the President's Annual Report

1994 - 1995

table of Contents

President's Message	2
---------------------	---

Overview 3

Institutional Strategic Planning 17





dear Alumni and Friends of VSU:

Valdosta State's second year as a Regional University was a tremendous success. Enrollment reached an all-time high each quarter. After extensive input from every segment of the campus, the University's Mission Statement and Institutional Goals were revised. The PEW Charitable Trust Roundtable was used to study and clarify all aspects of the institution's operation. The fiber optics network was extended to all segments of the campus and "lighted up," creating a truly outstanding data network system. During the year, over 200 micros were received and installed, making available 1,700 for use in 15 student laboratories and in faculty offices.

The application of technology enabled the institution to improve its service to the entire region while reducing costs. Although there was an 8.7 percent increase in off-campus enrollment, the faculty reduced off-campus travel by over 40 percent (to 62,000 miles). The University successfully offered the first Postsecondary Options courses by distance learning and continued to offer the entire undergraduate degrees in business and nursing by the same method.

In all aspects of its operation, the University worked to nurture a diverse student body, maintain a positive balance between liberal arts and professional education, serve its region responsibly, and provide an appealing setting in which students can grow. Optimism and anticipation continued to be the prevailing campus attitude.

We realize that we must provide much of the training, guidance, and leadership to our region if it and the entire state are to realize their optimum growth and development. The challenge is a great one, but one that is exciting and exhilarating.

Sincerely,

Hugh C. Bailey President

High C. Baily

Library

The Odum Library remained the center of the University's intellectual life. During the year it added 4,496 volumes and expended \$647,982 for materials. The total collection grew to 1,406,989 items. Barcoding was completed, and the circulation model became fully operational. The door count for the main library increased by 8.7 percent to 401,435 persons. There was a 14.9 percent increase in interlibrary loans. Users spent 7,200 hours searching 10 databases provided by the local network.



business & Finance

The Office of Business and Finance continued to improve its services, working especially to comply with the recommendations of earlier audits. The Office of Finance added an employee in each of two growing areas, Grants and Contracts Administration and Bank Reconciliation/Special Projects. VSU banking services were awarded to NationsBank, which will provide a free checking account and ATM card for each student.

At the close of the year, the Personnel Division moved to a larger, renovated facility in Ashley Hall. The Division was instrumental in completing equity increases for classified employees and began microfilming personnel files to improve access and save space. A program of employee-funded, Long Term Care was introduced as an additional benefit.

All Auxiliary Services areas experienced a record year. For the first time since 1989, the Division was debt free. All Auxiliary facilities were wired internally for data and connected to the campus network. The



Bookstore Director was elected President of the National Association of College stores.

In the Department of Public Safety, the student-staffed Security Unit completed a formal training program. Hardware and software were installed to implement full computerization of police reports.

In FY 95 Plant Operations undertook several important renovation projects, notably 25,000 square feet of space in the University Center, and continued computerization of plant processes. Business Services hired new managers for Warehouse operations and Campus Mail, which handled 2,000,000 pieces of mail.

office of Internal Audits

During FY 95, non-resident tuition, ticket sales for the summer musical theater, fees for caps and gowns, financial aid, refunds, and local vendors records were audited. An extensive audit was done on the user access controls for the TI 1500 Computer System in the Business Office. The Internal Auditor periodically audited electronic fund transfers. Also audited were cash funds on campus, work formerly done by the Regents' internal auditors. These audits resulted in improvements in accounting procedures and in internal controls.

university Advancement

The Office of Institutional Advancement set fund-raising records as it dramatically upgraded the resources and programs it provides the University. The Valdosta State University Foundation and the University received \$1,689,000 in gifts, a \$302,000 increase over the previous year. The Development unit began an aggressive program in Planned Giving and conducted its most effective phonathon by contacting 38,000 parents, friends, and alumni. Alumni Relations implemented a three-year strategic plan, and Advancement Services significantly upgraded and automated database management support for development and fund-raising activities. CASE, the Council for Advancement and Support of Education, gave University Relations two special awards for producing and promoting the University's First Family Day and developing a campus shuttle bus system. University Relations produced the first magazine edition of the



Valdosta State University Alumni Bulletin, completed a record 1,278 publications and graphics projects, and expanded the University's image by its marketing and media relations efforts.

student Affairs

In FY 95 the Division of Student Affairs provided a wide range of services for the University. The Office of Career Planning and Placement implemented Resume Expert, an automated system which allows students to create up to four resumes on one disk and have them referred electronically to employers.

Cooperative Education had 153 placements, an increase of 33 percent from the previous year. Part-time J.O.B. placements increased from 327 to 340, another all-time record. Total student earnings generated from Co-ops, Interns, and part-time jobs exceeded \$1,500,000.

The counseling staff served individually 742 students, an increase of 16 percent; 517 students participated in seminars and a variety of outreach activities. The Center received a rating of good to excellent from 89 percent of the students who regularly used its services.



The Office of Financial Aid handled a record number of applications and distribution of awards. It is participating in the new Federal Direct Loan Program, which should prove to be a great benefit to students and be simpler to administer.

The occupancy levels in Housing exceeded that of the previous year by 4 percent and averaged 95.4 percent.

Revenue for FY 94 was exceeded by \$300,000. Two hundred fifty-one educational and social programs were presented in the residence halls with an attendance of 9,573.

A closer scrutiny of student discipline problems came with the creation of a Judicial Affairs Office. The office was automated, and records management practices were streamlined and computerized.

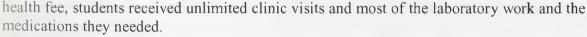
The New Student Orientation/InSight Program introduced some 2,000 students to the campus. A retreat was developed for InSight Leaders to strengthen their ability to aid incoming students.

The Office of Greek Life supported and advised twenty Greek organizations. Two new fraternities, Sigma Nu and Kappa Sigma, were admitted to the campus.

An Outdoor Recreation Resource Center was established in the Intramurals Department,

enabling students to check out camping equipment and receive information on outdoor activities. Over 18,000 individuals attended College Activity Board sponsored events, and approximately 23,500 participated in informal recreation activities, e.g., aerobics, freeplay gym, and swimming.

The Farber Student Health Center had 18,640 patient visits during the year. By payment of their



During a successful year, Student Services conducted staff inservice for the Division of Student Affairs, sent five students to the 11th Annual MAP Conference, and staged an Educational Leadership Series to enhance cultural relations on a diverse campus.

The National Test Center administered 12,958 exams to 9,037 students, an 18 percent increase in students tested and 22 percent in exams given. At least 99 percent of all students use the services of the Test Center during their college careers.



the Faculty Senate

The Faculty Senate met nine times during the academic year. It resolved nine issues and referred eight issues to specific committees. The Senate approved procedures for General Education assessment. A list of twenty-two Five-Year Goals for VSU and a new Mission Statement were approved.

Changes in the *Bylaws* moved the date of elections from April 15 to January 15 and authorized the Committee on Committees to choose the chairs and vice chairs of standing commit-

tees. Elections were held, and assignments were made to all committees for 1995-1996. The Senate approved a Faculty Handbook, procedures for recommending faculty appointments, a campus-wide recycling program, and a policy statement on semester teaching loads

It extended the African-American Studies special committee for a year but dissolved the Women's Studies special committee since a director has been appointed to oversee the program.

athletics

Six of VSU's 10 intercollegiate sports teams advanced to NCAA post-season national championship tournament play, the school's highest total ever. VSU won the Women's Gulf South Conference All-Sports Award and finished second in the men's competition. Senior quarterback Chris Hatcher was selected as one of the NCAA's



Top 8 Honorees, won the Harlon Hill Award, and was named the CoSIDA Academic-All American Player-of-the-Year. The Athletic Department will add its 11th sport, women's volleyball, in the fall of 1995.

college of the Arts

In FY 95 the College of the Arts made available the services of its personnel to organizations in 41 South Georgia and several North Florida counties. The Valdosta Symphony Orchestra gave four home and four regional concerts, a performance for the Georgia Chamber of Commerce "Red Carpet Tour," and four Youth Concerts for area middle schools. The Symphony's educational program included thirteen string instruction classes, which enrolled over two hundred area students and three performances by the Valdosta Youth Orchestra. The Symphony was again named to the Touring Roster of the Georgia Council of the Arts, enabling arts presenters to obtain a fee subsidy when engaging the orchestra. In the summer, Valdosta State's Jekyll Island Musical Theater Festival, the "State Musical Theater of Georgia," presented 40 performances of three Broadway musicals for 12,000 patrons.



Over a two-year period, the enrollment of majors in art and art education has increased 32 percent, necessitating the addition of faculty and a Gallery Director. The Music Department added a Jazz Studies emphasis track in the Bachelor of Music in Music Performance degree and raised more than \$20,000 for music scholarships. It provided more than 200 musical performances for University and civic functions.

The Department of Communication Arts established a highly successful High School Debate Workshop and the Debate Tournament. Twenty-five VSU students, the most of any institution, were selected for the Host Broadcast Training Program to prepare for assistance in television production of the Atlanta Olympics. During the year, VSU Theater presented 67 performances, on- and off- campus, to an audience of more than 13,000. The department maintained television cablecasts on Valdosta TCI Channel 12, including original programming and a campus and community bulletin board.

college of Arts & Sciences

During FY 95, Dr. Thomas E. Dasher continued as Acting Dean of the College, and Dr. Mary Kay Corbitt as Acting Assistant Dean. Most departments developed Policies and Procedures Manuals, including policies for summer school teaching. The College updated its computer inventory providing at least a 386 computer, fully networked, in each faculty office. The Departments of History, Philosophy, and Sociology, Anthropology, and Criminal Justice moved into new facilities, while others expanded into the space vacated. Each department and program within the College completed a Vision Statement, assessing its current status and goals for the next five years.

The A&S Council on Undergraduate Research (CUR), affiliated with the national CUR, met monthly and held a Symposium at which 25 students presented papers. The College of Arts and Sciences and the College of Education received funding from the Coca Cola Foundation for a collaborative effort to infuse technology into the teaching of each discipline, especially at the Core Curriculum level. Several faculty continued their involvement with the Pulp and Paper Initiative and have received funding of over \$75,000 for FY 96.



The Honors Program sponsored four Honors Forums, an Open House, socials, and an Honors reception at the President's home. It published six issues of a newsletter, *The Honora*, which were distributed to faculty and 400 students. VSU faculty offered 16 Honors sections of courses in the Core Curriculum (as part of a two-year rotation of courses), four sections of the Honors Introductory Seminar, and three Honors Capstone Seminars. The program's visibility was increased by students delivering the *New York Times* to faculty, staff, and students and by their participation in local and regional symposia/meetings.

The Women's Studies Program obtained membership in the National Women's Studies Association, and Dr. Ana Victoria Soady was appointed as its Director. Two issues of *The Women's Studies Newsletter* were published and two luncheons held.

college of Business Administration

The College of Business Administration (COBA) completed a comprehensive self-evaluation in preparation for an American Assembly of Collegiate Schools of Business (AACSB) team visit. This review culminated in the preparation of a *Preliminary Self-Evaluation Report* submitted for external review.

Dr. David Campbell, Associate Professor of Marketing, served as a Fulbright Scholar at Nanjing University in China during Fall Quarter. The school's Strategic Planning Quality Improvement Committee (SPQIC) guided students, faculty, staff and the Business Advisory Council in a revision of the COBA's Mission Statement which identified specific program objectives for the undergraduate programs.

The COBA reached its research productivity goal, with 84 percent of the faculty having three or more contributions during the last five years. There were 84 publications and 19 presentations in 1994. Thirteen faculty participated in a Teaching Portfolio Workshop and prepared teaching portfolios. The Instructional Improvement Quality Improvement Committee spon-

sored two internal workshops on teaching improvement during the year.

Twenty-five students graduated in June from the reactivated MBA Program; the second cycle of the program will begin in September, 1995.

The COBA Student Advising Center completed its second year of operation maintaining student records, remedial study skill classes, and five career planning and placement workshops attended by 111 Business students.

The South Georgia Institute provided an increased level of regional service through six contract research projects, quarterly regional economic forecasts and cost-of-living surveys, eight regional outreach programs, and special initiatives for Georgia's basic industries programs.

college of Education

The year 1995 was one of self-study as education faculty examined their programs from the perspective of national and state standards and implemented changes. At the departmental level, faculty used the Professional Standards Commission (PSC) standards to evaluate their training programs. Each teacher training program completed an approval application package for the PSC including objectives, a clearly articulated advisement sheet, and a matrix to address each PSC standard.

The Conceptual Framework Committee examined the current knowledge base as well as a variety of other sources and adopted, with modifications, the 10 Interstate New Teacher Assessment and Support Consortium (INTASC) principles for the initial teacher preparation



programs. The Assessment and Field Experience Committees developed assessment strategies for measuring the INTASC principles in relationship to course and field experience requirements.

College of Education faculty were involved in a number of activities in FY 95. In addition to collaboration with Arts and Sciences, a number of activities are occurring with VSU's P-12 partners. Under a two-year Bell South grant, VSU faculty will assist

first-year teachers in the P-12 schools. Another funded project will enable VSU to place Macintosh computers in seven elementary schools, where they will be used to improve the reading skills of disabled elementary age students through use of closed captioning video CD disks. Collaboration with the League of Professional Schools and the University of Georgia should greatly increase research activities with other P-12 partners. Projects funded by Eisenhower and GIMS grants will address the improvement of instruction in mathematics and science at the P-12 level.

A Health Fitness Program has been initiated and the accreditation of Sports Medicine Program reaffirmed for the next five years. The Speech and Language Pathology Program has adopted higher admission standards for its graduate program, which currently is at the maximum faculty-student ratio.

College of Education faculty increased research publications (65 percent), presentations (38 percent), service to professional organizations (21 percent), grant activities (31 percent) and service to the region (56 percent) from FY 94. As the College focuses on educational reform in the region, these increases should continue each year.

college of Nursing

The College of Nursing admitted 92 undergraduate students, 24 RN/BSN, and the largest number of graduate students ever, 29. It graduated 99 generic undergraduate students, eight RN\BSN students, and nine graduate students.

The new Nurse Practitioner track of the Master's Program was implemented during Summer 1995 with eight students. Revised admission criteria for the Master's Program were approved during the



year and implemented Fall Quarter, 1995. Efforts are continuing to obtain the Ph.D. in Nursing degree from the Medical College of Georgia via distance learning.

continuing Education

In FY 95 the VSU Kings Bay operation received online registration capability and access to several VSU databases. A VSU Information Office was opened at Waycross College, and new undergraduate Early Childhood Education degree programs were established at Waycross and Kings Bay. One hundred sixty-one students were graduated from external degree programs, and there was an 8.7 percent increase in off-campus enrollment (from 1,669 in FY 94 to 1,814 in FY 95). In Fall 1994, an undergraduate Business external degree cycle was begun by distance learning at Bainbridge College, Waycross College, and South Georgia College, and an undergraduate Nursing cycle at ABAC, South Georgia College, and Waycross College.



office of International Programs

International student enrollment increased by 22 percent from Fall 1993 (113 students representing 41 countries) to Fall 1994 (136 students representing 49 countries).

A faculty exchange program was implemented with Syktyvkar State University, which permitted the reinstitution of the teaching of Russian language at VSU. An exchange agreement was also implemented with Eszterhazy Karoly College in Eger, Hungary.

International Programs coordinated campus visits of 13 international faculty, involved 14 VSU faculty and staff in international experiences, and coordinated the International Visiting Scholar Program for the second year.

It developed a five-week study tour in Belize funded by Fulbright-Hays for K-12 teachers, expanded and improved the Model United Nations Program, involving 27 student delegates, organized and presented a five-part Spring Lecture Series on the Caribbean region, and co-sponsored three successful summer study abroad programs.



admissions

The Admissions Office gave campus tours to 3,000 prospective students, parents, and visitors. It implemented new admissions standards for transfer, transfer developmental studies, and non-traditional students, and made significant progress in implementing the BANNER Student Data Base System.





new degree programs, institutes, centers, & divisions

During the year the Board of Regents approved the offering of the Ed.D. degree with majors in Adult and Vocational Education, Curriculum and Instruction, and Educational Leadership, and the Master of Social Work (M.S.W.) degree.

affirmative Action/Equal Opportunity

Employees

The total number of African-American employees grew from 215 to 222 and the total number of females from 492 to 550.

Changes in Race and Gender Composition, FY 1994–FY 1995

Blacks EEO				
Category	FY 1994	% of	Employed	% of
		Category	FY 1995	Category
Exec./Adm./Mgr.	11	8.66	15	10.90
Faculty	20	6.60	20	5.60
Prof./Non-Fac.	7	6.30	7	6.60
Sec./Clerical	32	16.50	36	16.36
Tech./Paraprof.	4	10.50	4	8.80
Skilled Crafts	10	18.86	9	16.36
Service/Main.	131	71.90	131	71.90
Total	215		222	

Women EEO				
Category			-	
Exec./Adm./Mgr.	48	37.70	55	40.1
Faculty	111	37.00	141	39.83
Prof./Non-Fac.	63	56.75	59	55.66
Sec./Clerical	173	89.63	192	87.27
Tech./Paraprof.	9	23.60	12	26.66
Skilled Crafts	1	1.80	0	-100
Service/Main.	87	47.80	91	50
Total	492		550	

Minority employment grew from 195 in FY 91 to 222 in FY 95.

Five-Year Trend in Minority Employment

Blacks EEO						
Category	FY91	FY92	FY93	FY94	FY95	% of
						Change
Exec./Adm./Mgr.	10	9	12	11	15	36.36
Faculty	12	15	18	20	20	0
Prof.Non-Fac.	4	4	5	7	7	0
Sec./Clerical	21	21	22	32	36	12.5
Tech./Paraprof.	3	3	3	4	4	0
Skilled Crafts	7	9	9	10	9	-10
Service/Main.	140	122	127	131	131	0
Total	195	183	196	215	222	

Women EEO						
Category						
Exec./Adm./Mgr.	31	27	38	48	55	14.5
Faculty	91	92	98	111	131	18.01
Prof./Non-Fac.	28	28	36	63	59	-6.3
Sec./Clerical	126	124	138	173	192	10.9
Tech./Paraprof.	8	8	9	9	12	33.3
Skilled Crafts	0	2	1	1	0	-100
Service Main.	84	75	78	87	91	4.5
Total	368	357	398	492	540	

New faculty were required to participate in workshops on teaching effectiveness. One of these sessions was devoted to diversity and cross-cultural and gender sensitivity. Discussions were held with departmental and administrative units on employment practices, and gender and racial balance was monitored by the Affirmative Action Office.

Faculty and staff participated in special conferences and workshops attended by women and minority professionals who were employment prospects.

The procedures developed for equal opportunity in employment were monitored to insure that minorities and women were considered.

Students

Minority enrollment grew from 2,104 students in FY 94 to 2,284 in FY 95.

Changes in Minority Enrollment, FY 1994-FY 1995

Class	1994		18	95	
	Male	Female	Male	Female	
Freshman	146	266	160	298	
Sophomore	134	243	137	260	
Junior	98	219	111	236	
Senior	136	306	141	351	
Trans. Und. Grad.	14	23	15	12	
Spec. Studies	94	159	92	186	
Graduate	65	199	63	221	
Dr. Candidates	1	1	1		
Totals by Sex	688	1,416	720	1,564	
Totals	2,104		2,2	2,284	
% by Race	18	3%	19	%	

It grew from 1,732 or 17.3 percent of registrants in FY 91 to 2,284 or 19 percent of registrants in FY 95.

Changes in Minority Enrollment, FY 1991-FY 1995

	1991	1992	1993	1994	1995	Change
Number	1732	1683	1813	2104	2284	+552
Percent	17.3	16.31	17	18	19	+1.7%

In an effort to recruit African Americans, representatives of the University have participated in all recruitment fairs in Georgia and Florida, the Assistant to the President has visited many area minority churches, and the Assistant Director of Admissions has held recruitment sessions at high schools statewide, making special appeals to minority students.

These efforts have resulted in a significant increase in minority matriculation over the past five years. In addition, the University has supported programs that honor African Americans and other cultures. Examples include: a teleconference, "Beyond the Dream VII," the play, "A Raisin in the Sun," presentations by Dr. Charles Finch and Darryl Van Leer, the annual Martin Luther King Commemorative program, a speech by Mrs. Juanita Powell Baranco, Chair of the Board of Regents, establishment of a minor in African American Studies, an African American Studies Film Festival, Black Awareness Week, and the staging of diversity seminars in the residence halls.

In FY 94, 199 African Americans received degrees (12.22 of the total conferred). In FY 95 the number was 200 (11.58 percent). In FY 91 the number was 149 (9.9 percent).

Changes in Minority Graduation Rates, FY 1994-FY 1995

	FY 1994	FY 1995	Totals	
Blacks	199	200	399	
All others	1429	1527	2956	
Totals	1628	1727	3355	
Percent	12.22	11.58	11.89	

Changes in Minority Graduation Rates, FY 1991-FY 1995

	FY91	FY92	FY93	FY94	FY95	Totals
Black	149	153	184	199	200	885
All Others	1356	1282	1365	1429	1527	6959
Totals	1505	1435	1549	1628	1727	7844
Percent	9.9	10.66	11.8	12.22	11.58	11.28

Plans for Improvement

The *Handbook on Recruitment of Faculty and Administrators* has been revised and will be used to improve searches and screening to produce more qualified minorities and to protect the University against litigation. The Affirmative Action Office will work with search committees in applying the regulations. Before a search will be approved, a plan for advertising the position that indicates special efforts to include minorities and women must be developed.

Departments and other units with low participation rates for women and minorities will be required to submit justifications in those cases where these groups are not represented among new hires. Also, the Office of Affirmative Action and Minority Affairs will continue to conduct quarterly workshops on diversity issues, targeting the positive effects on the University. The Minority Advisement Committee, which meets quarterly, will continue to be a source of information and assistance in recruiting minority faculty, staff and students.

institutional Strategic Planning

Mission Statement & Institutional Goals

During the year, the Institutional Planning Committee of the Faculty Senate composed of elected representatives from all sections of the University revised both the VSU Mission Statement and the Institutional Goals. Departments and administrative units submitted their institutional goals, which the committee combined and modified and submitted to all employees for rating as to priority and importance. This information was compiled and resubmitted to the units for examination. The final revision was sent to the President's Cabinet and the Faculty Senate for approval. The Institutional Mission Statement was developed in the same way and followed the same review process. Both the Institutional Goals and Mission Statement were submitted to the Office of the Board of Regents for final review and approval.

Goal 1:

Exceed the eligibility criteria for university status in anticipation of becoming a regional university.

Status.

The goal was attained before July 1, 1993.

Goal 2:

Implement an enrollment management program that will fully integrate the institution's efforts in recruiting a diverse and quality student body and providing support services that will improve the retention and graduation rates.

Status:

In addition to the Advising Centers in the College of Business Administration and the College of Education, additional advising centers for undecided majors and nursing students will become operational in FY 1995.

Goal 3:

Develop and implement a marketing plan that will enhance the image of the institution.

Status

The strategic marketing task force is in the final stages of developing a theme for use in promoting the institution. The task force identified and targeted internal and external groups and selected events that will be used to promote VSU.

Goal 4:

Provide opportunities for students to expand their educational experiences by offering minors and double majors.

Status:

Program minors were approved in African-American Studies and in Women's Studies. Directors were appointed for both minors.

Goal 5:

Develop a campus-wide interactive information technology system that will make VSU a regional center for applications of computer and communications in administrative services, data management systems, instruction, and research.

Status:

VSU completed a data system network for the 1,700 computers used by faculty, staff, and students.

Goal 6:

Develop new programs and alternative delivery systems that will meet the needs of the South Georgia region.

Status:

The doctoral degree with majors in Vocational and Adult Education, Curriculum and Instruction, and Educational Leadership was approved by the Board of Regents. The Master of Social Work was approved, and course offerings will begin September 1995. Distance learning was expanded to increase the number of class offerings.

Goal 7:

Use economic indicators and work force needs of VSU's service area as a guide for program planning.

Status:

All new program offerings presented to the Board of Regents (e.g., environmental studies) were based on data and surveys related to the economic situation and work force needs of the region.

Goal 8:

Provide for core curriculum and major requirements, the development of oral, written, critical thinking and computational skills; knowledge and understanding of the socio-cultural and physical universe; and artistic expression and appreciation.

Status:

Course revisions continued using assessment outcomes that focused on oral, written, critical thinking, and computational skills appropriate for the discipline.

Goal 9:

Review and update the master plan which will serve as the basis for the development of facilities to meet instructional, research, service and extracurricular functions.

Status

The architectural consultant continued to work on revisions to the master campus plan reflecting changes in the status and projections of growth within the University.

Goal 10:

Develop plans to distribute resources appropriate for performing the University's educational, research, and service functions.

Status:

Data provided by the Office of Institutional Research and Planning were used efficiently to prepare FY 1996 Budgets.

Goal 11:

Use affirmative action goals for each academic and administrative unit as a guide to diversify the campus.

Status:

The planned efforts of the administration resulted in an overall increase in the number of African-Americans in the following EEO categories: executive/administrative/manager increased from 11 to 15; African-American secretaries and clerical employees rose from 32 to 36. New women hires showed similar gains in the executive/administrative category from 48 to 55; women faculty from 111 to 141.

Goal 12:

Enhance the quality of life in the region by providing educational, artistic, cultural, technological, and economic development activities and programs.

Status:

The South Georgia Institute and the Teacher Center provided many activities that enhanced the educational and technological prospects for the citizens of South Georgia. ArtSouth presented more than 100 music and theater performances and art exhibits in the area. The Valdosta Symphony Orchestra gave four concerts at sites away from Valdosta.

Goal 13:

Substantially increase the ratio of external funding to state appropriations.

Status

The number of proposals written and submitted for external funding increased 168 percent over the previous year, while the number of proposals funded increased 126 percent.

Goal 14:

Expand resources and services for professional, instructional, and faculty development.

Status:

The Center for Faculty Development awarded 161 grants to faculty in the amount of \$74,562. The graduate school allocated \$15,597 to assist faculty in initiating research and development activities.

Goal 15:

Use a formal planning process involving all employees.

Status:

Through institutional surveys, all employees were involved in determining the new Institutional Goals and Mission Statement. All administrative units and academic departments participated in a formal planning process.

Goal 16:

Provide career, personal, and academic counseling for all students.

Status

An advising center was added for undecided students. The counseling center provides individual counseling to 742 students.

Goal 17:

Internationalize the curriculum, faculty, and students with dual emphases on intercultural education and the development of an intercultural orientation for the South Georgia region.

Status:

Bilateral exchange agreements were implemented with universities in Russia and Hungary, with a total of nine faculty participating in teaching exchanges. Russian language instruction was re-instituted, and special courses were offered in multicultural education by a visiting Australian scholar and in the dynamics of comparative environmental pollution by a Hungarian scholar. International student enrollment increased by 22 percent over the previous year.

A revised set of 22 priorities was adopted for FY 96, and next year's report will describe how well they were met.

VSU has revised its strategic plan using the System's strategic plan as a guide.