

The University of Georgia

Annual Report of Institutional Progress
2001-2002

Prepared by the Office of Institutional Effectiveness
November 2002

Summary of Major Institutional Accomplishments

Significant progress was made on several institutional initiatives involving interdisciplinary instructional and research programs. In June 2001, the Board of Regents approved the creation of the School of Public and International Affairs, the first new school at UGA in more than 30 years. Tom Lauth, head of the political science department since 1988, was selected as the first dean, after serving as interim dean while a national search was conducted. The new school builds on existing strengths; UGA is already recognized as having one of the nation's top master's programs in public affairs, ranking 6th in *U.S. News & World Report's* guide to "Best Graduate Schools." In the wake of the terrorist attacks of September 11, 2001, the need to train a new generation of leaders in public and international affairs becomes all the more critical.

In August 2001, the Regents also approved the melding of the School of Environmental Design and the Institute of Ecology into a new College of Environment and Design. The new college is expected to become one of the nation's leading centers for research, teaching and outreach on such environmental issues as species protection, preservation of natural resources, urban design and development, and global climate change. Already, more than 600 students are pursuing seven environmentally-based degrees.

Other initiatives involved the creation of the Biomedical and Health Sciences Institute and the Faculty of Engineering, both of which aim to coalesce instruction and research in related disciplines across campus. The Biomedical and Health Sciences Institute (BHSI) was organized with three initial divisions: molecular medicine, infectious disease and immunity, and public health. A neuroscience division is also taking shape. The development of the Institute contributed significantly to UGA's successful effort to gain federal and state support for the new \$40 million Paul D. Coverdell Center for Biomedical and Health Sciences. Groundbreaking for the new building is planned for January 2003.

Among a number of start-up activities, the BHSI held the first of what will be an annual spring symposium focused on biomedical and health science topics. This year's symposium on cancer research in Georgia attracted more than 200 researchers and state leaders. The BHSI also initiated new apprentice programs for students and collaborated with the Medical College of Georgia on several projects, including the establishment of the Georgia Center for the Prevention of Obesity and Related Disorders. A faculty committee developed a proposal for a master's of public health that is being submitted to the University Council for approval in fall 2002, and other committees are working on proposals for interdisciplinary doctoral degrees in neurosciences and biomedical sciences.

The Faculty of Engineering, organized in 2001, already numbers more than 70 members from two dozen academic units at UGA. The members retain their departmental appointments while devoting time to a range of engineering-related activities. The group unveiled a web site (www.engineering.uga.edu) in the fall and held two campus forums to discuss goals and membership. In November, the University Council approved four new engineering certificate programs, and in April, the Faculty of Engineering sponsored a daylong symposium to engage state business, government and civic leaders with UGA's engineering initiative. The Faculty of Engineering grants program, funded by the UGA Research Foundation, also was established.

Another academic initiative involved the launching of three new undergraduate degree programs at the Gwinnett University Center in fall 2002. UGA has delivered master's degree and continuing education programs in Gwinnett since the mid-1980s. The opening of the new GUC campus in January 2002 afforded the opportunity to expand UGA's offerings to include upper-level courses leading to bachelor's degrees in business, science and education. A great deal of effort went into preparations to launch these new programs – the first UGA undergraduate degrees to be delivered in a location other than Athens.

UGA set a new record in fiscal year 2002 for external grants for research, instruction, and public service and outreach, surpassing the \$200 million mark for the first time in the University's history. Total external funding jumped to \$204.5 million, a 17 percent increase over the previous fiscal year. External funding for research climbed 13 percent to \$139.4 million. Total awards from the National Institutes of Health increased to \$35.6 million, a 35 percent jump over FY 2001, while awards from the USDA showed a 33 percent increase.

Several faculty members received new awards in excess of \$1 million. Leonard Poon, director of the Gerontology Center, received a \$7.5 million grant over the next five years from the National Institute on Aging to continue studies of centenarians. Paul Roman, Distinguished Research Professor of Sociology, was awarded a five-year, \$7.3 million grant from the National Institutes of Health for ongoing research on substance abuse treatment facilities. The National Science Foundation awarded three faculty – Andrew Paterson, Lee Pratt and Peggy Ozias-Akins – grants totaling \$8.7 million for research aimed at identifying useful genes for crop improvement.

In addition, UGA was one of only four research universities nationwide selected by the NIH to establish a 900 MHz nuclear magnetic resonance facility, and UGA's Veterinary Diagnostic Laboratory System, with facilities in Athens and Tifton, was selected by the USDA as one of five core labs in a nationwide network to help with rapid detection and diagnosis of foreign animal diseases.

UGA researchers also made news with discoveries of note. GRA Eminent Scholar Steve Stice pioneered new cloning techniques with cows and pigs; Ken Ross and Michael Krieger discovered a protein in fire ants that may offer a way to control them; and researchers in Andrew Paterson's lab completed the first comprehensive molecular map of the peanut plant. Other faculty were called on by national media to provide expert commentary on significant events in the news. They included Han Park on North Korea, Dennis Beresford on Enron, and Loch Johnson on national security issues.

UGA's new Center for Applied Genetic Technologies opened in fall 2001 in a building that also houses the Georgia BioBusiness Center, an incubator for start-ups in biotechnology, pharmaceutical, diagnostics or other biosciences. Another business incubator, the Athens New Media Synergy Center, opened the previous year and is housed, with UGA's New Media Institute, in the Bank of America building in downtown Athens. Margaret Wagner Dahl, UGA's director of research development and technology alliances, oversees the two incubators. Already the start-up companies employ nearly 100 people and have generated in excess of \$37 million in investment funding and revenue. The incubator programs were initiated by the UGA Research Foundation with support from the Georgia Research Alliance.

The University stepped up its efforts to recruit students from historically under-represented populations. As a result, UGA did not experience the sharp downturn in minority enrollment experienced by peer institutions in Texas, California and Florida in the wake of highly publicized lawsuits over admissions criteria. In ongoing efforts, a satellite recruitment office was opened in DeKalb County and a faculty task force explored new ways to structure the admissions process to gather more information about prospective students. The task force sought to define desired characteristics of the University student body and to devise ways to identify individuals with those characteristics.

A new Office of Institutional Diversity opened in spring 2002 in the Holmes-Hunter Academic Building, named for the two students who desegregated the University in 1961. A team of students, faculty, staff and administrators from across campus worked throughout the previous fall semester to create a three-year strategic plan to increase campus diversity. The plan focuses on the need to improve recruitment and retention of students, faculty and staff from historically under-represented populations; to promote an institutional climate where inclusiveness and diversity are respected as core values; and to encourage and support research, teaching and public service related to diversity and equity issues.

In related activity, UGA's Office of Public Service and Outreach is involved in a new alliance to improve the quality of life in the "Black Belt" – an 11-state swath from Virginia to Texas marked by persistently low levels of income, education and delivery of vital social services. The office also sponsored summer conferences in 2001 and 2002 focused on the needs of the state's booming Latino population. The College of Education submitted a proposal to The Goizueta Foundation to establish a Center for Hispanic Educational Advancement and was awarded \$3.5 million in June 2002. The grant also will endow a chair for Hispanic teacher education, support graduate students dedicated to Hispanic educational improvement, and fund need-based scholarships for undergraduates fluent in Spanish.

Several students, faculty and staff earned major awards and honors during the course of the year. Two UGA students were among the second group of students awarded the prestigious Gates Cambridge Scholarship. Yi Lee, a senior in the Honors Program earning dual bachelor's degrees in journalism and East Asian studies, and William Hollingsworth, a Ph.D. student in computer science, earned the award established by the Bill and Melinda Gates Foundation. Bonnie Ling, a former UGA Honors student who is now in graduate school at Tufts, also received the scholarship this year. The inaugural Gates Cambridge class included UGA Foundation Fellow Semil Choksi.

UGA also was again well represented among students named Goldwater Scholars. For the second year in a row, four UGA students received the scholarship – the maximum number of applicants allowed from one school. The merit-based award goes to undergraduates with an interest in mathematics, natural sciences or engineering.

Two graduate students, Paul Quick and Julio Rojas, were among seven students nationally to receive the 2002 Patricia Cross Future Leaders award from the American Association of Higher Education, and Foundation Fellow Tina Rakkhit was one of just 52 students in the country to win a Phi Kappa Phi Fellowship for graduate study. Nita Paris won the Distinguished Dissertation Award of the Year from the Association of Teacher Educators.

A team of graduate students from the College of Environment and Design and the School of Law received top honors for their plan for the Upper Etowah Watershed in the second national Green Space Design Competition. The School of Law brought home the national title from the Dean Jerome Prince Memorial Evidence Moot Court Competition, while the Jessup International Moot Court team was narrowly defeated in the final round of that national competition by Harvard Law School. A student public relations team from the Grady College of Journalism and Mass Communication was among three finalists in the national Bateman Case Study competition established by the Public Relations Society of America and traveled to Hawaii to present their case study findings.

Among faculty receiving major honors were David Chu, Research Professor of Pharmaceutical and Biomedical Sciences, who received a MERIT Award from the National Institutes of Health for his continuing and extensive research on drug design for HIV and AIDS-related diseases, and Norman Allinger, director of UGA's Computational Center for Molecular Structure and Design, who received the Ben Franklin Medal in Chemistry, an international career achievement award. Genetics professor Sidney Kushner was elected a Fellow in the American Academy of Microbiology; Patricia Bell-Scott, professor of child and family development, was named a Fellow by the National Council of Family Relations; and former Terry College of Business interim dean James Don Edwards was inducted into the National Accounting Hall of Fame.

Two faculty received honors from the Board of Regents. Stanley Kleven, Distinguished Research Professor of Avian Medicine and Microbiology, was named a Regents Professor, and Linda Medleau, professor of small animal medicine, received the Regents Teaching Excellence Award.

J. Michael Floyd, head of UGA Food Services, won a Silver Plate Award from the International Foodservice Manufacturers Association for sustained excellence and innovation. Food Services previously won the Ivy Award, presented to the most outstanding institutional food service operation in the nation. The Ivy and Silver Plate awards can be won only once.

A book published by the University of Georgia Press was nominated for a National Book Award by the National Book Award Critics Circle. This was the second year in a row that a book from the Press was nominated for the national award in the criticism category.

The University also was recognized by the Council for Advancement and Support of Education for its commemoration of the 40th anniversary of UGA's desegregation, receiving the top award for institutional special events in regional and national CASE competitions. A video documentary created for the occasion also won top regional and national honors from CASE.

The UGA athletic program enjoyed a number of successes, including winning SEC championships in gymnastics and men's and women's tennis. Three UGA teams – women's swimming and diving, gymnastics, and men's tennis – were runners-up for NCAA titles. As a result, UGA finished 8th in the 2001-02 NCAA Division I Sears Directors' Cup standings, which rank the best overall collegiate athletic programs out of 318 Division I colleges and universities. UGA has finished among the top 10 in Sears Cup standings in four of the last five years.

Several student athletes won NCAA individual titles. Among them, Andras Haklit won his third hammer-throw title and Matias Boeker won his second consecutive tennis singles

championship. Swimmer Maritza Correia became the first African-American woman to set an American record when she broke the 50- and 100-yard freestyle marks at the 2002 NAAs. Her times in the two events also set NCAA and school records.

Former basketball player Kelly Miller and swimmer Kim Black were awarded NCAA post-graduate scholarships. Black, a gold medalist at the Sydney Olympics, also was named NCAA Woman of the Year. She is the third UGA student to win this award, which has been presented only six times. Football player Jon Stinchcomb was named an Academic All-American, an honor also won by his brother during his letterman days at UGA.

UGA expanded its strong women's sports program with the addition of equestrian competition. Meghan Nolan, an assistant coach at Texas A&M, was named the first equestrian head coach. Intercollegiate competition was set to begin in fall 2002, to be followed by conference competition in 2004.

The University hosted several major events on and off campus, including the 61st Peabody Awards, administered by the Grady College of Journalism and Mass Communication.

Gov. Roy Barnes joined UGA President Michael F. Adams and new Peabody director Horace Newcomb in announcing the awards from GPTV headquarters in Atlanta. Walter Cronkite served as host for the awards presentation in New York in May, which was later televised on GPTV.

The 2002 Delta Prize for Global Understanding was presented to Sadako Ogata, former United Nations High Commissioner for Refugees, at a May ceremony in Atlanta. The prize, administered by UGA, was created with a grant from the Delta Air Lines Foundation to recognize those who promote peace and understanding. Past recipients have included former Soviet President Mikhail Gorbachev, Archbishop Desmond Tutu of South Africa, and former U.S. President Jimmy Carter, Rosalynn Carter and the Carter Center.

In August, the University hosted the third annual symposium on the future of agriculture, with U.S. Secretary of Agriculture Ann Veneman among the speakers. It concluded with a Congressional field hearing moderated by Sen. Zell Miller. The 2001 Richard B. Russell Symposium, held just after the terrorist attacks of Sept. 11, focused on international security, with Gen. John R. Galvin, former NATO Supreme Allied Commander in Europe, delivering the keynote address. UGA also joined with Emory and Georgia Tech in presenting the annual Nunn Forum. Provost Karen Holbrook was the keynote speaker for the opening session of the public portion of the forum, held this year at Emory and focused on "Commercialization of the Academy."

The Oxford Union debate team came to campus for a spirited session with UGA debaters, and the BBC Concert Orchestra performed at Hodgson Hall as part of its tour celebrating the orchestra's and Queen Elizabeth's 50th anniversaries. On the local front, the University participated in ceremonies marking the Athens-Clarke County Bicentennial, including a re-enactment of the first classes held on campus in 1801, and also presented a post-9/11 "Spirit of America" concert that packed the downtown Classic Center.

Among noted visitors to campus were Steve Forbes, Nikki Giovanni, Peter Raven, and Senators Zell Miller and Phil Gramm, who spoke at Commencement. The University also marked the 50th anniversary of the Savannah River Ecology Laboratory and the 75th anniversary of the Carl Vinson Institute of Government.

The University Libraries established two important new collections: one focused on the waters of Georgia and the other on the state's civil rights history. Gov. Roy Barnes presided over the October 2001 dedication of the Stephen Elliot Draper Center and Archives for the Waters of Georgia in History, Law and Policy. The center will acquire, preserve and maintain historic collections of materials related to Georgia's rivers, aquifers and wetlands for the purposes of scholarly research. Items from the collection will be exhibited annually in October in the Hargrett Rare Book and Manuscript Library, which houses the Draper center and archives.

Staff from UGA's Richard B. Russell Library for Political Research and Studies are collaborating with UGA faculty on an interdisciplinary project to document "unsung foot soldiers" of the civil rights movement in Georgia. The Foot Soldier Project aims to foster collaboration among scholars, archivists and the community and bring resources together in one repository. The project's goals include creating an interactive web site that K-12 students can use to learn about the civil rights movement.

The University Libraries are in the process of raising \$12 million in private funds (one-third of the cost) toward the construction of a new building to house special collections. In June 2002, the Board of Regents added the building to the list of major capital projects for the University System.

Construction is under way on D.W. Brooks Drive, which is being transformed into a pedestrian mall as part of the University's physical master plan to create more campus green space. The Carlton Street parking deck – built with funding from the UGA Real Estate Foundation – was finished in record time, with a formal ribbon-cutting held in conjunction with the first football game, and new studio space for art and landscape design students was created through the renovation of old commercial facilities on Broad Street. Progress continued on several other major construction projects, including the J.W. Fanning Leadership Center, the Student-Athlete Academic Center, the East Campus Village Parking Deck and improvements to pedestrian and vehicular traffic on Baldwin Street – all of which are expected to be completed in fall 2002. The 200,000-square-foot Student Learning Center, which will house classrooms and an electronic library, remained on schedule to be finished in 2003. Much of this construction is privately funded. Over the past two years, the portion of UGA funding for capital projects has grown to almost 40 percent, equaling the state's share.

The University filled some key administrative positions during the academic year. Gordhan Patel, dean of the Graduate School, accepted appointment as vice president for research, and Del Dunn, director of the Institute of Higher Education, was named vice president for instruction. In the Office of the Provost, Mark Lusk was named associate provost for international affairs and Bob Boehmer associate provost for institutional effectiveness. Lusk comes from a similar position at the University of Montana; Boehmer, a faculty member in legal studies, headed UGA's recent Self-Study. Louis Castenell, dean of the College of Education, accepted an interim position as associate provost for institutional diversity, pending a search to fill the post on a permanent basis.

Two unexpected departures occurred when Senior Vice President for External Affairs Kathryn Costello stepped down in March to become a full-time consultant and Senior Vice

President for Academic Affairs and Provost Karen Holbrook announced in July 2002 that she had accepted the presidency of Ohio State University. Steve Wrigley, vice president for government relations, served as interim senior vice president for external affairs (an appointment since made permanent) and Arnett Mace, dean of the Warnell School of Forest Resources, has stepped into Holbrook's role while a search gets under way.

In other activities, the School of Law's Dean Rusk Center became a collaborating partner in the first National Sea Grant Law Center; the Vinson Institute of Government launched the quarterly Peach State Poll, a survey designed to gather and distribute data about key public policy issues in Georgia; and a collection of essays on teaching excellence, written by some of UGA's most talented faculty members, was published.

Institutional Strategic Planning

The University of Georgia's strategic plan was adopted in late 2000 after a two-year process involving representatives of virtually all University units and the community. It sets out a vision for the institution in the year 2010, with emphasis on three strategic directions: 1) Building the new learning environment by enhancing the undergraduate experience, 2) Maximizing research opportunities, and 3) Increasing global awareness and expanding international opportunities. The plan is revised annually to assure that it continues to effectively guide the University towards achievement of this vision. In 2001-2002, considerable progress was made in the three key areas.

Several initiatives were undertaken or continued to enhance the undergraduate experience. Perhaps the most ambitious is a plan to build an East Campus Village, a complex of new residence halls that will accommodate 1,200 students and include a new dining hall and parking deck. Funded by bonds issued by the UGA Real Estate Foundation, these will be the first new residence halls built since 1969, when there were 10,000 fewer students at the University than today. The complex is expected to be open by fall semester 2004.

Meanwhile, renovations to existing residence halls continue, and Internet access is now available in 96 percent of them. Ongoing efforts to extend the academic experience beyond the classroom include the opening of the Franklin Residential College in Rutherford Hall. Students who wish to immerse themselves in French or Spanish can opt to live in one of the wings of Mary Lyndon Hall, where students use their second language on a daily basis. Advising offices are now open in several residence halls, with extended hours.

A fall dedication marked the renovation of Moore College, which is now headquarters for the Honors Program, the Foundation Fellows Program (UGA's premier scholarship offering) and the Center for Undergraduate Research Opportunities (CURO). The building has classrooms, a computer lab, and a reading room, plus administrative offices for these programs – facilitating interaction among students in the programs and helping create community.

The Student Learning Center, mentioned elsewhere in this report, is an impressive testament to the University's commitment to create the optimal student environment. Under construction in the heart of campus, it will include technologically advanced classrooms, group

study rooms, a pervasive wireless network and a 21st-century electronic library. It is scheduled to open in 2003.

The Student Affairs Division continues to create new programs for students, including the innovative “Dawgs After Dark” that offers students a night of alcohol-free entertainment prior to home football games. Student leadership programs have been restructured and expanded. Community service continues to be emphasized, with increased opportunities for students to get involved with local schools and non-profit organizations.

To encourage students to take full advantage of the academic opportunities available to them, a task force studied credit hour production and will submit recommendations to the University Council in fall 2002. Students who enter with significant AP credits will be encouraged to pursue dual bachelor’s-master’s degree programs.

To maximize research opportunities, the need for more lab space was identified and is being met. Two recently completed buildings were formally dedicated in the past year: a new Diagnostic Laboratory in the College of Veterinary Medicine and the Rhodes Animal and Dairy Science Building. The veterinary lab has already played a role in analyzing the impact of the West Nile virus. The Rhodes building, named in honor of former Board of Regents chairman Edgar L. Rhodes, is where cutting-edge research in cloning of cattle and pigs is carried out.

Faculty began moving into the new Center for Applied Genetic Technologies off College Station Road last fall. A wing of the same building houses the Georgia BioBusiness Center, an incubator for start-ups tied to UGA research. Nearby, a 100-acre research park is being planned. Among the facilities will be an expansion for the Complex Carbohydrate Research Center. The entire College Station Road corridor is expected to see at least \$100 million in development over the next two to three years.

On the main campus, the Coverdell Center for Biomedical and Health Sciences will be constructed across from the College of Veterinary Medicine. A memorial to the late Sen. Paul Coverdell, it will be built with federal, state and private funds. A selection committee worked this past year to choose an architectural design firm for the building; groundbreaking is anticipated in January 2003.

As noted earlier in this report, progress was made on important initiatives in engineering and biomedical and health sciences. Though UGA has neither a medical school nor an engineering school, significant numbers of faculty in several disciplines are engaged in teaching and research in these areas. The Faculty of Engineering and the Biomedical and Health Sciences Institute provide a means to link these efforts. Interdisciplinary collaborations also are being explored in the areas of cancer research and water resources. *Water issues continue to be among Georgia’s most challenging problems, and the University will contribute expertise and resources to the statewide effort to develop good water policy.*

The University continues to expand and promote study abroad opportunities for students.

New Associate Provost for International Affairs Mark Lusk came on board in the fall and hit the ground running. In May, the Board of Regents approved the acquisition of properties in Costa Rica and Cortona, Italy, with financial backing from the UGA Real Estate Foundation. UGA now owns three residential facilities overseas, including property in Oxford, England. Currently,

17 percent of UGA students study abroad prior to graduation; the University ranks 15th nationally in the number of students with an international experience prior to graduation and aspires to the top 10.

The University's international outreach efforts are facilitated by the Office of International Public Service and Outreach and units such as the International Center for Democratic Governance. The latter continues its work with public administrators in China and the emerging democracies of the former Soviet Union. New outreach activities now under way include an India Initiative and an Africa Initiative.

In the wake of the Sept. 11 terrorist attacks, numerous forums on international affairs were held on campus and students have shown an increased interest in learning about other religions and cultures. A comprehensive web site on Islam, created by Alan Godlas, an associate professor of religion, drew attention not only on campus but worldwide.

In the area of information technology, University Computing and Networking Services was renamed Enterprise Information Technology Services (EITS) and the unit completed a tactical plan in support of the UGA strategic plan. Improvements made during the year include installation of a faster network in 127 buildings on campus, nine with computer labs; upgrading of the computer on which the student registration system resides; and upgrading of WebCT, which currently supports 2,500 courses at UGA. A student portal is being developed for deployment in 2003 and work has begun on providing wireless service across campus.

In other strategic planning activity, a study of the pay and classification system for University staff continues, a new plan for campus parking was implemented to take effect in fall 2002, and – as noted elsewhere in this report – work continued on the physical master plan to provide more green space and enhance safety for pedestrian and vehicular traffic.

Assessing Institutional Effectiveness

The Commission on Colleges of the Southern Association of Colleges and Schools (SACS) formally reaffirmed the University's accreditation in June 2001, issuing a report that lauds UGA for efforts to strengthen undergraduate education. President Michael F. Adams' response to the SACS report outlined steps the University has taken or will take to follow up on the report. A final follow-up report on these steps will be delivered to SACS in spring 2003.

The re-accreditation followed a two-year self-study led by faculty member Bob Boehmer that examined in depth ways UGA could achieve one of its major institutional goals – improving undergraduate education. The SACS report cited the initiative as evidence of UGA's commitment to be a "student-centered" institution that gives priority to teaching, student research and other educational opportunities.

In January 2002, Boehmer was appointed to the new post of associate provost for institutional effectiveness. The University's new Office of Institutional Effectiveness is now responsible for the strategic planning process (including regular review and updates of the plan as described above), coordination of the University's extensive assessment processes with that planning process, and assuring that mechanisms are in place to implement change as needed.

The University made several significant improvements in assessment processes during this fiscal year.

- A new policy to enhance the program review process, which is administered by the Office of the Vice President for Instruction, was adopted by the University Council. This strengthens the linkage of the program review process with the University's strategic goals and improves the follow-up mechanism.
- A new policy, which is modeled after the successful program review process, was adopted to assure periodic self-study and review of all academic and administrative support units. The policy will be administered by the Office of Institutional Effectiveness.
- The University adopted plans for the offices of the Vice President for Instruction and the Vice President for Student Affairs to jointly administer the National Survey of Student Engagement during the 2002-2003 academic year.
- In response to SACS recommendations, the University Council's Curriculum Committee proposed new student learning outcomes in general education. These were subsequently adopted by the University Council and assessment of those newly defined outcomes will begin during the 2002-2003 academic year.

In addition to these changes and improvements in the assessment process, a significant organizational change was made to enhance the gathering and use of institutional research and data: Institutional Research and Planning now reports directly to the associate provost for institutional effectiveness.

Several UGA programs were involved in accreditation processes during the past year.

- **The College of Veterinary Medicine's Animal Care and Use Program received full accreditation from the Association for the Assessment and Accreditation of Laboratory Animal Care, International.** Only 12 of the 27 colleges of veterinary medicine are presently AAALAC-accredited. The accreditation was the culmination of a long process of self-study and followed a three-day site visit from AAALAC.
- **The University Health Center was awarded the highest recognition for health care organizations: accreditation with full compliance.** The health center received a score of 98 out of 100 following a two-day survey by the Joint Commission on Accreditation of Healthcare Organizations. The health center is surveyed every three years and has been accredited since the mid-1970s. Only 100 out of 1,700 college health centers nationwide choose to go through the accreditation process. UGA's accreditation status, scope of services and quality of health care place the health center in the top 5 percent of college health centers nationwide.
- **UGA also was among Division I institutions recently recertified by the National Collegiate Athletic Association.** A visiting committee issued a report in September 2001, to which the University provided a response in October. The materials were reviewed by the certification committee and the NCAA announced recertification in February. All Division I institutions must undergo certification review every 10 years under NCAA legislation adopted in 1993. The process involves a self-study that includes a review of governance and commitment to rules of compliance, academic integrity, fiscal integrity and commitment to equity.

Improving Student Retention and Graduation

High levels of retention and graduation continue to be strengths of the University of Georgia. The University enrolls students with the academic potential to succeed and offers programs to help them make a successful transition to the college environment. The retention rate for new first-year students returning for their second year was just over 91 percent. This retention rate is uncommonly high. According to the American Council on Education, the average first-year retention rate for public research universities remains closer to 70 percent.

The Admissions Office offers a strong orientation program for new students and their parents during the summer. The program is modified year to year to keep pace with student and parental needs and to improve advisement and placement. A variety of other offerings, many of which have been initiated in the past few years through cooperation between Academic Affairs and Student Affairs, also help students get acclimated at UGA. These include:

- **The Freshman College Summer Experience**, which was started in summer 2000 for regularly admitted first-year students. Participants in this residential experience take six hours of coursework, including a core academic class and a course titled “Learning to Learn Strategies.” They also are exposed to events and programs that introduce the variety of co-curricular options at UGA. The number of students enrolled in the program increased dramatically from 168 in 2000 to 268 in 2001, and evaluations are strongly positive.
- **Opening Convocation**, a welcoming ceremony that marks the official start of the academic year. All new students and their families, as well as other members of the University community, are invited to participate. In fall 2001, a new facet was added to the event: the presentation of the “Pillars of the Arch.” Written by student leaders and staff from the Student Affairs Division, this is a values statement that stresses the qualities of wisdom, justice and moderation, and challenges members of the University community to be guided by them.
- **Welcome Week**, sponsored by Student Affairs. This includes free concerts and other activities, library tours and receptions with academic advisors in the residence halls. Special orientation programs also are held for international students and minority students, while a program sponsored by Disability Services assists new students in making connections at UGA and learning how to use campus resources.
- **First-Year Experience programs**, also sponsored by Student Affairs. These help new students learn how to become involved on campus. Recognizing that purposeful involvement in student activities improves retention and graduation rates, Student Affairs provides other student leadership programs as students progress through their academic career. Participants in the First-Year Experience have the opportunity to interact with junior and senior class mentors who have this leadership training.
- **Additional mentoring programs** also are in place that pair new students with upperclassmen or with faculty. These range from mentoring programs offered to students in the Honors Program to those offered through Minority Services and Programs such as the Black Educational Support Team, which provides junior and senior counselors for incoming first-year and transfer students.

- **First-Year Seminars**, offered by the Franklin College of Arts and Sciences and the Honors Program, facilitate interactions with faculty. The seminars are taught by some of UGA's most distinguished senior faculty on a wide range of topics. In a small group setting, first-year students have the opportunity to learn something about the excitement of research in a specific discipline and the intellectual challenge of academic life at UGA.

The Center for Undergraduate Research Opportunities (CURO) provides special opportunities for students to connect with faculty and to become engaged in research projects. Since 2000, the number of students involved in undergraduate research has doubled, and CURO is rapidly becoming one of the most notable undergraduate research centers in the country. An annual spring symposium, which showcases the work of exemplary student researchers, is open to the University community. In 2000, when the first symposium was held, 54 students presented their work. In 2002, 125 students offered oral, poster or creative presentations. Fifteen of these students went on to present at the National Conference for Undergraduate Research.

In addition to the annual symposium, CURO also sponsors "Gateway" seminars, an apprentice program, a summer research fellowship program, the online Journal for Undergraduate Research Opportunities (JURO@GA), and an online listing of research opportunities available every semester. The purpose of these efforts is to help students take maximum advantage of being at a major public research university. Though CURO is administered by the Honors Program, programs are open to all students.

The Division of Academic Assistance changed its name this year to the Division of Academic Enhancement to more accurately reflect the services offered to students campuswide. These include not only academic assistance courses (mandated for the small number of students who do not meet University-established placement criteria), but also academic counseling on issues from test anxiety to time management. More than 5,000 students annually utilize the division's Academic Center, open to all students, which provides professional and peer assistance in writing, mathematics and reading/studying, with a focus on enhancing academic performance in core courses.

Additional student services are offered by the Counseling and Testing Center, which merged with the mental health department at the University Health Center to become Counseling and Psychological Services, effective July 1, 2002.

The six-year graduation rate for undergraduates who entered as first-year students in 1994 was just over 69 percent, compared to 67 percent for the class that began at UGA in 1993 and 64 percent for the class that began in 1992.

The University also has seen a recent rise in the number of graduate students receiving degrees. A total of 1,770 graduate degrees were awarded in 2001-02, compared to 1,661 in 2000-01 and 1,538 in 1999-2000. The average time-to-degree for doctoral degrees was 5.1 years. Graduate School assistantships have increased to \$1,333 per month for master's students and \$1,500 per month for doctoral students. However, funding is not yet available to establish an affordable health care plan for graduate assistants, an issue that continues to be raised.

Overall Institutional Health

One important measure of institutional health is the quality of students applying and being admitted to the University. In fall 2001, UGA topped 32,000 students for the first time, with a total of 32,304 undergraduate and graduate students. The incoming first-year students were the best-prepared ever with a high school grade point average of 3.64 and an average SAT score of 1208. Students in the Honors Program, representing approximately 10 percent of all first-year students, entered with a GPA of 3.98 and an SAT average of 1394.

The number of applicants increased by more than 10 percent over the previous year – with approximately 12,000 vying for some 4,000 spots in the first-year class. Graduate school applications also increased by more than 10 percent, with significant growth in the number of applications from African Americans.

UGA's School of Law's entering class of 2004 had record-high academic credentials, with a median GPA of 3.65 and LSAT of 162. Women comprise 45 percent of the class of 236 students selected from more than 2,000 applicants and 13 percent are minorities.

The entering MBA students in the Terry College of Business also brought strong credentials, including a record-high GMAT average score of 659. The incoming class is 31 percent female, with minority enrollment at 13 percent.

The University also has been successful in key faculty recruitment efforts. During the past two years, UGA has received \$3 million in matching endowment funds for four Georgia Research Alliance Eminent Scholars. Two of those positions (in molecular cell biology and in drug discovery) have been filled with the recruitment of Dr. Stephen Dalton and Dr. Vasu Nair. Searches are under way for the two additional positions in tropical diseases and crop genomics.

A goal of the institutional strategic plan is to endow a significant number of chairs and professorships. Since 1997, 17 new chairs and 16 professorships have been added. An objective of the central development office, as plans are made for an upcoming capital campaign, is to raise \$100 million to recruit and retain top faculty.

Such an investment clearly has rewards for the University and for the state as seen in the significant increases in externally sponsored research, delineated in the first section of this report. The University's 2000 strategic plan set a goal that UGA would increase its externally sponsored research by 50 percent by 2010. In fact, external research funding already has increased by 36 percent in just two years. During the same period, the total of all externally funded awards (research, instruction and public service) increased by 28 percent.

UGA's academic rankings continue to climb. *U.S. News & World Report* listed UGA 18th among major public research universities in its annual report on "America's Best Colleges." UGA has climbed eight spots in these rankings in the last four years. The University also ranked 21st on the *U.S. News* list of "Great Schools at Great Prices" – the fourth highest ranked public institution on the list, which is calculated by relating each school's academic quality to the net cost of attending.

Also in the annual college guide, the Terry College of Business tied for 30th on the list of best business programs and its insurance/risk management program ranked 5th in the nation.

In *U.S. News*' annual ranking of America's best graduate schools, the Terry College posted the most dramatic move in its category, jumping 16 spots from 50th to 34th. The MBA program ranked 13th among public business schools.

UGA's College of Education and School of Law also ranked among the nation's top graduate schools in the report. The College of Education ranked 23rd overall, with several of its programs ranking among the top 10. The School of Law ranked 32nd – 12th among public law schools and 3rd in the Southeast.

Annual statistics compiled by the *Chronicle of Higher Education* show UGA maintaining its national position in several categories. The University remains one of the largest institutions in the country, ranking 34th in enrollment. Other UGA national rankings in the latest *Chronicle Almanac* include the number of earned doctorates awarded (31st), library holdings (29th) and R&D spending (35th).

Another important measure of institutional health is the ability to attract private support. In the period from July 1, 2001 to June 30, 2002, the University set an all-time record for single-year private giving, with \$62.7 million in new gifts and pledges. This is the first time UGA has ever received more than \$60 million in private gifts and pledges in one year, and tops by nearly \$4 million the previous record set in 1997. The total is a 15 percent increase over last year's total and includes two individual gifts or pledges of more than \$3 million, and several donations over \$1 million.

Contributions through the annual fund program rose by 6.6 percent to a record \$7.5 million, while donations to UGA-affiliated programs, such as 4-H and the State Botanical Garden of Georgia, increased by 123 percent to \$1.9 million.

UGA uses private dollars for such purposes as funding scholarships and fellowships for students, recruiting outstanding new faculty, providing travel and research support for current faculty, and buying equipment for classrooms and labs and books and other materials for the libraries.

A state budget cut of 5 percent over the past fiscal year posed some funding challenges. These were met by imposing a limited hiring freeze on non-teaching positions and by not filling all open faculty positions. State funds account for about 41 percent of UGA's operating budget. If additional budget cuts are imposed in fiscal year 2003, they will be difficult to absorb without impacting personnel and programs. But whatever the challenges that lie ahead, the University of Georgia must sustain the momentum that has propelled it to national recognition among the top public research universities in America.