I. Call to Order

II. Senate Action
   A. Approval of the Minutes from January 27, 2014 Faculty Senate Meeting
   B. Remarks from Dr. Linda Bleicken, President
   C. Old Business
      1. Outcome of Bills
         i. FSR-2014-01-27-01: Preservation of Degree Programs
   D. New Business
      1. Committee Reports
         i. University Curriculum Committee (Appendix A)
            a. Curriculum changes
            b. Meeting minutes
         ii. Graduate Affairs Committee (Appendix B)
      2. Update from Faculty Welfare on FS charge to examine part-time faculty salaries
      3. Remarks from President Baird
      4. Budget Presentation by Mr. David Carson, Vice President for Business and Finance (Appendix C)
   E. Senate Information
      1. Send Committee meeting dates and minutes to faculty.senate@armstrong.edu
   F. Announcements

I. Adjournment
UNIVERSITY CURRICULUM COMMITTEE
University Hall 282
Minutes, February 5, 2014

PRESENT: Suzanne Carpenter, Becky da Cruz, Catherine Gilbert, Sara Gremillion, Robert Harris, Jackie Kim, Lauren Mason, Rick McGrath (Chair), Anthony Parish, Phyllis Fulton (Catalog Editor)

ABSENT: Mirari Elcoro, David Lake, Kam Fui Lau, Denene Lofland


CALL TO ORDER. The meeting was called to order at 3:07 p.m. by Dr. Rick McGrath

APPROVAL OF MINUTES. The minutes of January 15, 2014 were approved as presented.

ITEMS

I. College of Education (no items)

II. College of Health Professions (no items)

III. College of Liberal Arts
   A. Art, Music, and Theatre

   Item 1 from the Department of Art, Music, and Theatre was discussed and approved by the committee. It is being submitted to the Faculty Senate for approval.

   1. Modify the following course:
      COMM 2280 SPEECH COMMUNICATION 3-0-3
      Prerequisite: ENGL 1101

      Rationale: Prerequisite not required

      REQUESTED Effective Term: Fall 2014
B. Criminal Justice, Social, and Political Science

Items 1-4 from the Department of Criminal Justice, Social, and Political Science were discussed and the undergraduate portions approved by the committee. They are being submitted to the Graduate Curriculum Committee and therefore are marked “For Information Only” for the report to the Senate.

1. Create the following course:
   POLS 5570U/G Politics & Security in Southwest Asia 3-0-3
   Undergraduate Prerequisites: HIST 1111 or HIST 1112 or POLS 2100 or HIST 1100 or POLS 1100 or POLS 1150 or POLS 2200 or POLS 2290
   Graduate Prerequisites: none
   Description: An in-depth understanding of the political and security challenges confronting Southwest Asia (Pakistan, Afghanistan, India) and how those challenges affect global security.
   Rationale: Expand/create course offerings in international affairs area consistent with expertise of new tenure track faculty member and program development needs. There will be additional research requirements for graduate level credit.

   REQUESTED Effective Term: Fall 2014

   CURCAT:
   Major Department: Criminal Justice, Social and Political Science
   Can Course be repeated for additional credit? No
   Maximum Number of Credit Hours: 3
   Grading Mode: Normal
   Instruction Type: Lecture
   Course Equivalent: none

2. Create the following course:
   POLS 5410U/G Asia and the United States 3-0-3
   Undergraduate Prerequisites: POLS 2100 or HIST 1100 or POLS 1100 or POLS 1150 or POLS 2200 or POLS 2290
   Graduate Prerequisites: none
   Description: How the U.S. and Asian countries grapple with key issues facing the world today such as trade, security, and environment.
   Rationale: Expand/create course offerings in international affairs area consistent with expertise of new tenure track faculty member and program development needs. There will be additional research requirements for graduate level credit.

   Effective Term: Fall 2014

   CURCAT:
   Major Department: Criminal Justice, Social and Political Science
3. Create the following course:
POLS 5120U/G Asian Regional Security 3-0-3
Undergraduate Prerequisites: POLS 2100 or HIST 1100 or POLS 1100 or POLS 1150 or POLS 2200 or POLS 2290
Graduate Prerequisites: none
Description: Applies international relations theory and conceptual frameworks to a broad discussion of regional policy with a focus on the changing role of China.

Rationale: Expand/create course offerings in international affairs area consistent with expertise of new tenure track faculty member and program development needs. There will be additional research requirements for graduate level credit.

REQUESTED Effective Term: Fall 2014

CURCAT:
Major Department: Criminal Justice, Social and Political Science
Can Course be repeated for additional credit? No
Maximum Number of Credit Hours: 3
Grading Mode: Normal
Instruction Type: Lecture
Course Equivalent: none

4. Modify the following course:
POLS 5460U/G GOVERNMENTS POLITICS OF EAST ASIA 3-0-3
Prerequisites: POLS 2100 or HIST 1100 or POLS 1100 or POLS 1150 or POLS 2200 or POLS 2290
Graduate Prerequisites: none
Description: Comparative examination of the contemporary political institutions, processes, and ideas of the Peoples Republic of China, Japan, and two Koreas. Emphasis on historical, social, cultural, and contemporary issues. Primer on the history, nationalism, political institutions, maritime disputes and economic development of Southeast and East Asia. Offers a comprehensive and integrated introduction to the present problems and issues of the region.

Rationale: Expand/create course offerings in international affairs area consistent with expertise of new tenure track faculty member and program development needs. There will be additional research requirements for graduate level credit.

REQUESTED Effective Term: Fall 2014
Item 5 from the Department of Criminal Justice, Social, and Political Science was discussed and approved by the committee. It is being submitted to the Faculty Senate for approval.

5. Modify Program of Study for the Bachelor of Arts in Political Science

PROGRAM FOR THE DEGREE OF BACHELOR OF ARTS IN POLITICAL SCIENCE

B. Major Field Courses ......................................................33 hours

POLS 2100 – Introduction to Political Science

Ten courses from the following with at least one course from each area:

American Political Institutions
- POLS 3150 – American Supreme Court
- POLS 3160 – Judicial Politics and Strategies
- POLS 3190 – Military Law
- POLS 3980 – African Americans & the American Political System
- POLS 3990 – Special Topics in Political Science
- POLS 4100 – Independent Study in American Government
- POLS 4110 – American Presidency
- POLS 4160 – American Congress
- POLS 4170 – Constitutional Law and the Federal System
- POLS 4171 – Constitutional Civil Liberties
- POLS 4190 – Environmental Laws and Regulations
- CRJU/POLS 5500U – Law and Legal Process

Political Theory
- POLS 3330 – American Political Thought
- POLS 3340 – Politics and Ideology in Contemporary Europe
- POLS 3350 – Classics of Political Thought
- POLS 3360/SOCI 3360 – Social Theory
- POLS 3990 – Special Topics in Political Science
- POLS 4300 – Religion and Political Thought
- POLS 4330 – Liberalism and the Modern State
- POLS 5100U – Politics and the Visual Arts
- POLS 5300U – Marxism, Socialism, and Democracy

International Relations
- POLS 3990 – Special Topics in Political Science
- POLS 4200 – Independent Study in International Relations
- POLS 4540 – International Political Economy
- **POLS 5120U – Asian Regional Security**
  - POLS 5210U – International Law
  - POLS 5220U – Theory of International Relations
  - POLS 5250U – International Organizations
  - POLS 5270U – Intelligence and National Security Policy
  - POLS 5280U – Seminar in Global Politics
  - POLS 5290U – American Foreign Policy
  - POLS 5291U – Constitutional Law of Foreign Policy
- **POLS 5570U – Politics & Security in Southwest Asia**
  - POLS 5510U – Third World National Security
  - POLS 5530U – Global Environmental Politics
  - CRJU/POLS 5130U – Political Terrorism

Comparative Politics
- POLS 3990 – Special Topics in Political Science
- POLS 4400 – Independent Study in Comparative Government
- POLS 5260U – Media and Politics in Latin America
- POLS 5280U – Seminar in Global Politics
- **POLS 5410U – Asia and the United States**
  - POLS 5420U – Politics of the Middle East
  - POLS 5430U – African Politics
  - POLS 5440U – Latin American Politics
- SOCI/POLS 5450U – Political Sociology of Nationalism
REQUESTED Effective Term: Fall 2014

C. Economics (no items)
D. Gender and Women's Studies (no items)
E. History (no items)
F. Languages, Literature, & Philosophy (no items)

G. Liberal Studies

*Item 1 from the Liberal Studies Program was discussed and approved by the committee. It is being submitted to the Faculty Senate for approval.*

1. Modify the Program of Study for the Bachelor of Liberal Studies

**PROGRAM FOR THE DEGREE OF BACHELOR OF LIBERAL STUDIES**

C. Area of Concentration ........................................................................................................... 42 hours

**Track 3: International Affairs**
Select one of the following*:
- POLS 1150 – World Politics
- POLS 2290 – Foundations of International Relations

*If not taken in the core curriculum or in the Liberal Studies major field courses.

Foreign Language 1001, 1002, 2001 (6-9 hours*)

*If not taken in the core curriculum or in the Liberal Studies major field courses.

Select 15 credit hours from the list below, in at least 3 different disciplines:
- CRJU 3120 – Illegal Immigration
- CRJU 3600 – International Crimes
- CRJU 5520U – Comparative Judicial Systems
- ECON 3100 – Multinational Economic Enterprises
- ECON 3200 – International Trade
- ECON 3460 – Economics of Immigration
- ECON 4310 – International Finance
- ECON 4330 – International Economics
- ECON 4400 – Seminar in the Third World Economic Development
- ECON 4450 – Comparative Economics
- EURO 3990 – Topics in European Union Studies
- EURO 4500 – Seminar in European Union Studies
- ENGL 5200U – Postcolonial Literature
- ENGL 5215U – Literature of the Non-Western World
- GEOG 5550U – Geography of South Asia
- HIST 3100 – History of Latin America to 1850
- HIST 3110 – History of Latin America Since 1850
- HIST 3150 – History of Africa to 1800
- HIST 3160 – History of Africa Since 1800
- HIST 3200 – Traditional China
- HIST 3210 – Modern China
- HIST 3220 – History of Japan
- HIST 3225 – History of the Ancient Near East
- HIST 3230 – History of Middle East
- HIST 3300 – Modern Russia
- HIST 3330 – Modern Germany
- HIST 3360 – Modern East Central Europe
HIST 3390 – Modern France
HIST 5100U – Topics in Latin American History
HIST 5150U – Topics in Middle Eastern History
HIST 5200U – Topics in African History
HIST 5250U – Topics in Asian History
HIST 5300U – History of Russian and Soviet Foreign Policy
HIST 5480U – Topics in European History
HIST 5490U – Topics in European Intellectual and Cultural History
HIST 5500U – Topics in British History
HIST 5540U – Topics in U.S. Foreign Relations
LWSO 4172 – Terrorism and National Security Law
PHIL 3200 – Technology, Society, and Human Values
POLS 3340 – Politics and Ideology in Contemporary Europe
POLS 4172 – Terrorism and National Security Law
POLS 4200 – Independent Study in International Relations
POLS 4400 – Independent Study in Comparative Government
CRJU 5130U/POLS 5130U – Political Terrorism
POLS 5210U – International Law
**POLS 5120U – Asian Regional Security**
POLS 5220U – Theory of International Relations
POLS 5250U – International Organizations
POLS 5260U – Media and Politics in Latin America
POLS 5290U – American Foreign Policy
POLS 5300U – Marxism, Socialism, and Democracy
**POLS 5410U – Asia and the United States**
POLS 5420U – Politics of the Middle East
POLS 5430U – African Politics
POLS 5440U – Latin American Politics
POLS 5450U – Political Sociology of Nationalism
POLS 5460U – *Politics of East Asia: Governments of East Asia*
POLS 5490U – Political Transformation of the Former Soviet Union
POLS 5510U – Third World National
POLS 5520U – Comparative Judicial Systems
POLS 5530U – Global Environmental Politics
POLS 5560U – Comparative Foreign Policy
**POLS 5570U – Politics & Security in Southwest Asia**
SOCI 5450U – Political Sociology of Nationalism

15-27 credit hours electives

REQUESTED Effective Term: Fall 2014

H. Honors Program (no items)

IV. College of Science and Technology (no items)

OTHER BUSINESS

A. **Informational Item.**
   MGSE 3080 Student and Classroom Assessment, created at the 9-4-13 UCC meeting, has been changed to MGSE 3081 because the number had been used previously. A blanket change will be done to cover any other occurrences.

B. **Labs in Area D.** Last month BIOL 1107 was separated into two distinct courses: BIOL 1107 and BIOL 1107L. There was discussion about how this should be reflected in the Core, particularly in areas D.I.2 and D.I.3. Dr. Kraft brought a copy of
the posted Core check sheet. It was noted that there are small differences in the way labs are referenced on the check sheet vs. in the catalog.

BIOL 1107 and 1107L need to be kept together because they are co-requisites, i.e., BIOL 1107L is not an optional lab. However, the question was raised about whether the lecture class on its own could be used in Areas D.I.2 and D.I.3 if the lab was failed.

Dr. Kraft will do some research on what is intended and bring it to the next meeting. He will also evaluate the online check sheet vs. what is in the catalog.

C. Bachelor of Science in Engineering Science. This degree was not approved at this time at the Presidential level due to questions of governance that must be resolved.

D. UCC Elections. If you are in your second year on the committee, you are eligible for re-election. Dr. McGrath has been in conversation with the Senate. A call for nominations should go out soon for the second- and fourth-year seats. All faculty in each college are eligible to nominate, even outside their departments, as long as there is not a sitting member from that department on the committee.

ADJOURNMENT. The meeting was adjourned at 3:30 p.m.

Respectfully submitted,

Phyllis L. Fulton
Catalog Editor and Secretary to the Committee
Graduate Affairs Committee  
Burnett Hall Board Room  
Minutes: February 4, 2014

PRESENT: Maya Clark, Joey Crosby (chair), Becky da Cruz, Ray Hashemi, Chris Hendricks, Patricia Holt, Anne Katz, Robert Loyd, Linda Ann McCall, Anita Nivens, Sara Plaspohl, Regina Rahimi, Daniel Skidmore-Hess, Sandy Streater, Patrick Thomas, Carey Adams (ex officio), John Kraft (ex officio), Patricia Wachholz (ex officio), David Ward (ex officio), Yvette Upton (ex officio), Austin Deray (ex officio)

I. Call to Order. The meeting was called to order at 2:29 p.m. by Dr. Joey Crosby.

II. Minutes of January 14, 2014. The minutes were approved by email on January 16, 2014.

III. Committee Reports
   A. Graduate Faculty Status (see Attachment 1)
      The committee accepted the report of the Graduate Faculty Status Committee as presented.
   B. Graduate Curriculum (see Attachment 2)
      The committee accepted the curriculum items in the report of the Graduate Curriculum Committee (GCC) as presented. The report should proceed through the Senate as an action item for Presidential approval.

IV. GCC
   Mr. Deray asked that the Criminal Justice program please send a representative to the GCC. Notices have been sent to the current representatives, asking them to ask their program coordinators to name representatives for next year so they can come to the final GCC meeting and get an idea of how things are run. Ms. Fulton will provide him with a roster of current program coordinators so he can forward this notice to them and keep them in the loop.

   If anyone has suggestions for a keynote speaker for the hooding ceremony, please send them to Mr. Deray.

   There is currently a hold on approval of new funding requests. The budget for the hooding ceremony needs to be finalized before any more student requests can be funded.
V. John Kraft
Dr. Kraft brought an updated version of the grade appeal language for the catalog. This language incorporated suggestions made at the last meeting (see Attachment 3).

It was moved and seconded to put this language in the next graduate catalog. The motion carried.

VI. Phyllis Fulton
A. Catalog language: Residence Requirements and Transfer Credits (see Attachment 4)
There was discussion about whether there is a conflict between what is said on page 7 and what is said on page 14. One question was whether “six hours of credit may be accepted…from credit completed at another regionally-accredited institution,” limited the number of institutions to just one and the number of transfer hours to just six. There was also a question of how this applies to certificate programs

There was a suggestion that the language on page 7 be dropped. Dr. Kraft said he needed to check SACS requirements before that decision could be made, because he’s fairly certain SACS requires a statement about work done in residence.

It was moved to table discussion until the next meeting, when Dr. Kraft will provide follow-up.

VII. Other Business
There was a question about whether GRE scores can be sent to Armstrong electronically. The response was that it is being worked on.

There was a request that Graduate Assistant applications be made available as interactive electronic documents so they could be filled in online before being printed out.

VIII. Adjournment. The meeting was adjourned at 3:03 p.m.

Respectfully submitted,

Phyllis L. Fulton
Coordinator of Faculty Information and Graduate Catalog Editor
Members:  Tim McMillan, Andi Beth Mincer, Pam Mahan, Linda Ann McCall, Glenda Ogletree, Daniel Skidmore-Hess (Chair), Jane Wong

The committee recommends approval of the following applications for graduate faculty status:

**Associate**

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hans-Georg Erney</td>
<td>Languages, Literature, and Philosophy</td>
<td>reappointment</td>
</tr>
</tbody>
</table>

**Temporary**

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bruce Barragan</td>
<td>Health Sciences</td>
<td>initial</td>
</tr>
<tr>
<td>Karen Hunter</td>
<td>Health Sciences</td>
<td>initial</td>
</tr>
<tr>
<td>Ellen Blossman</td>
<td>Languages, Literature, and Philosophy</td>
<td>reappointment</td>
</tr>
</tbody>
</table>

Respectfully submitted,

Daniel Skidmore-Hess, Chair
CALL TO ORDER. The meeting was called to order at 2:04 p.m. by Dr. Teresa Winterhalter.

APPROVAL OF MINUTES. The minutes of November 20, 2013 were approved as presented.

ITEMS

I. College of Education
   A. Adolescent and Adult Education

   Items 1-7 and 9-12 from the Department of Adolescent and Adult Education were discussed and approved by the committee. There was a challenge to Item 8; it was remanded to the College of Education Curriculum Committee.

   1. Modify the following degree title:
      Master of Education in Adult Education and Human Resource Development

      Rationale: the configuration of the present degree has a set core of courses and then broke out into three sub groups; Human Resources, Literacy Education and Instructional Technology. The present numbers in this degree do not allow for the continued three sub track program. The numbers became too small to offer courses in each sub group area. The program decided to specialize in one area and structure the degree around this main area of emphasis in the strongest of the three sub groups.

      Effective Term: Fall 2014
2. **Modify the following course:**
ADED 7100 HISTORY AND THEORY OF LITERACY AND ADULT EDUCATION 3-0-3

   Introduction to the fundamental nature, function and scope of adult education, including an overview of the historical, sociological and political forces affecting the field. Program providers, relations with parent organizations, societal influences and awareness of resources will be examined. Introduction to the fundamental nature, function and scope of adult education and its impact on the field of literacy, including an overview of the historical, sociological and political forces affecting the field. Particular attention is paid to how these societal forces directly impact the rate and level of literacy throughout the world. Program providers, relations with parent organizations, societal influences and awareness of resources will be examined.

**Rationale:** With the restructuring of the degree, the literacy track is being removed from the POS and some of its information will be addressed in this course. The infusion of this information into the present course will address the base requirements of literacy information for this degree.

**Effective Term: Fall 2014**

3. **Modify the following course:**
ADED 7170 RESEARCH AND GRANT WRITING IN ADULT LEARNING 3-0-3 3-V-3

   Field-based research in adult learning. Explores needs-based funding sources, including local, state and federal grants. Provides students with the knowledge regarding the process of seeking grant funding. Students will conduct a needs-based assessment of community/university needs and use that research to work in small groups to complete a state or federal grant proposal. They will experience the peer review process both as applicant and reviewer. This course will cover a variety of funding sources and a range of funding types to provide students with an information base for preparing future grant applications.

**Rationale:** To reflect the stronger grant writing content currently being taught in this class, the new course title will reflect this stronger emphasis.

**Effective Term: Fall 2014**

4. **Delete the following course:**
ADED 7130 CULTURAL DIVERSITY IN ADULT EDUCATION 3-0-3

**Rationale:** The information taught in this course will be combined with the ADED 7160 course information in the creation of a new course ADED 7180 Cultural Diversity and Community Development. The two courses (6130 & 7160) being combined allowed for the addition of FOUN 7060 Educational Research to be added into the program without any additional hours.

**Effective Term: Fall 2014**
5. **Delete the following course:**
ADED 7160 COMMUNITY DEVELOPMENT AND PERSONAL LEADERSHIP 3-0-3

**Rationale:** The information taught in this course will be combined with the ADED 7130 course information in the creation of a new course ADED 7180 Cultural Diversity and Community Development. The two courses (6130 & 7160) being combined allowed for the addition of FOUN 7060 Educational Research to be added into the program without any additional hours.

**Effective Term:** Fall 2014

6. **Create the following course:**
ADED 7180 CULTURAL DIVERSITY AND COMMUNITY DEVELOPMENT 3-0-3

**Course Description:** Knowledge of areas of diversity that affect the community. Participants will explore group dynamics, team building strategies and leadership techniques, strategies and skills, and ways to recognize and develop these in group situations through a servant leadership framework.

**Rationale:** Two current courses, ADED 7130: Cultural Diversity in Adult Education and ADED 7160: Community Development and Personal Leadership have many overlapping areas that would be better served through this new course.

**Effective Term:** Fall 2014

**CURCAT:**
- Major Department: Adolescent and Adult Education
- Can course be repeated for additional credit? No
- Maximum number of credit hours: 3
- Grading Mode: Normal
- Instruction Type: Lecture
- Course Equivalent: ADED 7130 & ADED 7160

7. **HRDV 7430 THE STRUCTURE OF THE HR FRAMEWORK**

**Course Description:** An emphasis on various specialized disciplines within Human Resources. Focus is on, but not limited to, such topics as benefits, compensation, Global Human Resources, Technology, Consulting, Staffing and Classification Management, Diversity, Organizational and Employee Development, Employee Relations, Ethics and Sustainability, Business Leadership, and Safety and Security.

**Rationale:** This course will strengthen the core area for the certification along with three additional courses will lead to a Certificate in Human Resource Development.

**Effective Term:** Fall 2014
**CURCAT:**  
Major Department: Adolescent and Adult Education  
Can course be repeated for additional credit? No  
Maximum number of credit hours: 3  
Grading Mode: Normal  
Instruction Type: Lecture

*There was a challenge to Item 8; it was remanded to the College of Education Curriculum Committee.*

8. **Modify the following Program of Study:**

Master of Education in Adult Education and Community Leadership: Human Resource Development

<table>
<thead>
<tr>
<th>Program of Study</th>
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<tbody>
<tr>
<td><strong>A. Adult Education Core (18 hours)</strong></td>
<td></td>
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<tr>
<td>ADED 7100 History &amp; Theory of Literacy and Adult Education</td>
<td>3</td>
</tr>
<tr>
<td>ADED 7110 Psychology of the Adult Learner</td>
<td>3</td>
</tr>
<tr>
<td>ADED 7120 Program Planning and Evaluation</td>
<td>3</td>
</tr>
<tr>
<td>ADED 7130 Cultural Diversity in Adult Education</td>
<td>3</td>
</tr>
<tr>
<td>ADED 7160 Community Development &amp; Personal Leadership</td>
<td>3</td>
</tr>
<tr>
<td>ADED 7170 Research &amp; Grant Writing in Adult Learning</td>
<td>3</td>
</tr>
<tr>
<td>ADED 7180 Cultural Diversity and Community Development</td>
<td>3</td>
</tr>
<tr>
<td>FOUN 7060 Educational Research</td>
<td>3</td>
</tr>
<tr>
<td><strong>B. Specialized Content (12 hours)</strong></td>
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<tr>
<td>Human Resource Development</td>
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<tr>
<td>HRDV 7400 Human Resource Development Theory &amp; Practice</td>
<td>3</td>
</tr>
<tr>
<td>HRDV 7410 Organizational Theory &amp; Practice</td>
<td>3</td>
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<tr>
<td>HRDV 7420 Management &amp; Leadership Behavior</td>
<td>3</td>
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<tr>
<td>HRDV 7430 The Structure of the Human Resource Framework</td>
<td>3</td>
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<tr>
<td><strong>Or</strong></td>
<td></td>
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<tr>
<td>Literacy Education</td>
<td></td>
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<tr>
<td>ADED 7200 Theory of Adult Literacy</td>
<td>3</td>
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<tr>
<td>ADED 7210 Communication Skills in Low Literacy Adults</td>
<td>3</td>
</tr>
<tr>
<td>ADED 7220 Literate Communities</td>
<td>3</td>
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<tr>
<td><strong>Or</strong></td>
<td></td>
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<tr>
<td>Technology-Based Learning</td>
<td></td>
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<tr>
<td>ADED 7300 Instructional Technology Theory and Practice</td>
<td>3</td>
</tr>
<tr>
<td>ADED 7310 Online Learning Environment</td>
<td>3</td>
</tr>
<tr>
<td>ADED 7320 Multimedia Design</td>
<td>3</td>
</tr>
<tr>
<td><strong>C. Capstone (3 hours)</strong></td>
<td></td>
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<tr>
<td>ADED 7500 Workplace Application</td>
<td>3</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>30-33 hours</strong></td>
</tr>
</tbody>
</table>

Special topics courses or courses transferred from another graduate institution may be used to satisfy specialized content or elective requirements, if approved by advisor.
**Rationale:** This revised program of study better reflects what is stated in the CPAE Standards as needing to be included in a Master’s Level Adult Education program.

**Effective Term: Fall 2014**

9. Create the following certificate program:

**GRADUATE CERTIFICATE IN HUMAN RESOURCE DEVELOPMENT**

**Admission Standards**

**Regular Admission**
1. An earned baccalaureate degree from a regionally accredited institution;
2. A current clear criminal background check conducted as directed by the College of Education;
3. A minimum overall undergraduate GPA of 2.50; and
4. A student must be admitted to the University on a degree-admission basis.
5. All admission documents should be submitted to the Adult Education program advisor.

**Standards of Progression**
A. Each candidate must have an official program of study signed by the candidate and his/her advisor on file in the appropriate College of Education department. A program of study does not become official until it has been signed and filed.
B. A minimum overall grade point average of 3.00 or better must be earned for the certificate to be awarded on the graduate level.

**GRADUATE CERTIFICATE IN HUMAN RESOURCE DEVELOPMENT**

**Required Courses (12 Hours)**
- HRDV 7400 Human Resource Development Theory & Practice 3
- HRDV 7410 Organizational Theory & Practice 3
- HRDV 7420 Management & Leadership Behavior 3
- HRDV 7430 The Structure of the Human Resource Framework 3

Total 12 Hours

**Rationale:** This program of study has been requested by many Adult Education and Community Leadership graduate students to better prepare them for the workplace and for advancement.

**Effective Term: Fall 2014**
10. Change the following Course Title:
   SCED 6330 PLANNING INSTRUCTION AND ASSESSMENTS FOR DIVERSE LEARNER CLASSROOM INSTRUCTIONAL ASSESSMENT

   Rationale: To reflect the content currently being taught in this class.

   Effective Term: Fall 2014

11. Create the following course:
    CURI 7040 CONTEMPORARY ISSUES AND PRACTICES IN ADVANCED CONTENT PEDAGOGY

    Course Description: Examines current research, legislation and curricular/instructional materials and practices related to content pedagogy. Enhances and extends students’ knowledge of curriculum and instruction related to content in their area of certification.

    Rationale: This course is designed to provide an elective course for the Curriculum and Instruction degree that meets the content area requirement for the electives.

    Effective Term: Fall 2014

    CURCAT:
    Major Department: Adolescent and Adult Education
    Can course be repeated for additional credit? No
    Maximum number of credit hours: 3
    Grading Mode: Normal
    Instruction Type: Lecture

12. Create the following course:
    CURI 7044 GLOBAL PERSPECTIVES IN CURRICULUM AND CONTENT PEDAGOGY

    Course Description: Explores curriculum and pedagogical content as it is influenced by international standards and global forces, including culture, social, economic, political, and educational dynamics. The course fosters global awareness and develops knowledge and dispositions to promote critical thinking, communication, problem solving, and interpersonal understandings necessary for curriculum development and student learning of content within a global context.

    Rationale: This course is designed to provide an elective course for the Curriculum and Instruction degree that meets the content area requirement for the electives. The course also provides an opportunity to incorporate a study abroad component into the degree. Global awareness is becoming a key component in the field of education.

    Effective Term: Fall 2014
CURCAT:
Major Department: Adolescent and Adult Education
Can course be repeated for additional credit? No
Maximum number of credit hours: 3
Grading Mode: Normal
Instruction Type: Lecture

B. Childhood and Exceptional Student Education (no items)

II. College of Health Professions
A. Health Sciences

Item 1 from the Department of Health Sciences was discussed and approved by the committee.

1. Request a blanket change on the following course:
MHSA 6040 System Analysis and Design Life Cycle Applications

Rationale: This course is cross-listed with NURS 6040 and CSCI 6040. In February 2013 the Department of Computer Science changed the name of the class but did not request a blanket change. This is to rectify that omission.

Effective date: Fall 2014

B. Nursing

Item 1 from the Department of Nursing was discussed and approved by the committee.

1. Request a blanket change on the following course:
NURS 6040 System Analysis and Design Life Cycle Applications

Rationale: This course is cross-listed with MHSA 6040 and CSCI 6040. In February 2013 the Department of Computer Science changed the name of the class but did not request a blanket change. This is to rectify that omission.

Effective date: Fall 2014

C. Rehabilitation Sciences (no items)

III. College of Liberal Arts
A. Art, Music, & Theatre (no items)
B. Criminal Justice, Social and Political Science (no items)
C. Economics (no items)
D. Gender and Women's Studies (no items)

E. History

*Items 1-4 from the Department of History were discussed and the graduate portions were approved by the committee. The undergraduate portions were previously approved by the University Curriculum Committee.*

1. **Modify the following course:**

   GEOG 5530U/G ENVIRONMENTAL GEOGRAPHY HUMAN/ENVIRONMENT INTERACTIONS 3-0-3

   Undergraduate prerequisite: GEOG 1100 or GEOG 2120 or permission of instructor

   Graduate prerequisite: none

   Survey of interrelationships between the growth and dispersal of human populations, and of other living organisms, such as crop plants, domesticated animals, weeds, and microbes the key themes, ideas, and methodological approaches within the discipline of geography that seek to understand the relationship between humans and their environment (i.e. cultural/political ecology) over the last century. An interdisciplinary approach will be provided, with a focus on anthropology.

   Rationale: The Geographic Education Council states that Human/Environment Interactions is a key theme within the discipline of Geography. The name change reflects the roles of humans as both a part of their environment and key shapers of their environment. This course could make a nice addition to the Environmental Studies Minor as well as tap into the disciplinary interest among Armstrong students in anthropology. Graduate students enrolled in the course will be given additional work to complete.

   **Effective Term: Fall 2014**

2. **Modify the following course:**

   GEOG 5550U/G GEOGRAPHY OF SOUTH ASIA TOPICS IN REGIONAL GEOGRAPHY 3-0-3

   Undergraduate prerequisite: GEOG 1100 or HIST 1111 or HIST 1112 or HIST 1112H or permission of instructor.

   Graduate prerequisite: None

   An historical survey of the physical, cultural, historical, and economic geography of the Indian subcontinent a world region. May be repeated as topics vary.

   Rationale: Provides flexibility to accommodate the various regional specialties and changing regional research focus of the geography faculty member. Graduate students enrolled in the course will be given additional work to complete.

   **Effective Term: Fall 2014**
3. Create the following courses:
GEOG 5860U/G Tourism Geographies 3-0-3
Undergraduate prerequisite: HIST 1100 or POLS 1100 or HIST 2111 or HIST 2112 or permission of instructor
Graduate prerequisite: None
A critical/cultural analysis of the influence of tourism on communities and landscapes, focusing on its economic, social, and environmental impacts through case studies.

Rationale: The city of Savannah averages 12 million visitors a year. The discipline of geography is uniquely poised to explore tourism from a variety of perspectives, such as economic, cultural, and environmental. Graduate students enrolled in the course will be given additional work to complete.

Effective Term: Fall 2014

4. Delete the following course:
GEOG 5870U/G HISTORICAL GEOGRAPHY IN NORTH AMERICA 3-0-3

Rationale: A new faculty hire has necessitated a reorientation of the upper level course offerings in Geography. GEOG 5870 corresponds to the specialization of a previous faculty member. GEOG 5860 is being proposed as its replacement.

Effective Term: Fall 2014

F. Languages, Literature, & Philosophy (no items)
G. Professional Communication and Leadership

Item 1 from the Professional Communication and Leadership program was discussed and approved by the committee.

1. Request for the following blanket change:
   For all LEAD classes, change the Major Department from Liberal Studies to Professional Communication and Leadership.
   
   Rationale: These courses were originally created for the Master of Arts in Liberal and Professional Studies. Since the degree program was revamped and renamed, the courses need to be associated with the correct program name.

   Effective Term: Fall 2014

IV. College of Science and Technology

A. Biology (no items)
B. Chemistry & Physics (no items)
C. Computer Science and Information Technology (no items)
D. Mathematics (no items)

E. Psychology

Item 1 from the Department of Psychology was discussed and the graduate portion was approved by the committee. The undergraduate portion was previously approved by the University Curriculum Committee.

1. Modify the following course:
   PSYC 5060U/G Basic Behavior Principles and Behavior Change 3-0-3
   Undergraduate Prerequisites: PSYC 1101 or PSYC 1101H, and either PSYC 3400 or both PSYC 4090 and 4091
   Graduate Prerequisite: Acceptance to the Graduate School of Studies or baccalaureate degree in psychology.
   Basic principles of behavior analysis, the definition and characteristics of applied behavior analysis, and behavior change procedures, including positive and negative reinforcement, schedules of reinforcement, punishment, imitation, shaping and chaining, extinction, differential reinforcement, and antecedent interventions.
   Essential material for this course is covered in PSYC 3400 (Introduction to Learning) or PSYC 4090 (Learning and Behavior) and 4091 (Learning and Behavior Laboratory).
Rationale: Currently, our three course sequence in applied behavior analysis (PSYC 5060, 5061, and 5062) has been approved by the Behavior Analysis Certification Board (BACB) as fulfilling the course requirements for students to qualify to take the Board Certified Assistant Behavior Analyst (BCaBA) Examination. Beginning in 2015, students would need to complete a four course sequence in order to qualify to take that exam. We have revised our applied behavior analysis curriculum to meet the requirement of a four course sequence: PSYC 3400 or PSYC 4090 and 4091, 5060, 5061, and 5062. In that PSYC 3400 or PSYC 4090 and 4091 will provide the foundational material for PSYC 5060, PSYC 3400 or PSYC 4090 and 4091 should be a prerequisite for PSYC 5060, just as PSYC 5060 is the prerequisite for PSYC 5061 and PSYC 5061 is the prerequisite for PSYC 5062.

Effective Term: Fall 2014

OTHER BUSINESS
A. Informational Item: CRJU 7852 and LEAD 7300. These classes were created as non-repeatable. This was an error, as they are special topics courses. The courses have been changed to repeatable as topics vary in order to correct the error. This informational item is to document the change.

B. Informational Item: SCED 6750. This class was created with a grading mode of “Normal.” This was an error, as it is an internship class. The grading mode has been changed to “S/U” to correct the error. This informational item is to document the change.

ADJOURNMENT. The meeting was adjourned at 2:39 p.m.

Respectfully submitted,

Phyllis L. Fulton
Catalog Editor
Grade Appeal Process

In accordance with Armstrong Atlantic State University regulations, appeals for a change of grade are initiated by the student prior to midterm of the semester after the grade was received. A change of grade, other than incomplete, may not be made later than two calendar semesters following the semester in which the grade was received.

A student who contests a grade must follow this procedure:

1. The student must discuss the contested grade with the instructor involved.

2. If the grade dispute remains unresolved, the student must meet with the department head/program director and the instructor. If the grade dispute is with the department head/program director, the student must meet with the dean of the college/school (or designee) and the department head/program director. A “memorandum for the record” will be prepared by the department head (dean or designee) which will include the substance of the conversations and pertinent documentation presented during the meeting. The student will receive a copy upon request.

3. If the grade dispute remains unresolved, the student must request a formal hearing, in writing by mid-term of the semester following the posting of the disputed grade, according to the procedures outlined by the college.
   a. College procedures are available in the dean’s offices
   b. Colleges may choose to have one or two levels of review: departmental appeal committee and/or college appeal committee.
   c. Committees deliberate in closed door sessions after both the student and the instructor have presented their case and documentation. All discussions are confidential.

4. In the event of a departmental review, the department head will appoint the departmental appeal committee to hear the appeal. The committee will operate according to A-D below. If the student plans enrollment in a course for which the course grade being appealed is a prerequisite, see “6” below.
   a. The departmental appeal committee will consist of at least three faculty members, not including the instructor involved. Membership on the departmental appeal committee may include faculty from other departments in the college when deemed necessary by the department head. One of the faculty members will be designated by the department head as the hearing officer.
   b. The departmental appeal committee will hear statements from both the student and the instructor involved and will examine documents that are pertinent to the matter under review.
   c. The departmental appeal committee will hear the grade appeal and present its findings to the assistant dean of the college within 30 business days from the initiation of the appeal.
d. Students may appeal the departmental appeal committee decision to the assistant dean for a college committee hearing within 10 business days of the departmental appeal committee decision.

5. In the event of a college level review, the dean of the college (or designee) will appoint a college appeal committee to hear the appeal. The college appeal committee will operate according to A-C below. If the student plans enrollment in a course for which the course grade being appealed is a prerequisite, see “6” below.

a. The college appeal committee will consist of at least one faculty member from each department, not including the instructor involved. The assistant dean of the college (or other faculty chosen by the Dean of the college) will chair the college committee and serve as an ex-officio member of the committee.

b. The college appeal committee will hear statements from both the student and the instructor involved and will examine documents that are pertinent to the matter under review.

c. The college appeal committee will hear the grade appeal and present its findings to the dean of the college prior to the last day of the semester.

6. If the student plans enrollment in a course for which the course grade being appealed is a prerequisite, then the following timetable will be met at the first of that semester/term:

a. If a grade appeal is not resolved with the instructor concerned, the student will file an appeal in writing with the department head/program director (or the college/school dean or designee if the grade dispute is with the department head/program director). This step will be taken by the first day of classes of the semester/term following the posting of the disputed grade.

b. The college appeal committee will be appointed by the third day of the semester and will hear the grade appeal by the third day of the semester.

c. The college appeal committee will present its findings to the college dean by the fifth day of the semester

d. If the appeal to the college dean is denied, the student will be removed from the official class roster of the course if the student is already enrolled.

7. In all cases, if the college dean denies the appeal, the student may appeal to the Provost (or his or her designee). This appeal must be in writing and must be filed within five days of notification from the college dean.

8. Neither the president nor the Board of Regents will accept or consider appeals based on academic grades.

_Students should consult their program and college for further information and their policies_
that may apply.
Page 7 of the graduate catalog:

Residence Requirement for Degrees
A minimum of one-half of the hours required for the degree must be earned in residence. A maximum of one-half of the hours required for the degree may be earned in courses offered off-campus, including courses offered through the Area Teacher Education Services. Armstrong courses taken off-campus as part of an approved external degree program are considered to have been completed in residence.

Page 14 of the graduate catalog:

Graduate Transfer Credit
A maximum of six semester hours of credit may be accepted for the program of study from credit completed at another regionally-accredited institution. This is in addition to semester hours which may be taken from approved courses at Savannah State University. This is also in addition to courses taken at other institutions as part of collaborative arrangements in conjunction with approved external degree programs. Decisions regarding acceptability of credit will be made at the program level. Only courses with grades of B or better will be accepted.
Agenda

• Welcome and Opening Remarks
• Budget Process
• The Budget!
• Under constitutional authority, the Board of Regents (BOR) approves annual budget requests for the University System of Georgia (USG).

• Funding is provided to the USG through a funding formula, linked to:
  – enrollment growth,
  – increases in facilities square footage and
  – other operating factors.
<table>
<thead>
<tr>
<th>Date Range</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>June – September 2013</td>
<td>Development of FY15 Budget Request</td>
</tr>
<tr>
<td>September 2013</td>
<td>Board Approves FY15 Budget Request</td>
</tr>
<tr>
<td>September 2013</td>
<td>USG Submits FY15 Budget Request to Governor</td>
</tr>
<tr>
<td>January 2014</td>
<td>Governor’s Releases Budget Recommendations</td>
</tr>
<tr>
<td>March – April 2014</td>
<td>General Assembly Finalizes FY15 Appropriations Act</td>
</tr>
<tr>
<td>April 2014</td>
<td>Board Approves Allocations, Tuition and Fees</td>
</tr>
<tr>
<td>April – May 2014</td>
<td>Institutions Develop and Submit FY15 Budget</td>
</tr>
<tr>
<td>May 2014</td>
<td>Board Approves FY15 Budget (By Institution)</td>
</tr>
<tr>
<td>June 2014</td>
<td>FY15 Annual Operating Budget Submitted to OPB</td>
</tr>
</tbody>
</table>
What is the Funding Formula?
Revenue Projections – Campus Level

- In December, institutions complete and submit the Revenue Projections. It includes:
  - Estimated number of students, head count,
  - Revenue estimated at current rate with no tuition increase
  - The amount of revenue generated from a 1% increase in tuition
  - Other revenues

- The Board determines the tuition rate increase for all USG institutions.
BOR FY 2015
Budget Instructions

• FY 2015 Office of Planning and Budget Instructions

• No required reductions or withholds

• Request Limited: For most State Agencies the FY 2015 Budget cannot exceed the FY 2014 Budget

• Exceptions:
  • State Education Agencies may request workload increases including enrollment, M&O and fringe benefits.
  • Medicaid based on number served
  • Retirement Systems addressed by OPB
FY2015 USG Outlook

- 2.74% decline in semester credit hours
- $20.1 million loss in enrollment funding
  - 11 Institutions Potential Gain totaling $21.2M
  - 20 Institutions Potential Loss totaling -$41.3M
- Further enrollment decline Fall 2014 (FY 2016)
- No quick recovery – action required!
- “New Normal”
<table>
<thead>
<tr>
<th></th>
<th>NEW TUITION RATE</th>
<th>Current FFF students - no increase in FY 2014</th>
<th>NEW TUITION RATE</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Freshmen Class FY 2014</td>
<td>FY 2009 Cohorts (Freshman Entering Spring 2009)</td>
<td>Continuing undergrad &amp; graduate students on non-guaranteed rate</td>
<td></td>
</tr>
<tr>
<td>ESTIMATED NUMBER OF STUDENTS (FALL HEADCOUNT)</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Undergraduate Freshmen</td>
<td>2,356</td>
<td>0</td>
<td>0</td>
<td>2,356</td>
</tr>
<tr>
<td>Undergraduate Sophomores</td>
<td>0</td>
<td>1,480</td>
<td>1,480</td>
<td></td>
</tr>
<tr>
<td>Undergraduate Juniors</td>
<td>0</td>
<td>1,385</td>
<td>1,385</td>
<td></td>
</tr>
<tr>
<td>Undergraduate Seniors</td>
<td>0</td>
<td>1,510</td>
<td>1,510</td>
<td></td>
</tr>
<tr>
<td>All Graduate/Professional students</td>
<td>0</td>
<td>708</td>
<td>708</td>
<td></td>
</tr>
<tr>
<td>TOTAL NUMBER OF STUDENTS</td>
<td>2,356</td>
<td>5,083</td>
<td>7,439</td>
<td></td>
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<tr>
<td>REVENUE ESTIMATED AT CURRENT RATE WITH NO TUITION INCREASE (BASED ON UNDUPLICATED HEADCOUNT, ALL SEMESTERS)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In-state undergraduate students</td>
<td>$7,373,252</td>
<td>$0</td>
<td>$15,886,219</td>
<td>$23,259,471</td>
</tr>
<tr>
<td>Out-of-state undergraduate students</td>
<td>$1,294,471</td>
<td>$0</td>
<td>$2,789,034</td>
<td>$4,083,505</td>
</tr>
<tr>
<td>All Graduate/Professional students</td>
<td>$3,697,706</td>
<td></td>
<td>$3,697,706</td>
<td></td>
</tr>
<tr>
<td>TOTAL REVENUE</td>
<td>$8,667,723</td>
<td>$0</td>
<td>$22,372,959</td>
<td>$31,040,682</td>
</tr>
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</table>
What if we don’t make our enrollment target?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Undergrad In-state 12 hours</td>
<td>$2,543</td>
</tr>
<tr>
<td>If we miss FTE target by 1 %</td>
<td>$309,767</td>
</tr>
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Fees

• All mandatory, housing, and miscellaneous fee requests are due from the institutions to the BOR Fiscal Affairs Office in December
  – Detail of revenue projections for each fee
  – A financial data form with actual and projected revenues and expenditures

• The BOR approves tuition rates and all mandatory fees in April/May. The Chancellor approves housing and food service fees at the same time.
Budget Amendments/Adjustments

• Revenue Adjustments
  – Throughout the course of the fiscal year, various factors necessitate the adjustment of revenue estimates within the budget system:
    ▪ Changes in enrollment
    ▪ Changes in other income
    ▪ Budget reductions
<table>
<thead>
<tr>
<th>Expenses</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Personnel Services</td>
<td>$48,244,251</td>
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<tr>
<td>Travel</td>
<td>$607,398</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$14,084,721</td>
</tr>
<tr>
<td>Equipment - Capital</td>
<td>$1,123,000</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$64,059,370</td>
</tr>
</tbody>
</table>

**Budget 2014 E & G**

- **Personnel Services**: $48,244,251
- **Travel**: $607,398
- **Operating Expenses**: $14,084,721
- **Equipment - Capital**: $1,123,000
- **Grand Total**: $64,059,370

**Pie Chart: Expenses**

- Personnel Services: 75%
- Travel: 1%
- Operating Expenses: 22%
- Equipment - Capital: 2%
### Armstrong Atlantic State University

#### Report on FY2014 Revenues and Expenditures Through Second Quarter

<table>
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<tr>
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<tbody>
<tr>
<td></td>
<td>Original Budget</td>
<td>Second Quarter</td>
<td></td>
<td></td>
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<tr>
<td><strong>Revenues</strong></td>
<td></td>
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<tr>
<td>State Appropriations</td>
<td>$ 28,588,670</td>
<td>$ 28,588,670</td>
<td>$ 14,294,334</td>
<td>$ 14,294,334</td>
<td>$</td>
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<tr>
<td>Tuition</td>
<td>$ 30,559,000</td>
<td>$ 31,559,000</td>
<td>$ 28,199,759</td>
<td>$ 28,912,816</td>
<td>$ 713,057</td>
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<tr>
<td>Other General Funds</td>
<td>$ 4,911,700</td>
<td>$ 4,864,700</td>
<td>$ 3,955,634</td>
<td>$ 4,182,649</td>
<td>$ 227,015</td>
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<tr>
<td><strong>Total General Funds Revenues</strong></td>
<td>$ 64,059,370</td>
<td>$ 65,012,370</td>
<td>$ 46,449,727</td>
<td>$ 47,389,799</td>
<td>$ 940,072</td>
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<tr>
<td><strong>Expenditures</strong></td>
<td></td>
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<tr>
<td>Salaries and Wages</td>
<td>$ 48,107,278</td>
<td>$ 48,121,242</td>
<td>$ 23,225,812</td>
<td>$ 22,429,732</td>
<td>$ 796,080</td>
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<tr>
<td>Travel</td>
<td></td>
<td></td>
<td>$ 231,943</td>
<td>$ 247,634</td>
<td>$(15,691)</td>
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<tr>
<td>Operating Expenses</td>
<td>$ 15,952,092</td>
<td>$ 16,891,128</td>
<td>$ 6,790,725</td>
<td>$ 4,664,063</td>
<td>$ 2,126,662</td>
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<tr>
<td>Equipment</td>
<td></td>
<td></td>
<td>$ 561,989</td>
<td>$ 924,279</td>
<td>$(362,290)</td>
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<tr>
<td><strong>Total General Funds Expenditures</strong></td>
<td>$ 64,059,370</td>
<td>$ 65,012,370</td>
<td>$ 30,810,469</td>
<td>$ 28,265,708</td>
<td>$ 2,544,761</td>
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Percent of FY 2013 Instruction Expenses Compared to Other USG Institutions
Percent of FY 2013 Academic Support Compared to Other USG Institutions

Academic Support

Armstrong, Atlantic State University
Albany State University
Clayton State University
Columbus State University
Fort Valley State University
Georgia College & State University
Georgia Southwestern State University
Savannah State University
University of North Georgia
University of West Georgia
Instruction & Academic Support Combined – FY 2013