

# The University of Georgia

Annual Report of Institutional Progress  
2002-2003

Prepared by the Office of Institutional Effectiveness  
November 2003

### *Summary of Major Institutional Accomplishments*

**Continued progress was made on several institutional initiatives involving interdisciplinary instructional and research programs, as well as partnerships with other University System institutions.** The School of Public and International Affairs, the first new school at UGA in more than 30 years, graduated its first students during fall 2002 Commencement. The school was established in 2001 to prepare students for jobs in government, foreign service and nonprofit organizations. The master's program in public administration, ranked sixth nationally by *U.S. News and World Report*, is being expanded with the addition of new faculty and a new concentration in public policy. A \$1 million gift was used to create the school's first endowed professorship in contemporary public policy to honor former Georgia governor and UGA alumnus George Busbee.

The College of Environment and Design, created by melding UGA's School of Environmental Design and Institute of Ecology, produced a five-year strategic plan in March 2003. Current activities include the establishment of the Center for Biological Diversity and Ecosystem Processes to coordinate research and outreach activities on biodiversity issues and attract increased research funding. Public service faculty within the college are developing a habitat conservation plan for the Etowah River Basin and offering a series of land-use clinics to assist government officials in developing proactive growth management policies. A fund-raising campaign is underway to endow the River Basin Science and Policy Center.

Other initiatives involved 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. Membership in the Biomedical and Health Sciences Institute has grown to 160 faculty, representing eight of UGA's schools and colleges and 33 departments. The BHSI held its second annual spring symposium, which focused on obesity and diabetes in minority and under-served populations. Former U.S. Surgeon General David Satcher, now with the Morehouse School of Medicine, was the keynote speaker. The BHSI also continued collaborations with the Medical College of Georgia on several projects, including the development of a School of Public Health at UGA with an affiliated Institute of Public Health at MCG. A proposal for a master of public health (MPH) degree successfully moved through all steps within the University and has been submitted to the Board of Regents for consideration. Other proposals are in the works for doctoral degrees in neurosciences and biomedical sciences.

The Faculty of Engineering, organized in 2001, now numbers 95 members from more than two dozen academic units at UGA. The members retain their departmental appointments while devoting time to a range of engineering-related activities. A major focus of the Faculty of Engineering is obtaining Board of Regents approval for undergraduate and graduate degree programs in computer systems engineering, biochemical engineering and environmental engineering. Several undergraduate and graduate engineering certificate programs are currently available. Engineering Outreach Service (EOS), the outreach component of the Faculty of Engineering, hosted the 2003 Georgia Biofuels Symposium at UGA. EOS is partnering with EPRIDA Scientific Carbons, Inc. in a research consortium that will utilize forest and agricultural byproducts to generate renewable fuels and chemicals and has submitted a proposal to the USDA that would provide \$2 million towards developing a biomass refinery.

UGA expanded its offerings at the Gwinnett University Center, launching undergraduate degree programs in business, science and education in fall 2002 and adding three more undergraduate programs for fall 2003. The latest programs include an interdisciplinary studies degree with an emphasis in social sciences and teacher certification programs in science education and special education. UGA has delivered master's degree and continuing education programs in Gwinnett since the mid-1980s.

Another off-campus undergraduate degree program was approved by the Board of Regents and will be offered in fall 2003 in Tifton. UGA's College of Agricultural and Environmental Sciences will administer the degree in agriscience and emerging technologies, offered in collaboration with Abraham Baldwin Agricultural College.

UGA also has partnered with Albany State University in an ICAPP program to increase the number of pharmacists serving South Georgia. Students train in UGA's College of Pharmacy and after graduation are placed in employment positions in the Albany area. The program has resulted in a 25 percent increase in the number of pharmacy graduates working in South Georgia.

**UGA set another record in fiscal year 2003 for external grants for research, instruction, and public service and outreach.** Total external funding jumped to \$230.7 million, a 12.8 percent increase over the previous fiscal year's \$204.5 million figure. External funding for research increased 7.5 percent to \$149.8 million. Total awards from the National Institutes of Health rose to \$40.9 million, nearly 17 percent above FY 2002, while awards from the National Science Foundation showed a 22 percent increase to \$22.2 million.

For the first time in the University's history, every college and school – including the two newest – generated at least \$1 million in outside funding. In the College of Education, several researchers received new awards in excess of \$1 million. The largest of these was a \$10.3 million NSF grant received by Patricia Wilson, James Wilson and Jeremy Kilpatrick in mathematics education for a five-year project that focuses on improving the mathematical proficiency of both new teachers and those already in the field.

Forest biotechnology professor Jeffrey Dean and colleagues were awarded a three-year, \$1.65 million grant from the NSF to compile an extensive catalog of the genes expressed in loblolly pines and study how those genes respond to stresses such as drought, lack of nitrogen and exposure to root pathogens. Chemistry researcher Greg Robinson and his colleagues received a five-year, \$2.5 million grant from NSF to study next-generation aromatics, a class of chemicals used in foods and fragrances as well as solvents and other industrial applications. The Center for International Trade and Security received a three-year, \$2.5 million contract from the U.S. Department of Commerce to conduct research on international laws, regulations and enforcement mechanisms designed to prevent rogue states and terrorists from buying materials for weapons of mass destruction.

UGA researchers also made news with discoveries of note. Pharmacy professor H. Won Jun patented a method of converting solid pain-relief medications into an oily form suitable for application to the skin. Food scientist Romeo Toledo developed a sterilization process that kills spores in honey, so that it can be used safely in pharmaceutical products and foods for infants, and a team of researchers led by geneticist Richard Meagher developed the first transgenic system for removing arsenic from soil using genetically modified plants. 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, Michael Doyle on food safety, and Charles Bullock on Georgia and Southern politics. Noted geneticist John Avise published his latest book, *Genetics in the Wild*, aimed at helping lay audiences understand some of nature's mysteries.

**The University continued stepped-up efforts to recruit students from historically under-represented populations.** The Office of Undergraduate Admissions opened a second satellite recruitment office to extend the University's outreach to prospective students. Recruiter Pedro Arroyo covers South Georgia from an office in Tifton, while James Watkins, who was hired from Clark Atlanta the previous year, recruits in metro Atlanta from a base in DeKalb County.

The fall 2002 entering first-year students included a larger number of African Americans and a higher percentage of minority students than the previous year's class. Though there had been concern about a possible decline in first-year enrollment of minority students following a 2001 federal court ruling regarding use of race in admissions at UGA, the number of African Americans rose to 218 from 205, with just over 13 percent of first-year students classified as non-Caucasian compared to about 12.5 percent in 2001.

During 2002-2003, the University revised the process for the admission of first-year students based on the work of a task force of the Faculty Admissions Committee, which sought to define desired characteristics of the University student body and to devise ways to identify individuals with those characteristics. The Admissions Office revamped the application for admission for fall 2003 and generated a new set of procedures that included faculty participation in reviewing applications.

The College of Pharmacy received \$595,000 from the National Institutes of Health to support graduate education of minority students. The Bridges to the Doctorate grant will fund an interdisciplinary, inter-institutional program designed to increase the number of minority graduates in the biomedical sciences, with the ultimate goal of making UGA a regional center for the training of minority or under-represented students.

A national search was conducted for the head of the Office of Institutional Diversity, which provides leadership and coordination for programs supporting equity and diversity at UGA. Art Dunning, vice president for public service and outreach, chaired the search committee, which held "listening sessions" to get input from various campus groups, reviewed more than 100 candidates, and invited five finalists to participate in campus interviews. Keith Parker (see administrative appointments below) was ultimately chosen for the job.

In related activity, Donald Hollowell, the attorney who helped integrate the University in 1961, received an honorary degree at fall commencement, and Horace Ward, the first African American to apply for admission to UGA's Law School, delivered the annual Holmes-Hunter Lecture. Though unsuccessful in his own attempt to be admitted to UGA, Ward later served on Hollowell's legal team that gained admission for Hamilton Holmes and Charlayne Hunter.

The Office of Public Service and Outreach completed work on a statistical study of persistent poverty in the South and held a symposium in March 2003 to discuss the role of a land-grant university in combating problems caused by persistently low levels of income, education and delivery of vital social services to areas within the state and region. The College of Education's Center for Latino Achievement and Success in Education, established in June

2002 with a \$3.5 million grant from The Goizueta Foundation, began work to improve education for Latino students in the state. In April 2003, more than 100 teachers, administrators and staff from Atlanta metro area and north Georgia schools were selected to participate in a year-long professional development program offered by the center.

**Several students, faculty and staff earned major awards and honors during the course of the year.** UGA students received four of the most prestigious scholarships awarded to American undergraduate students: the Rhodes (Adam Cureton), Marshall (Josh Woodruff), Truman (Ginny Barton) and Goldwater scholarships (Ellen Downs and Amanda Castro). Only three other universities – Harvard, Yale and Brown – had recipients of all four of these awards.

Other notable awards received by UGA students included the Udall Scholarship, Bamford-Lahey Scholarship, and Pearson Fellowship for study of the classics. In addition, five students received Fulbright Scholarships for the 2002-03 academic year.

A team of M.B.A. students from the Terry College of Business developed the winning business plan to take the \$10,000 first prize at Indiana University's annual "Spirit of Enterprise" competition, while another team took home the grand prize and \$100,000 in financing from the 20<sup>th</sup> annual Global Moot Corp competition held at the University of Texas in Austin. The School of Law won the top trophy at the National Criminal Justice Trial Advocacy Competition, and the Black Law Student Association team finished second at the inaugural national Thurgood Marshall Mock Trial Competition held in Los Angeles, narrowly beaten by Georgetown University Law Center.

Four UGA faculty were named Fellows of the American Academy for the Advancement of Sciences. Marjorie Asmussen, genetics, was recognized for contributions to population genetics theory; David Chu, Research Professor of Pharmaceutical and Biomedical Sciences, for contributions to the field of medicinal chemistry; David Knauft, College of Agricultural and Environmental Sciences, for contributions to improved peanut products and plant lines; and Henry Shaefer III, chemistry, for contributions to the development of computational quantum chemistry. Jeremy Kilpatrick, Regents Professor of Mathematics Education, was designated a National Associate by the National Academy of Sciences, and Stephen Hubbell, Distinguished Research Professor of Plant Biology, was named a Fellow of the American Academy of Arts and Sciences.

Conrad Fink was named one of three Journalism Teachers of the Year by the Freedom Forum; Judy Meyer, Research Professor at UGA's Institute of Ecology, was named one of 30 national Clean Water Act heroes by the Clean Water Network; and GRA eminent scholar James Prestegard was one of three national winners of the 2002 Gunther Laukien prize for "cutting-edge experimental NMR research." Corrie Brown, College of Veterinary Medicine, was elected co-chair of the Secretary of Agriculture's Advisory Committee on Foreign Animal and Poultry Diseases, and Andrew Ladis, Franklin Professor of Art History, was appointed by President Bush to the National Council on the Humanities.

Two faculty received honors from the Board of Regents. Alan Darvill, co-director of the Complex Carbohydrate Research Center, was named a Regents Professor, and Marie Chisholm, College of Pharmacy, received the Regents Award for Research in Undergraduate Education.

A book published by the University of Georgia Press was among the poetry finalists for

the National Book Critics Circle prize. This was the third consecutive year that a UGA Press title has been an NBCC finalist. Two fiction entries from *The Georgia Review*, a literary journal published at UGA, were finalists in the National Magazine Awards competition.

Food Services won first-place awards for residence hall standard menu and residence hall special events in the menu awards program sponsored by the National Association of College and University Food Services. The department has won more menu awards than any other college food services program in the nation.

**The UGA athletic program enjoyed a number of successes, with the football team and the softball team winning SEC championships and the women's equestrian team winning the national championship.** Besides equestrian, six UGA teams finished their seasons in the top ten nationally: women's swimming and diving (2<sup>nd</sup> at NCAAs), football (No. 3 ranking), gymnastics (3<sup>rd</sup> at NCAAs), softball (No. 7), women's tennis (No. 7) and men's track and field (No. 8).

Several student athletes won NCAA individual titles. In swimming and diving, Maritza Correia won the 50- and 100-yard freestyle, Mary DeScenza the 200-yard butterfly, Robert Margalis the 400-yard freestyle, and Neka Mabry, Paige Kearns, Samantha Arsenault and Maritza Correia the 200-yard freestyle relay. In track and field, Hyleas Fountain won the heptathlon, while Lucais Mackay won the hammer. Football player Jon Stinchcomb, one of the most decorated athletes in UGA history, was selected as one of the recipients of the NCAA Today's Top VIII Award. This is the sixth year in a row that a UGA student-athlete has received this honor, which recognizes academic and athletic achievement, character and leadership. Stinchcomb also received National Football Foundation and NCAA post-graduate scholarships.

**The University hosted several major events on and off campus, including the 62<sup>nd</sup> annual Peabody Awards, administered by the Grady College of Journalism and Mass Communication.** Winners of the coveted awards for electronic media were announced live via satellite from GPTV headquarters in Atlanta. Charles Gibson of ABC News served as host for the awards presentation in New York in May, which was later televised on GPTV and broadcast nationally on the Arts and Entertainment Network in June. The Center for Humanities and Arts hosted its 9<sup>th</sup> international symposium and students in the College of Veterinary Medicine hosted the international meeting of the student chapter of the American Veterinary Medical Association. In addition, the Board of Regents met at UGA for the first time in nearly 20 years.

Among noted visitors to campus were Charter Lecturers Linda Gordon, a widely published historian; Roger Ferguson of the Federal Reserve System; and Edward O. Wilson, a noted biologist and naturalist. Geoffrey Thomas, president of Kellogg College at the University of Oxford, delivered the annual McBee Lecture, while alumna Charlayne Hunter-Gault, CNN's Johannesburg bureau chief, returned to campus to deliver the Darl Snyder Lecture.

The University also marked the 25<sup>th</sup> anniversary of the Women's Studies Program, the Dean Rusk Center, and the criminal justice studies program, and the 50<sup>th</sup> anniversary of the microbiology department and the Marine Institute on Sapelo Island. WUOG, UGA's all-student, all-volunteer radio station, celebrated its 30<sup>th</sup> anniversary; the College of Pharmacy began a year-long observance of its centennial in May 2003; and the Demosthenian Literary Society marked the bicentennial of its founding.

**More than \$430 million in new construction, renovation and maintenance was completed or underway during FY03.** This included \$210 million in construction financed through state and private funding, \$150 million financed through the UGA Real Estate Foundation and \$70 million funded by the Athletic Association. The largest building projects included the Student Learning Center, the East Campus Village complex, the Coverdell Center for Biomedical and Health Sciences and the new building for the Complex Carbohydrate Research Center, all described in the next section of this report.

A \$3.5 million gift from members of the Rankin Smith Sr. family helped fund the new student-athlete academic center that was dedicated in October. The \$6.7 million, 31,000-square-foot facility, named for Smith, houses computer labs, small and large group tutoring rooms, a multimedia classroom, writing center, counselor's office and large assembly area.

The J.W. Fanning Building, home to the Fanning Institute of Leadership and a division of the Vinson Institute of Government, also was dedicated in October and an extensive renovation of Myers Hall, one of the University's older residence halls, was scheduled to be completed in time for students to move in for fall semester 2003.

A two-year project to enhance safety along busy Baldwin Street was completed, as well as phase one of the D.W. Brooks Mall, a swath of landscaped greenspace with wide sidewalks that is part of UGA's master physical plan to create a more pedestrian-friendly environment.

**The University filled some key administrative positions during the academic year.** After Karen Holbrook accepted the presidency of Ohio State University, Arnett Mace was named interim senior vice president for academic affairs and provost, then stepped into that role on a permanent basis in March at the conclusion of a national search. Maureen Grasso, an administrator with the Graduate School at the University of North Carolina-Greensboro, was named dean of the Graduate School. Rodney Bennett, dean of students, served as interim associate provost for institutional diversity while a national search was conducted to fill that position. In June, Keith Parker, who helped develop and manage diversity programs at the University of Nebraska, was chosen from among five finalists.

### *Institutional Strategic Planning*

The University of Georgia's strategic plan 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. In 2002-2003, considerable progress was made in each of these areas.

**Several initiatives were undertaken or continued to enhance the undergraduate experience.** Construction of the new \$43 million Student Learning Center proceeded throughout the year, with the building opening to students at the start of the 2003-04 academic year. The 200,000-square-foot facility, located in the heart of campus, is a testament to the University's commitment to create the optimal student environment. It includes technologically advanced classrooms, 96 group study rooms, a pervasive wireless network and a 21<sup>st</sup>-century electronic library.

Construction also continued on the 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 UGA residence halls built since 1967, when there were 10,000 fewer students at the University than today. The complex is expected to be open by fall semester 2004, when a new University policy requiring first-year students to live in campus housing goes into effect. The policy is aimed at giving students a good start in their academic careers; students who live in UGA residence halls regularly earn higher GPAs than those living off campus.

The Office of the Vice President for Instruction, working with the Office of the Vice President for Public Service and Outreach, created a service learning committee to explore ways for students to become more engaged in learning via experiential activities in the community. Recommendations will facilitate service learning courses and service learning options within courses. OVPI also collaborated with the Division of Student Affairs to arrange UGA's participation in the National Survey of Student Engagement, described in the assessment section of this report.

Private gifts enabled Student Affairs to expand its student leadership programs, while the UGA Parents and Families Association supported various programs, such as Brumby Buddies, to encourage faculty/staff interactions with and mentoring of students in residence halls.

**To maximize research opportunities, the need for more lab space was identified and is being met.** Groundbreaking for the Paul D. Coverdell Center for Biomedical and Health Sciences took place in January. The center will be the signature component of UGA's burgeoning initiative in biomedicine, health and life sciences. It will be the home of the Biomedical and Health Sciences Institute and contain research space and offices for more than 275 scientists and graduate students. The U.S. Congress and the Georgia General Assembly are each providing \$10 million for the center, while UGA will raise another \$20 million through gifts, grants and contracts. The building is expected to be complete by spring 2005.

Construction of a new building for the Complex Carbohydrate Research Center continued, with a planned move-in date in fall 2003. The \$34 million CCRC facility will house scientists whose studies of complex carbohydrates are relevant to many human diseases, including cancer and Parkinson's disease.

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 Institute for Biomedical and Health Sciences provide a means to link these efforts. The University continued to build its strength in bioinformatics by establishing the Institute for Bioinformatics and recruiting two Georgia Research Alliance eminent scholars with expertise in this field. Other collaborations are underway in several areas, including nanotechnology, water resources and cancer research.

The Georgia Biobusiness Center, which opened last year in a wing of the Center for Applied Genetic Technologies, is functioning at full capacity. The biobusiness center has helped spawn eight new companies related to UGA research. A study of all UGA start-up companies was completed in September 2002 and showed that 57 of 75 are still in business. The University

ranks 6<sup>th</sup> and 8<sup>th</sup> nationally in the ratio of licenses to invention disclosures and in the number of start-up companies, respectively, based on 1996-2000 data from the Association of University Technology Managers.

**To increase global awareness and expand international opportunities, the University continues to promote study abroad experiences for students.** UGA ranks 12<sup>th</sup> nationally in the number of students participating in study abroad programs and third among research universities in the number of students involved in short-term study abroad.

According to the Office of International Education, 17 percent of UGA students graduate with a study abroad experience, an increase from 4.6 percent over the past five years. The number of study abroad and exchange programs also has increased dramatically during this period – from 29 (21 exchange/8 study abroad) in 1996-97 to 120 (45 exchange/75 study abroad) in 2002-03. The diversity of destinations has expanded to include more countries outside western Europe. Recent partnerships include student and/or faculty exchange programs in Japan, Tunisia and the republic of Uzbekistan.

UGA's commitment to internationalism is evident in its curriculum. In addition to offerings through the School of Public and International Affairs, students can earn certificates through the African Studies Institute, the Center for Asian Studies, the Center for Latin American and Caribbean Studies and other units. The number of foreign languages taught at UGA has risen to 25 with the addition of courses in Swahili, Yoruba, Vietnamese and Hungarian.

In the wake of the Sept. 11 terrorist attacks, numerous forums on international affairs continue to be held on campus, and students have shown an increased interest in learning about other religions and cultures. UGA has more than 1,400 international students and more than 500 international scholars helping to internationalize the campus. International Student Life sponsors more than 20 international student organizations, as well as various programs to bring international and American students together. Among the highlights of each year is an international street festival held in downtown Athens in the spring.

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 has programs in China and the emerging democracies of the former Soviet Union, as well as Mexico, Burkino Faso and Croatia. Other outreach activities include an India Initiative and an Africa Initiative.

**In the area of information technology, the Office of Enterprise Information Technology Services (EITS) works to maintain a robust and reliable infrastructure.** EITS supports the University's learning environment through ongoing efforts that include support for WebCT courses (3,189 as of May 2003), OASIS improvements and upgrades to the IBM mainframe. Working in partnership with the UGA Libraries and the Office of Instructional Support and Development, EITS prepared for the opening of the new Student Learning Center by installing more than 500 personal computers, along with server and printing equipment. EITS also added several new zones to the campus wireless network, including the Tate Student Center and areas in downtown Athens.

Other major EITS projects in 2002-2003 included:

- Hiring a chief information security officer to lead the Office of Information Security, which is developing a comprehensive management process that identifies potential threats to UGA and its information security systems.
- Replacing the aging ARCHES e-mail system with UGAMail, an integrated messaging solution that provides e-mail, anti-virus and spam filtering, and enterprise-wide calendaring.
- Launching the MyUGA student portal, which offers a self-managed, customized gateway to the web. Plans are to expand the portal to faculty and staff in the coming year.
- Supporting the Office of International Education in its efforts to comply with new federal SEVIS guidelines for reporting on international students.
- Working to develop XML (eXtensible Markup Language) expertise in order to synchronize data integration from disparate applications and databases across campus.

**In other strategic planning activity**, work continued on a study of the pay and classification system for University staff and – as noted elsewhere in this report – on the master physical plan to provide more green space and enhance safety for pedestrian and vehicular traffic.

### *Assessing Institutional Effectiveness*

**UGA's 2001 self-study officially came to a close in 2003 with the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) issuing a final stamp of approval and a note of praise for the quality of the institution's work.** To retain SACS accreditation, a self-study must be conducted every 10 years. Led by faculty member Bob Boehmer, now associate provost for institutional effectiveness, UGA's self-study examined in depth various ways the University could achieve one of its major institutional goals – improving undergraduate education. The SACS review team formally reaffirmed UGA's accreditation following a site visit in 2001 and issued a report that included five commendations for outstanding performance in several areas. The report also contained 14 specific recommendations and numerous suggestions for strengthening academic and administrative functions. Over the next two years, the University submitted two follow-up reports responding to the suggestions and showing how the recommendations would be enacted. UGA President Michael F. Adams has since been notified by SACS that no further documentation is required.

**In addition to institutional accreditation, UGA academic programs and other units undergo extensive evaluations by national accrediting organizations on a regular basis.**

Recent reviews included the following:

- The School of Social Work received reaccreditation from the Council on Social Work Education following a site visit in the spring of 2003. Both the BSW and MSW programs received a glowing report from the CSWE review team.
- The Association to Advance Collegiate Schools of Business (AACSB-International) performed a review of the Terry College of Business and the Tull School of Accounting, both of which were reaccredited.

- The national Landscape Architecture Accreditation Board granted reaccreditation to the master of landscape architecture program with an extraordinary perfect score.
- The College of Pharmacy was granted a six-year renewal as an accredited provider of continuing pharmaceutical education by the American Council on Pharmaceutical Education.

**For the first time, the University took part in the National Survey of Student Engagement, designed to provide information about the learning environment at participating institutions.** The responses of randomly selected UGA freshmen and seniors were compared with those from students at more than 400 colleges and universities involved in the survey, which is conducted annually by a research center at Indiana University. Results will be available in fall 2003 and will be analyzed by a committee of faculty, staff and students. Faculty also will use the findings as they examine how teaching can be improved.

**The University also continues to strengthen its own internal program reviews and other assessment processes.**

- Under the auspices of the Office of Institutional Effectiveness, a process was initiated to assure periodic self-study and review of all academic and administrative support units.
- In response to SACS recommendations, new student learning outcomes in general education were adopted, and assessment of the newly defined outcomes began during the 2002-03 academic year.
- The program review process, administered by the Office of the Vice President for Instruction, was enhanced to strengthen the linkage of the process with the University's strategic goals and to improve the follow-up mechanism.

### *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 improved to 93 percent – an uncommonly high retention rate. The retention rate for African American students increased to 97 percent.

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

- **The Freshman College Summer Experience**, which provides 275 regularly admitted first-year students with an intensive academic experience during the month of July. Participants in this residential program take six hours of coursework and are exposed to events and programs that introduce the variety of co-curricular options at UGA. Students live together in Russell Hall during the program and throughout the next academic year.

- **Opening Convocation**, a welcoming ceremony for new students that marks the official start of the academic year. The program includes presentation of the “Pillars of the Arch,” 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, that includes a variety of activities, as well as special orientation sessions for international and minority students and students with disabilities.
- **First-Year Experience programs**, also sponsored by Student Affairs, that help new students learn how to become involved on campus. Recognizing that involvement in student activities improves retention and graduation rates, Student Affairs provides various leadership programs as students progress through their academic career. Participants in the First-Year Experience interact with junior and senior class mentors.
- **Additional mentoring programs** – such as those offered by the Honors Program and by Minority Services and Programs – also pair new students with upperclassmen or faculty.

**The Center for Undergraduate Research Opportunities (CURO) provides special opportunities for students to connect with faculty and to become engaged in research projects.** In fall 2002, CURO’s prominence on the national scene was recognized at the first Reinvention Center Conference at the University of Maryland, when its work was highlighted by the Fund for Improvement of Postsecondary Education. The number of students engaged in undergraduate research continues to grow. At the annual spring symposium, which showcases the work of exemplary student researchers, 125 students presented oral and poster sessions and an additional 17 students offered creative statements in the visual and performing arts.

In addition to the symposium, CURO 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 Enhancement** ensures that entering and continuing students have access to a wide range of services to support their academic endeavors. The division is responsible for the Freshman College Summer Experience and, among other services, offers an introductory curricula in English, mathematics, reading and study strategies, plus a series of academic success workshops and a peer tutorial program.

**The six-year graduation rate for undergraduates who entered as first-year students in 1995 was 71 percent**, compared to 69 percent for the class that began at UGA in 1994. This continues the upward trend of the past several years.

The University also continues to see a rise in the number of graduate students receiving degrees. A total of 1,849 graduate degrees were awarded in 2002-03, compared to 1,770 in 2001-02 and 1,661 in 2000-01.

## *Overall Institutional Health*

**One important measure of institutional health is the quality of students applying and being admitted to the University.** The 4,298 new students who began their studies at UGA in fall 2002 comprise the most academically superior first-year class in the University's history, scoring a record-high 3.71 high school grade point average and a 1215 SAT average. The class also boasts an average composite ACT score of 26. Students in the Honors Program, representing approximately 10 percent of all first-year students, entered with a GPA of 4.08 and an SAT average of 1404.

Some 12,800 students applied for admission. Of those offered admission, 52 percent chose to attend UGA – a noteworthy “show rate” for a large public university. Graduate school applications also increased significantly from fall 2001 to fall 2002, with continued growth in enrollment of African Americans and other minorities.

UGA's School of Law's entering class of 2005 again had record-high academic credentials, with a median GPA of 3.65 and a record LSAT of 163.

The full-time MBA program in the Terry College of Business enrolled one of its largest classes ever while maintaining the same high academic standards as last year's class, including a GMAT average score of 658 and a 3.29 grade point average.

**UGA's academic rankings continue to be high.** *U.S. News & World Report* again named UGA one of America's top 20 public universities in its 2003 annual report on “America's Best Colleges.” UGA tied for 18<sup>th</sup> – the same position held the previous year – with the University of Maryland at College Park. The University also ranked 27<sup>th</sup> 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 25<sup>th</sup> on the list of best undergraduate business programs, climbing five spots from the previous year's rankings. The insurance/risk management program tied for 3<sup>rd</sup> in the nation.

In *U.S. News*' annual ranking of America's best graduate schools, the Terry College ranked 42<sup>nd</sup>, with the MBA program maintaining its standing as a top 20 program among public business schools. The College of Education was listed 27<sup>th</sup> overall, with six of its programs ranking among the top 10. The School of Law ranked 31<sup>st</sup> overall and tied for 11<sup>th</sup> among public law schools. The College of Veterinary Medicine tied for 9<sup>th</sup> in the nation, maintaining the top 10 position it held in 2000, the last year that *U.S. News* ranked vet schools.

In other rankings, UGA was sixth on *Kiplinger*'s list of the best 100 public colleges that “combine great academics and affordable tuitions” and ninth among 345 public and private colleges on the *Princeton Review*'s “Best Academic Bang for Your Buck” list.

**Annual statistics compiled by the *Chronicle of Higher Education* show UGA maintaining or improving on its national position in several categories.** The University remains one of the largest institutions in the country, ranking 32<sup>nd</sup> in enrollment. Other UGA top 50 national rankings in the latest *Chronicle Almanac* include the number of earned doctorates awarded (32<sup>nd</sup>), library holdings (31<sup>st</sup>) and research and development spending (34<sup>th</sup>).

**Another important measure of institutional health is the ability to attract private support.** In the period from July 1, 2002 to June 30, 2003, the University set another all-time record for single-year private giving, with \$72 million in gifts and pledges. The total is a 15 percent increase over last year's total, which was also a record, and includes 14 gifts of \$1 million or more from individuals.

Among the largest gifts were a \$2.5 million estate gift, primarily for ecological studies in the College of Environment and Design; a gift of almost \$2 million to establish an endowment in the Georgia Museum of Art; and a charitable lead trust worth \$4.2 million to be distributed over 20 years to benefit athletics.

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 classroom and lab equipment, as well as books and other materials for the libraries.

**State budget cuts continue to pose funding challenges.** In FY 2003, UGA operated with over \$40 million less in base state support than in FY 2002. Hiring was slowed by limiting new employment to mission-critical positions, resulting in a reduction in work force from just over 10,000 to about 9,300. Many departments also reduced costs by cutting back on travel, limiting purchases of equipment and materials and, in some cases, limiting or scaling back specific programs. Savings from these measures have enabled the University to restore some faculty lines for FY 2004 that are critical to meeting academic needs.

State funds account for about 38 percent of UGA's annual budget of over \$1 billion. Increases in research grants and private gifts helped sustain the University's forward progress despite the budget cuts.