Minutes of September 5 were approved as distributed.

**President’s Remarks**

Dr. Patton noted the September 11 terrorist attacks and the campus response, in particular the plans instituted by the Study Abroad Office to track the whereabouts of Georgia State students and faculty overseas.

Dr. Patton praised faculty and staff for 77.6% participation in the 2001 Faculty-Staff Campaign, which he deemed a national record. He commented this level of participation would be all the more important in asking for private dollars in a difficult economy.

Dr. Patton reported initial word about the budget cuts ordered by the Governor, 2.5% for FY2002 and 5% for FY2003. Mr. Lewis stated budget cut plans would be due to the Board of Regents on October 31 and effective December 1. He cited cuts of $42M for the University System, with the share for Georgia State of $4.1-4.2M. He indicated MRRF and GRA funds were unlikely to be cut. Dr. Patton observed state reserves are currently full, which would allow for restoration of cuts if the economy rebounds. He pointed to contacts with key persons in state government to ensure flexibility in how campuses deal with the budget cuts. Mr. Lewis added it was unclear what effect this situation would have on the $30M hold-harmless request from the University System for FY2002 supplemental funds. He emphasized the intention of the Governor not to affect salaried positions or to have layoffs. Dr. Henry replied a 5% cut to a budget, which is 80% personnel, would result in a 25% cut to non-personnel lines, which would be impossible to implement. Ms. Hurt asked if the FY2002 contingency fund opportunity was probably off. Dr. Henry so confirmed. Dr. de Castro added contingency fund requests should still be collected in case of a recovery.

**Name Change for Student Activities Office**

Dr. Scott made a motion to change the name of the Student Activities Office to the Student Life and Leadership Office. Dr. McGinnis seconded the motion. The motion passed.

**Enrollment Management Strategic Plan**

Dr. Henry opened discussion of the enrollment management strategic plan (EMSP) with a handout, “Enrollment Management Goals for the Strategic Plan 2000.” He outlined the enrollment management goals from the University Strategic Plan pertaining to recruitment, the undergraduate experience, and the graduate experience. Dr. Henry condensed the objective to answering the question: “What size should the university be?” He offered a figure of 27,000 students largely based on limitations of space for faculty offices (with 30% graduate students).
He pointed out the graduate enrollment would need to grow by 10% in order to reach the enrollment goal, while the entering freshman class was already near the maximum which could be accommodated. He suggested this situation might allow for increasing freshman admission standards.

Dr. Fritz distributed a handout of enrollment tables as of September 24. He noted the fall semester enrollment was a record high, but enrollment was not fully recovered for the fiscal year because of the drop in summer enrollment. He cited steady gains in freshman index and SAT scores over the last six years and a slight increase in transfer grade point averages. He pointed out substantial improvement in freshman-to-sophomore retention rates (percentages) from the low 60s to high 70s, with strong retention correlations for Freshman Learning Community participation and GSU Village housing. Dr. Fritz also pointed out the diversity of the student body had not diminished during transition to higher admission standards. He voiced some concern about the geographic distribution of students and continued heavy reliance on the 13-county metropolitan area for enrollment. He noted most transfers from out-of-state institutions are Georgia residents. Dr. Patton injected these transfers are in many cases here because of jobs. Dr. Fritz observed the pattern of students from other states was fairly random, with only three states having over 100 students in the last 5 years. Dr. Abdelal suggested normalizing the distribution to the populations of the states. Dr. Fritz said the concern about out-of-state students related to perceptions of the university outside the state, which can affect national rankings. Dr. Fritz also noted the pattern of non-traditional students had been stable over the last decade. Dr. McGinnis responded that concerns in the community related to shifts since the 1970s. Dr. de Castro commented that graduate students were more important in boosting national rankings. Dr. Moore asked if the diversity figures factored out international students. Dr. Fritz replied international students were included as in the case of University System reporting. Dr. Henry noted IPEDS data distinguishes between US citizens and international students.

Dr. Henry suggested discussion focus on factors for undergraduate admission screening. He pointed out Georgia was the third fastest growing state in number of high school graduates. Dr. Demi commented on societal needs and job opportunities as factors. Dr. Henry noted some programs are oversubscribed, which might suggest admission by declared major. Charles Jones voiced concern about admission based on what high school students think will be their major. Dr. Abdelal added students change majors an average of three times. Dr. McGinnis asked where the humanities would fit. Dr. Abdelal commented that English majors were easily placed in business, and all staff in the office of the dean have MA degrees in English. He pointed out societal needs are complex, and students tend to think only in terms of salaries for various fields. He acknowledged the importance of the question of program size, but suggested this question should be answered after enrollments stabilize. He cited as an example a request from Psychology to impose higher program admission standards, which had been temporarily denied. Dr. Fritz referenced national research indicating retention problems for students declaring majors either too early or too late. He commended the approach of Freshman Learning Communities with students taking core courses in preparation to pursue any major. Dr. Harris suggested differential admissions would signal certain programs stand out. Dr. Henry followed that this raised the question of how to market distinctiveness, e.g., urban location, business strengths. Dr. Scott urged consideration of diversity as another strength in helping students prepare for a diverse world. Dr. Patton added international as well as racial diversity. Dr. Griffith commented that law students see the downtown location as close to business and law firms with numerous externship possibilities. Dr. de Castro mentioned plugging in demographic trends and taking into
account the current national bubble of freshmen enrollments. Dr. Henry replied the bubble would last for 5 years. Dr. Patton observed raising admission standards would lead to higher numbers of applicants and higher yield rates. Dr. Fritz confirmed this had been the pattern at Georgia State. Dr. Henry raised the issue of electronic delivery of instruction and its potential impact on enrollments.

Dr. Abdelal asked about prospects for additional faculty office space in order to continue enrollment growth strategically. Dr. Patton indicated there might be acquisition opportunities, but the buildings must be in good shape and renovation funds must be available. Dr. McGinnis added most commercial buildings had ADA issues, which posed high renovation costs. Dr. Patton reminded that the new science lab building would have faculty offices, which should free offices elsewhere.

Dr. McGinnis stated that scholarships were a key to maintaining and improving diversity. Dr. Fritz echoed this point relative to attracting highest quality students. He pointed out that while the freshman index (FI) average had risen, the number of freshmen with FIs over 3000 had decreased. He suggested scholarships and out-of-state waivers could be used to address this issue. Dr. McGinnis noted scholarships had been as predicted by the consultants an under-subscribed aspect of the comprehensive campaign. Dr. Patton offered as an explanation the public perception, the HOPE Scholarship program negated the need for scholarship money. Dr. Abdelal reported success in funding scholarships honoring retiring faculty and noted repeated gifts for these. Ms. Hurt asked if scholarships had to be endowed. Dr. McGinnis replied interest could be designated for scholarships on foundation accounts with as little as $1,000. Dr. Harris said Claremont had had the same experience with scholarships honoring retiring faculty.

Dr. de Castro voiced concern about what to do with the additional students (e.g., increasing number of faculty, size of classes). He perceived this to be the greater problem than recruiting additional students. Dr. Henry responded that undergraduate enrollments would be at 19,000 as the pipeline fills, but graduate enrollments were more a problem. He noted graduate stipends at Georgia State are generally not competitive, and in some cases the number of students funded had been reduced in order to increase the amount of stipends. He added that there was still capacity for growth in upper division undergraduate classes. Dr. de Castro responded upper division course enrollments should not grow substantially because of pedagogical issues. Dr. Harris cautioned against changes to upper division offerings, which would impact quality and discourage students from staying at Georgia State. Ms. Williams observed quality gets students to apply, but ease of admission, financial aid processing, housing, etc. gets them to come. Dr. Henry agreed these were important considerations and stated GOSOLAR (Banner) would help. Dr. Patton cited fewer e-mail complaints about financial aid as a good sign. Dr. McGinnis noted the need for student services for graduate students as well.

Ms. Hurt commented on the development of programs of excellence to attract graduate students and using these to drive enrollment strategy. Dr. Abdelal responded that this was being done, but not being spelled out with clarity because of political considerations. He pointed to investments by the College of Arts and Sciences in a focused way. Ms. Hurt noted the need to synchronize these determinations with library acquisitions. Dr. Patton recalled other institutions identifying centers of excellence and realizing enrollment growth in those areas. Dr. Louis spoke of the need for objective criteria to identify centers of excellence.
Dr. Patton noted enrollment management was coordinated at the undergraduate level but not at the graduate level. Dr. Fritz pointed out GOSOLAR would facilitate graduate coordination with students being able to apply to more than one college. Dr. McGinnis commented on the goal of attracting more international undergraduate students. He suggested utilizing alumni groups in other countries. He noted the Korean alumni group had a web page and could establish an emergency loan fund for Korean students. He emphasized communication with international alumni since regular alumni bulk mailings do not reach them.

Announcements

Dr. Henry announced three faculty had been designated Regents' Professors by the Board of Regents: Drs. Burrison, Morris and Tai.

Ms. Hurt announced plans to reopen Library South.