offered at these universities, but they are also typically limited. While teaching is a core focus at all USG institutions, the emphasis on research activity at these state universities includes some basic research, but is typically more focused on institutional and/or applied research.

- Albany State University
- Armstrong Atlantic State University ^
- Clayton State University
- Columbus State University ^
- Fort Valley State University*
- Georgia College & State University* ^
- Georgia Southwestern State University
- Savannah State University
- Southern Polytechnic State University*
- University of North Georgia* ^

State Colleges

Balanced Bachelor's and Associate State Colleges

Institutions included in the balanced bachelor's and associate-level state colleges group offer bachelor's degrees, associate programs, and general education courses, but no graduate programs. These state colleges are characterized as balanced bachelor's and associate-level degrees with bachelor's programs focused on specialized academic and economic development program areas and regional, college educated workforce needs. The emphasis at these state colleges is on teaching and service with limited focus on basic or applied research activity.

- Abraham Baldwin Agricultural College*
- Atlanta Metropolitan State College
- College of Coastal Georgia*
- Dalton State College
- Georgia Gwinnett College*
- Gordon State College
- Middle Georgia State College

Associate Dominant-Select Bachelor's State Colleges

Institutions included in the associate dominant state colleges group are characterized as offering associate-dominant programs and general education courses, with very few, select, professionally oriented

bachelor's degree programs. The select bachelor's programs are focused on specialized academic and economic development program areas and regional, college-educated workforce needs. The emphasis at these state colleges is on teaching and service with limited focus on basic or applied research.

- Bainbridge State College
- Darton State College
- East Georgia State College
- Georgia Highlands College
- Georgia Perimeter College
- South Georgia State College

*The institutions below carry a specialized function and mission within the USG:

Georgia Institute of Technology – Georgia Tech is the state's designated technological research institution

Georgia Regents University – GRU serves as the state's only dedicated health sciences/medical college

University of Georgia – UGA is Georgia's land-grant institution established by the Morrill Act of 1862, and also was designated by the Hatch Act in 1887 to establish an agricultural experiment station

Georgia College & State University – GC&SU is the state's designated public liberal arts institution

University of North Georgia – UNG is Georgia's designated Military College

Fort Valley State University – FVSU is the state's only 1890 designated land grant institution

Southern Polytechnic State University – SPSU is the state's designated technological state university

Abraham Baldwin Agriculture College – ABAC is Georgia's designated agricultural state college

College of Coastal Georgia – CCG was designated by the Board in 2009 to become a college of choice for Georgia residents and provide expanded baccalaureate degree offerings in this region of the state

Georgia Gwinnett College – GGC was established by the Board to provide access to targeted baccalaureate level degrees that meet the economic development needs of the growing and diverse population of the north east Atlanta metropolitan region. It is the only state college that offers exclusively bachelor's degrees.

USG STRATEGIC PLAN
Framework for the Strategic Plan and Public Agenda
for the University System of Georgia

Public higher education has changed dramatically in the last ten years. Concerns about affordability are greater than ever, and pressures on quality continue to increase. Questions are raised about the value of getting a bachelor's degree at the same time data show that the jobs of the future will require higher levels of education. Unemployment rates among college graduates remain much lower than those without. But state support has declined and costs of attendance have shifted even more to families and students. Yet other large industrial nations, like China and India, are threatening the long-held U.S. leadership position in higher education and number of college graduates. To compete economically, Georgia must raise the attainment levels of its citizens.

Building upon the Governor's and USG Regents' Complete College Georgia initiative, the Strategic Plan and Public Agenda of the University System of Georgia will accelerate higher education's commitment to educational attainment, accountability, partnerships, performance, value, and global competitiveness. College is increasingly a prerequisite to a middle class life and is a key to economic development and creating strong communities. Our universities and colleges are providing the transfer of research, information, and critical thinking skills that will ensure Georgia's strong future in the knowledge-based economy. This public agenda for USG makes college completion and knowledge transfer a top priority through a series of actions and measures of progress with additional commitments to the Governor's Strategic Goals for Georgia.

Both the Governor's Strategic Goals and this USG Strategic Plan and Public Agenda share the goals of educating Georgia's citizens for success in the global economy with a commitment to preparation for life-long learning and involvement in society.

Academic programs, research and services that correspond with job growth and creation will strengthen areas of distinct advantage for Georgia in the global marketplace. Higher education is a central contributor to the educational, economic, social, and cultural future of the state and has a major impact on health and quality of life measures. Through efficient deployment of research, teaching, and service and increased attention to public and private partnerships, the university system will ensure that it is a responsive and transformational enterprise for the citizens of Georgia. Use this website to track the forward progress of our public agenda for academic excellence, economic development, innovation and adaptation.

STRATEGIC IMPERATIVE 1

Commitment to Academic Excellence and Degree Completion

The future of our state depends on Georgians obtaining meaningful college credentials at a significantly higher rate than today. This commitment to degree completion will target the emerging workforce represented by our youth as well as the existing adult workforce, many of whom have some college but no degree.

Develop Partnerships for College Readiness

The USG will develop more intentional partnerships with K-12 education and the Technical College system and better utilize programs and assessments to ensure academic readiness for all students. We will define the success of our partnerships by what benefits our students and the State of Georgia. Collectively, Georgia's educational partners will ensure that more Georgians graduate from high school ready for college and careers and increase the number of students participating in postsecondary education and earning degrees.

Reaffirm Commitment to Collegiate Access and Affordability

The USG will maintain its longstanding commitment to collegiate access, affordability, and value. Overall costs to students and families must be mitigated by affordable degree options and through continuance of a cost effective, access tier of colleges. Our access tier will accomplish this goal through a rigorous, focused commitment to educating students while minimizing some of the amenities that increasingly define, but also increase the cost of, a college education. Finally, private sector and alumni support is an absolute requirement to support our continued efforts to increase need-based grants and aid.

Develop New, Flexible and Affordable Degree Options

The USG is committed to the development of new and flexible general education and degree program pathways that promote affordable and high-quality course and degree completion options to Georgians. Next generation academic program structures and innovations in distance learning, prior learning assessment, and open courses and learning resources provide opportunities for great expansion of the academic enterprise.

Ensure Student Support for At-Risk Populations

The USG will continue the work to ensure student support for at-risk student populations, whether economically challenged or underprepared academically. From influencing aspirations for college to establishing services and support for enrolled students, the USG and its educational partners recognize that postsecondary education is increasingly a prerequisite to a middle class life and is a key to economic development and creating strong communities.

Commit to High-Quality Programs, Teaching, and Learning

The USG is committed to maintaining and improving the quality and diversity of academic programs, teaching, and learning opportunities. By placing an emphasis on academic program reviews, accreditation standards, faculty development opportunities, and pedagogical improvements, the universities and colleges will ensure the continual improvement of programs, curriculum, learning outcomes, and assessments.

STRATEGIC IMPERATIVE 2

Commitment to Economic Development and World Class Research

The USG will ensure that Georgia remains a leader in an increasingly competitive and complex global economy by supporting business recruitment and retention, driving business creation, and spurring research and creativity that make the state a center of innovation, discovery, and entrepreneurship.

Academic programs, research, and services that correspond with job growth and creation will strengthen areas of distinct advantage for Georgia in the global marketplace. Through efficient deployment of research, teaching, and service and increased attention to public and private partnerships, the university system will ensure that it is a responsive and transformational enterprise for the citizens of Georgia.

Focus on Economic Development

The USG will drive the growth of our state's knowledge-based economy and entrepreneurial ecosystem while supporting the economic development efforts of our government, businesses, and communities across the state. The USG will work with partners to identify economic development needs, to enable research and innovation, and to provide a visible gateway to the vast assets of the system. Whether through business and industry relationships, education and training with military partnerships, internship activities, or other direct linkages of academic programs to career opportunities, the system and its campuses will strive for programmatic rigor and relevance as well as strong ties to the state's need for research and services in the knowledge economy.

Lead in Community Development Partnerships

The USG and its member universities and colleges will reaffirm the commitment to being strong stewards of the public's trust and provide leadership of community development partnerships. Higher education is a central contributor and voice to the educational, economic, social, and cultural future of the state. The system and its campuses are committed to providing timely and direct connections to local businesses, services, and community development.

Pursue Excellence in Research and Graduate/Professional Education

The USG is committed to positioning Georgia as an international center of research, discovery, innovation, and entrepreneurship. System coordination toward this goal is critical because, collectively, the pooled resources of the USG research universities, key university partners in the public and private sector, and centers of research, graduate education, and innovation on other USG campuses represent a powerful collection of assets. Georgia's top-tier research assets and opportunities must be grown to ensure that the state's full potential is realized in the knowledge economy.

Make Commitment to International Education

The USG is committed to increasing international education opportunities through student and faculty exchanges and to ensuring that all students in the system graduate as active and aware participants in the global economy and society.

STRATEGIC IMPERATIVE 3

Commitment to Accountability & Efficiency, and Leadership in Higher Education Innovation

We will ensure that the research, teaching and service resources and assets in higher education are efficiently and effectively utilized and serve as an investment in the future of Georgia. Partnerships must continue to be developed that include corporate relations, philanthropic organizations, external sponsorship, and increased fundraising.

Further, the system and its leadership are committed to a critical exploration of the overall higher education enterprise so that Georgia remains a leading state and system of institutions amid the disruptive innovations in technology, business, and education.

Commit to Measures of Performance and Accountability

The USG and its institutions are committed to measuring performance and being accountable for its decisions. In addition to adoption of system-wide completion metrics and a new funding formula driven by outcomes rather than enrollments, the system will eliminate low-enrollment academic programs and limit the approval of new degrees without sufficient data demonstrating need. Data-driven decisions about facilities management and construction, budget allocations, and the need for new programs and facilities will become standard. Institutions will steward their resources and reputations through managing risk, meeting legal and ethical obligations, and by proactively managing operations in a fiscally sound manner.

Continue to Seek Operation Efficiencies

The USG is committed to pursuing operational efficiencies and being a model steward of resources. Institutional consolidation, reducing administrative costs, closer monitoring of degree programs, and improving and expanding the shared services function all contribute to greater resource management. The USG must manage its current physical space far more effectively, build fewer new buildings, and invest in repurposing current facilities to serve the modern student more efficiently. Facilities funding decisions will be linked to space utilization data and demonstrated need.

Embrace Goals of Currency, Relevance and Innovation

The USG is committed to timely and thorough review of programs, services, and policies for currency and relevance. Disruptive innovations within the higher education enterprise require that we think critically about current strategies and position our university and college system for the challenges and opportunities that will come in the next decade. The USG and its institutions must remain proactive to stay abreast of the rapidly changing world of public higher education. As one of the largest and most complex systems in the nation, the USG must remain a leader in finding new ways to serve students at the least cost and highest quality.