



**BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA**  
**270 Washington Street, S.W.**  
**Atlanta, Georgia 30334**

**BOARD OF REGENTS MEETING AGENDA**  
**Tuesday, March 8, 2011**

<u>Approximate Times</u>	<u>Tab</u>	<u>Agenda Item</u>	<u>Presenter</u>
<b>8:30 AM</b> Room 7019	<b>1</b>	Executive & Compensation Committee Meeting	Chairman Willis Potts
<b>9:30 AM</b>		<u>Track I Committee Meetings</u>	
Room 7007	<b>2</b>	Organization & Law	Regent Larry Walker
Room 7007	<b>3</b>	Academic Affairs	Regent William NeSmith
Room 7007	<b>4</b>	Health Professions and Education	Regent Kenneth Bernard
Room 7007	<b>5</b>	Finance & Business Operations	Regent Benjamin Tarbutton
<b>9:30 AM</b>		<u>Track II Committee Meetings</u>	
Room 5158	<b>6</b>	Real Estate & Facilities	Regent James Jolly
Room 5158	<b>7</b>	Internal Audit, Risk and Compliance	Regent Kessel Stelling
<b>11:30 AM</b> Room 7010	<b>8</b>	Board Luncheon	
<b>12:15 PM</b> Room 7007	<b>9</b>	Call to Order	Chairman Willis Potts
	<b>10</b>	Invocation	Regent Doreen Poitevint
	<b>11</b>	Pledge of Allegiance	Regent Doreen Poitevint
	<b>12</b>	Safety Briefing	Chief Bruce Holmes
	<b>13</b>	Attendance Report	Secretary J. Burns Newsome
	<b>14</b>	Approval of February Minutes	Chairman Willis Potts
<b>12:25 PM</b>	<b>15</b>	Introduction of House Speaker Honorable David Ralston	Chairman Willis Potts
	<b>16</b>	Recognition of Guests	Chairman Willis Potts
<b>12:30 PM</b>	<b>17</b>	Committee of the Whole: Student Success Student Success & Faculty Development	Regent Larry Ellis Dr. Linda Noble Dr. Donna Llewellyn, GA Tech. Dr. Matthew Baker, GA Tech.



Approximate  
Times

Tab

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**EXECUTIVE AND COMPENSATION COMMITTEE**

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INFORMATION ITEM

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| 1. Executive Session | 1 |
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**1. Information Item**

The Committee plans to discuss personnel and compensation matters, as well as Chancellor and Presidential Searches. Materials will be distributed in Executive Session.

**AGENDA**

**COMMITTEE ON ORGANIZATION AND LAW**

**March 8, 2011**

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**COMMITTEE ON ORGANIZATION AND LAW**

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**COMMITTEE ON ACADEMIC AFFAIRS**

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**CONSENT ITEMS**

## AGENDA

### COMMITTEE ON ACADEMIC AFFAIRS

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#### CONSENT ITEMS

##### II. Named/Endowed Positions

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| 12. Establishment of the Frank Brown Distinguished Chair in Servant Leadership, Columbus State University                         | 13 |
| 13. Establishment of The Colonel Richard R. Hallock Distinguished University Chair in Military History, Columbus State University | 14 |
| 14. Advancement of the William H. Brooks, M.D. Chair in Obstetrics and Gynecology, Georgia Health Sciences University             | 15 |
| 15. Establishment of the Arch Professorship in World Languages and Cultures, University of Georgia                                | 16 |
| 16. Advancement of the Lambdin Kay Distinguished Professorship for the Peabody Awards, University of Georgia                      | 17 |
| 17. Named Faculty Positions   | 18 |







3. **Establishment of a Bachelor of Science with a major in Mathematics (with a secondary teacher certification track), College of Coastal Georgia**

Recommended: That the Board approve the request of President Valerie Hepburn that the College of Coastal Georgia (“CCG”) be authorized to establish a Bachelor of Science with a major in Mathematics (with a secondary teacher certification track), effective March 8, 2011.

Abstract: CCG seeks approval to establish a Bachelor of Science with a major in Mathematics with a secondary teacher certification track and mathematics track. The program was identified as a targeted program through the institution’s strategic planning process. CCG is focused on addressing teacher education needs within its underserved area of the state. The secondary teacher certification track will adhere to the guidelines and standards of the Geor



5. **Establishment of a Master of Science in Architecture, Southern Polytechnic State University**

Recommended

**6. Establishment of a Doctor of Philosophy in Public Health, Georgia State University**

Recommended: That the Board approve the request of President Mark P. Becker that Georgia State University (“GSU”) be authorized to establish a Doctor of Philosophy in Public Health, effective March 8, 2011.

Abstract: GSU seeks approval to establish a Doctor of Philosophy in Public Health. The program will offer an initial concentration in the Behavioral Aspects of Health. The purpose of the new degree will be to educate the next generation of prevention scientists for conducting behavioral science research in academia, governmental public health, health care organizations, and the private sector. A graduate will contribute to new knowledge, to a better understanding of health disparities, and to the development of new interventions to promote health. Students who do not currently hold a Master of Public Health degree will be required to take basic core courses in the program. Courses in environmental health, biostatistics, and health policy and management will also be included in the program. The proposed program would further position the university to help solve health problems associated with urban communities by connecting the research and teaching assets of higher education to communities at risk.

Need

Committee on Academic Affairs

**8. Establishment of a Master of Biomanufacturing and Bioprocessing, University of Georgia**

Recommended: That the Board approve the request of President Michael F. Adams that the University of Georgia (“UGA”) be authorized to establish a Master of Biomanufacturing and Bioprocessing, effective March 8, 2011.

Abstract: UGA seeks approval to establish a professional science Master of Biomanufacturing and Bioprocessing degree to be responsive to the state’s educational and economic needs. The program will advance the model for introducing highly technical methods to science students to prepare them for immediate engagement in an industry that requires STEM (Science, Technology, Engineering, and Mathematics) skills along with experience in business and project management skills. The program includes directed projects and industry internships to garner full immersion in the field. The interdisciplinary program will be offered through the combined efforts of the Colleges of Arts and Sciences, Agricultural and Environmental Sciences, Veterinary Medicine, Pharmacy, the Warnell School of Forestry and Natural Resources, and the Graduate School. Students will be required to have a thorough understanding of microbiology, genetics, biochemistry, and engineering in addition to an understanding of industrial methods, supply chains, finance, operations management, and regulatory and environmental issues. Students will choose one of three focus areas: biofuels/biochemicals, industrial/environmental, and pharmaceutical. In addition to industry internships, existing facilities such as the UGA Bioexpression and Fermentation Facility will serve as an additional site for projects and research. Students will be introduced to resources including the UGA Biobusiness Incubator, GeorgiaBIO, the Terry College of Business Entrepreneurship program, and various companies.

Need: Georgia based companies have indicated that a growing need exists for biotechnologists. With the emergence of bio-based industries, a dearth of scientists, engineers, and technicians exist to manage and operate industrial plants. The program will develop graduates who can be placed in various aspects of the biomanufacturing and bioprocessing industry inclusive of pharmaceuticals, biochemicals, biofuels, the defense industry, commercial sector, and other areas. The UGA program will fill a niche with its focus on the full manufacturing and processing experience with practical training and exposure to industrial grade equipment. Graduates with a combination of technical, scientific, business, and project management skills are highly sought.

Assessment: The Office of Academic Affairs will work with the institution to measure the success and continued effectiveness of the proposed program. The program will be reviewed in concert with the institution’s programmatic schedule of comprehensive program reviews.







11. **Termination of the Bachelor of Science in Manufacturing with a major in Industrial Management, Georgia Southern University**

Recommended: That the Board approve the request of President Brooks A. Keel that Georgia Southern University (“GSOU”) be authorized to terminate the Bachelor of Science in Manufacturing with a major in Industrial Management, effective December 31, 2011.

Abstract: GSOU seeks approval to terminate the Bachelor of Science in Manufacturing with a major in Industrial Management. In January 2008, the program was deactivated in order to assess its continued viability. After a period of program review and analysis, GSOU has determined that the program should be removed from its inventory of academic offerings. Currently, only three students are enrolled in the degree program. It is anticipated that matriculants will graduate by the end of the spring 2011 term. The termination effective date would be the end of the fall 2011 term. Termination of the program will not adversely impact faculty or students.

**IV. Named/Endowed Positions**

**Establishment of Named Faculty Positions**

Recommendations for action encompassing items 12 through 16 of this document have been submitted by university system institutions seeking to establish or advance special faculty positions that have been developed through the philanthropy of donors. Named faculty positions are often developed to recruit scholars who have made contributions to academic life and/or to knowledge in their academic discipline.

The requested position meets and/or exceeds minima funding requirements per institutional sector as prescribed in *The Policy Manual*, Section 8.3.2.2 as provided in the table below.

Research and Regional Universities		State Colleges, State Universities, and Two Year-Colleges	
Distinguished University Chairs	\$ 2,000,000		
Distinguished Chairs	\$ 1,000,000	Distinguished Chairs	\$ 500,000
Chairs	\$ 500,000	Chairs	\$ 300,000
Distinguished Professorships	\$ 400,000	Distinguished Professorships	\$ 200,000
Professorships	\$ 200,000	Professorships	\$ 100,000
Distinguished Scholar	\$ 100,000	Distinguished Scholar	\$ 50,000
Fellowships	\$ 50,000	Fellowships	\$ 30,000
Lecture or Seminar Series	\$ 50,000	Lecture or Seminar Series	\$ 30,000

The institutional requests (items 12 through 16) to establish or advance named positions can be found on the following pages within this document.

12. **Establishment of the Frank Brown Distinguished Chair in Servant Leadership, Columbus State University**

Recommended: That the Board approve the request of President Timothy S. Mescon that Columbus State University (“CSU”) be authorized to establish the Frank Brown Distinguished Chair in Servant Leadership, effective March 8, 2011.

Abstract: CSU seeks to establish the Frank Brown Distinguished Chair in Servant Leadership. A check from the donor has been received in the amount of \$500,000. There is already \$400,000 in the account making a total of \$900,000 currently available in the corpus for this gift. The gift is intended to be an anonymous donation. The Distinguished Chair will be named in honor of President Emeritus Dr. Frank Brown. Dr. Brown had the vision to create Columbus State University’s renowned Servant Leadership program, now in its eleventh year. The program’s graduates complete a four-year academic and community immersion in servant leadership and are making profound impacts on the communities they serve.

**13. Establishment of The Colonel Richard R. Hallock Distinguished University Chair in Military History, Columbus State University**

Recommended: That the Board approve the request of President Timothy S. Mescon that Columbus State University (“CSU”) be authorized to establish The Colonel Richard R. Hallock Distinguished University Chair in Military History, effective March 8, 2011.

Abstract: CSU seeks to establish The Colonel Richard R. Hallock Distinguished University Chair in Military History. An agreement detailing the funding sources describes an annuity that will provide payments to the CSU foundation in the amount of one hundred thousand dollars annually for the rest of Mrs. Richard Hallock’s lifetime and a testamentary gift that will provide a two million dollar gift from the Richard R. Hallock Foundation upon the death of Mrs. Hallock. Included within this recommendation is a request to enable President Mescon to execute the gift.

Biosketch of the Endowed Chair Namesake: Colonel Richard R. Hallock was a much decorated paratrooper in World War II, a personal aide for intelligence to General Lucius D. Clay in Berlin after the war, and the youngest major to be a battalion commander in Korea. As a master parachutist, he won 27 decorations including a Silver Star, five Bronze Stars, and the Legion of Merit. In his long career at the Pentagon, he was renowned for pursuing the interests of America’s soldiers, sometimes in the face of vigorous bureaucratic opposition. He led a ten year, behind the scenes battle for the Army to adopt as its standard rifle the M-16, which he knew from extensive experiences and field testing to be the best weapon for the American infantrymen.

Upon leaving active service in 1967, Col. Hallock became an adviser to Defense Secretary James Schlesinger and consulted on political/military affairs, particularly in the Middle East. He and his wife, Myriam Johnston Hallock, retired to Oberlin, Ohio, where Col. Hallock, in consultation with faculty at his alma mater, Oberlin College, developed the idea for a class and lecture series to address the changing nature of national security.

After retirement, Hallock found entrepreneurial success with his Intrec and Quaestor corporations. His wife now lives in Columbus. They established the foundation bearing his name before his death in 1999.

14. **Advancement of the William H. Brooks, M.D. Chair in Obstetrics and Gynecology, Georgia Health Sciences University**

Recommended: That the Board approve the request of President Ricardo Azziz that the Georgia Health Sciences University (“GHS







**17. Named Faculty Positions**

The administrative and academic appointments are reviewed by the Chair of the Committee on Academic Affairs.

# AGENDA

## HEALTH PROFESSIONS AND EDUCATION COMMITTEE

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2. Report on recent progress of Task Force on Nursing, APRNs and PAs 3

Health Professions and Education Committee

March 8, 2011

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**HEALTH PROFESSIONS AND EDUCATION COMMITTEE**

2. **Information Item:** Report on progress of Task Force on Nursing, APRNs and PAs

Leadership from the task force on Nursing, APRNs and PAs will provide an update to the committee on progress to date and information learned during recent meetings of the task force.

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**AGENDA**

**COMMITTEE ON FINANCE AND BUSINESS OPERATIONS**

**March 8, 2011**

**1. Information Item: Presentation of the 2010 Audited Financial Statements for the University System of Georgia**

Vice Chancellor for Fiscal Affairs Ms. Usha Ramachandran will present information on the Fiscal Year 2010 annual financial statements for the University System of Georgia.

## AGENDA

### COMMITTEE ON REAL ESTATE AND FACILITIES

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#### APPROVAL ITEMS

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2. Authorization of Project Budget Modification, Project No. BR-71-1101, Arts Building, University of West Georgia 2
3. Authorization of Project Budget Modification, Project No. BR-66-1001, Physical Plant Administrative Building, Georgia Southern University 3
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## AGENDA

### COMMITTEE ON REAL ESTATE AND FACILITIES

March 8, 2011

1. **Authorization of Project, Project No. BR-40-1101, Bone Marrow Transplant Suite Expansion/Renovations, MCG Health Inc.**

Recommended: That the Board authorize Project No. BR-40-1101, Bone Marrow Transplant Suite Expansion/Renovations, MCG Health Inc., (“MCGHI”) with a total project budget of \$6,017,138, to be funded by MCGHI.

Understandings: Approximately 10,600 square feet of the 5th floor located in the Talmadge Building will be renovated to facilitate the immediate and future needs of the Bone Marrow Transplant (“BMT”) Program.

A 6-Bed BMT Pod with a dedicated HVAC system will be created in the West Pod area. Additionally, 0.uSc-16.t2EBon/5uCID 16 BDC 0 Tc 0 Tw T

2. **Authorization of Project Budget Modification, Project No. BR-71-1101, Arts Building, University of West Georgia**

Recommended: That the Board modify the budget of Project No. BR-71-1101, Arts Building, University of West Georgia, (“UWG”), to increase the total project budget from \$2,700,000 to \$3,500,000.

Understandings: The Arts Building project, approved by the Board in November 2010 is in

**3. Authorization of Project Budget Modification, Project No. BR-66-1001, Physical Plant Administrative Building, Georgia Southern University**

Recommended: That the Board modify the budget of Project No. BR-66-1001, Physical Plant Administrative Building, Georgia Southern University (“GSOU”), to increase the total project budget from \$2,687,000 to \$3,279,000.

Understandings: The Physical Plant Administrative Building project was approved by the Board in March 2010. Budget was modified in June 2010. The project is in construction. This increase in the project budget will address unsuitable soils and site utility problems that were encountered during the early phases of construction. The Stated Cost Limitation will increase from \$2,130,625 to \$2,670,625.

Funding of this project (including the cost increase of \$592,000) will be from GSOU institutional funds.

	<u>June 2010</u>	<u>Now</u>
Total Project Cost:	\$2,687,000	\$3,279,000
Construction Cost (Stated Cost Limitation):	\$2,130,625	\$2,670,625

4. **Authorization of Project, Project No. BR-70-1103, Renovation of Ashley Hall, Valdosta State University**

Recommended: That the Board authorize Project No. BR-70-1103, Renovation of Ashley Hall, Valdosta State University (“VSU”), with a total project budget of \$7.1 million, to be funded from VSU institutional funds.

Understandings: The second oldest building on the VSU campus, the 26,000 square foot Ashley Hall was constructed in 1921 directly behind historic West Hall at the central core of the VSU campus. Originally a residence hall, it is now used as faculty offices.

The project will be implemented in two distinct phases. The south wing will be renovated during the first phase. The central rotunda and north wing will be renovated during the second phase. The renovated facility will provide faculty offices and seminar rooms for the VSU College of Arts and Sciences. The renovations will include upgrading and stabilizing the structural components of the building, installation of an elevator, and repair to the roof, windows, and doors. All existing HVAC, electrical, plumbing,

5. **Appointment of Design Professional Firm, Project No. BR-66-1101, Brannen Hall Renovation, Georgia Southern University**

Recommended: That the Board appoint the first-named design professional firm listed below for the identified project and authorize the execution of a contract with the identified firm. Should it not be possible to execute a contract with the top-ranked firm, staff will then attempt to execute a contract with the other listed firms in rank order.

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

**BR-66-1101, Brannen Hall Renovation, Georgia Southern University**

Project Description: This project was authorized by the Board in January 2011. Constructed in 1963 as a women’s dormitory, Brannen Hall has been identified as a building worthy of long term preservation and investment. Located adjacent to the Sweetheart Circle at Georgia Southern University (“GSOU”), this is one of the few remaining original dormitories. The approximately 30,000 square foot, three-story Brannen Hall will be renovated for office, small laboratories, and support space for the GSOU Department of Psychology, the GSOU Office of Research and Graduate Studies and the GSOU Office of Strategic Research.

The project will be funded from GSOU institutional funds.

Total Project Cost: \$8,324,000

**6. Naming of the Thomas O. Marshall, Jr. Pavilion, Georgia Southwestern State University**

Recommended: That the Board approve the naming of the newly completed dining and classroom facility adjacent to the Marshall Center at Georgia Southwestern State University (“GSSU”) the “Thomas O. Marshall, Jr. Pavilion,” in recognition of the late Georgia Supreme Court Justice Thomas O. Marshall, Jr.

Understandings: President Kendall Blanchard confirms that this naming conforms to the GSSU naming guidelines and with the Board of Regents naming policy.

The late Thomas O. Marshall, Jr., was a native of Americus, a Georgia Supreme Court Justice, and a noted philanthropist. The Marshall family has generously donated approximately \$230,000 to GSSU for academic scholarships. In addition, Mrs. Angie Marshall, Judge Marshall’s widow, and the Marshall’s three daughters committed \$1,000,000 to make the recently completed \$1.4 million addition to the Marshall Center a reality. This new 13,000 square foot addition contains additional dining facilities, offices, and classroom space.

The Marshall Center was named for Judge Thomas O. Marshall, Jr.’s father, Thomas O. Marshall in 1976.

**7. Policy Revisions, Policy Manual, Section 9.9.4**

Recommended: That the Board approve a revision to *The Policy Manual*, Section 9.9.4, Easements, effective March 8, 2011.

Understandings: The proposed policy, section 9.9.4, Easements, constitutes a revision of the previous policy. Proposed revisions follow. Please note that the strikethrough text represent deletions from the current version; and the bold, underlined, and highlighted text represent additions.

<i>Current Policy</i>	<i>Revised Policy</i>
Policy 9.9.4 Easements	Policy 9.9.4 Easements
<p>The USG chief facilities officer or his/her designee shall approve the execution and delivery of easements or revocable license agreements or permits for the installation of electrical power lines, cables, and duct banks; gas lines; domestic water lines, sanitary and storm sewers; communications lines; steam, hot water and chilled water mains; and other such utilities and appurtenances to the above, across Regents’ property to buildings and improvements at the various USG institutions, by any entity and/or by private or public utility companies, and provided in each case a license agreement shall contain the following paragraph:</p>	<p>9.9.4 EASEMENTS                      The <b>Chancellor, the Chancellor’s designee and the</b> USG chief facilities officer <del>or his/her designee</del> <b>is authorized to declare, without further approval of the Board, that real property is no longer advantageously useful to any USG institution but only to the extent and for the purpose of granting a non-exclusive easement and</b> <del>shall</del> <b>may</b> approve, <b>without further approval of the Board,</b> the execution and delivery of <b>non-exclusive</b> easements or revocable license agreements or permits for <del>the installation of electrical power lines, cables, and duct banks; gas lines; domestic water lines, sanitary and storm sewers; communications lines; steam, hot water and chilled water mains; and other such</del> utilities and appurtenances to the <b>utilities,</b> above, across, <b>or under</b> Regents’ property to <b>the extent necessary to serve or for the benefit of the</b> buildings and improvements at the various USG institutions, by any entity and/or by private or public utility companies, <del>and provided in each case a license agreement shall contain the following paragraph:</del></p>
<p><i>“This agreement does not confer upon the Licensee any rights, title, estate or interest in said licensed premises, nor does this license agreement confer upon the Licensee a license coupled with an interest or an easement. This agreement merely gives to the Licensee, and to the Licensee only, a revocable personal privilege, it being expressly understood and agreed by Licensee that regardless of any and all improvements and investments made, expenses and harm incurred or encountered by Licensee, this agreement may be revoked and terminated by Licensor, either in toto or pro tanto, upon thirty (30) days written notice to</i></p>	<p><del>“This agreement does not confer upon the Licensee any rights, title, estate or interest in</del></p>

**7. Policy Revisions, Policy Manual, Section 9.9.4 (Continued)**

<p><i>Licensee. After expiration of such thirty (30) day period, this license agreement shall stand as revoked and terminated.”</i></p> <p>(BoR Minutes, 1972-73, p. 504)</p>	<p><i><del>coupled with an interest or an easement. This agreement merely gives to the Licensee, and to the Licensee only, a revocable personal privilege, it being expressly understood and agreed by Licensee that regardless of any and all improvements and investments made, expenses and harm incurred or encountered by Licensee, this agreement may be revoked and terminated by Licensor, either in toto or pro tanto, upon thirty (30) days written notice to Licensee. After expiration of such thirty (30) day period, this license agreement shall stand as revoked and terminated.”</del></i></p>
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**8. Information Item: Appointment of Design Professional Firm and Appointment of Construction Management Firm, Project No. BR-10-1103 Health Sciences Campus Renovations, University of Georgia**

Project No. BR-10-1103, Health Sciences Campus Renovations, University of Georgia (“UGA”) was approved by the Board in February 2011. The Board also authorized one time delegated authority for the Vice Chancellor for Facilities, in consultation with the Chairman of the Real Estate and Facilities Committee, to authorize the priority ranking of the qualifications-based selections (“QBS”) process of design professional firms and construction management firms for the project, and authorized the execution of contracts with the identified firms.

The appointment of the design professional firm and the construction management firm by this one time delegated authority are:

Number of Design Professional firms that applied for this commission: XX

Design Professional firms in rank order:

- 1)
- 2)
- 3)

Number of Construction Management firms that applied for this commission: XX

Construction Management firms in rank order:

- 1)
- 2)
- 3)

**9. Information Item: Annual Report on Contracting**

The Assistant Vice Chancellor for Facilities, Sharon Brittain, will give an annual report on facilities design and construction related contracting and qualifications-based selections.

**10. Executive Session: Approval of Real Property Acquisition**

Materials to be handed out in executive session.



**AGENDA**

**COMMITTEE ON INTERNAL AUDI**

2. **Information Item: Institutional Auditor Update – Georgia Institute of Technology**

The University System of Georgia internal audit function is comprised of the Office of Internal Audit and Compliance (OIAC) at the University System Office and 21 institutional audit functions. Institutional chief campus auditors report to their respective institution president and also report to the University System of Georgia chief audit officer. A recent external peer review of the OIAC recommended that institutional chief campus auditors periodically update the Committee on Internal Audit, Risk, and Compliance as to the status of their institutional audit function, key trends, and future plans.

At this meeting, Georgia Institute of Technology chief campus auditor Mr. Phil Hurd will provide the Committee an overview of the internal audit function at the Georgia Institute of Technology.

**AGENDA  
COMMITTEE OF THE WHOLE: STUDENT SUCCESS**

**March 8, 2011**

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**INFORMATION ITEMS**

1. Student Success – Faculty Development and Student Success

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**AGENDA**  
**COMMITTEE OF THE WHOLE: STUDENT SUCCESS**

**March 8, 2011**

**1. Student Success – Faculty Development**

A critical factor in student success is the role of faculty in the classroom and in student academic mentoring. When a positive connection is forged between a faculty member and a student the faculty member is better positioned to identify obstacles that can prevent students from achieving their learning potential. All faculty can benefit from institutional programs that allow them to learn classroom strategies and pedagogical approaches to strengthen their teaching performance. The Committee of the Whole on Student Success will hear a presentation on the importance of supporting and furtaanfTw 19the