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Graduate Studies Fact Book 2007 - 2008



**Office of Strategic Research
And Analysis**

March 27, 2008

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Profile of Georgia Southern University

Georgia Southern University, a member of the University System of Georgia, is the largest and most comprehensive research institution in the central Coastal Southeast. A residential campus of nearly 17,000 students, Georgia Southern is a premier choice for the state's HOPE Scholars and high school graduates. Students representing almost every U.S. state and 86 nations bring a diverse spectrum of backgrounds, interests and talents to the University community.

The University's hallmark is a superior undergraduate experience emphasizing academic distinction, excellent teaching, research and student success. Georgia Southern focuses on students and what they value: a well-rounded collegiate atmosphere; a faculty whose first priority is teaching; and a safe, attractive campus environment that encourages knowledge, discovery and personal growth.

Classified a doctoral-research institution by the Carnegie Foundation for the Advancement of Teaching, Georgia Southern University offers more than 120 degree programs at the baccalaureate, master's and doctoral levels through eight colleges: Business Administration, Education, Health and Human Sciences, Science and Technology, Liberal Arts and Social Sciences, Information Technology, Public Health and Graduate Studies. Georgia Southern is accredited by the Southern Association of Colleges and Schools and has earned special accreditation from professional and academic associations that set standards in their fields. The University continues to expand graduate offerings to meet the demands of its region.

Founded in 1906, Georgia Southern lays claim to being the most beautiful campus in the state. Comprising 675 acres, the university grounds are an arboretum-like treasure featuring gently rolling lawns, scenic ponds and soaring pines. The historic core of campus is the quintessential college portrait – Georgian-style red brick buildings with white columns around a sweeping, tree-lined circular drive. Beyond this circle, classic and contemporary lines blend to show case continuing growth and expansion of facilities. Major projects underway include construction to double the size of the Henderson Library as well as the addition of new student recreational amenities.

Located in Statesboro, a safe, neighborly Main Street community of approximately 30,000 residents northwest of Savannah, Georgia Southern provides enriching opportunities for people of all ages. Georgia Southern University benefits the region and state by engaging in research and providing public services that proffer creative solutions to regional challenges. The University extends educational opportunities to citizens throughout the state via graduate centers located in Savannah, Augusta, Brunswick, Hinesville, and Dublin as well as through distance learning technologies at numerous other remote sites.

Georgia Southern is recognized for a nationally competitive athletics program. The University's 15 Division I teams compete in the Southern Conference. Across-the-board commitment to excellence has resulted in an unprecedented six NCAA I-AA football national championships and NCAA tournament participation in men's and women's basketball, baseball, women's tennis, and volleyball.

Source: Office of Marketing & Communications

Mission Statement

June 30, 2004

Georgia Southern University is a public comprehensive university devoted to academic distinction in teaching, scholarship, and service. The University's hallmark is a culture of engagement that bridges theory with practice, extends the learning environment beyond the classroom, and promotes student growth and life success. Georgia Southern's nationally accredited academic programs in the liberal arts, sciences, and professional studies prepare a diverse and select undergraduate and graduate student population for leadership and service as world citizens. Faculty, staff, and students embrace core values expressed through integrity, civility, kindness, collaboration, and a commitment to lifelong learning, wellness, and social responsibility.

Central to the University's mission is the faculty's dedication to excellence in teaching and the development of a fertile learning environment exemplified by a free exchange of ideas, high academic expectations, and individual responsibility for academic achievement. Georgia Southern faculty are teacher-scholars whose primary responsibility is the creation of learning experiences of the highest quality, informed by scholarly practice, research, and creative activities. The University offers a student-centered environment enhanced by technology, transcultural experiences, private and public partnerships, and stewardship of a safe residential campus recognized for its natural beauty.

Georgia Southern University is committed to advancing the State of Georgia and the region through the benefits of higher education, offering baccalaureate through doctoral degrees and a variety of outreach programs. The University fosters access to its educational programs, provides a comprehensive and fulfilling university experience, and enhances quality of life in the region through collaborative relationships supporting education, health care and human services, cultural experiences, scientific and technological advancement, athletics, and regional development.

Vision Statement

Georgia Southern University will be recognized as one of the best public comprehensive universities in the country within the next ten years.

Source: Georgia Southern University Strategic Plan, Fall 2004, (see Appendix).

The University System of Georgia

The University System of Georgia includes 34 state-operated institutions of higher education located throughout the state. An 18-member constitutional Board of Regents governs the University System, which has been in operation since 1932. Appointments of Board members are made by the Governor, subject to confirmation by the State Senate. The regular term of Board members is seven years.

The Chair, the Vice Chair, and other officers of the Board are elected by the members of the Board. The Chancellor, who is not a member of the Board, is the chief executive officer of the Board and the chief administrative officer of the University System. The System's programs and services are offered through three major components: Instruction, Public Service/Continuing Education, and Research.

INSTRUCTION consists of programs of study leading toward degrees, ranging from the associate (two-year) level to the doctoral level, and certificates. Instruction is conducted by all institutions. Requirements for admission of students to instructional programs at each institution are determined, pursuant to policies of the Board of Regents, by the institution. The Board establishes minimum academic standards and leaves to each institution the prerogative to establish higher standards. Applications for admission should be addressed in all cases to the institutions.

A core curriculum, consisting of freshman and sophomore years of study for students whose educational goal is a degree beyond the associate level, is in effect at the universities and two-year colleges. This curriculum requires 60 semester credit hours, including 42 in general education—humanities and fine arts, mathematics and natural sciences, and social sciences—and 18 in the student's chosen major area of study. It facilitates the transfer of freshman and sophomore degree credits within the University System.

PUBLIC SERVICE/CONTINUING EDUCATION consists primarily of non-degree activities and special types of college degree-credit courses. Non-degree activities may include short courses, seminars, conferences, lectures, consultative, and advisory services in many areas of interest. Non-degree public service/continuing education is conducted by all institutions. Typical college-degree-credit public service/continuing education courses are those offered through extension center programs and teacher education consortia.

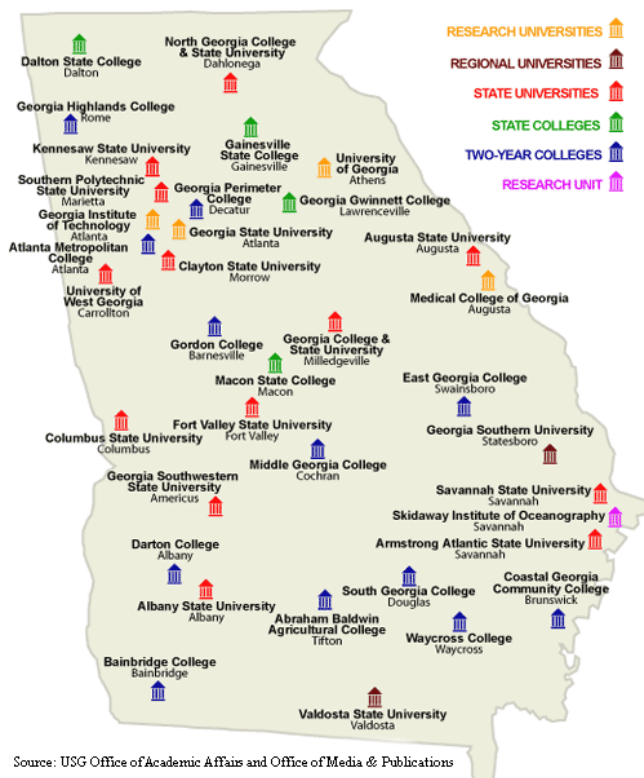
RESEARCH encompasses investigations conducted primarily for discovery and application of knowledge. These investigations include clearly-defined projects in some cases, non-programmatic activities in other cases. Research is conducted both on and off campus and explores a variety of matters related to the educational objectives of the institutions and to general societal needs.

The policies of the Board of Regents for the government, management, and control of the University System and the administrative actions of the Chancellor provide autonomy for each institution. The executive head of each institution is the President, whose election is recommended by the Chancellor and approved by the Board.

The University System Advisory Council, with 34 committees, engenders continual System-wide dialogue on major academic and administrative matters of all types. It also makes recommendations to the Chancellor for transmittal to the Board of Regents regarding academic and administrative aspects of operation of the System.

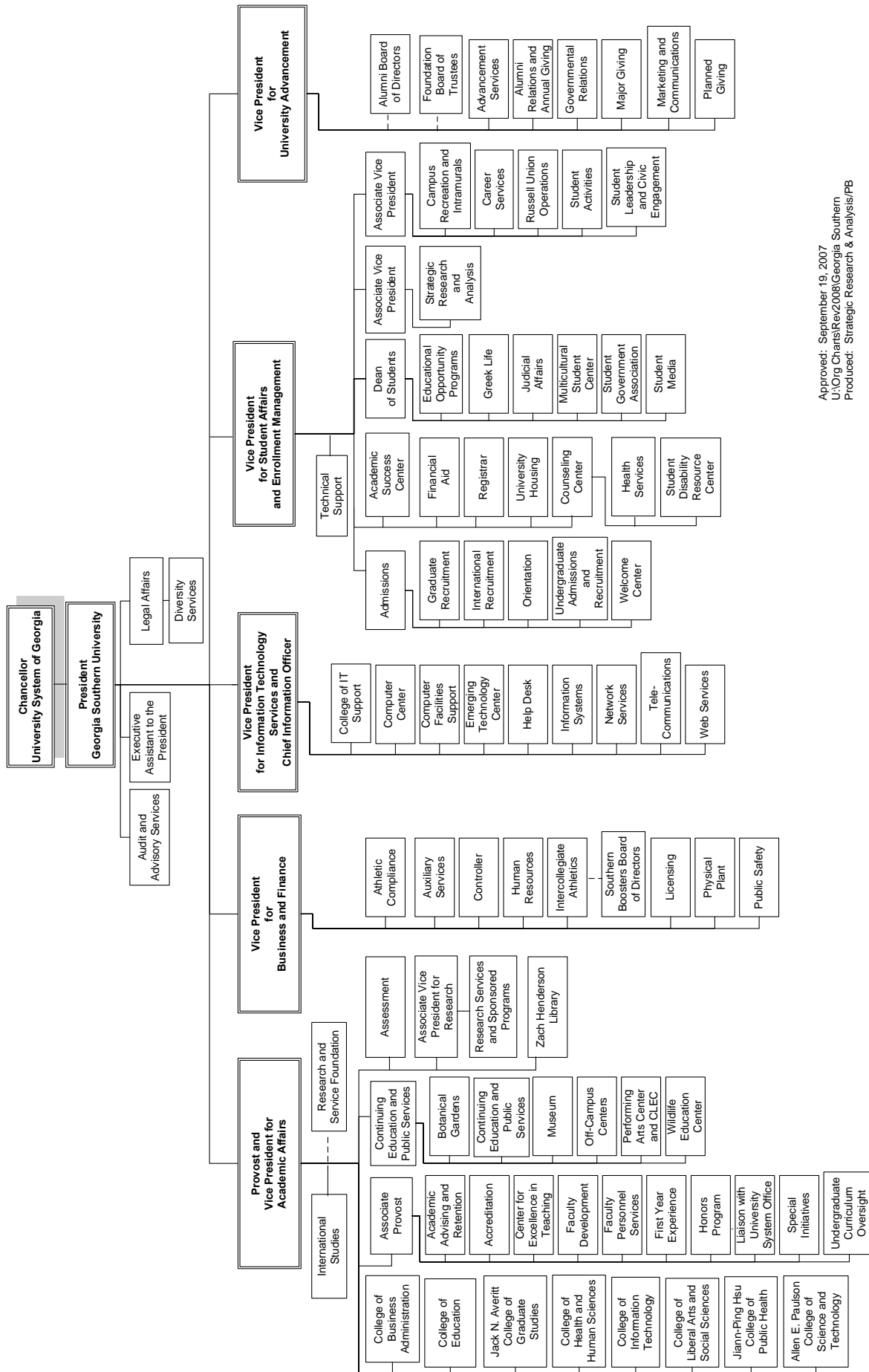
The Advisory Council consists of the Chancellor, the Vice Chancellor, and all presidents as voting members; it includes other officials and staff members of the institutions as nonvoting members. The Advisory Council's 21 academic committees and 13 administrative committees are made up of representatives from the institutions.

Committees dealing with matters of University System-wide application include, typically, at least one member from each institution. State appropriations for the University System are requested by, and are made to, the Board of Regents, and allocations are made by the Board. The largest share of the state appropriations, approximately 52 percent, is allocated by the Board for instruction.



Source: 2005—2006 Undergraduate & Graduate Catalog

Georgia Southern University
Organization Chart 2007-2008



Approved: September 19, 2007
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 Produced: Strategic Research & Analysis/PB

Fall Term Growth History

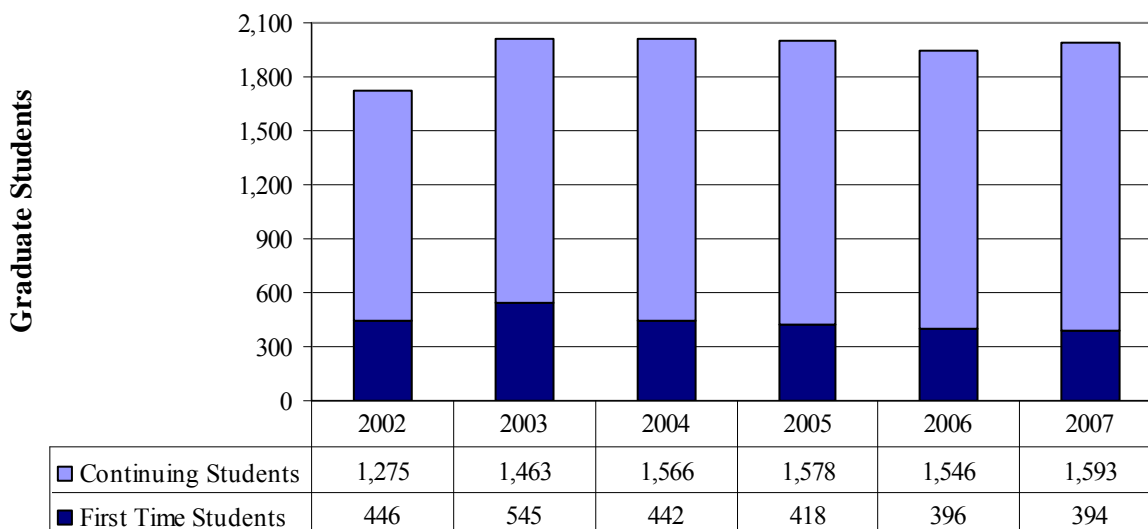
First Time Students	2002		2003		2004		2005		2006		2007	
Graduate Level	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Masters	378	84.8%	459	84.2%	389	88.0%	349	83.5%	353	89.1%	361	91.6%
Specialist	42	9.4%	41	7.5%	14	3.2%	12	2.9%	10	2.5%	10	2.5%
Doctorate	26	5.8%	45	8.3%	39	8.8%	57	13.6%	33	8.3%	23	5.8%
Total	446		545		442		418		396		394	
<i>Difference Between Terms</i>				22.2%		-18.9%		-5.4%		-5.3%		-0.5%

Continuing Students	2002		2003		2004		2005		2006		2007	
Graduate Level	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Masters	961	75.4%	1,051	71.8%	1,075	68.6%	1,004	63.6%	917	59.3%	954	59.9%
Specialist	147	11.5%	195	13.3%	184	11.7%	184	11.7%	186	12.0%	160	10.0%
Doctorate	167	13.1%	217	14.8%	307	19.6%	390	24.7%	443	28.7%	479	30.1%
Total	1,275		1,463		1,566		1,578		1,546		1,593	
<i>Difference Between Terms</i>				14.7%		7.0%		0.8%		-2.0%		3.0%

Total Enrollment	1,721	2,008	2,008	1,996	1,942	1,987
<i>Difference Between Terms</i>		16.7%	0.0%	-0.6%	-2.7%	2.3%

Note. Due to rounding, percentages may not equal 100%.

Fall Term Enrollment

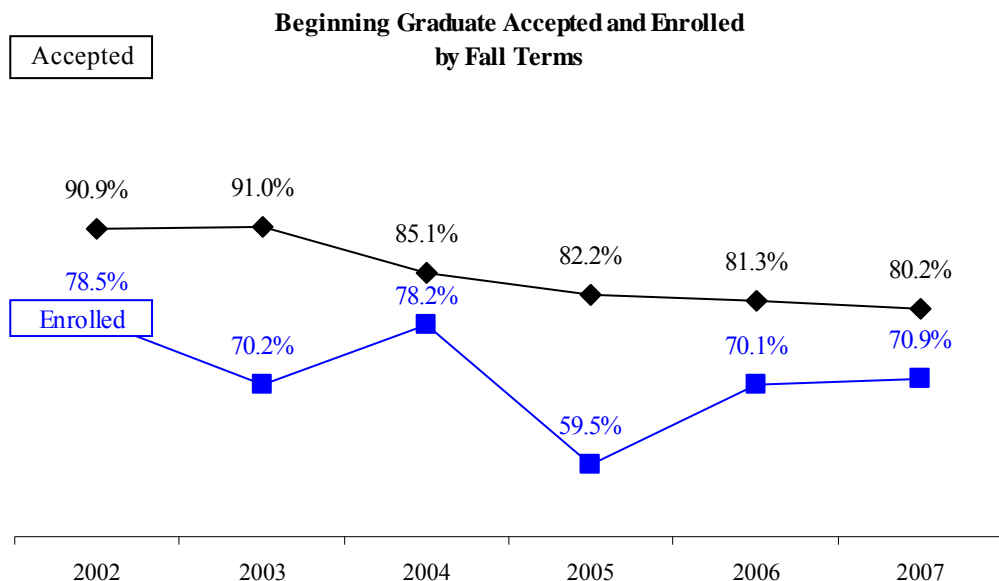


Source: Regents Semester Enrollment Reports (SIRS).

Applications for Graduate Admission: Fall 2005—Fall 2007

	Fall 2005					Fall 2006					Fall 2007						
	Applied		Accepted		Enrolled		Applied		Accepted		Enrolled		Applied		Accepted		Enrolled
	<i>n</i>	<i>n</i>	%	<i>n</i>	%	<i>n</i>	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	<i>n</i>	%	<i>n</i>	%
Graduate Level	854	702	82%	418	60%	695	565	81%	396	70%	693	556	80%	394	71%		
Masters	587	464	79%	300	65%	516	409	79%	306	75%	534	419	78%	312	74%		
Specialist	54	47	87%	12	26%	40	36	90%	10	28%	24	22	92%	10	45%		
Doctorate	114	102	89%	57	56%	58	46	79%	33	72%	51	35	69%	23	66%		
Certificate	53	47	89%	23	49%	5	5	100%	3	60%	1	1	100%	0	0%		
Non-degree	46	42	91%	26	62%	76	69	91%	44	64%	83	79	95%	49	62%		
Total Applicants	854	702	82%	418	60%	695	565	81%	396	70%	693	556	80%	394	71%		

Note. Applied - includes accepted, denied, and cancelled applications.



Fall Term	Applicants	Accepted	% Accepted	Enrolled	% Enrolled
2002	625	568	90.9%	446	78.5%
2003	853	776	91.0%	545	70.2%
2004	664	565	85.1%	442	78.2%
2005	854	702	82.2%	418	59.5%
2006	695	565	81.3%	396	70.1%
2007	693	556	80.2%	394	70.9%

Source: Office of Admissions, Office of Graduate Admissions, Fall Term Regents Semester Enrollment Reports.

Distribution of Miller Analogies Test (MAT) and Graduate Management Admission Test (GMAT) Scores Beginning Graduate Students: Fall 2002—Fall 2007

MAT Scores

	2002		2003		2004		2005		2006		2007	
	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>
MAT	103	45	94	45	70	45	23	48	16	49	5	41
New MAT ¹	-	-	-	-	-	-	50	402	42	398	42	404

Note. Totals above are a subset of all First-time Graduate Students. They include only students with valid MAT Scores. Beginning first-time Graduate Student - A degree-seeking student who is entering graduate school in the fall. Regents definition.

¹Beginning Fall 2005, Georgia Southern began accepting the new Millers Analogies Test (MAT) scores that changed from 0 through 100 to 200 through 600. The changes in the MAT scores became effective Spring 2004 (Source: <http://www.usg.edu/sra/datasys/sirs/2006/sdedfall06.pdf>).

Miller Analogies Test (MAT). The MAT is a high-level mental ability test requiring the solution of problems stated as analogies. Performance on the MAT is designed to reflect candidates' analytical thinking, an ability that is critical for success in both graduate school and professional life. The MAT scaled scores currently range from 200 to 600 with a mean (average) of 400.

source: <http://harcourtassessment.com/haiweb/Cultures/en-US/Harcourt/Community/PostSecondary/Products/MAT/MATHome.htm>

GMAT Scores

Composite

2002		2003		2004		2005		2006		2007	
<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>
72	481	86	480	96	471	86	476	78	491	85	496

Note. Totals above are a subset of all First-time Graduate Students. They include only students with valid GMAT Scores. Beginning first-time Graduate Student - A degree-seeking student who is entering graduate school in the fall. Regents definition.

The Graduate Management Admission Test® (GMAT®) examination is a standardized test designed to measure basic verbal, mathematical, and analytical writing skills that have been developed over a long period of time through education and work. Guidelines for GMAT® Score Usage: Use multiple criteria. The GMAT® examination does not measure every discipline-related skill necessary for academic work, nor does it measure subjective factors important to academic and career success, such as motivation, creativity, and interpersonal skills. Therefore, GMAT® scores should be used as only one of several criteria when an applicant is being considered for admission (Source:

<http://www.gmac.com/gmac/TheGMAT/GMATScores/UsingScorestoAssessIndividuals.htm>).

Source: Student Information Reporting System (SIRS).

Distribution of Graduate Record Examinations (GRE) Scores Beginning Graduate Students: Fall 2002—Fall 2007

GRE Scores

Verbal Reasoning

2002		2003		2004		2005		2006		2007	
<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>
191	446	204	441	223	454	210	454	213	440	195	453

Quantitative Reasoning

2002		2003		2004		2005		2006		2007	
<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>
191	504	204	504	223	528	210	509	213	516	195	528

Analytical Writing

	2002		2003		2004		2005		2006		2007	
	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>	<i>n</i>	<i>Mean</i>
GRE	187	523	89	533	49	528	24	511	10	536	4	590
New GRE ¹	-	-	75	4.0	174	4.2	184	4.0	203	4.0	191	4.0

Note. Totals above are a subset of all First-time Graduate Students. They include only students with valid GRE Scores for each category.

Beginning first-time Graduate Student - A degree-seeking student who is entering graduate school in the fall.

The Graduate Record Examinations® (GRE®) General Test measures verbal reasoning, quantitative reasoning, critical thinking, and analytical writing skills that have been acquired over a long period of time and that are not related to any General Test: Any GRE test has two primary limitations: (1) it does not and cannot measure all the qualities that are important in predicting success in graduate study or in confirming undergraduate achievement and (2) it is an inexact measure; that is, only score differences that exceed the standard error of measurement of a given score can serve as reliable indications

Three scores are reported on the General Test:

1. a verbal reasoning score reported on a 200-800 score scale, in 10-point increments
2. a quantitative reasoning score reported on a 200-800 score scale, in 10-point increments
3. an analytical writing score reported on a 0 to 6 score scale in half-point increments.

Source: <http://www.ets.org/portal/site/ets/>

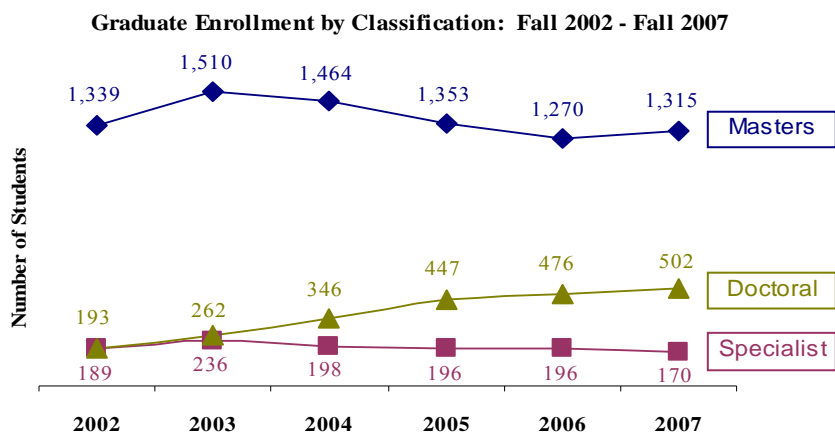
¹Beginning Fall 2003, Georgia Southern began accepting new GRE Analytical Writing scores that changed from 200 through 800 to 0 through 6. Effective October 2002, GRE classified subscores into these categories: Verbal Reasoning, Quantitative Reasoning, Analytical Writing. The writing test component is similar to the Writing Assessment in use since 1999, although the scoring is dramatically different (Source: <http://www.usg.edu/sra/datasys/sirs/2006/sdedfall06.pdf>).

Head Count Enrollment: Fall 2002—Fall 2007

Graduate Enrollment by Classification, Fall Terms

Class	2002		2003		2004		2005		2006		2007	
	n	%	n	%	n	%	n	%	n	%	n	%
Masters	1,339	77.8%	1,510	75.2%	1,464	72.9%	1,353	67.8%	1,270	65.4%	1,315	66.2%
Specialist	189	11.0%	236	11.8%	198	9.9%	196	9.8%	196	10.1%	170	8.6%
Doctorate	193	11.2%	262	13.0%	346	17.2%	447	22.4%	476	24.5%	502	25.3%
Total	1,721		2,008		2,008		1,996		1,942		1,987	

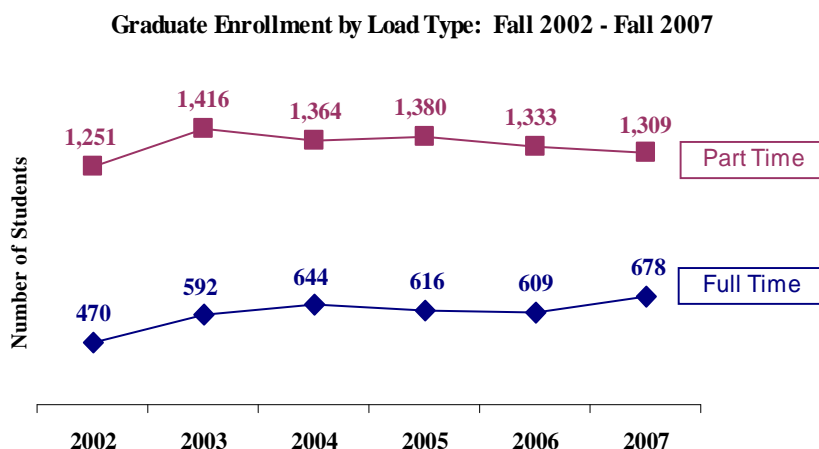
Note. Due to rounding, percentages may not equal 100%.



Graduate Enrollment by Load Type, Fall Terms

Type	2002		2003		2004		2005		2006		2007	
	n	%	n	%	n	%	n	%	n	%	n	%
Full Time	470	27.3%	592	29.5%	644	32.1%	616	30.9%	609	31.4%	678	34.1%
Part Time	1,251	72.7%	1,416	70.5%	1,364	67.9%	1,380	69.1%	1,333	68.6%	1,309	65.9%
Total	1,721		2,008		2,008		1,996		1,942		1,987	

Note. Due to rounding, percentages may not equal 100%.

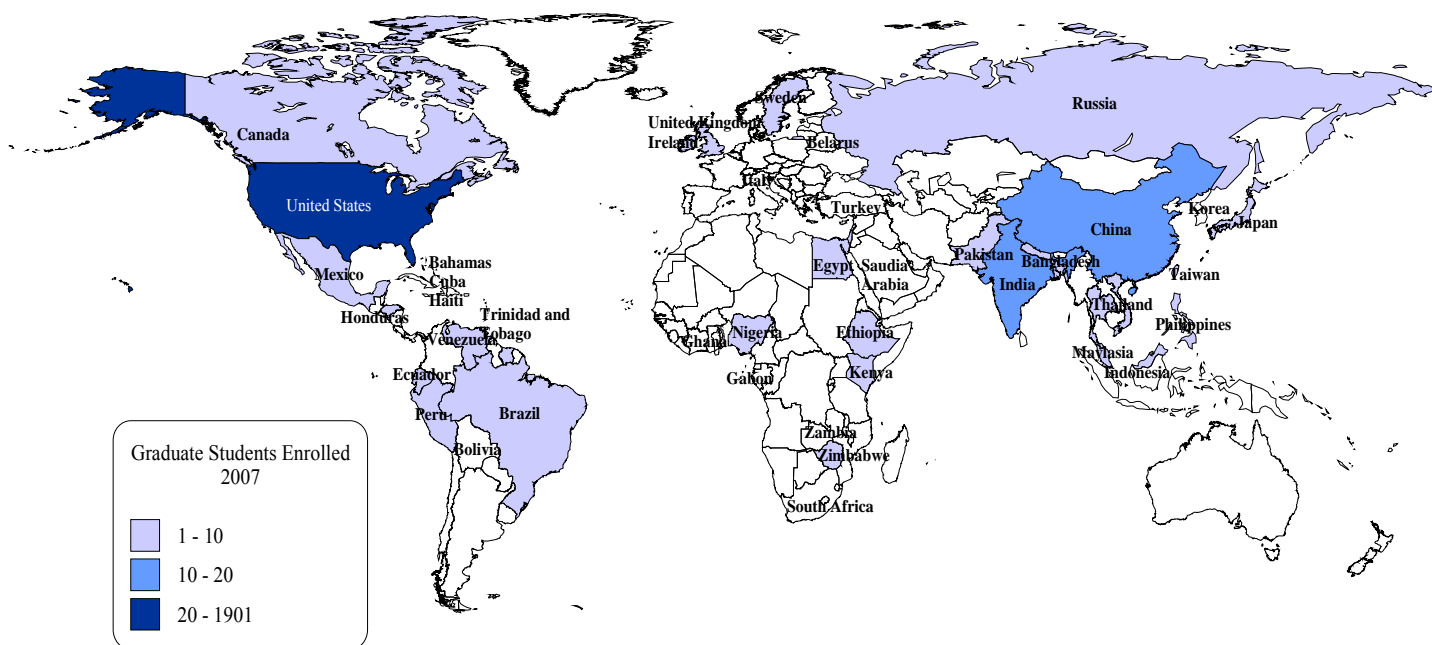


Source: Student Information Reporting System (SIRS).

Graduate Enrollment by Country of Citizenship, Fall 2007

Country	2006	2007	Country	2006	2007
Bahamas	4	1	Malaysia	1	1
Bangladesh	1	1	Mexico	1	2
Belarus	1	0	Nepal	2	1
Bolivia	2	0	Nigeria	4	7
Brazil	1	1	Pakistan	1	1
Bulgaria	0	0	Peru	3	3
Canada	3	2	Philippines	1	1
China	15	12	Russia	2	2
Cuba	1	0	Saudi Arabia	1	0
Ecuador	4	3	Serbia	0	1
Egypt	0	1	South Africa	1	0
Ethiopia	0	1	Suriname	0	1
Gabon	1	0	Sweden	0	1
Ghana	1	0	Taiwan	1	2
Haiti	1	0	Thailand	2	2
Honduras	1	1	Trinidad and Tobago	6	3
India	11	18	Turkey	1	0
Indonesia	1	0	United Kingdom/Gr Britain	2	3
Ireland	1	1	United States of America	1,853	1,901
Israel	0	1	Venezuela	1	4
Italy	1	0	Vietnam	0	1
Japan	3	3	Zambia	1	0
Kenya	2	2	Zimbabwe	2	2
South Korea	1	0	Total	1,942	1,987

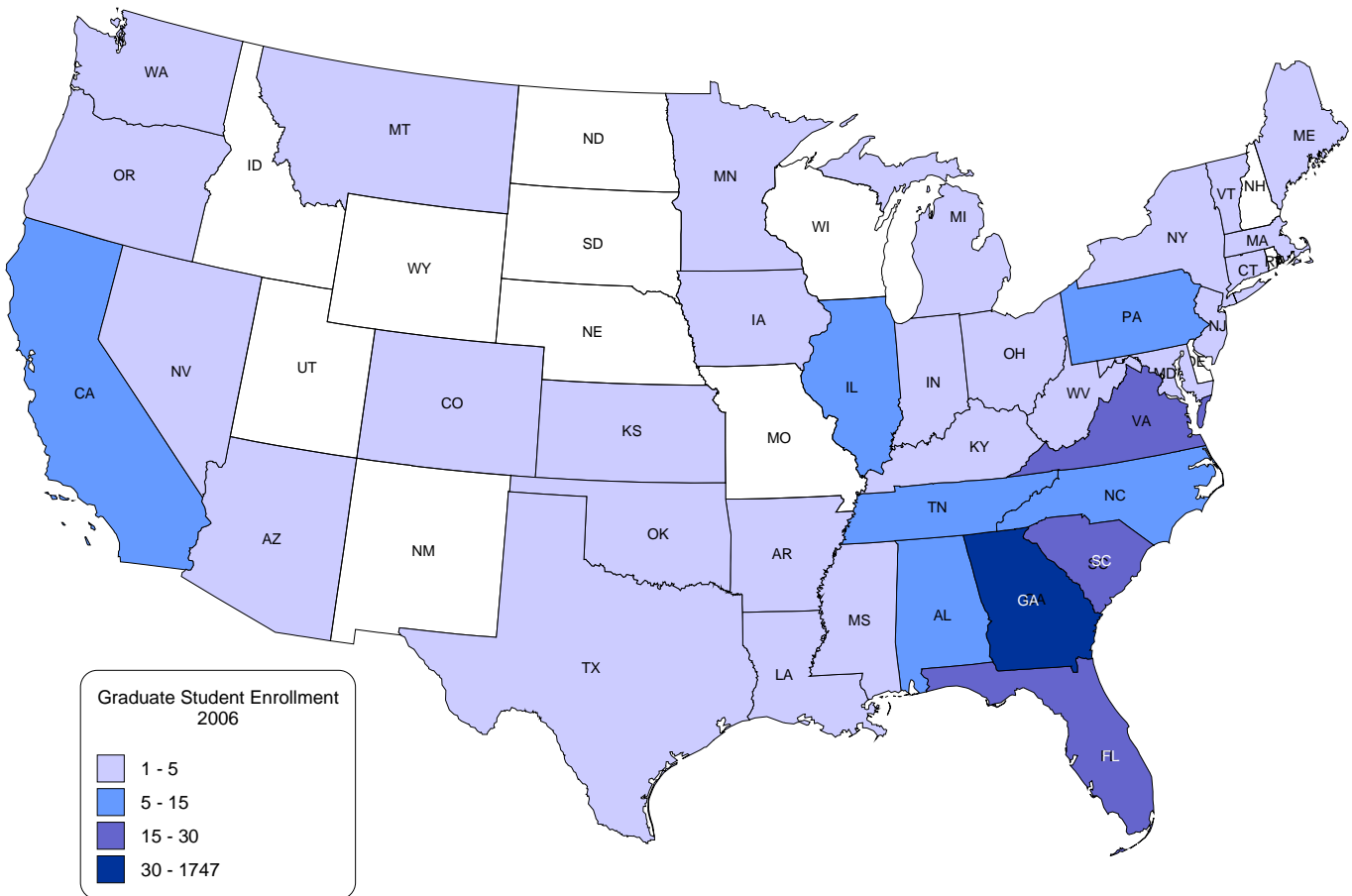
Number - Non-USA 89 86
 Percent - Non-USA 5% 4%



Source: Student Information Reporting System (SIRS).

Graduate Enrollment by State of Residence, Fall 2007

	2006	2007		2006	2007		2006	2007
Alabama	3	6	Kentucky	1	2	Oklahoma	1	1
Arizona	1	4	Louisiana	2	3	Oregon	1	1
Arkansas	2	1	Maine	0	1	Pennsylvania	5	9
California	2	5	Maryland	3	2	South Carolina	18	25
Colorado	1	3	Massachusetts	2	2	Tennessee	11	8
Connecticut	1	1	Michigan	1	3	Texas	5	4
Delaware	1	0	Minnesota	2	1	Vermont	0	1
District of Columbia	1	0	Mississippi	2	2	Virginia	11	15
Florida	19	19	Montana	1	1	Washington	1	2
Georgia	1,727	1,747	Nevada	0	1	West Virginia	2	2
Illinois	4	6	New Jersey	2	2	Wisconsin	2	0
Indiana	1	1	New York	3	3	Total U.S.	1,853	1,901
Iowa	0	3	North Carolina	7	9	<i>Total - Non-USA</i>	89	86
Kansas	1	2	Ohio	6	3	Total Enrollment	1,942	1,987



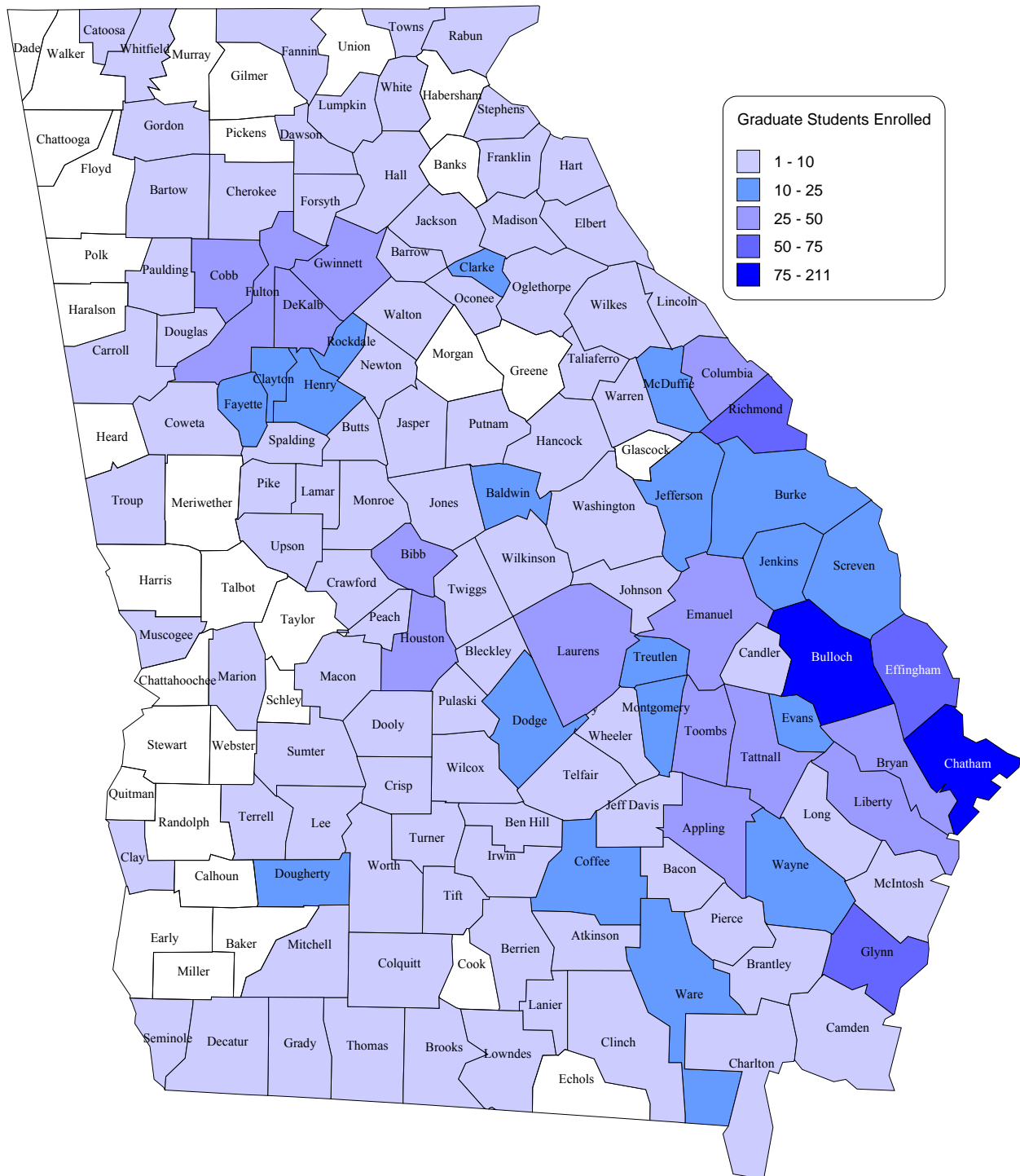
Map shows Total Graduate Enrollment
 Source: Student Information Reporting System (SIRS) – Current State of Legal Residence.

Graduate Enrollment by Georgia County of Origin, Fall 2006—Fall 2007

	2006	2007		2006	2007		2006	2007
Appling	29	31	Emanuel	40	34	Muscogee	9	9
Atkinson	0	1	Evans	20	20	Newton	4	6
Bacon	4	6	Fannin	0	1	Oconee	4	2
Baldwin	10	12	Fayette	16	14	Oglethorpe	2	2
Barrow	1	1	Floyd	4	0	Paulding	3	3
Bartow	1	1	Forsyth	2	3	Peach	4	2
Ben Hill	5	5	Franklin	1	1	Pierce	9	7
Berrien	3	4	Fulton	37	42	Pike	0	2
Bibb	26	33	Glynn	74	66	Pulaski	5	5
Bleckley	8	7	Gordon	5	3	Putnam	1	1
Brantley	1	1	Grady	7	5	Rabun	1	1
Brooks	2	2	Gwinnett	24	37	Richmond	66	69
Bryan	42	35	Hall	4	5	Rockdale	10	10
Bulloch	188	185	Hancock	1	2	Screven	25	16
Burke	12	13	Harris	1	0	Seminole	1	1
Butts	0	2	Hart	4	4	Spalding	4	6
Camden	11	8	Henry	9	10	Stephens	1	1
Candler	5	9	Houston	32	31	Sumter	4	5
Carroll	2	1	Irwin	1	3	Taliaferro	1	1
Catoosa	2	1	Jackson	2	3	Tattnell	26	25
Charlton	4	3	Jasper	2	2	Telfair	6	5
Chatham	237	211	Jeff Davis	7	9	Terrell	0	1
Cherokee	4	4	Jefferson	25	21	Thomas	2	1
Clarke	16	17	Jenkins	7	10	Tift	3	3
Clay	2	2	Johnson	11	6	Toombs	44	44
Clayton	18	19	Jones	3	2	Towns	0	1
Clinch	1	1	Lamar	0	1	Treutlen	12	12
Cobb	22	30	Lanier	1	1	Troup	6	4
Coffee	8	10	Laurens	35	37	Turner	0	1
Colquitt	4	5	Lee	4	3	Twiggs	0	1
Columbia	41	43	Liberty	45	49	Upson	3	3
Coweta	3	3	Lincoln	0	2	Walker	2	0
Crawford	1	1	Long	8	7	Walton	7	6
Crisp	2	1	Lowndes	8	8	Ware	12	10
Dawson	1	1	Lumpkin	1	2	Warren	3	3
Decatur	1	2	Macon	3	1	Washington	12	9
Dekalb	27	36	Madison	2	3	Wayne	17	16
Dodge	12	11	Marion	1	1	Wheeler	3	3
Dooly	1	2	McDuffie	4	10	White	1	1
Dougherty	14	12	McIntosh	5	8	Whitfield	4	4
Douglas	8	7	Meriwether	1	0	Wilcox	1	2
Early	2	0	Mitchell	2	3	Wilkes	2	2
Echols	1	0	Monroe	3	3	Wilkinson	3	3
Effingham	61	64	Montgomery	12	11	Worth	1	1
Elbert	4	5	Murray	1	0	Total	1,646	1,642
						Out of State	296	345
						Total	1,942	1,987

Source: Student Information Reporting System (SIRS) - County of Legal Residence at Matriculation.

Map of Graduate Enrollment by Georgia County of Origin, Fall 2007



Source: Student Information Reporting System (SIRS) - County of Legal Residence at Matriculation.

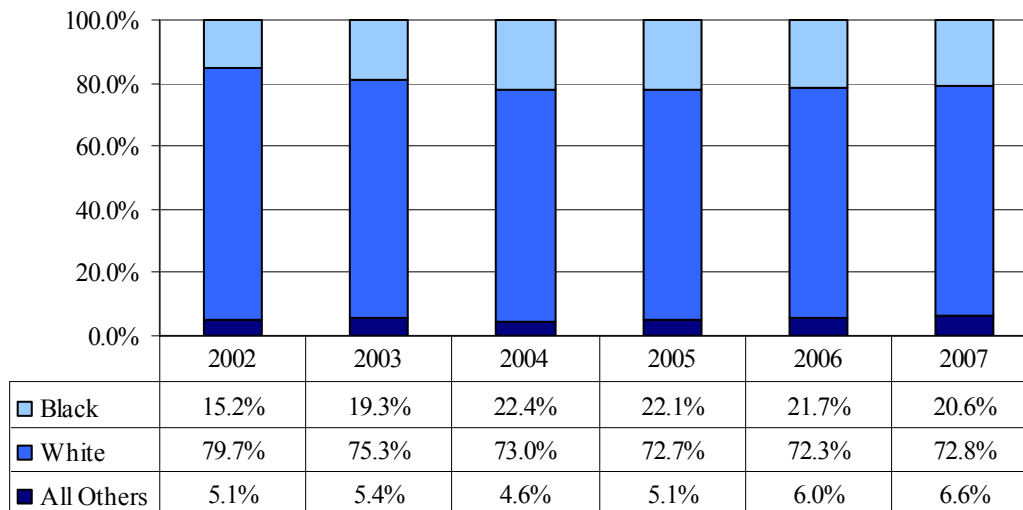
Graduate Enrollment by Race & Gender, Fall Terms

Race/Gender	2002		2003		2004		2005		2006		2007	
	n	%	n	%	n	%	n	%	n	%	n	%
Black	262	15.2%	387	19.3%	450	22.4%	442	22.1%	421	21.7%	409	20.6%
Female	210	12.2%	286	14.2%	330	16.4%	333	16.7%	329	16.9%	312	15.7%
Male	52	3.0%	101	5.0%	120	6.0%	109	5.5%	92	4.7%	97	4.9%
Native American	3	0.2%	5	0.2%	9	0.4%	8	0.4%	6	0.3%	5	0.3%
Female	3	0.2%	3	0.1%	6	0.3%	6	0.3%	3	0.2%	3	0.2%
Male	0	0.0%	2	0.1%	3	0.1%	2	0.1%	3	0.2%	2	0.1%
Asian/Pacific Is.	40	2.3%	46	2.3%	41	2.0%	46	2.3%	55	2.8%	60	3.0%
Female	25	1.5%	28	1.4%	23	1.1%	30	1.5%	30	1.5%	31	1.6%
Male	15	0.9%	18	0.9%	18	0.9%	16	0.8%	25	1.3%	29	1.5%
Hispanic	27	1.6%	38	1.9%	28	1.4%	28	1.4%	31	1.6%	36	1.8%
Female	20	1.2%	22	1.1%	16	0.8%	18	0.9%	22	1.1%	23	1.2%
Male	7	0.4%	16	0.8%	12	0.6%	10	0.5%	9	0.5%	13	0.7%
Multiracial	18	1.0%	20	1.0%	14	0.7%	20	1.0%	24	1.2%	27	1.4%
Female	12	0.7%	13	0.6%	9	0.4%	13	0.7%	16	0.8%	18	0.9%
Male	6	0.3%	7	0.3%	5	0.2%	7	0.4%	8	0.4%	9	0.5%
Unknown¹	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	4	0.2%
Female	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	3	0.2%
Male	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1	0.1%
White	1,371	79.7%	1,512	75.3%	1,466	73.0%	1,452	72.7%	1,405	72.3%	1,446	72.8%
Female	954	55.4%	1,078	53.7%	1,021	50.8%	998	50.0%	991	51.0%	1,009	50.8%
Male	417	24.2%	434	21.6%	445	22.2%	454	22.7%	414	21.3%	437	22.0%
Total Female	1,224	71.1%	1,430	71.2%	1,405	70.0%	1,398	70.0%	1,391	71.6%	1,399	70.4%
Total Male	497	28.9%	578	28.8%	603	30.0%	598	30.0%	551	28.4%	588	29.6%
Total	1,721		2,008		2,008		1,996		1,942		1,987	

Note. Due to rounding, percentages may not equal totals by race.

¹ Board of Regents, University System of Georgia (USG) began reporting "unknowns" as of Spring 2007.

Graduate Enrollment by Race: Fall 2002 - Fall 2007



Note. Due to rounding, percentages may not equal totals by race.

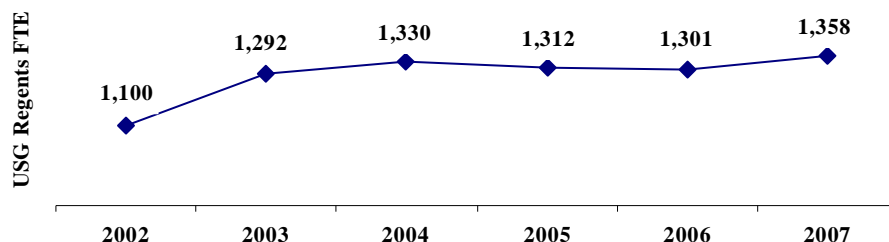
Source: Student Information Reporting System (SIRS).

Full Time Equivalent (FTE) Graduate Enrollment, Fall Terms

	2002	2003	2004	2005	2006	2007
USG Regents FTE	1,100	1,292	1,330	1,312	1,301	1,358

Note. Graduate = full time graduate level students plus sum of part time graduate level hours divided by 9. FTE definition is as of Summer 2003. All years reflect the current definition of FTE.

**Full Time Equivalent (FTE) Graduate Enrollment:
Fall 2002 - Fall 2007**



Graduate Enrollment by Age, Fall Terms

Range	2002	2003	2004	2005	2006	2007	
						n	%
Below 22	12	10	7	11	15	12	0.6%
22-29	730	819	860	862	840	863	43.4%
30-39	496	592	582	564	574	611	30.7%
40-49	338	386	368	345	334	320	16.1%
50-59	137	191	178	202	169	165	8.3%
60+	8	10	13	12	10	16	0.8%
Total	1,721	2,008	2,008	1,996	1,942	1,987	
Average Age	34	34	34	34	34	34	

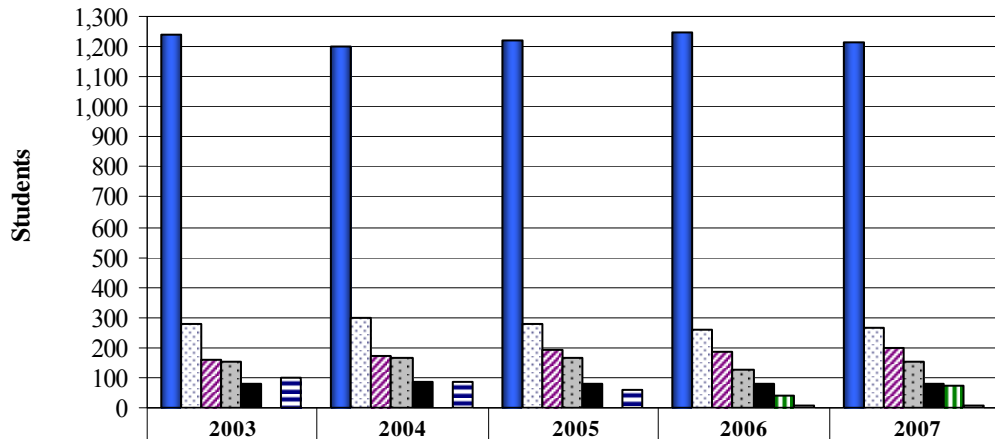
Graduate Enrollment by Residency Type, Fall Terms Types of Non-Resident Fee Waivers

Residency Type	2002	2003	2004	2005	2006	2007
Resident	1,559	1,748	1,739	1,767	1,752	1,767
Non-Resident	90	185	200	175	119	147
International Student Waiver	14	15	9	0	0	0
Out-of-State Waiver	0	0	0	0	2	2
Non-Resident Graduate Student Waiver	37	39	38	33	40	44
Military Waiver	8	5	3	0	0	0
University System Employee Waiver	0	2	3	6	9	11
Public School Teacher Waiver	11	10	7	9	12	10
Academic Common Market Waiver	0	0	4	1	1	0
Senior Citizen Waiver	1	3	3	3	5	3
Border Student Waiver	1	1	2	2	2	3
Total	1,721	2,008	2,008	1,996	1,942	1,987

Source: Student Information Reporting System (SIRS).

Graduate Enrollment by College, Degree, and Major, Fall Terms

Graduate Enrollment by College



	2003	2004	2005	2006	2007
Education	1,238	1,199	1,218	1,250	1,211
Business Administration	277	296	277	256	266
Liberal Arts & Social Sciences	162	173	195	186	199
Health & Human Sciences	154	169	163	124	152
Science & Technology	80	83	81	77	81
Jiann-Ping Hsu Public Health ¹				42	73
Other ²	97	88	62	7	5

¹In existence as a college since January 1, 2006.

²Other - Non-Degree Graduate Student

Fall Term	2003	2004	2005	2006	2007	Fall 2007 % of Total
Total Graduate	2,008	2,008	1,996	1,942	1,987	

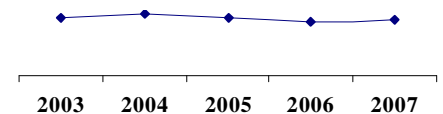
Dean Graduate Studies & Research	97	88	62	7	5	0.3%
Non-Degree Transient-Graduate	97	88	62	7	5	

Fall Term	2003	2004	2005	2006	2007	Fall 2007 % of Total
College of Business Administration	277	296	277	256	266	13.7%
MACC in Accounting	58	65	61	60	71	
MBA in:	189	205	182	164	138	
Business, Business/Exec, Business						
Adm/Web	189	205	182	164	137	
Mgt/Entrepreneurship-Small Bus	---	---	---	---	1	
WebMBA	16	17	23	23	42	

Dean-Graduate Studies & Research



College of Business Administration



Note. In Appendix A, line plots are stacked vertically to facilitate comparisons.

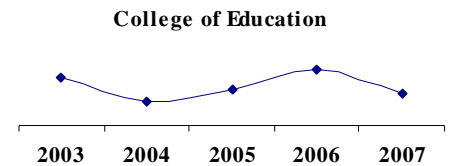
Source: Student Information Reporting System (SIRS) and Data Warehouse Enrollment tables (YSR).

(continued on Page 18)

Graduate Enrollment by College, Degree, and Major, Fall Terms

(continued from Page 17)

Fall Term	2003	2004	2005	2006	2007	Fall 2007 % of Total
College of Education	1,238	1,199	1,218	1,250	1,211	60.9%
MAT in:				19	40	
Art Education	---	---	---	1	3	
Business Education	---	---	---	3	4	
English Education	---	---	---	---	1	
Mathematics Education	---	---	---	1	2	
Middle Grades Education	---	---	---	3	6	
Science Education	---	---	---	---	2	
Social Science Education	---	---	---	1	6	
Spanish Education	---	---	---	2	4	
Special Education	---	---	---	8	12	
MED in:	453	441	422	424	402	
Art Education	2	4	5	5	2	
Business Education	19	5	6	5	0	
Counselor Education	92	100	105	104	99	
Early Childhood Education	26	18	18	22	26	
Educational Leadership	55	58	48	44	41	
English Education	11	14	12	7	2	
French Education	2	1	1	0	0	
Health & Physical Education	1	0	3	2	4	
Higher Education						
Administration/Student Services	20	21	20	23	25	
Instructional Technology	35	37	47	71	67	
Mathematics Education	10	10	7	6	1	
Middle Grades Education	47	32	31	25	16	
Reading Education/Reading Specialist	33	31	35	42	41	
School Psychology	41	40	32	31	34	
Science Education	15	9	5	6	0	
Secondary and P-12 Education	---	---	---	---	28	
Social Science Education	4	10	14	9	0	
Spanish Education	7	10	3	---	1	
Special Education	26	36	25	19	14	
Technology Education	7	5	5	3	1	
EDS in:	245	200	196	195	169	
Counselor Education	34	25	20	27	28	
Early Childhood Education	15	4	2	---	---	
Educational Leadership	64	56	46	38	35	
English Education	8	5	2	---	---	
Health & Physical Education	2	---	---	---	---	
Instructional Technology	19	8	3	---	---	
Mathematics Education	3	1	---	---	---	
Middle Grades Education	28	6	1	1	0	
Music Education	3	1	---	---	---	



Note. Dashes indicate that a particular degree/major combination was not offered in the indicated semester.
Source: Student Information Reporting System (SIRS) and Data Warehouse Enrollment tables (YSR).

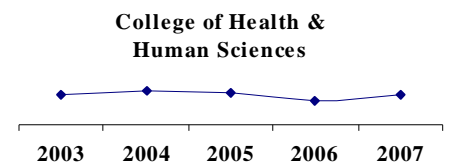
(continued on Page 19)

Graduate Enrollment by College, Degree, and Major, Fall Terms

College of Education (continued from Page 18)

Fall Term	2003	2004	2005	2006	2007
EDS in continued:					
Reading Education/Reading Specialist	13	4	1	---	---
School Psychology	22	26	24	35	32
Science Education	5	2	---	---	1
Social Science Education	2	1	---	---	---
Special Education	27	6	---	---	---
Teaching and Learning	0	55	97	94	73
EDD in:	262	346	447	476	486
Curriculum Studies	151	182	220	237	244
Education Administration	111	164	227	239	242
Certificate & Non-Degree Graduate:	278	212	153	136	114

Fall Term	2003	2004	2005	2006	2007	Fall 2007 % of Total
College of Health & Human Sciences	154	169	163	124	152	7.6%
MHSA in Health Services Administration	12	12	15	***	***	
MPH in Public Health	25	25	28	***	***	
MS in:	68	86	85	75	88	
Kinesiology	39	49	45	38	51	
Recreation Administration	3	5	5	13	12	
Sport Management	26	32	35	24	25	
MSN in:	45	43	32	46	61	
Clinical Nurse Specialist	---	---	---	---	4	
Family Nurse Practitioner	6	6	3	25	55	
Nursing	38	36	29	21	0	
Rural Community Health Nursing Specialist	1	1	0	0	2	
Non-Degree Graduate	4	3	3	3	3	

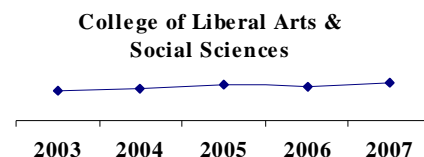


Note. Dashes indicate that a particular degree/major combination was not offered in the indicated semester
Source: Student Information Reporting System (SIRS) and Data Warehouse Enrollment tables (YSR).

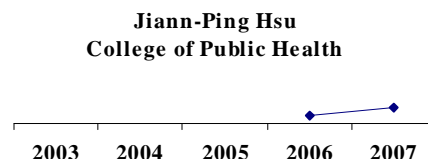
Graduate Enrollment by College, Degree, and Major, Fall Terms

(continued from Page 19)

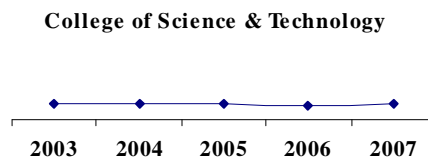
Fall Term	2003	2004	2005	2006	2007	Fall 2007 % of Total
College of Liberal Arts & Social Sciences	162	173	195	186	199	10.0%
<i>DPSYCP in Psychology</i>	---	---	---	---	4	
<i>MA in:</i>	49	52	79	73	87	
English	23	23	23	20	21	
History	13	15	19	19	24	
Political Science	3	---	---	---	---	
Social Science	---	---	28	23	30	
Sociology	10	14	---	2	1	
Spanish	---	---	9	9	11	
MFA in Art	18	15	13	11	12	
MM in Music	14	12	15	15	13	
MPA in Public Administration	49	63	59	51	56	
MS in Psychology	26	27	25	31	20	
Non-Degree Graduate	6	4	4	5	7	



Fall Term	2003	2004	2005	2006	2007	Fall 2007 % of Total
Jiann-Ping Hsu College of Public Health^a	---	---	---	42	73	3.7%
<i>DPH in Public Health</i>	---	---	---	---	12	
<i>MHSA in Health Services Administration</i>	---	---	---	13	9	
<i>MPH in Public Health</i>	---	---	---	27	49	
Non-Degree Graduate	---	---	---	2	3	



Fall Term	2003	2004	2005	2006	2007	Fall 2007 % of Total
College of Science & Technology	80	83	81	77	81	4.1%
MS in Biology	38	46	43	42	43	
MS in Mathematics	17	16	17	15	12	
MT in Technology	20	15	16	18	22	



^aIn existence as a college since January 1, 2006.

Note. Dashes indicate that a particular degree/major combination was not offered in the indicated semester.

Asterisks indicate that a particular degree/major combination was still offered, but by a different college.

Source: Student Information Reporting System (SIRS) and Data Warehouse Enrollment tables (YSR).

Cost of Attendance Per Term, Full-time Graduate Student (≥ 9 Credit Hours)

Georgia Resident - No Dependents			
	2005	2006	2007
Books and/or Supplies	\$ 500	\$ 500	\$ 600
Fees	512	526	562
Personal Expenses	1,233	1,300	1,400
Room and Board	3,150	3,250	3,430
Transportation	800	1,000	1,150
Tuition	1,463	1,522	1,758
Total	\$7,658	\$8,098	\$8,900

Non-Georgia Resident - No Dependents			
	2005	2006	2007
Books and Supplies	\$ 500	\$ 500	\$ 600
Fees	512	526	562
Personal Expenses	1,233	1,300	1,400
Room and Board	3,150	3,250	3,430
Transportation	800	1,100	1,265
Tuition	5,852	6,086	7,030
Total	\$12,047	\$12,762	\$14,287

Source: Office of Student Fees.

Graduate/Professional Enrollment of University System of Georgia, Fall 2007

Table is sorted in descending order of % Graduate/Professional of Total Graduate Headcount in Fall 2007.

Institution	Non-Degree Seeking	Masters	Educ. Spec. ^a	Doctorate	Graduate Total	First Prof. ^b	Grad./Prof. Total ^c	Total Headcount	% Grad./Prof. of Total Headcount ^d
Medical College of Georgia	12	455	0	345	812	985	1,797	2,862	62.8%
Georgia Institute of Technology	67	2,991	0	3,119	6177	0	6,177	18,747	32.9%
Georgia State University	525	4,417	79	1,562	6583	662	7,245	27,134	26.7%
University of Georgia	562	3,549	184	2,652	6947	1,549	8,496	33,831	25.1%
University of West Georgia	567	933	263	72	1835	0	1,835	10,677	17.2%
Georgia College & State Univ.	122	726	82	0	930	0	930	6,249	14.9%
Augusta State University	145	742	73	0	960	0	960	6,588	14.6%
Columbus State University	29	844	172	0	1045	0	1,045	7,593	13.8%
Valdosta State University	170	1102	185	95	1552	0	1,552	11,280	13.8%
North Ga. College & State Univ.	118	524	53	0	695	0	695	5,227	13.3%
Georgia Southern University^e	0	1,313	170	502	1985	0	1,985	16,841	11.8%
Southern Polytechnic State Univ.	57	466	0	0	523	0	523	4,460	11.7%
Armstrong Atlantic State Univ.	106	672	0	0	778	0	778	6,848	11.4%
Kennesaw State University	125	2,210	0	0	2335	0	2,335	20,607	11.3%
Albany State University	5	374	48	0	427	0	427	4,033	10.6%
Georgia Southwestern State Univ.	6	141	37	0	184	0	184	2,405	7.7%
Savannah State University	0	128	0	0	128	0	128	3,169	4.0%
Fort Valley State University	0	95	0	0	95	0	95	2,562	3.7%

^aEdu. Spec. = Education Specialist

^bFirst Prof. = First Professional

^cGrad./Prof. Total = Graduate/Professional Total

^d% Grad./Prof. of Total Headcount = % Graduate/Professional of Total Headcount

^eNumbers may vary due to discrepancies between University System of Georgia Student Information Reporting System and the Academic Data Mart.

Source: University System of Georgia Semester Enrollment Report.

New Graduate Enrollment by University System of Georgia Institution, Fall 2007

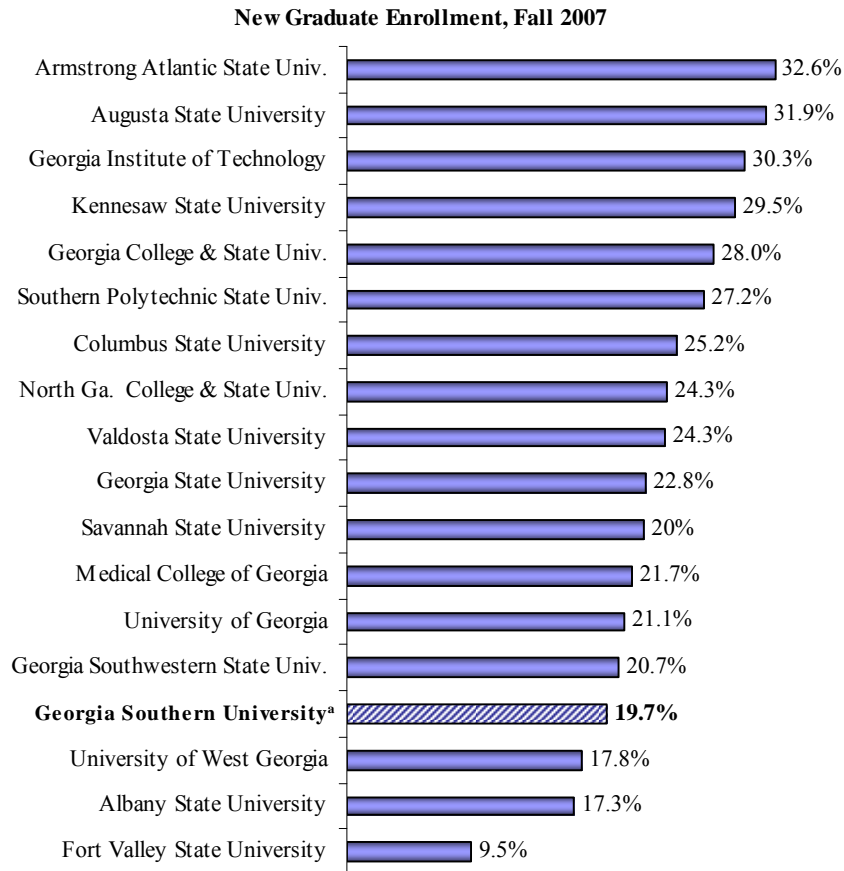


Table is sorted in descending order of % Graduate Enrollment in Fall 2007.

Institution	Entering Graduate		Graduate Total
	<i>n</i>	%	
Armstrong Atlantic State Univ.	254	32.6%	778
Augusta State University	306	31.9%	960
Georgia Institute of Technology	1,871	30.3%	6,177
Kennesaw State University	689	29.5%	2,335
Georgia College & State Univ.	260	28.0%	930
Southern Polytechnic State Univ.	142	27.2%	523
Columbus State University	263	25.2%	1,045
North Ga. College & State Univ.	169	24.3%	695
Valdosta State University	377	24.3%	1,552
Georgia State University	1,498	22.8%	6,583
Savannah State University	29	22.7%	128
Medical College of Georgia	176	21.7%	812
University of Georgia	1,464	21.1%	6,947
Georgia Southwestern State Univ.	38	20.7%	184
Georgia Southern University	392	19.7%	1,985
University of West Georgia	327	17.8%	1,835
Albany State University	74	17.3%	427
Fort Valley State University	9	9.5%	95

Source: University System of Georgia Semester Enrollment Report.

Graduate Enrollment of University System of Georgia

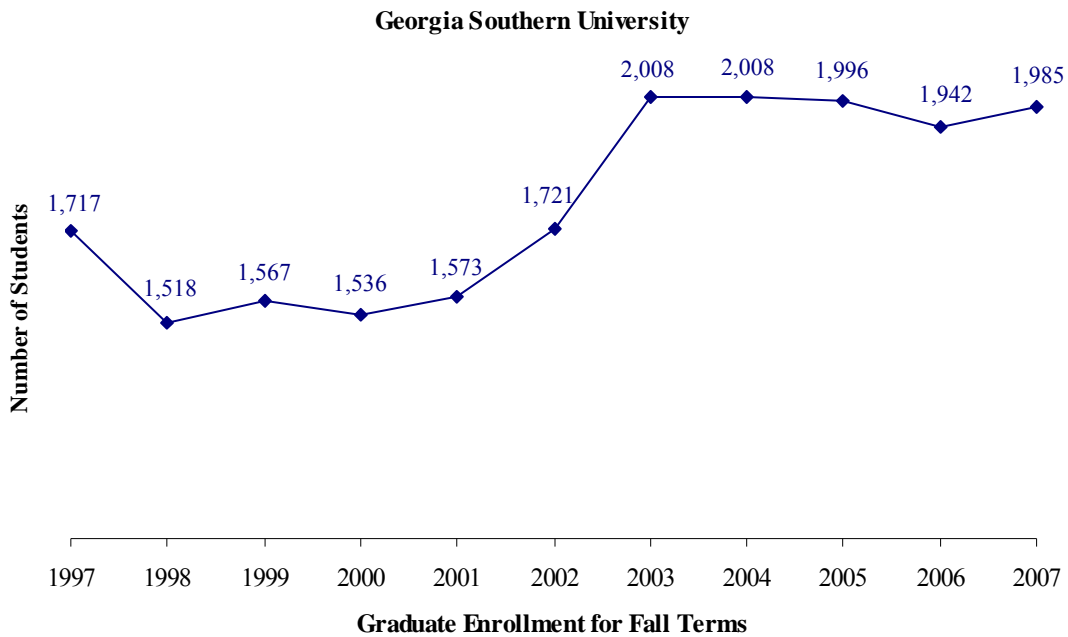


Table is sorted in descending order of Graduate Enrollment in Fall 2007.

Institution	Fall Terms										
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
University of Georgia	5,375	5,329	5,540	5,709	5,975	6,462	6,922	6,792	6,835	6,918	6,947
Georgia State University	6,833	6,404	6,496	6,583	6,873	7,160	7,190	6,708	6,324	6,355	6,583
Georgia Institute of Technology	3,445	3,655	3,818	4,060	4,532	5,025	5,386	5,295	5,294	5,575	6,177
Kennesaw State University	1,361	1,523	1,484	1,383	1,519	1,757	1,896	1,882	1,817	2,146	2,335
Georgia Southern University^a	1,717	1,518	1,567	1,536	1,573	1,721	2,008	2,008	1,996	1,942	1,985
University of West Georgia	2,250	2,067	1,893	1,850	1,786	2,012	2,210	1,937	1,808	1,688	1,835
Valdosta State University	1,255	1,152	1,118	1,310	1,299	1,541	1,746	1,387	1,410	1,399	1,552
Columbus State University	821	680	633	737	897	931	943	924	851	833	1045
Augusta State University	753	731	749	630	702	843	859	851	851	845	960
Georgia College & State Univ.	1,217	1,111	1,079	1,114	996	1,069	1,033	965	861	899	930
Medical College of Georgia	335	406	412	383	332	330	360	415	455	596	812
Armstrong Atlantic State Univ.	556	516	511	456	686	813	910	862	795	642	778
North Ga. College & State Univ.	379	308	379	382	432	497	571	538	575	566	695
Southern Polytechnic State Univ.	578	561	620	603	590	599	583	546	476	526	523
Albany State University	409	429	421	396	441	537	512	456	421	412	427
Georgia Southwestern State Univ.	418	445	502	641	588	407	316	221	189	235	184
Savannah State University	94	101	111	96	106	142	157	135	116	132	128
Fort Valley State University	440	261	319	349	287	253	246	245	177	90	95

Source: University System of Georgia Semester Enrollment Report.

Degrees Conferred by College & Fiscal Year, 2002-2007

	2002	2003	2004	2005	2006	2007	2007 % of Total
College of Business Administration							
Master of Accounting	31	33	28	38	37	31	
Master of Business Administration	77	71	75	74	72	59	
WebMBA	0	4	15	2	13	6	
College Total (COBA)	108	108	118	114	122	96	16.4%
College of Education							
Doctor in Education	43	23	23	22	27	63	
Education Specialist	43	51	70	84	66	75	
Master of Education	154	168	226	175	172	190	
Master of Arts in Teaching	---	---	---	---	---	1	
College Total (COE)	240	242	319	281	265	329	56.2%
College of Health & Human Sciences							
Master of Health Services Administration	5	2	4	3	2	---	
Master of Public Health	1	6	6	9	9	---	
Master of Science	39	37	34	30	32	41	
Master of Science in Nursing	10	11	7	10	15	5	
College Total (CHHS)	55	56	51	52	58	46	7.9%
College of Liberal Arts & Social Sciences							
Master of Arts	13	9	27	11	20	18	
Master of Fine Arts	4	1	6	3	3	3	
Masters in Music	6	4	4	3	4	7	
Master of Public Administration	20	23	22	19	23	17	
Master of Science	7	11	8	11	11	13	
College Total (CLASS)	50	48	67	47	61	58	9.9%
Jiann-Ping Hsu College of Public Health							
Master of Health Services Administration	***	***	***	***	***	10	
Master of Public Health	***	***	***	***	***	17	
College Total (JPHCPH)						27	4.6%
College of Science & Technology							
Master of Science	16	13	15	12	19	21	
Master of Technology	11	8	11	6	4	8	
College Total (COST)	27	21	26	18	23	29	5.0%
Total Degrees	480	475	581	512	529	585	

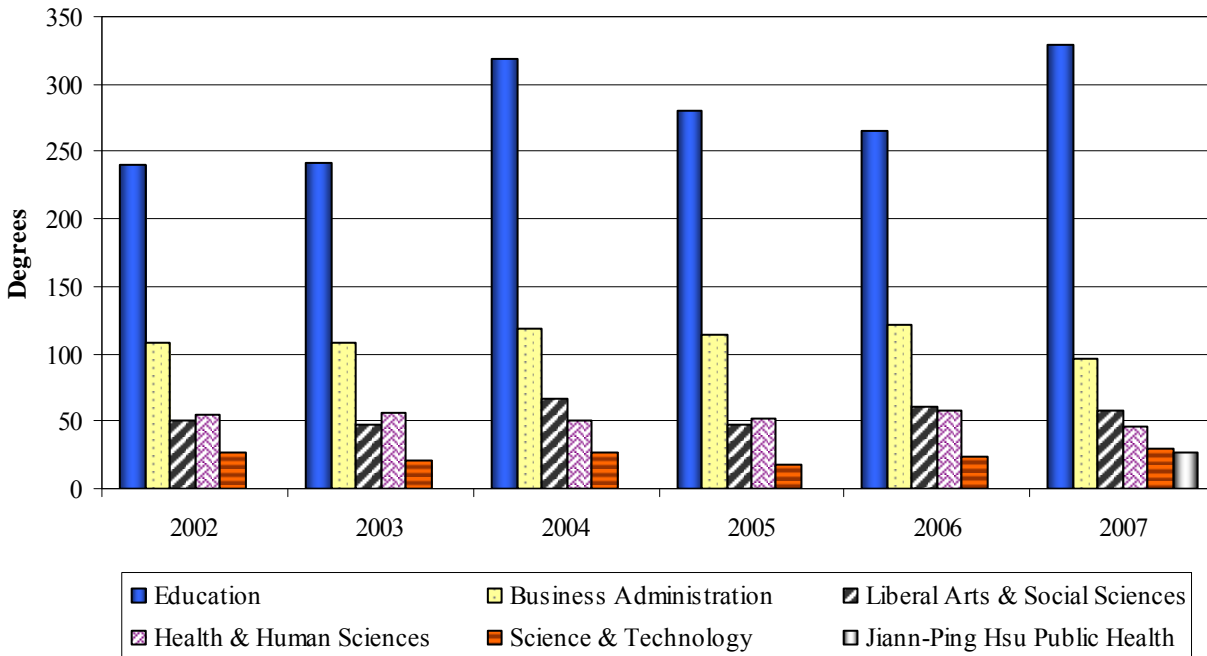
Note. Jiann-Ping Hsu College of Public Health was new as of Spring 2006. Dashes indicate that a particular degree was not offered in the indicated semester. Asterisks indicate that a particular degree was still offered, but by a different College.

Source: Student Information Reporting Systems (SIRS).

Degrees Conferred by College & Fiscal Year, 2002-2007

(continued from page 25)

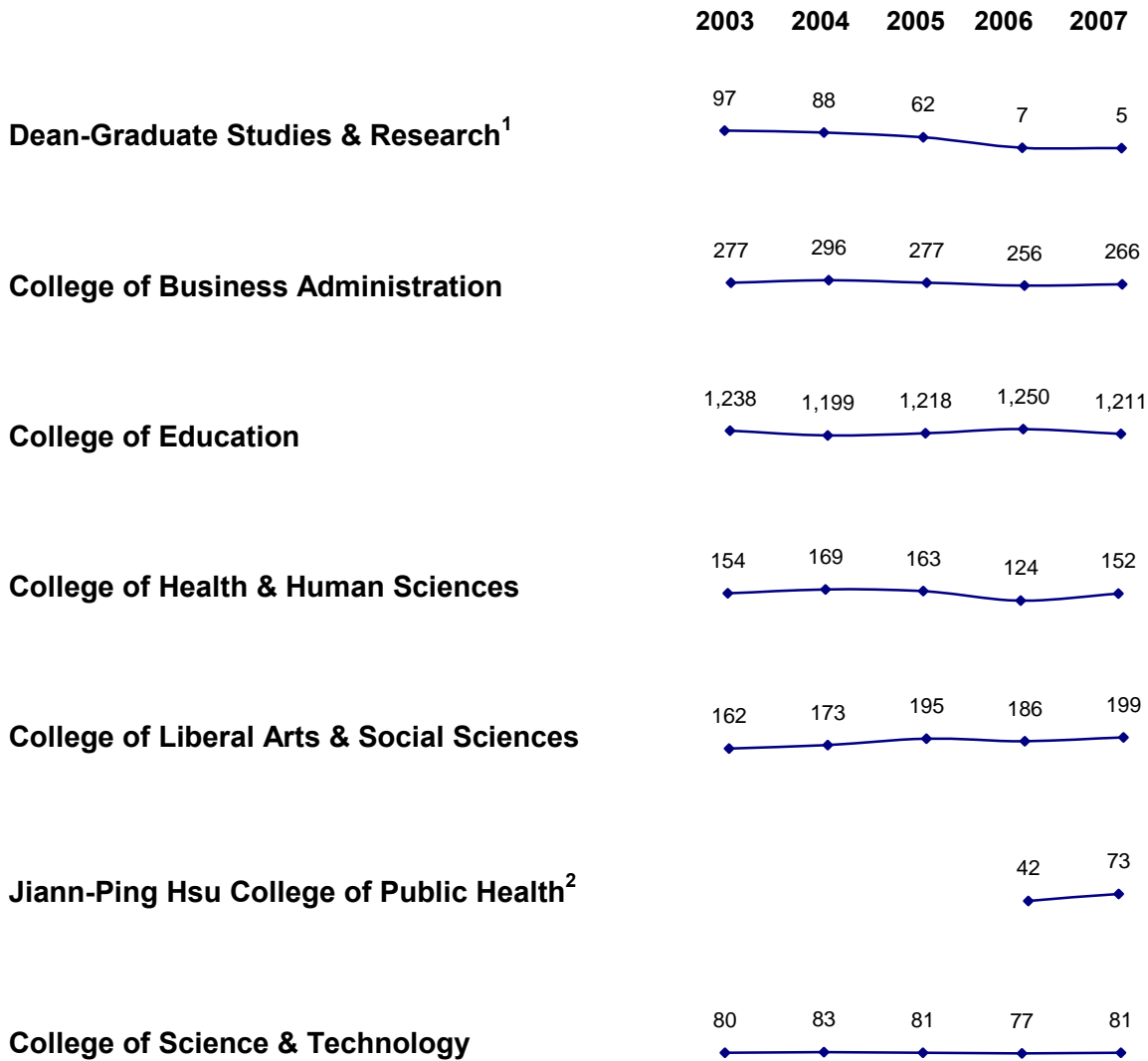
Degrees Conferred by College and Fiscal Year



Note. Jiann-Ping Hsu College of Pubic Health was new as of Spring 2006.

Source: Student Information Reporting Systems (SIRS).

Appendix A. Graduate Enrollment Frequencies by College, Fall Terms



¹Includes Non-Degree Transient Graduate

²In existence as a college since January 1, 2006.

Source: Student Information Reporting System (SIRS) and Data Warehouse Enrollment tables (YSR).

Appendix B. Georgia Southern University Strategic Plan

Georgia Southern University

Strategic Plan

Fall 2004

Georgia Southern University will be recognized as one of the best public comprehensive universities in the country within the next ten years.

**Academic Distinction
Student-Centered University
Technological Advancement
Transcultural Opportunities
Private and Public Partnerships
Physical Environment**

Georgia Southern University Strategic Plan

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No institution, no university, ever became great without expecting to be great.

Our expectations must envision greatness...

Bruce Grube, President, Georgia Southern University, 1999

Introduction

On September 1, 1999, the President of Georgia Southern University, Bruce F. Grube, charged the Strategic Planning Council (SPC) to produce a Level I (institutional level) strategic plan for the University. The charge included developing a vision of our future that could be shared and valued by the entire University community. This plan represents a comprehensive strategy which raises our collective expectations of the quality we can achieve, directs the services we provide, and targets the stakeholders we serve. The plan will enable the University, over the next decade, to utilize our resources with more efficiency and effectiveness and guide us to increase available resources. In January of 2004, the SPC began a revision of all levels of the Strategic Plan. What follows is a revision of the Level I University Strategic Plan.

As this plan guides the University toward its intended state of being, it will be the primary determinant of resource allocation and the yardstick for assessment. Every program and activity will be viewed and reviewed through the lenses of congruence with the University's goals and contribution to attainment of the University's strategic objectives. The University will sustain programs that are essential to its core mission; it will enhance programs that propel it toward its destination; and it will modify programs that are found to diverge from its intended path.

The SPC began the planning process by inviting a representative array of campus constituents to conduct an analysis of the institution's strengths and weaknesses and environmental opportunities and threats. Those constituencies included undergraduate and graduate students, the Faculty Senate Executive Committee, the Personnel Advisory Committee, the Deans' Council, the African-American Caucus, and administrative directors. The SPC then applied their analyses to the six strategic themes identified as the pillars of Georgia Southern's future. We asked these questions: Where does the University go from here? What does our future look like? What is our vision of the direction and reputation of Georgia Southern University? The simple answer is this: **"Georgia Southern University will be recognized as one of the best public comprehensive universities in the country within the next ten years."** The more complex answer, the destination we plan to reach together, is found in the body of this plan which articulates the elements of the six strategic themes and the steps to implement them. The institutional level plan (Level I) outlines our strategic vision for the future and our commitment to the decision-making process necessary to initiate the journey to greatness. It paints our shared vision in broad strokes. The Level II Plan, strategic implementation, and the Level III Plan, academic and administrative unit tactics, will provide the fine points of operational leadership.

The plan begins with a statement of the University's vision and mission; it attempts to identify our key stakeholders and our relationships with them; it then sets out a summary of our program and service offerings, a delineation of the University's comparative advantages, and the definition of the Plan's six strategic themes and their strategic objectives. The Plan articulates action steps to initiate the strategic objectives at the University level, thus providing a framework for University-wide implementation supported by operating-level tactics and policies.

Our analysis of strengths, weaknesses, opportunities, and threats culminated in widespread agreement on the challenges facing Georgia Southern University along our road to greatness. These are among the key challenges addressed in this plan:

- **Expectations.** The plan raises the bar for all functions of the University including, but not limited to, learning, teaching, scholarship, admissions, student services, business and finance, and university advancement.
- **Technology.** Educational and informational technology, in all its manifestations, must pervade new approaches to teaching, learning, scholarship, and administration throughout the University.
- **Globalization.** We must strive to reach an understanding of global perspectives while striking a balance with service to state and regional needs.
- **Students.** We must seek out and enroll a student body well-prepared for college, academically motivated, and ethnically, socially, and economically diverse.
- **Accountability.** Students, faculty, and staff must be accountable to their stakeholders, themselves, and the University.
- **Financial Support.** Public higher education faces a decreasing share of state-appropriated funds. We must develop the ability to generate financial support from outside sources and through partnerships. We must also exercise the discipline to make difficult reallocation decisions.
- **Marketing.** We must tell our story boldly, accurately, and professionally to ensure that the University's reputation reflects the reality of our stature in the University System and our institutional comprehensiveness, quality, and character.

Finally, we must invest ourselves in this plan and its vision of a campus community of civility and respect; a culture which values scholarship and learning in all its endeavors; and a collegial campus governance system reaching out to all levels as important strategic decisions are considered. Academic distinction is the core of our vision of greatness, and while six strategic themes establish the platform for Level I, we must focus all our energies on an uncompromising expectation of excellence and the nurturing of an intellectual community. When that is achieved, our greatness will be validated.

Vision and Mission

Vision - Georgia Southern University will be recognized as one of the best public comprehensive universities in the country within the next ten years.

Mission – Approved by the Board of Regents June 30, 2004

Georgia Southern University is a public comprehensive university devoted to academic distinction in teaching, scholarship, and service. The University's hallmark is a culture of engagement that bridges theory with practice, extends the learning environment beyond the classroom, and promotes student growth and life success. Georgia Southern's nationally accredited academic programs in the liberal arts, sciences, and professional studies prepare a diverse and select undergraduate and graduate student population for leadership and service as world citizens. Faculty, staff, and students embrace core values expressed through integrity, civility, kindness, collaboration, and a commitment to lifelong learning, wellness, and social responsibility.

Central to the University's mission is the faculty's dedication to excellence in teaching and the development of a fertile learning environment exemplified by a free exchange of ideas, high academic expectations, and individual responsibility for academic achievement. Georgia Southern faculty are teacher-scholars whose primary responsibility is the creation of learning experiences of the highest quality, informed by scholarly practice, research, and creative activities. The University offers a student-centered environment enhanced by technology, transcultural experiences, private and public partnerships, and stewardship of a safe residential campus recognized for its natural beauty.

Georgia Southern University is committed to advancing the State of Georgia and the region through the benefits of higher education, offering baccalaureate through doctoral degrees and a variety of outreach programs. The University fosters access to its educational programs, provides a comprehensive and fulfilling university experience, and enhances quality of life in the region through collaborative relationships supporting education, health care and human services, cultural experiences, scientific and technological advancement, athletics, and regional development.

Programs and Services

Georgia Southern University is a member institution of the University System of Georgia. A residential university of more than 16,000 students, Georgia Southern University's hallmark is a superior undergraduate experience emphasizing academic distinction, excellent teaching, and student success. Georgia Southern University is Georgia's third largest university and is among the most comprehensive centers of public higher education in the state.

A *Master's I* university accredited by the Southern Association of Colleges and Schools, Georgia Southern University offers 130 academic majors in a broad array of baccalaureate degrees and selected master's and doctoral programs. The University has earned national accreditation in 29 program areas. Academic programs are organized in six Colleges: Business Administration, Education, Health and Human Sciences, Information Technology, Liberal Arts and Social Sciences, the Allen E. Paulson College of Science and Technology, and the Jack N. Averitt College of Graduate Studies. The University awarded 2,610 degrees during 2003-2004 including 23 doctoral degrees.

The University is one of the top two choices in Georgia for new freshmen, including HOPE Scholars. Georgia Southern University enrolls with increasing selectivity a student body representing in recent years all of Georgia, almost every state, the District of Columbia, two territories, and more than 80 nations. Moreover, at least four-fifths of undergraduates are full-time students. The University is enhancing its academic profile through higher admission standards, an expanded scholarship Honors Program, and targeted recruiting of academically-talented students. The average SAT of entering freshman has increased from 987 in Fall 1999 to 1078 for Fall 2004.

More than 150 campus organizations bring students together around their special interests. The organizations include academic associations, performing arts groups, honor societies, team sports, fraternities and sororities, service clubs, and religious groups. Most organizations also participate at the regional or national level, with opportunities for students to expand their horizons. Georgia Southern University's reputation as a "warm and caring, friendly campus" begins with the University's commitment to serving students, offering the support needed to meet the challenges of college life and beyond. These services range from guiding students in planning their curriculum to assisting graduating seniors in finding employment opportunities.

Georgia Southern University fulfills its service mission through outreach and research in economic development, education, rural health, and environmental science. The University is raising the number of professionals in the region through programmatic offerings in Savannah, Brunswick, Augusta, Dublin, and Hinesville.

Founded in 1906 as a district agricultural school, the institution advanced to become a teachers' college, a senior college, and in 1990 the first university in the southern half of Georgia. The University has recently emerged from a decade of growth that doubled its enrollment. The 670-acre park-like campus is completing a \$200-million building and beautification renaissance that spanned the decade.

The learning environment for students and the public is enhanced by the Georgia Southern University-Statesboro Symphony, a Library serving the University's entire community, a museum of cultural and natural history, a botanical garden, a new performing arts center, and a unique wildlife education center. The University's Division I athletic teams compete in the

Southern Conference and have attained national recognition. The campus is located in Statesboro, a safe, hospitable Main Street community of 30,000, an hour from historic Savannah and beach resorts, and within 200 miles of Atlanta.

Georgia Southern approaches its centennial in an era of new leadership with a vision to rank among the best universities of its class in the nation.

Stakeholders

The University's stakeholders include all of its publics, those who deal directly with it and those who are affected by it even at a distance. The categories of stakeholders listed here are not mutually exclusive, and the list is not exhaustive- any individual or organization may recognize itself in several groups. The University respects its mutually beneficial relationships with its stakeholders, and strives to maintain those bonds across time and distance.

Prospective Students. Georgia Southern University assertively recruits students who are considering undergraduate and post-baccalaureate education. Most desirable to prospective students are Georgia Southern University's image of academic distinction and students' reasonable expectations of success in a rigorous environment. Other attractions for traditional students are the perception of the complete away-from-home college experience and identification with an institution of notable athletic prowess. Place-bound professionals identify with the best local source of educational advancement, and other non-traditional students find comprehensive offerings and scheduling alternatives designed to meet their specific needs.

Undergraduate Students. Georgia Southern University enrolls with increasing selectivity a diverse group of students from across the state, the country, and the globe. The undergraduate population is defined not by region nor demographic characteristic, but rather by preparation, achievement, and motivation as indicated by an increased SAT of entering freshman.

Graduate Students. Georgia Southern University enrolls graduate students in two distinct groups: those whose educational needs are fully served by our advanced and terminal degree programs, and those whose professions require continuing advanced education for certification or license. Georgia Southern University provides one of its most focused responses to community and regional needs with its advanced degree programs.

Alumni. Georgia Southern University maintains a "community bond" with its graduates that transcends location, and our graduates remain involved in the development of the institution. This relationship is founded on graduates' commitment to the ideals of the institution, particularly citizenship, service, and lifelong learning, and the University's desire to maximize the value of a Georgia Southern University degree.

Faculty. Georgia Southern University benefits from a corps of instruction that collectively places teaching at the forefront of the traditional triad of faculty responsibilities: teaching, scholarship, and service. The spirit of community among the faculty is based on mutual respect, shared governance, compensation at competitive levels, and opportunity both for professional advancement and to perform valued service to the University and the community at large.

Staff. Georgia Southern University employs professional and support staff who are attracted to the University's signature learning environment. By their efforts and their attitudes the staff members play an active role in developing the University and relating it to its publics. Whether maintaining the physical campus, developing new contributors, or administering financial accounting, they are instrumental in producing the University's signature experience. The staff share a desire to facilitate students' successful transition to college, to foster a diverse and collegial university community, and to help individuals adapt and grow in a complex environment. The staff take justifiable pride in their work ethic and their association with a university of distinction.

Supporters. Georgia Southern University benefits from many supporters including individuals, businesses and commercial enterprises, governmental agencies at all levels, and cooperative organizations. Individuals and businesses demonstrate strong financial and personal commitment to the University in their support of fund-raising campaigns, athletic events, and community-oriented projects. Governmental support comes in many forms- traffic control, immunizations offered on campus, opportunities for internships and active learning. Cooperative organizations include the Georgia Southern University Foundation and Southern Boosters, both of which are essential to the University's successes.

Employers. Georgia Southern University relies on employers and others who engage our graduates; these stakeholders validate our efforts in the most tangible way. In addition to hiring graduates, this group supports the University and its academic programming by serving on advisory boards and by sponsoring internships, cooperative education, and other experiential education for our students.

The External Community. Georgia Southern University relates to the community, state, and region through its educational opportunities for traditional and non-traditional students, stimulation of economic development, creative problem solving, and cultural outreach programs. Additional external constituents include the Board of Regents, employers, the General Assembly, other funding partners, and graduate/professional schools. Georgia Southern University enhances its identification with the national and international community by producing graduates possessing a well-rounded foundation of knowledge, specific skills related to chosen fields of study, and awareness of their personal responsibilities as national and global citizens.

Comparative Advantages

Georgia Southern University aspires to provide the best undergraduate learning experience in the University System of Georgia, and through excellence in selected graduate programs to be recognized as one of the premier comprehensive universities in the country. These aspirations will grow in reality and reputation from the University's commitment to academic distinction. In that regard, Georgia Southern University will provide all undergraduate students with a core curriculum grounded in the fine arts, humanities, natural sciences, and social sciences that encourages the exploration of humankind's role in the universe. While incorporating the latest technologies in the discovery, transfer, and application of knowledge, the University's primary mission is to offer a traditional student-centered residential learning experience that fosters holistic personal growth. The University takes pride in its "personal touch" and is committed to providing attention to the individual needs of students. The University's commitment to these principles extends to its graduate offerings where opportunities for student-faculty engagement and enrichment abound.

Engagement. GEORGIA SOUTHERN UNIVERSITY'S MOST IMPORTANT COMPARATIVE ADVANTAGE IS ITS CULTURE OF ENGAGEMENT, where students work side-by-side with faculty and staff, participating in active learning related to the acquisition and use of knowledge for the benefit of humanity. "Engagement" permeates explanations of who we are, what we do, and how we differentiate ourselves from other institutions, and is integral to Georgia Southern University's many advantages.

Engagement refers to the psychological and physical energies invested in active participation in the learning process (in-class and out-of-class). At Georgia Southern University, expectations for engagement are set high for students to take the initiative and responsibility for their active involvement in learning activities, and for faculty and staff to invest in supporting student successes. All are partners in the learning process, and the result is a campus culture of participation and personal attention. The benefits of engagement accrue to the university community in direct proportion to the time and energy invested by all members of the community.

Size and Comprehensiveness. Georgia Southern University students find the academic comprehensiveness and quality characteristic of major universities offered on a campus that specializes in integrating these advantages with opportunities for engagement and the formation of personal connections. Indicative of the increasing comprehensive status of the University, is the recent approval of the College of Information Technology and School of Public Health in the University System of Georgia (the first such entities within the University System of Georgia).

Faculty. The faculty bring alive the culture of engagement. Faculty are primarily full-time, terminally degreed, experienced in their professions, and committed to a student-centered university. Faculty are willing to forge personal relationships with students and involve students in their scholarship and service activities. Student Affairs provides co-curricular programming to enhance faculty interaction with students beyond teaching, scholarship, and service roles. At few other institutions will students find this level of engagement.

Location. Situated in a college town in a rural area of the state, Georgia Southern University is a place where students quickly form connections with each other and the people of a region known for hospitality and friendliness. Georgia Southern University's geographical location provides a mild climate, an attractive ecological site, a safe community, proximity to major population centers for cultural enrichment and commerce, and ready access to any part of Georgia.

Intellectual Resources. The University makes its collective knowledge base available to students, faculty, and surrounding community to an unprecedented extent. The Library surpasses conventional standards by being open seven days a week, twenty-four hours a day, both on-site and via the Internet. Electronic linkages to other locations serve clients quickly. A continuously evolving University web site makes available news, class materials, information from the institutional research function, academic and administrative policies, catalogs and calendars, e-mail, references and links to other reference sites, and personal pages. Computer labs throughout the campus allow students to use information resources from many sites, while dial-in connections are available in limited but increasing numbers.

The Physical Campus. The University's naturally beautiful 670-acre campus is one of its remarkable attributes. The campus includes a diversity of biological communities such as pine forests, sand hills, gardens, wetlands, and ponds. The old brick of the historic original campus blends with the distinctive architectural landscape of the "new campus" linked by a network of brick walkways lined with live oak trees. New buildings now rising extend the University's horizon; yet the campus can be walked in comfort and safety, with inviting places for students to gather indoors and outdoors. Space is plentiful and practical for students to be students, both in intellectual growth and in affective development.

A Service Ethic. Service and leadership opportunities are promoted on and off campus, and these activities solidify connections with the internal and external communities. Students find opportunities to expand their active learning by taking part in service projects both on campus and across the community. Faculty and staff contribute their time and energies for their mutual benefit and to enhance the town-gown relationship.

Outreach Programs. In addition to offering programs for educational and professional advancement, economic development, and cultural enrichment, Georgia Southern University involves the general population in enriching experiences through its public centers such as the Museum, the Center for Wildlife Education, and the Botanical Garden. These centers embody all elements of the University's mission: serving students through teaching, serving faculty and staff through research and service, and serving the external community through outreach and lifelong learning. The clientele of the centers includes more than 75,000 visitors annually ranging from primary school pupils through Elderhostel participants. In addition, the new Georgia Southern University Performing Arts Center will be a locus of the musical and theatre arts for the on- and off-campus communities.

Athletics. Georgia Southern University participates in a full array of intercollegiate athletics at the NCAA Division I level. Its football team has won six national championships in the I-AA class; its baseball team has participated in the College World Series; and its other intercollegiate teams continue to bring recognition to the University and its student athletes. A significant component of the student experience is the University's intramural athletic program. The Recreation Activity Center building encloses a track and venues for many popular athletic activities for students, faculty and staff, embodying the campus concern for wellness. The University's field house is the site of intercollegiate athletics, and it is part of a complex that houses laboratories to study human performance and wellness.

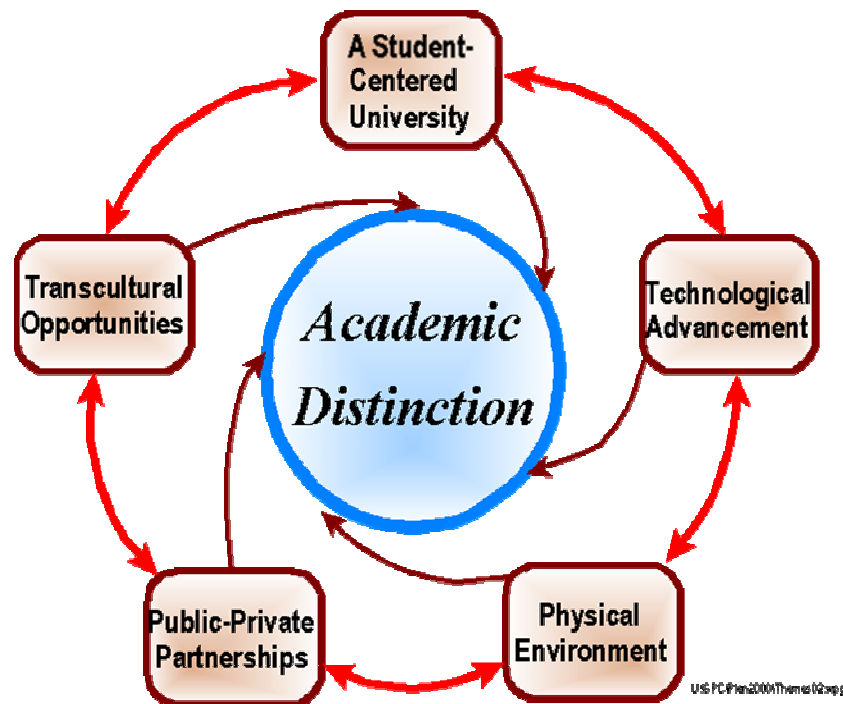
Administrative Philosophy. The four major constituencies- Students, Faculty, Staff, and Supporters- are represented by their respective Vice Presidents on the President's Cabinet. From the Student Government Association to the President's Advisory Committee on Personnel to the Faculty Senate to the University Foundation, all members of the University community may become actively involved in its planning and administrative processes. The administrative process is characterized by dialogue and discourse conducted in a civil manner.

Strategic Themes

The vision of becoming recognized as one of the best public comprehensive universities in the country identifies the University's destination. The Level I plan articulates the overall strategic objectives and action steps to achieve this goal. The Level II and III plans describe how we will arrive there. Our journey is guided by six essential strategic themes, with the core being academic distinction.

Academic Distinction
Student-Centered University
Technological Advancement
Transcultural Opportunities
Private and Public Partnerships
Physical Environment

The proposed action steps do not necessarily represent a fresh start toward an altogether new destination. Rather, they are ways of capitalizing on the progress we have made since 1906. We are already an excellent university, and we can contemplate actions that will enable us to become better, and clearly one of the nation's best public comprehensive universities. Given the differences among the units within the University, it is not anticipated that every unit will pursue the same themes. However, if the University is to progress, academic distinction must be the top priority at all levels and in all units.



..... **Academic Distinction**

Academic distinction is the core of our vision to become a nationally recognized comprehensive university. Academic distinction requires the University to focus its efforts ultimately on that goal and its pursuit. The other five strategic themes support the attainment of academic distinction.

Academic distinction reflects the quality and comprehensiveness of our academic programs and the manner in which we support and strengthen those programs. Academic distinction is manifested by an uncompromising expectation of excellence, a campus-wide focus on the development of an academic environment, the nurturing of a community of intellectualism, and a commitment to lifelong learning in a diverse and technological global environment.

Academic distinction is validated both externally - by the public, the academic community, and our stakeholders - and internally by our own measures. Academic distinction will be affirmed when Georgia Southern University becomes a nationally recognized comprehensive university known for uncompromising quality in undergraduate education and selectively developed graduate programs. As the University works to achieve its vision, attention will be given to the distinctiveness of our situation: national recognition of programs and personnel; a no-compromise approach to the pursuit of excellence; a rich learning environment that emphasizes engagement; outstanding service to the region, state, and nation; a first-rate faculty; a staff that supports the University's distinctive learning environment, a student body that represents the diversity of our region and of society; and a unique physical environment that connects students to place and challenges them to broaden their perspectives on the world at large.

Strategic Objectives

- A pervasive culture of learning and engagement
- Informed use of cutting-edge technology to attain information literacy
- A physical campus that in form and function enhances academic climate and culture
- A rich cocurricular environment
- Cross-fertilization through intellectual partnerships across academic disciplines and institutions
- A resource base necessary for "first choice-first tier" distinction

Action Steps

- **Forge a stronger academic profile** by any combination of these viable alternatives: continuing to raise admission standards; capping enrollment; enhancing the quality of undergraduate and graduate curricula; assessing student learning outcomes; increasing retention, graduation rates, and enrollment of transfer students; allocating resources for undergraduate honors programs and graduate education; increasing the number of endowed chairs; and, maintaining and seeking program accreditations.
- **Extend the culture of engagement** to all campus units by increasing collaboration among campus divisions to foster a rich cocurricular environment, identifying resources for faculty-student collaboration in scholarship and service, and emphasizing "engagement" in guidelines for hiring, promotion, and tenure.
- **Support and strengthen the excellent faculty** as a cadre of teacher-scholars at Georgia Southern University through increasing the percentage of faculty with

terminal degrees, quantity and quality of faculty scholarship, and rewards for excellence in teaching, scholarship, and service.

- **Assertively market Georgia Southern University academics**, aggressively tell the Georgia Southern University story, target "first-tier" status among comprehensive universities as measured by "best colleges" publications, and attain external validation of our programs through national accreditations and other recognition.
- **Cultivate an academic environment** exemplified by high expectations, engagement, self-directed academically-motivated students, scholarly faculty, cutting-edge technology, a physical campus that symbolizes the pursuit of academic excellence, and a commitment to wellness. Recognize that high-quality faculty scholarship and teaching are intimately and positively related to the recruitment and retention of high-quality students.
- **Make available the University's intellectual resources** to all of its stakeholders, providing in-person and on-line access to the Library's holdings and facilities, the University's own data, and the expertise of University students, faculty, and staff, thereby creating additional opportunities for active and experiential learning, service to the community, and research.

..... Student-Centered University

A student-centered university known for academic distinction holds high expectations of its students, faculty, and staff. Students, as engaged learners, are the principal agents of their own success. Faculty are innovative facilitators of student learning, exemplary scholars, productive researchers, models of service, and creative artistic performers. Staff members are focused on supporting a climate and physical environment which promote student learning and engagement both in and out of the classroom. Above all, faculty and staff enthusiastically value, pursue, and determinedly guard their interactions with students.

A student-centered university prepares its students for responsible citizenship, advanced study, meaningful employment, and life-long learning. A student-centered university nurtures diverse talents, individual learning styles, and unprecedented ideas. The university's students develop a personal belief system grounded in a rigorous collegiate experience.

Strategic Objectives

- Scholarship and learning as the foundation of all endeavor
- An environment that integrates student learning and personal and career development into a holistic educational experience
- A community characterized by civility, respect, cooperation, responsibility, and understanding among all its members
- High-quality student services which support our culture of scholarship and learning

Action Steps

- **Provide a rich, on-campus residential experience** for all students who desire it. Create residential opportunities that will attract first-time, full-time freshmen to live on campus. Continue to improve the First Year Experience. Provide up-to-date technology and physical facilities to enhance both in-class and out-of-class learning experiences. Increase resources and enter into public-private partnerships to enhance residential life experience on and near the University campus.
- **Convey high expectations** for academic achievement, appropriate behaviors, and time spent on task. Assist students in the development of an informed set of values, ethics, and beliefs. Foster a campus climate that promotes student affective development, healthy lifestyles, personal maturation, civility, and respect. Empower students to develop their own ideas, be innovative, and actively search for means to address their needs, fulfill their responsibilities, and prepare themselves for a career.
- **Promote engagement of students, faculty, staff, and administrators** in events, activities, and scholarship. Provide opportunities for meaningful interaction among members of the University community by offering cultural, athletic, entertainment, and social events that complement a positive collegiate experience. Offer a wide array of study-abroad and cultural exchange opportunities for students and faculty.
- **Consistently assess the quality of student interactions with all on-campus service units** from the divisions of Academic Affairs, Business and Finance, University Advancement, and Student Affairs, with the goal of delivering student services effectively and efficiently.
- **Facilitate students' progression** through a seamless transition from campus life orientation through academic advising and career development to graduation as competent contributors to society.

..... **Technological Advancement**

To enhance Academic Distinction, the University must use the best and most appropriate technological tools available to support teaching and learning opportunities and effective administrative practices. The full integration of technology into all appropriate functions of the University will aid in attracting and retaining high-quality students and highly-qualified personnel. Technology, for our purposes, is defined as all devices involved in the creation, storage, and dissemination of knowledge, including classrooms, laboratories, and libraries; the entire spectrum of communications; the maintenance of habitable environments; the transportation of people and goods, and the efficient delivery of services.

Technology contributes to Academic Distinction when it is integral to the attainment of the University's goals and objectives. Technology serves students by facilitating the learning process, linking students to faculty, and delivering administrative services. Technology serves faculty by expanding pedagogical alternatives, opening new avenues in support of scholarly activities, and increasing opportunities for outreach and service. Technology serves administrators by promoting effective planning, enabling informed decision making, and encouraging efficient allocation of resources.

Strategic Objectives

- Information technologies that are integrated with and support and enhance teaching and learning
- Student access to and training in the use of technology to enrich learning and personal development
- A networked environment based on a universal e-mail system and shared information resources to facilitate communications among and between students, faculty, administrators, and staff
- Equipment, systems, training, and support that encourage and facilitate teaching and learning, and scholarly activity
- A decision-support system responsive to user needs that facilitates informed planning and administration
- Administrative systems that utilize appropriate technologies to effectively deliver the highest level of service to the campus

Action Steps

- **Plan and budget for continuous funding** of equipment, software, technology infrastructure, and technical staff to train and support students and employees in the effective and ethical use of technology.
- **Provide the technological infrastructure** needed to support the scholarly, administrative, and service activities of the University. Provide appropriate support and training for students, faculty, staff, and administrators. Improve student access to computers and structural capacity to accommodate a growing number of computer users. Facilitate access to the Internet from student residences on- and off-campus. Reduce the ratio of students per computer. Enhance the quality of distributed education delivery systems. Refine and enhance administrative computing systems, and provide an effective level of support for these systems.

- **Increase electronic access** to administrative services.
- **Maintain the Technology Fee.** The University must ensure that all students have access to the benefits of technology. The University and the student body approve a modest fee that pays for facilities and services available to all students to support a range of technological systems that might include distributed fully-equipped computing labs, staff, and the cost of consumable supplies.
- **Design new facilities and renovate existing facilities** to accommodate multiple teaching and learning methodologies, technologies, and access to campus network resources.

..... Transcultural Opportunities

Transcultural can be used synonymously with intercultural, multicultural, cross-cultural and global. It refers to other cultures whether they be found across the globe or in the same neighborhood. As used in this document, transcultural refers not only to international experiences but to the variety of diverse cultures that are part of the University and the region. The definition of transcultural is being broadened to include issues of gender diversity as well. Georgia Southern University wants our students, faculty and staff to experience and become comfortable with a wide range of cultural environments. The University also wants to play a leading role in exposing the larger regional community to these diverse cultures. Transcultural experiences should be explored and celebrated as an integral component of the University's learning experience.

Transcultural opportunities enable Georgia Southern University students, faculty, alumni, and staff to experience and become involved with a wide range of cultural environments. The University will continue its leadership in the academic community as a place where diversity is celebrated and explored. Georgia Southern University's role as a leader in the state and region also encompasses a responsibility to broaden the larger community's understanding of the enriching aspects of diverse cultures.

Strategic Objectives

- Increased exposure to global cultures
- Increased understanding of our multicultural campus
- Understanding of diversity in all forms
- A physical and social campus environment that encourages engagement in the exploration of diversity

Action Steps

- **Increase diversity among faculty, staff, students, and administrators.** Promote diversity and transcultural experiences through recruiting, retaining, and graduating under-represented student populations.
- **Provide more diversity and transcultural experiences** both on- and off-campus. Develop, improve, and support programs that foster understanding and appreciation of various forms of diversity.
- **Expand transcultural opportunities** and experiences for the campus and the community, integrating them into program curriculum and developing external partnerships to create opportunities wherever possible. Promote the study of foreign languages. Offer increased study abroad opportunities for students and faculty; establish centers abroad in strategic locations; and continue to emphasize internationalizing the curriculum. Encourage the exploration and study of local cultures.
- **Develop an advising program for international students** . Increase the number of out-of-state students and of international students and the countries they represent.

..... Private and Public Partnerships

A public university rises to national recognition by building upon support beyond its state-funded budget. A public university attains regional leadership by serving people and solving problems through outreach and engagement. Partnerships with the public and private sectors are critical to expanding support and extending service to numerous constituencies.

Developing public and private support for quality enhancement and service initiatives - through gifts, grants, contracts, or collaborative ventures - is crucial to achieving goals of greatness. Georgia Southern University's Centennial in 2006 is a golden opportunity to capitalize on constituent support, particularly alumni, faculty and staff, community and corporate donors, and boosters - partners with a stake in the stature and success of the institution.

The future will demand the University's contributions to improving economic development, educational attainment, health care access, cultural opportunities, and environmental quality. This presents a natural opportunity for collaborative alliances with other post-secondary institutions, schools, business, government, communities, and philanthropies. The public centers continue as elements of partnerships with primary and secondary schools throughout the state.

Promoting partnerships as a means of achieving greater results requires institutional encouragement and coordination for creating collaborative relationships that benefit both partners and allow them to accomplish more together than they could accomplish alone.

Strategic Objectives

- A resource base augmented through partnerships that support strategic priorities
- Recognition of the University as a leader in outreach and a prime partner in collaborative efforts which enhance the welfare of the service area
- Promotion of collaborative relationships as a means of achieving better results

Action Steps

- **Acquire the financial resources** that will be Georgia Southern University's foundation for success. Begin a capital campaign that will culminate in the University's Centennial Celebration. Enhance the University's image and visibility to create a favorable climate for increasing external support. Broaden support base to include national and international organizations with mutual interests.
- **Create a culture of service** on campus. Continually refine assessment of institutional and service area needs. Stimulate and coordinate service, research, and outreach relevant to service area problems and publics. Provide readily accessible information to external clients and the public seeking assistance from the University. Develop advisory boards with private and public constituents for programs. Systematically organize and sponsor institutional efforts to introduce campus faculty, staff, and administrators to people and places in the service area.
- **Empower every unit** to explore partnership opportunities internally, among campus units, and externally through constituent relationships and collaborative alliances. Develop a priority list of service initiatives for each year and a plan for partnership participation while encouraging entrepreneurial initiative and retaining the flexibility to capitalize on unforeseen opportunity. Calculate the cost-benefit advantage of prospective partnerships before University resources are committed, and reward faculty and staff initiative that results in high-benefit endeavors. Showcase successful partnerships as models.

..... Physical Environment

The physical setting frames the campus academically and environmentally. Furthermore, it acknowledges the contribution of the physical campus to the environment of teaching, learning, scholarship, and engagement. The physical environment encompasses all of the facilities, infrastructure, and land areas that support and enhance the educational, recreational, residential, and environmental aspects of the University. It includes scheduling and building use, maintenance, traffic flow, safety, and the placement of new campus facilities.

Georgia Southern University will develop and maintain a campus that is functional and beautiful and that celebrates the natural environment of the coastal plain. Facilitating a campus culture of academic distinction should be a goal in all plans that involve the physical environment.

Strategic Objectives

- An environment that promotes and supports academic achievement and personal growth and engagement, while reflecting the values, traditions and heritage of the University
- A campus sensitive to ecologically and environmentally sustainable design, construction, and operational practices respectful of the natural habitats of the coastal plain
- A safe, comfortable, and healthful environment for those involved in the University experience
- A campus environment that invites others to the University and its programs, and provides access to on-campus facilities and events

Action Steps

- **Ensure that new construction and renovation projects** meet present needs, accommodate future growth, are adaptable for multiple teaching and learning methodologies and technologies, and observe University guidelines for architecture and environment.
- **Enhance the beauty and utility of the campus** through thoughtful landscaping including appropriate emphasis on the southeastern coastal plain environment.
- **Enhance the residential nature of the University.** Continue to maintain a safe and secure campus, facilitate pedestrian and bicycle pathways, and provide commuters with adequate access to perimeter parking. Develop new residence halls, and renovate older residence halls on campus.
- **Acquire adjacent properties** for campus expansion while developing and beautifying the campus perimeter in conjunction with the community.
- **Provide a primary on-campus point of first contact** that facilitates both physical and electronic access to campus resources and events for students, parents, visitors, alumni, and community.
- **Plan and budget for regular maintenance of facilities** and for reducing deferred maintenance.

Levels of Planning, Program Analysis, and Timeline

The preparation of a strategic plan is generally accomplished in three levels of planning. **Level I was the creation of an institutional strategic plan.** The SPC produced a rough draft of the Level I plan during Fall Semester 1999. In December 1999 and January 2000, the SPC gathered feedback regarding the draft of the Level I plan. Revisions were based upon this feedback and were included in the revision of March 2000. Once the Level I plan was completed, the development of Level II plans was initiated and completed in 2002.

Level II was the creation of University-wide functional plans that made the Level I plan operational. This included the following plans: academic, financial, facilities, enrollment management, human resources development, organization, marketing-communications, and technology-information resources. In addition, key unit plans for technology and information resources, marketing and communication, and enrollment management were prepared at this stage. A new Level II Plan, the Quality Enhancement Plan, was added in the revision of 2004 as a core component of the SACS Reaffirmation Process. The Quality Enhancement Plan, *Advancing the Culture of Engagement*, touches all aspects of the Georgia Southern Experience and all future Level III plans will reflect its influence.

Program analysis/review is essential for the development of divisional implementation plans. Program analysis/review as defined for the strategic planning process focused upon the systematic examination of a program to assess its relative value in terms of viability, productivity, and quality. The President appointed administrators from the various vice presidential divisions to develop and implement program analysis/review procedures for their respective divisions. The procedures were administered within each division and with assistance from the SPC. Results of the program analysis/review were disseminated to campus.

Level III was the creation of implementation plans for academic units and administrative support units. These plans were initiated during academic year 2000-2001 and completed 2002-2003.

All plans prepared as components of Level II are submitted to the Strategic Planning Council for review in terms of compatibility with the Level I Strategic Plan. All Levels will be reviewed and updated on a yearly basis as indicated in the chart below:

Annual Strategic Planning Process Timeline
Georgia Southern University
 Approved by President's Cabinet, September 2003

<p style="text-align: center;"><u>Phase I: January-April</u></p> <p style="text-align: center;">SWOT Analysis & Level I Plan Review</p>	<p style="text-align: center;">January-February</p> <p style="text-align: center;"><u>Step 1</u> SPC engages campus (Faculty Senate, SGA, PAC, etc) in university-wide SWOT analysis and review of Level I Plan.</p> <p style="text-align: center;">March-April</p> <p style="text-align: center;"><u>Step 2</u> SPC guides revision/update of Level I Plan and presents draft to PC.</p>
<p style="text-align: center;"><u>Phase II: May-June</u></p> <p style="text-align: center;">Review, Revision and Approval of new Level I Plan</p>	<p style="text-align: center;">May-June</p> <p style="text-align: center;"><u>Step 3</u> PC guides Level I review within university areas.</p> <p style="text-align: center;"><u>Step 4</u> PC makes final revision and shares with all university areas. PC sets Fall meeting dates.</p>
<p style="text-align: center;"><u>Phase III: July-September</u></p> <p style="text-align: center;">Sharing of Level I Plan and Revision of Level II Plans</p>	<p style="text-align: center;">July-September</p> <p style="text-align: center;"><u>Step 5</u> President meets with SPC to discuss Level I Plan and new strategic initiatives.</p> <p style="text-align: center;"><u>Step 6</u> VPs hold individual meetings with SPC to discuss new Level I Plan/strategic initiatives and to review progress related to Level II goals.</p> <p style="text-align: center;"><u>Step 7</u> VPs guide revisions/updates to Level II Plans.</p>
<p style="text-align: center;"><u>Phase IV: September-December</u></p> <p style="text-align: center;">Revision of Level III Plans</p>	<p style="text-align: center;">September-December</p> <p style="text-align: center;"><u>Step 8</u> VPs guide revisions/updates to Level III Plans.</p>

Conclusion

Through the dedicated efforts of many individuals, Georgia Southern University has reached a level of academic quality within striking distance of the top tier of America's public comprehensive universities. We are poised to advance to the next level of excellence. The Level I strategic plan continues to set a bold agenda to negotiate this journey. If the plan is to be fulfilled, it must continue to be endorsed and implemented by the entire University community. Moreover, Levels II and III are providing the implementation strategies and tactics to achieve the ambitious agenda presented in Level I. Economic realities necessitate a systematic plan so that units and individuals can focus their efforts on programs and services that "fit" the destination of our vision. Georgia Southern University must not be content with where we are and how things were done in the past. We must be willing to shift resources to units and programs where they will serve their highest and best use. This will not be an easy task; however, if we are to be a nationally recognized comprehensive university, it must be done.

This document describes not only a destination, but also a process. As conditions change in the internal and external environments, and as Georgia Southern University advances in its journey, the strategic plan must stay on the leading edge of progress. In this sense, the plan will never be complete or final, and the Strategic Planning Council is charged with the responsibility to revise the plan annually as needed. The SPC coordinates and facilitates the campus-wide planning process and specifically guides the University community on strategic emphases for specified planning horizons. As an example of its living, evolving nature, in 2004 the Quality Enhancement Plan was added to the mix of Level II Plans. Such changes, refinements, and improvements are to be expected each year.

While all six strategic themes are important, collectively, we must place priority on the pursuit of academic distinction. The planning process offers a role for everyone to play in helping move Georgia Southern University to the next level of excellence. The SPC invites all members of the University community to join that journey to greatness.

Levels of Planning

