Members present: Carl Patton (presiding), Cleon Arrington, Tim Crimmins, Bill Decatur, Sam Deitz, Janice Griffith, Sid Harris, Ron Henry, Charlene Hurt, Susan Kelley, Tom Lewis, John Marshall, Libby Martinez, Jim Scott, Carol Winkler, Carol Whitcomb

Members absent: Ahmed Abdelal, Paul Alberto, Roy Bahl, Reid Christenberry, Mary Finn, Hugh Hudson, Fred Jacobs, Bob McGinnis, John Newman

Others present: Lauren Adamson (for Dr. Abdelal), Yezdi Bhada, Gary Key (for Dr. McGinnis), Edith Manns (for Dr. Bahl), Frances Stone, Edgar Torbert (secretary)

Minutes of October 14 were approved as distributed [later corrected: add Susan Kelley to members present, delete Susan Kelley from members absent].

President's Remarks

Dr. Patton requested members of the Administrative Council to send notes of appreciation to Mr. Aderhold for naming gift for the new classroom building in honor of Mrs. Aderhold.

Dr. Patton reminded there would be two commencement ceremonies on December 20, and requested efforts to ensure adequate faculty representation at both ceremonies.

Dr. Patton announced the public phrase of the capital campaign would kickoff January 26 with a dinner event. Mr. Key added there would also be a campaign kickoff convocation at the Rialto on January 27 with faculty, students, and representatives of the downtown corporate community invited. He reported the silent phase of the campaign had gone very well, and as a result there would be an announcement that the overall goal for the campaign had been increased. Ms. Hurt suggested retired faculty also be invited to march at the convocation.

Enrollment Recovery Initiatives

Dr. Patton stated the Board of Regents had issued a report showing systemwide declines in enrollment. Dr. Henry noted discussions by the academic vice presidents of the impacts of semester conversion, and announced four of the vice presidents would be re-enacting those discussions on GPTV on December 10. He added that all 34 institutions were down in credit hours, except Georgia Tech, which did not convert to the semester calendar.

Dr. Bhada distributed copies of "Activities to Encourage Transfer Students Enrollment for Spring Semester" showing 16 steps taken to date to increase enrollments. Dr. Patton asked about results. Dr. Bhada replied it was too early to know the results, but there were encouraging signs such as Spring Semester entry numbers exceeding the Winter Quarter only numbers of last year. He added the goal had been to approach the sum of Winter Quarter and Spring Quarter last year, but this did not appear possible. Dr. Bhada mentioned "Panther Preview" and extended office hours for Academic Assistance and Enrollment Services offices as specific efforts to increase enrollment for the Spring Semester.

Dr. Henry cited two negatives in the enrollment picture for Spring Semester: (1) the shortfall relative to the sum of Winter Quarter and Spring Quarter entries, and (2) the large number of graduates in December. He emphasized the number of credit hours taken by individual students as the greatest leverage point for improving the enrollment situation. He noted that students were still reacting
negatively to increasing their credit hour loads because initially some faculty had not adjusted coursework expectations to the change of calendars.

Dr. Henry reported the numbers of freshman and seniors were down systemwide. He stated the drop in seniors was anticipated because of students striving to complete degree programs prior to semester conversions, but the drop in freshman systemwide had not been anticipated. He pointed to the higher admission standards as a major factor for Georgia State and the good economy as a factor systemwide, especially for two-year colleges.

Dr. Bhada warned that withdrawal rates had been higher in Fall Semester. He pointed again to quarter-to-semester coursework adjustments as a major factor.

Dr. Bhada reported the Enrollment Management Task Force was continuing to work on the Fall Semester recruitment and retention strategies. He stated the task force had considered a relaxation of admission standards, but had rejected such a move. He noted there would be Georgia Perimeter and Atlanta Metropolitan nights at Georgia State basketball games, meetings with advisers from the feeder institutions, and meetings with Georgia State advisers.

Dr. Harris asked if the drop in freshman was also attributable to demographics and if the available demographic data was trend data or real data. Dr. Henry responded that the available data was trend data and indicated the number of high school graduates was rising. Dr. Harris cautioned that the real data might show a one-year dip. He added that Georgia and Georgia Tech were aided by heavy out-of-state recruitment.

Dr. Henry noted concern about the decline in yields from applications and acceptances. He indicated the colleges were addressing this problem through increased interaction between applicants and departments of their intended majors.

Dr. Henry indicated the deans were seeking to eliminate unmet demand by increasing the number of sections of certain courses in the Spring Semester. Dr. Winkler expressed concern about classroom availability for additional sections, especially at the peak hours. Dr. Henry responded that there were mid-afternoon openings.

Dr. Henry reported the University Senate Committee on Admissions and Standards was reviewing policies on academic warning, probation and suspension with attention to proactive measures to increase retention, such as required help courses. Dr. Bhada stated the committee had accepted in principle such interventions to recognize and assist students at risk. Dr. Crimmins added that Counseling Center programs with students at risk would be triggered earlier.

Dr. Decatur asked about any parallel initiatives to increase graduate student enrollments. He noted applications and yields had been down for the Fall Semester. Dr. Harris responded there were also unmet demand issues for College of Business graduate students, and the number of College of Business graduates students was off slightly. Dr. Bhada reported applications and admissions were up for next year. Dr. Harris commented that the lower number of applications at the same time last year to some extent reflected reluctance of entering students to deal with semester conversion. Dr. Marshall pointed out a report in *The Chronicle of Higher Education* that graduate student enrollments were down nationwide. Dr. Deitz indicated the College of Education had launched an advertising campaign targeting area school teachers. He cautioned that the concurrent start-up weeks for public schools and the university would remain a problem for next year, and the reduced number of credit hours required for some programs would also have a negative effect. Dr. Bhada commented that colleges of Education suffered enrollment losses across the University System. Dr. Crimmins mentioned concern about the relatively high student activity fees for school teachers taking only one course.

Dr. Decatur asked about any potential savings due to the drop in credit hours, such as fewer sections of
certain courses. Dr. Harris replied that the College of Business was reviewing the situation relative to schedule changes geared to full-time students and the availability of larger classrooms. Dr. Adamson commented that major curriculum changes concurrent with semester conversion made it extremely difficult to project numbers of course sections needed. She indicated the College of Arts and Sciences did reduce the number of sections usually at 40 students, reduced enrollments at 30 students still made sense to offer versus marginal savings.

Dr. Henry cautioned that fall 1999 remains a significant challenge with complete recovery of enrollments very unlikely. He added that the combined effects of enrollment shortfall and redirection could be $6-8 million. Dr. Deitz asked if the harmful effects of further redirection had been communicated to Governor-Elect Barnes. Mr. Lewis replied that Mr. Barnes had met with members of the Board of Regents and was generally aware of the situation. He pointed out Y2K costs of $200-300 million and the prison system as competing elements of such magnitude that some redirection from higher education would likely occur. Mr. Lewis also noted attention to the separate health insurance plan for the Board of Regents.

The meeting adjourned at 10:30 a.m.