
Motion by Dr. Harris and seconded by Susan Kelley to approve minutes of September 8, 1999, passed.

University Organizational Structure

Dr. Henry opened discussion of the report from PricewaterhouseCoopers (PwC) on the organizational structure of the university.

Finance & Administration

PwC recommended one vice president for the units currently in Finance & Administration. Dr. Abdelal commented this recommendation was reasonable along with assistant vice presidents for finance, human resources, and facilities. Dr. Hudson suggested the title should be re-ordered to Administration & Finance in order to emphasize concern with administration. Dr. Abdelal added that the current strength of the area is in finance. Ms. Hurt cautioned that the title change might result in odd positioning of the ad in such publications as The Chronicle. Dr. Alberto responded that regardless of the order of the title, the vice president would be the chief financial officer. Dr. McGinnis questioned whether the concerns about administration were limited to the three areas identified for assistant vice presidents or separate assistant vice president for administration might be needed. Dr. Hudson reiterated faculty concern about quality of services. Dr. Griffith pointed out that PwC stressed finding people who can do the job rather than changing the structure. Dr. Abdelal stated that excellent administrative skills were essential for the vice president and the three assistant vice presidents, and a separate assistant vice president for administration was unnecessary. Dr. Newman observed that "facilities" does not capture the breadth of responsibilities for that assistant vice president. Dr. Alberto agreed noting the combination of responsibilities for physical plant, facilities planning, and police. Dr. Henry reminded that Dr. Bibb is currently providing this administrative coverage. Dr. Bahl emphasized that the importance of the chief financial officer role should not be lost in the attention to concerns about administration. Dr. Finn reacted that this importance might commend separating the roles at the vice presidential level. Motion by Dr. Harris and seconded by Dr. Crow to recommend a single vice president for Finance & Administration with three assistant vice presidents passed. Dr. Sattelmeyer called attention to the PwC point about Finance & Administration links between central administration and college-based administrators. Dr. Henry acknowledged this point, but recommended postponing discussion not essential to the portfolio of the vice president. Dr. Harris spoke of system implementation issues within Finance & Administration and on-going work with college-based administrators in that regard.

Student Services

PwC recommended enrollment services remain under Student Services with registrar, admissions, and financial aid being direct reports to the vice president. Dr. Abdelal objected to the PwC recommendation on the grounds of needing better connectivity between enrollment services and the academic areas. He proposed the three enrollment services area report separately to the Provost or through the current associate provosts (rather than adding one). Dr. Abdelal cited the academic aspects of enrollment management and the fact that the Enrollment Management Task Force was already based with the Provost. Dr. Bahl voiced agreement with Dr. Abdelal, except that the question of adding an associate provost or utilizing the current ones should be taken up later as a management issue. Dr. Crimmins expressed concern that if the emphasis of the vice presidential search were on enrollment services, the student life elements. Dr. Hudson cautioned on the other hand against a vice president with primarily a student life background being in charge of enrollment services. Dr. Keppler characterized the mix of student life and enrollment services as an odd combination for recruiting a vice president. Dr. Griffith identified financial aid as the foremost concern for graduate schools such as Law. Ms. Hurt referred to the "one-stop services" fad in higher education which might commend the student life and enrollment services linkage, but suggested cooperation could substitute for organizational unity. Dr. Griffith injected that student life and enrollment services should not be viewed as in competition with each other. Dr. Harris responded that the objective should be to find people who could elevate all of these area. Dr. Henry elaborated
that they key was making connections across units rather than isolation them. Dr. Bahl returned to the PwC observation that change in organizational structure alone would not fix the problems. Dr. Sattelmeyer termed the key to be the direct reports of admissions, financial aid, and registrar. **Motion by Dr. Abdelal and seconded by Harris to recommend admissions, financial aid, and registrar report directly to Provost & vice President for Academic Affairs, or through associate provost(s) as later determined, passed.**

Dr. Henry advised postponing discussion of the PwC point concerning consolidation of similar units within Student Life since this would not bear on the portfolio for the vice president.

PwC recommended auxiliary services currently under Student Services be shifted to Finance & Administration. Mr. Kelley summarized the recommendation as putting "keys and custodians" under Finance & Administration. Dr. Crimmins asked about charges to units which use the Student Center and the reporting line in Finance & Administration for Auxiliary Services. Dr. Kelley replied the charges offset operating costs, and Auxiliary Services has reported to either the vice president (now) or an associate vice president (prior to Dr. Decatur's departure). Dr. Abdelal commented that the Student Center and Housing deal mainly with students, which makes it unclear why they should move to Finance & Administration. Ms. Hurt speculated that trends toward outsourcing such areas might account for other universities following the auxiliary services route. Mr. Kelley commended the move to Finance & Administration as a way to take advantage of functional synergies, provide more career path options for Student Center and Housing employees, allow for cross-training, etc. Dr. Crimmins noted the colleges do not maintain their own buildings. Dr. Keppler advised that either arrangement could work, but one reason for keeping these units in Student Services was the fact that the majority of workers in both the Student Center and Housing are students rather than regular employees. Dr. Abdelal requested action on this recommendation be postponed so a committee could have time to produce more clarity about the options.

Research & Sponsored Programs

PwC recommended more collaboration between Research & Sponsored Programs and Grants & Contracts, but not merger. Dr. Reitzes called attention to errors in the PwC report concerning the current operation of Research & Sponsored Programs. He objected to the office being portrayed by PwC as only a pre-award operation. He suggested further study by the Senate Research Committee. Dr. Morris added that the PwC report was insulting to the current staff by stating they could not handle the post-award operation. Dr. Abdelal reiterated this point and pointed out Ms. Barrett had been a very successful director of Grants & Contracts. He urged that Research & Sponsored Programs and Grants & Contracts be combined as already recommended by the Senate Research Committee. He dismissed the PwC assessment of logistical difficulties and pointed to the advantage of simplified workflow for faculty. Dr. Abdelal noted knowledge of federal agencies and regulations was required in both offices and speculated there could be savings by merging the two. Dr. Henry injected that a previous consultant had recommended co-locating the tow offices, but that some kind of joint-reporting structure would be necessary for audit purposes. He continued that co-location would be accomplished in November with Grants & Contracts moving to Alumni Hall. Dr. Morris commended the efficiency of a one-stop operation. Dr. Kelley spoke in favor of the merger and echoed the point regarding knowledge of federal agencies. Dr. Alberto also spoke in favor of the merger and questioned where there could be resistance to such a change.

PwC recommended technology transfer aspects of economic development report to Research & Sponsored Programs, urban planning aspects to Finance & Administration, and community development aspects to Public Service. Dr. Henry explained the technology transfer piece included Georgia Research Alliance, intellectual property, incubators, etc. Dr. Abdelal agreed the technology transfer elements should fit within Research & Sponsored Programs and that the other elements did not appear to fit as well. He also suggested consideration of an assistant vice president for university-community partnerships within External Affairs as an option with a focus on university relations with city officials and improving relationships with the city. Dr. Hudson reported such a plan had been discussed in the Committee of Chairs with an eye to expanding connections. Dr. Henry cautioned that budget restraints for Fiscal Year 2001 might hinder implementation of this proposal. Dr. Bahl replied there did not seem to be anything to fix with regard to most aspects of urban and community connections given the frequency of requests for university involvement from the Governor and legislature and the receipt of the Atlanta Project. Dr. Kelley commented there is the need for coordination and promotion, but not interference. Dr. Alberto warned that the structure should not be changed in any way which would divert attention away from research. **Motion by Ms. Hurt and seconded by Dr. Alberto to merge Research & Sponsored Programs and Grants & Contracts and to incorporate the technology transfer aspect of economic development, as described, in the**
Vice Presidential Searches

Dr. Henry announced the three vice presidential searches would commence immediately with co-chairs of deans and faculty from appropriate Senate committees (for VPR&SP: research; for Student Services: Student Life & Development; for Finance & Administration: Budget or Planning & Development).