Minutes of August 5 were approved as distributed.

NCAA Certification Visit Follow-Up

Dr. Carrell presented an overview of the NCAA certification process, site team report, and institutional responses to the report due September 15. The report and responses will be reviewed by the NCAA Committee on Certification in October. Dr. Carrell noted Senate committee involvement in several of the response items, including integration of the athletic mission statement with the university mission statement, the special talents admission process, and development of a five-year fiscal plan for athletics. Dr. Patton added that the site visit had gone well with no major issues raised which could block certification.

President's Remarks

Dr. Patton commented briefly on discussions with the state political leadership for transfer of the Atlanta Police Department headquarters property to the university. He noted the importance of this transaction with the university being "landlocked".

Budget & Enrollment

Dr. Patton opened discussion of the budget and enrollment situation arising from semester conversion. He stated negative consequences had been anticipated, and consequently reserves had been budgeted to cushion the effect to some extent. The amount of the shortfall will necessitate budget reductions beyond the reserves. Dr. Patton cited opportunities for colleges and departments to work with students to have them take full course loads in spring semester and to schedule minimester courses. He pointed out the student issue of time to complete degree if lesser loads are taken. Dr. Patton emphasized the importance of advisement in turning around the enrollment decline.

Dr. Henry presented enrollment figures for the university by class level and by college/school. He attributed approximately 600 of the headcount decline to ending Learning Support Program admissions and increasing the predicted grade point average requirement to 2.2, which continue to have the support of the enrollment management committee. Dr. Henry expressed pleasure that minority enrollments were maintained with these changes. He noted lingering effects of the small freshman class and the large number of students who hurried to complete their degrees prior to semester conversion, especially in the master's degree programs in Business Administration and Education. He reiterated concern about student course loads with a steady increase in average course lads over the previous four years being more than undone by the drop this year.

Dr. Hudson asked about the decline in the number of freshmen as a function of declines in applications or yield rates. Dr. Henry responded that the increase on the number of applicants declined admission
had been the main factor and that the yield rate had been at 52%. Dr. Scott added that the number of applicants had increased. Dr. Henry stated full recovery from the drop in freshmen would probably not be accomplished in one year, and the projected number of new freshmen for fall semester 1999 would be 1,850. He noted concern about the on-going drop in the number of transfer students, which would be aggravated by the drop in enrollment at Georgia Perimeter College. He projected 1,500 transfer students for fall semester 1999. Dr. Crimmins commented on the relationship between semester credit hours and headcounts with respect to juniors being more conditioned than sophomores to the quarter system.

Dr. Henry presented budget figures for fiscal years 1999-2000 based on the enrollment decline of fall semester 1998 and new projections for spring semester 1999 and the semesters of fiscal year 2000. The table also showed possible sources to reduce the projected budget shortfall. Dr. Henry cautioned there were a number of assumptions built into the projections, in particular pertaining to enrollments on summer 1999. He pointed out the sources for covering the shortfall did not include protected mandatory contingency items (such as PeopleSoft implementation and network infrastructure improvements), library acquisitions, and the moves and renovations budget.

Dr. Henry noted strategies discussed by the enrollment management committee for quickening the recovery of lost enrollments, including the use of 8-week minimesters, enhanced student advisement, and optimized class scheduling. He pointed to efforts to inform students that under the plateau tuition scheme, the fifth course would be half-price in fiscal year 1999 and free in fiscal year 2000. Dr. Patton suggested a marketing theme emphasizing the summer semester as an opportunity to get back on track toward completion of degree programs. Ms. Martinez observed that the cards mailed to students about taking 15 semester credit hours in fall semester 1998 were received too late, and she recommended an earlier mailing for spring semester 1999. Dr. Henry added that the card should mention the price break on the fifth course.

Dr. Henry presented a summary of redirection by budgetary unit over the past three years. He noted "hard" redirection had amounted to $7M during this period.

Dr. Deitz stated that aggressive recruiting could help reduce the enrollment shortfall in upcoming semesters. Dr. Patton cited complaints from students that faculty were unwilling to talk with them until they were enrolled (i.e., would not talk with prospects). He urged being more friendly to applicants. Dr. Scott responded that faculty willingness to talk with prospects varied across departments. Dr. Patton asked about enrollment situations at other institutions. Dr. Decatur replied that Georgia Perimeter and Kennesaw State were down and Clayton State was even. Dr. Scott indicated a report on enrollments at system institutions was in process. Dr. Deitz asked how enrollments were reported. Dr. Henry responded that in general system reporting was in headcounts, as with the enrollment projections.

Dr. Abdelal commented on the importance of minimester approach, in particular in the evening for part-time students. He also commented on the difficulty of predicting what students will take given the new curriculum, and that the fall semester 1998 data would be helpful in this regard. Dr. Patton suggested it would be of help to find out why some institutions lost enrollments while others did not. He also noted legislative concern, if times to complete degree go up. Dr. Henry responded to the latter point that the maximum number of semester credit hours imposed by the Board of Regents on undergraduate degree programs reflected their awareness of this concern. Dr. Scott pointed out concern among HOPE scholarship students about jeopardizing their eligibility by going from three courses to five courses.

Dr. Abdelal objected to protecting areas from becoming sources for covering the budgetary shortfall. He cautioned that reducing academic unit budgets would hurt their ability to recover the enrollment declines. Dr. Henry responded that it was important to continue on schedule the campus networking, PeopleSoft migration, library acquisitions, and space conversions, and that there should be some flexibility in college budgets arising from 18% fewer credit hours being taught. Dr. Deitz replied that the effect of the reduced credit hour production was still under review, but that generally faculty were
teaching the same number of classes with fewer students. He stated that some reductions in PTIs and GTAs might be possible in subsequent semesters, but that this was yet to be determined. Dr. Patton reacted that the entire budget would be considered in dealing with the shortfall and that efforts would be made to minimize layoffs.

Dr. Abdelal reiterated concern that budget cuts in the College of Arts and Sciences would impact semester credit hour production. He noted FACP had in the past concentrated on cost centers rather than revenue centers as sources for redirection, and that a change of strategy seemed to be indicated. Dr. Henry responded that there were questions about remaining capacity of cost centers to bear reductions again. He added that reductions in the colleges were envisioned in the area of administrative costs. Dr. Patton reminded that the Board of Regents had specified administrative costs as the first "1%" of redirection.

Dr. Abdelal commented on the pressure on administrative staff in departments to deal more and more with students and to assume formerly centralized responsibilities being shifted with PeopleSoft migration (e.g., human resources and purchasing). Dr. Henry observed that elimination of shadow systems would help in dealing with these changes.

Mr. Lewis stated that External Affairs had reached its limit in prior rounds of redirection. Dr. Bahl commented that considerations should start with the likely outcomes, that an 11% drop was built in a losses would be made up in the long-run. Dr. Patton pointed out that a lower steady state for enrollments was a possibility. Dr. Deitz suggested that a smaller student body would require fewer student services, so that reductions could be realized in Student Services. Dr. Henry reminded that a considerable portion of the student services budget lines had been moved from state funds to students activity fee funds, and that lower headcounts would already mean less funds for those areas. Dr. Harris asked about flexibility in tuition pricing. Dr. Henry responded there was none. Dr. Patton reminded that the plateau tuition scheme had already increased costs for students, and that university appeals for a four-year phase-in had been denied by the Board of Regents. Dr. Crimmins cited anecdotal evidence that students took the number of credit hours they could afford. Dr. Alberto stated students were shopping for better prices on courses, which left the university at a disadvantage because of the fee structure.

Dr. Abdelal pointed out the difficulty of making redirection decisions without knowledge of what funds the Board of Regents will redirect back to the university. Dr. Patton commented this situation was even more difficult because of the gubernatorial change.

Ms. Hurt asked about increased involvement of faculty with academic advisement. Dr. Abdelal responded that the College of Arts and Sciences was tackling the issue, and that during registration when there were not enough staff in Academic Assistance to deal with the workload, students were referred to faculty in their departments. He added that a central advisement office in Sparks Hall would enable sharing of college resources in these peak periods. Dr. Winkler commented that the workload in her department was up in spite of the drop in the credit hours, and that advisement hours were up 300%.

Dr. Deitz reiterated concern about graduate students and the fee structure. He noted that many school systems began their fall terms the same week as the university, and that this was a hardship for teachers who would ordinarily take graduate courses in the evenings. He indicated minimesters would help in this regard.

**Capital Campaign**

Dr. McGinnis reported that the public announcement of the capital campaign would be in January 1999. He stressed the importance of completing the case statements for the colleges and schools as soon as possible, and indicated the writer was on a very tight schedule for these.