I. PRESIDENT

Our bylaws require the president to provide a report on the state of the University at the annual meeting each year. As has been the case for several years, this report will focus on progress under the strategic plan adopted by the Board of Trustees in April 2008.

The plan expressed Mercer’s aspiration to be recognized academically as a peer of the other leading private research universities in the South, but in doing so we would not seek to replicate them. Our special challenge was to raise the academic achievements of our students and faculty and the profile of the University, while preserving our historic commitment to diversity and while manifesting a compelling model for faith-based higher education in recognition of our heritage as a university founded and nurtured by generations of Baptists.

By any measure, Mercer has achieved its aspiration of standing among the leading private research universities in the South. Earlier this year, Mercer was formally reclassified as a doctoral-research university. Following this reclassification, U.S. News & World Report included Mercer for the first time in its highest category – that of national research universities. Mercer was one of four Georgia universities ranked in the first tier, along with the two flagship state institutions (UGA and Georgia Tech) and Emory. Mercer was one of only two Georgia institutions ranked among the nation’s best values, placing 24th nationally – one place ahead of Notre Dame. In the Washington Monthly’s ranking of national research universities – a ranking that focuses on outcomes – Mercer ranked 37th nationally, ahead of UGA (55th) and Emory (72nd). Among Georgia institutions, only Georgia Tech (16th) ranked ahead of Mercer. With Mercer’s election into Phi Beta Kappa earlier this year, Mercer became one of only three Phi Beta Kappa research universities in Georgia, along with Emory and UGA.
Emory, UGA, Ga. Tech, Mercer among nation’s best universities

TUESDAY, SEPTEMBER 13, 2016

Marlon A. Walker, The Atlanta Journal-Constitution

U.S. News and World Report ranks four Georgia colleges among the nation’s best on an annual list released today.

Emory University, Georgia Tech, Mercer University and the University of Georgia made the list of best national universities for 2017.

Schools are ranked on up to 15 measures of academic quality including graduation and retention rates and alumni giving.

This standing has been achieved without sacrificing the qualities that have made Mercer special – without losing our soul. We have preserved a personal and intimate educational experience in which class sizes remain among the smallest in the country, with 65% of classes taught at Mercer having fewer than 20 students (by comparison Emory 61%, UGA 42%, Georgia Tech 38%). No undergraduate classes are taught by teaching assistants or graduate students and the percentage of students engaging in research with faculty remains higher than at our peer institutions. We have preserved the diverse environment that helps make Mercer special — 29% of our student body is African-American, compared with 10% at Emory, 8% at UGA and only 6% at Georgia Tech.

Mercer’s heritage as an institution founded and nurtured by Baptists continues to undergird our university through the work of the McAfee School of Theology, through our strong commitment to intellectual freedom, and through compelling programs that inspire students to lead lives of service to others such as Mercer On Mission. Mercer is uniquely integrating its research and service missions to produce compelling learning experiences that meet human needs across the globe. This emphasis has empowered and inspired the lives of students, as evidenced by the significant number of Mercer graduates entering the Peace Corps, Teach For America and ServiceFirst, achieving highly competitive post-graduate international fellowships such as Fulbright awards, and entering the
As the conversation surrounding higher education has shifted, our emphasis on controlling cost, achieving efficiency, and producing measurable outcomes has increased. Several objectives identified in the 2008 strategic plan no longer seem prudent because they would have the effect of increasing cost for our students. But Mercer has not deviated from the principal thrust of the strategic plan. We continue to make strong progress toward achieving the 10 overarching goals identified in the plan.

**Goal 1**

The focus of our first goal was to increase demand among prospective students for a Mercer education. Once enrolled, we also intended to improve retention and graduation rates for undergraduate students.

Demand continues to grow among prospective undergraduate students. In the fall of 2007, we enrolled 582 qualified freshman students. Nine years later, we enrolled a freshman class of 829 students, following record successive enrollments in 2012, 2013, 2014, and 2015. The following graph illustrates our recent growth in freshman headcount for our traditional undergraduate program in Macon:

At our board planning retreat in 2014, we concluded that we would allow undergraduate enrollment in Macon to eventually reach 3,500 students. In the fall of 2016, our Macon undergraduate enrollment reached an all-time high of 3,088.
We are projecting undergraduate enrollment in Macon to reach 3,200 by the fall of 2017. It is worth remembering that we are accomplishing this at a time when private colleges and universities across the country are facing significant challenges in meeting their enrollment goals as parents and prospective students are becoming increasingly cost conscious. Our growth in the face of these headwinds is remarkable.

Even more remarkable is the fact that the academic profile of the entering freshman class continues to improve as we have grown. The average high school grade point average of entering freshmen has improved from 3.6 in 2007 to 3.82 in 2016. The median SAT scores have also increased from 1170 in 2007 to 1204 in 2016.

Retention is tracked based on three-year rolling averages to provide a more accurate assessment that discounts one-year aberrations. The freshman-to-sophomore retention rate for the three-year period immediately prior to adoption of the strategic plan (2005-2007) was 79.4%. The most recent three-year retention rate (2012-2014) was 85.0%, with the retention rate for the entering class in 2015 reaching 87.6%, the highest in the University’s history.

This is strong improvement on an important metric of success, and we remain optimistic that we can achieve our goal of 89% by the matriculating class of 2018.

Graduation rate is also tracked on a three-year rolling average. The graduation rate is something of a misnomer, because it does not measure the percentage of an institution’s students who graduate from college. Rather, it measures the percentage of an institution’s entering freshmen remaining to graduate from the same college where they began. Transfer students are not counted in the graduation rates of either the institution where they began or
where they finished. Mercer’s three-year average for the last three years prior to adoption of the strategic plan was 53.7%. The most recent three-year average was 63.9%, with Mercer achieving its highest rate ever with the class of 2010 reaching 66.1%. Data on transfer students confirms that more than 93% of students who begin at Mercer graduate from college.

Macon Undergraduate Six-Year Graduation Rates

Mercer’s historic commitment to diversity means that we accept and enroll a significantly higher percentage of Pell Grant-eligible students than any of our academic peer institutions – approximately 25% of our freshman class in 2016. Because of their family financial circumstances, these students are much more likely to transfer to less rigorous or costly programs than students from wealthier backgrounds. While we are making progress toward our goal that 75% of Mercer freshmen will ultimately graduate from Mercer, our special challenge is to accomplish this objective while not substantially reducing our commitment to enrolling students from economically diverse backgrounds.

Goal 2

The focus of our second goal was to increase the level of high-quality research activity within the University. We have improved start-up packages for new faculty, improved laboratory resources, increased sabbatical opportunities and expectations, and increased seed funding for faculty with promising research agendas.

As a result of these efforts, NSF research expenditures have increased from $18.1 million in 2006-07 to $32.7 million in 2014-15. We will not have our final
research number for 2015-16 until January 2017, but we expect it to exceed our prior record high. The growth would have been even larger but for a slight decline in 2012-13 because of sequestration and reductions in federal and state support for research. Our recent selection for membership in the Georgia Research Alliance is a reflection of these gains and should provide more access to state-funded support for research. While our goal of $40 million by 2017-18 may prove to have been somewhat overly ambitious, we expect to have doubled our level of research activity over the 10 years of the strategic plan.

A growing emphasis at Mercer has been to direct the research mission toward creating a culture of innovation within the University. We are increasingly encouraging scientists and engineers to create intellectual property and to direct their research toward developing solutions to real problems. Scientists in the College of Pharmacy, for example, are developing inexpensive systems for effective and environmentally friendly home disposal of prescription drugs. Others are working toward developing vaccines, including a vaccine for ovarian cancer. These are only examples of a growing culture of scientist-led innovation. Beyond this type of innovation, we are working to inspire a spirit of innovation in undergraduate students through the Research That Reaches Out initiative and through the Mercer Innovation Center, which opened in October.
Goal 3

Our focus in the third goal was to engage more students in transformative learning experiences, including undergraduate research, service-learning, and study abroad. These efforts directly support the mission of the University, which explicitly includes “to create, to discover” and “to serve,” while creating impactful and inspiring learning experiences for students.

With respect to undergraduate participation in research, Mercer has now been recognized among the 50 leading universities in the United States for undergraduate research, along with the likes of Carnegie Mellon, Harvard, Yale, Duke, Johns Hopkins, MIT, Princeton, Stanford and Vanderbilt. The following data indicate substantial growth in the number of undergraduate students who participate in faculty-mentored research and the number of undergraduate students who present their original research at national research conferences:

Undergraduate Presentations at National Meetings
In addition, the University now celebrates undergraduate student scholarship with BEAR Day. At the most recent BEAR Day, 391 undergraduate students presented their research and scholarship to the University community, a nearly ten-fold increase from the original event in 2007:

Service-learning has also been an area of considerable progress. Mercer was one of the most decorated institutions in the nation on the 2015 President’s Higher Education Community Service Honor Roll, released in October 2016. The University was one of only four finalists nationally for the Presidential Award in the economic opportunity category and received Honor Roll with Distinction.
recognition in both the general community service and education categories. Among Georgia institutions, Mercer was the only finalist for a Presidential Award and the only to be recognized in more than two categories.

Over the past decade, the University has earned numerous awards and national recognition for community engagement. Mercer is one of fewer than 10% of the colleges and universities in the country to hold the Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching. The classification, first awarded in 2008, was renewed for another 10 years in 2015. The University was previously on the President’s Higher Education Community Service Honor Roll in 2014, 2013 (with distinction), 2008, 2007 and 2006.

The following graph reflects the upward trend in courses across the University with a defined service-learning component:

![Service-Learning Courses](chart.jpg)

Study abroad is one area where we continue to make little progress toward our established goal of greater than 50% participation among undergraduate students. The following graph illustrates the percentage of undergraduates in each graduating class since the plan was adopted who participated in study abroad:
The lack of progress in this area led the University to overhaul our International Programs Division, including a change in leadership and strategic direction. These changes, which we made in 2015, have not yet yielded the positive results we are seeking.

Given our experience that indicates students who reside on campus are more engaged in the academic life of the institution and gain more from their undergraduate experience, we aspired to enhance the residential character of the undergraduate community in Macon by moving to a fully residential undergraduate community, which would in 2008 have required an additional 500 beds on campus. We have made enormous progress toward achieving this objective by adding more than 900 beds (including a 300-bed freshman residence hall and a 313-bed Loft development for upperclassmen this year) and requiring freshmen through juniors to reside on campus, unless their families reside locally.

As the undergraduate population has grown, however, we have been pressured to accelerate our pace of adding campus housing, dining capacity, laboratories, and co-curricular space. In the fall of 2016, we have 2,365 undergraduate students living on campus, with space for another 119. With projected growth in undergraduate enrollment, remaining available space will be fully occupied by the fall of 2017 – perhaps 2018 at the latest. We are currently examining our options for increasing housing capacity. We have added a second cafeteria and multiple other food options including a Which Wich sandwich shop, Einstein Bros. Bagels, Panda Express, and a full-service Chick-fil-A. These
additions provide sufficient dining capacity to meet our foreseeable needs. We gained 600 additional parking spots on campus this fall. These additional spaces also meet our needs for the foreseeable future.

One outcome we anticipated from engaging more students in undergraduate research, service-learning, and study abroad was to enhance their post-graduate opportunities. Specifically, we expected to place “on average at least five graduates each year in such prestigious post-graduate academic and service programs as Rhodes, Truman, Marshall, Teach For America, and the Peace
Corps.” This expectation has been more than realized. During the 2015-16 academic year, for the fourth consecutive year a Mercer student was among the few recipients from Georgia institutions who were awarded the Goldwater Scholarship, two Mercer graduates received the Fulbright Scholarship, another was named a Woodrow Wilson Fellow, four were accepted into the Peace Corps, and two were accepted into Teach For America, among other significant post-graduate opportunities and fellowships.

Goal 4

Our focus in Goal 4 was obtaining a Phi Beta Kappa chapter, building our research profile through the addition of at least five Ph.D. programs in strategically important areas, and having “at least five” academic programs achieve “national prominence.” Mercer has made significant progress on each of these objectives.

A Phi Beta Kappa chapter has now been installed at Mercer, with 26 students selected for inclusion in Phi Beta Kappa in the spring of 2016. Phi Beta Kappa’s Committee on Qualifications unanimously recommended Mercer to become a Phi Beta Kappa institution, viewing “Mercer University as a quintessentially Phi Beta Kappa institution in its values and mission.” The recommendation was approved by the Phi Beta Kappa Senate and was ratified by the organization’s House of Delegates at its triennial meeting on October 9, 2015. Of the more than 25 universities that completed the rigorous process required to become Phi Beta Kappa institutions during this three-year cycle, Mercer was one of only three that were approved for membership, successfully culminating a more than 20-year quest by the University.

With respect to Ph.D. programs, we have added programs in nursing, counseling, and clinical psychology since the strategic plan was adopted. The number of Ph.D. students enrolled at Mercer has increased significantly over the last eight years:
We are working to continue building quality and rigor in these Ph.D. programs. A consequence of this focus will be to slow their growth – especially in the College of Education. This slightly lower number of Ph.D. students over the past three years reflects this focus. The number of Ph.D. degrees being earned on an annual basis has also increased significantly. This increase resulted in the Carnegie Foundation formally reclassifying Mercer as a research university in January 2016, achieving another goal established in the strategic plan.
While it is necessarily subjective to identify programs obtaining national prominence, several of our academic programs have moved in this direction, including The Center for Southern Studies, The Center for Drug Delivery Research, The Center for Collaborative Journalism, The Center for Rural Health and Health Disparities, The McDuffie Center for Strings in the Townsend School of Music, and the Law School’s programs in Legal Writing and Professionalism.

Goal 5

For 173 years Mercer University was closely associated with the Georgia Baptist Convention, which had founded what was then called Mercer Institute in 1833. That relationship ended in 2006 over issues of control and intellectual freedom. Today, Mercer is an independent university with a self-perpetuating board.

Nonetheless, our Baptist heritage remains foundational to the University. The comments that accompany and expound on our mission statement make clear that Mercer “remains grounded in a tradition that embraces freedom of the mind and spirit, cherishes the equal worth of every individual, and commits to serving the needs of humankind.”

No program is more central to this heritage than Mercer On Mission, founded in 2007. Mercer On Mission combines academic rigor, research, service, and study abroad in a single impactful package. The program fosters spiritual growth by encouraging students and faculty to put feet to their faith through service to others, especially to the poor, the marginalized, and the oppressed throughout the world. The Mercer On Mission program is becoming a principal vehicle in the University’s efforts to integrate the research and service missions of the institution.

During the 2015-16 academic year, 222 Mercer On Mission participants served at 11 sites around the world, the highest level of participation since the program was launched in 2007. The prosthetics program in Vietnam has now fit more than 5,500 amputees with new prosthetics at Mercer clinics in Vietnam. The Prime Minister of Vietnam has described Mercer as the most effective NGO operating in Vietnam. We have now received a Certificate of Operation from the government of Vietnam, which facilitates continued growth in our operations there. Most recently, the Vietnamese government has granted us permanent occupancy in clinical space that we have been using in Ben Tre, Vietnam. The government is planning a formal dedication during the second full week of December. This will be our second year-round clinical site in Vietnam. Biomedical engineering faculty and students continue improving the prosthetic to make it even more durable and functional.
Mercer chemistry faculty and students continued and expanded their work on protocols to protect artisan gold miners in South America and Africa from mercury poisoning. Mercer environmental engineering faculty and students continue their work in bringing clean water to rural areas of Kenya and Uganda. And Mercer medicine, pharmacy, nursing, and pre-med students continue operating rural health clinics in Cambodia and Ecuador. As we move forward with Mercer On Mission, we intend to focus on high-impact programs that leverage the research mission of the University to advance our service mission.

![Mercer On Mission Growth](image)

Mercer was founded in large measure to educate ministers for Baptist churches. This founding mission continues today through Mercer’s McAfee School of Theology. With the continued erosion of denominational identity, as well as an increased reliance on bi-vocational ministers, McAfee will be challenged to enlarge its focus to educating ministers in new ways and for broader constituencies. We are pleased that McAfee has been recognized among 31 leading seminaries as a Seminary that Changes the World by the Center for Faith and Service, along with the likes of the University of Chicago, Emory, Vanderbilt, Duke, Wake Forest and Yale.

We have completed the search for new leadership for the School of Theology with the appointment of Dr. Jeff Willetts, who joins us after leading the John Leland Center for Theological Studies in Washington, D.C. Dr. Willetts, who earned his Ph.D. from the University of Wales, is active in the Baptist World
Alliance, the Society for Philosophy of Religion, and the American Academy of Religion.

There are many other ways that Mercer is remaining faithful to its heritage, including requiring undergraduate students in the College of Liberal Arts to engage in a serious study of religion as part of the required curriculum, the Mercer Press publishing books focusing on religious issues, maintaining the extensive archives of the American Baptist Historical Society, and sponsoring regular conferences that explore how faith relates to pressing issues such as poverty, the environment, torture, and human trafficking. But most importantly, Mercer is a place where faculty and students are encouraged to explore questions that are fundamental to an informed life – questions about meaning and good and evil, questions about God, and questions about life and death.

**Goal 6**

Our sixth goal focused on expanding and improving our physical facilities. Almost all the projects identified in the 2008 strategic plan have been completed or are underway. In Savannah, we have completed construction of and fully occupied the medical education and research facility on the campus of Memorial University Medical Center.

In Macon, construction has begun on the Spearman C. Godsey Science Center. The anticipated completion date on this $44 million facility will be November 2017. This facility will house our important programs in biology, chemistry, biochemistry and molecular biology, and neuroscience.
Construction is also underway on the new baseball facility – OrthoGeorgia Park at Claude Smith Field. That project will be completed in February 2017, in time for the Mercer v. University of Georgia game.

The most significant facilities project identified in the strategic plan that has not yet been addressed is the construction of a new student center in Macon, which remains a long-term need. We have conceptual drawings for a new student center, but are several years away from taking on this project. In the short term, we have substantially renovated the existing student center and have converted some of the University Center to functions that are traditionally located
in student centers.

Goal 7

The strategic plan recognized that technology touches every aspect of the University’s operation and can enhance the learning environment for our students. Given this reality, the plan identified eight objectives to ensure that the University maintained an appropriate technology infrastructure for administration and learning. We have achieved seven of these eight objectives. The eighth goal, to equip 75% of our classrooms as “smart” classrooms, enjoys continuing progress and we remain on track to complete it by 2018.

The rapid rate of information technology change, however, creates unique challenges. We completed implementation of our new information system several years ago, but the University has now engaged in a major upgrade that will enhance functionality of this system. The original objective of implementing wireless internet on all campuses was to allow students to connect their laptops anywhere. Nationally students now bring between four and six wireless devices, which has necessitated that the wireless network be expanded in capacity several times over. The high definition video equipment that links all of our campuses is nearing end of life and requires replacement and upgrade to the latest technology standards. The objective to upgrade online communication systems focused originally on e-mail and the web, but student use of e-mail has been replaced by texting, Facebook and Twitter, and the University support and services have been adjusted accordingly. The training of faculty and staff in the use of enhanced technology remains an ongoing quest because there is new technology being applied to education with each passing year.

In summary, Goal 7 has been mostly achieved, but to maintain the ideals embodied in this goal requires continual diligence, regular planning updates, and significant investment each year.

Goal 8

Our eighth strategic goal focused on generating greater support among constituents for the work of the University.

The University’s visibility has grown in recent years with (1) the addition of football and the fact we are beginning to play higher visibility games such as the Georgia Tech game earlier this fall, (2) the NCAA Tournament win over Duke in men’s basketball, (3) achieving membership in the Georgia Research Alliance and our formal reclassification as a research university, (4) being elected into Phi Beta Kappa, and (5) being ranked among national universities in publications such as U.S. News & World Report. As a consequence of all of this, Mercer is
reaping benefits as reflected in increased undergraduate enrollment and growing financial support.

We continue working to improve our programming for alumni, including reviving our Homecoming tradition that had essentially died. Tremendous progress has been made toward achieving this objective, with a goal of having 3,500 registrations for Homecoming 2016 — a new record level of participation. The resumption of intercollegiate football competition in 2013 has dramatically increased participation in Homecoming, with over 15,000 individuals expected on the Macon campus over the course of the weekend.

With the move to the U.S. News & World Report National Universities category in 2016, Mercer is now being rated using a rubric that bases 10% of an institution’s score on alumni giving rather than the 5% used in ranking regional universities. This will require continued and increased emphasis on raising the traditional Macon campus alumni giving percentage. New and additional tactical strategies are being utilized and further detailed information is included in the University Advancement section of the President’s Report.

The Advancement Office encompasses an Alumni Services and Special Events department that consists of a team that has year-round responsibilities related to our approximately 76,000 alumni worldwide. During the 2015-2016 fiscal year, the Office of Alumni Services and Special Events planned and/or conducted approximately 138 alumni and University special events on our campuses and throughout the United States.

Creating a network of Mercer Alumni Chapters is another way the office has reached out to alumni and friends for some Mercer presence and activity in their hometowns. Promotion of volunteer leadership opportunities began in early 2014. Chapters have now been launched in 43 cities, and include approximately 2,450 alumni members.

The Mercer brand also continues to experience a wider profile through the sale of licensed merchandise. For the 2015-16 fiscal year, sales of licensed merchandise surpassed $1.56 million in retail value, a 6.6% increase over 2014-15 and a new record for the University. Perhaps more important than the financial benefits to the University, the increasing number of constituents who are purchasing Mercer-branded merchandise reflects growing institutional pride and healthy school spirit. And every person walking the streets wearing Mercer apparel is a moving advertisement for the University.

Support for the University from the Middle Georgia community has never been stronger. Community leaders increasingly credit Mercer’s investments in the College Hill Corridor, Downtown Macon, and in surrounding historic
neighborhoods as major factors in the renaissance taking place in Macon. This community revitalization helps Mercer by enabling the University to be more successful in recruiting and retaining talented students, faculty and staff.

Mercer’s return to intercollegiate football competition continues to achieve everything envisioned. In addition to helping the University reconnect with its alumni, it has enhanced school spirit, is a factor in our growing undergraduate student enrollment, and most certainly paved the way for the invitation to join the Southern Conference. In its third year, football averaged more than 10,000 spectators in attendance, the second-highest average attendance level in the Southern Conference. Thousands more participate by viewing the ESPN3 broadcast of every home game – broadcasts largely produced by students interested in careers in sports journalism in our Center for Collaborative Journalism. As we continue upgrading our schedule, we anticipate realizing even greater benefits – more than 6,000 Mercer students, alumni, and friends were present when Mercer played Georgia Tech in Atlanta earlier this fall.

Increased alumni engagement benefits the University in many ways. We believe that it has contributed to our growing undergraduate enrollment, as alumni have become more active in recommending prospective students to Mercer. The number of alumni who support the University financially has also grown, from 3,590 in 2009-10 to 4,540 in 2015-16. The overall number of contributors has likewise grown, from 6,771 in 2009-10 to 8,378 in 2015-16.

**Goal 9**

The ninth goal focuses on our intercollegiate athletics program, which
competes in Division I of the NCAA as a member of the Southern Conference. We continue making significant progress on every imperative identified in Goal 9.

Almost all of our student-athletes are preparing for careers in the fields of business, law, education, engineering, and medicine – rather than careers as professional athletes. While we strive mightily to compete successfully on the courts, courses and fields, the first priority for our student-athletes must be to compete successfully in our classrooms and laboratories.

It is especially appropriate that several imperatives identified in Goal 9 focus on academic achievement by our student-athletes. The first of these is to achieve at least a 925 Academic Progress Rate (APR) in each intercollegiate sport sponsored by the University. Each student-athlete earns one retention point for staying in school and one eligibility point for being academically eligible. A team’s total points are divided by the total points possible and then multiplied by 1,000 to equal the team’s APR score. Assume, for example, that the men’s basketball team has the maximum of 13 student-athletes on scholarship, but two are academically ineligible and one of the two drops out. There would be a maximum possible 26 APR points and the team would earn 23 of those points. The team’s APR score would be 885.

Our goal of being above 925 in every sport was far too modest. The NCAA now mandates that teams maintain a minimum score of 930 calculated on a rolling four-year average. The NCAA penalizes any team that falls below that average. We have revised our goal upward to a minimum of 965 for each team, calculated on a rolling average – a goal well above the mandated NCAA minimum. During the 2015-16 academic year, nine of our 18 sponsored sports had perfect APR scores of 1000 (baseball, men’s basketball, men’s cross country, men’s golf, women’s cross country, softball, women’s soccer, sand volleyball, and women’s tennis). Our lowest score was in football, which had an APR that nonetheless met our minimum target of 965.

The Graduation Success Rate of our student-athletes reached 91% this year, the highest in our history. Among the seven Division I athletics programs in Georgia, Mercer has the highest Graduation Success Rate:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
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<tbody>
<tr>
<td>Mercer</td>
<td>91%</td>
</tr>
<tr>
<td>Georgia State</td>
<td>86%</td>
</tr>
<tr>
<td>Georgia</td>
<td>84%</td>
</tr>
<tr>
<td>Georgia Tech</td>
<td>81%</td>
</tr>
<tr>
<td>Kennesaw State</td>
<td>76%</td>
</tr>
<tr>
<td>Georgia Southern</td>
<td>67%</td>
</tr>
<tr>
<td>Savannah State</td>
<td>49%</td>
</tr>
</tbody>
</table>
The second imperative was to maintain an overall athletic grade point average of at least 3.0. Our student-athletes have met this standard each year, with an overall grade point average of 3.32 for the 2015-16 academic year – the highest in Mercer’s history.

The third academic imperative was to have at least 65% of our student-athletes achieve Southern Conference academic honors. During the 2015-16 academic year, 296 Mercer student-athletes achieved this distinction by posting grade point averages of 3.0 and above, which ranked Mercer first among the 10 institutions in our conference. Wofford was a distant second with 206. This was Mercer’s second year in the Southern Conference. Both years we have led the conference in student-athlete academic achievement, with the margin growing from 2014-15 to 2015-16.

A total of 63 of our student-athletes were awarded the Commissioner’s Medal, given annually to student-athletes in the Southern Conference who maintain a GPA of at least 3.8 during the year. And 26 of our student-athletes had perfect 4.0 GPAs for the year. The bottom line is that in terms of academic achievement, our student-athletes continue to dominate the Southern Conference.

We sought to strengthen athletics fundraising to help achieve increased competitiveness in intercollegiate athletics competition. We have been remarkably successful in this endeavor, as demonstrated by the following athletics fundraising totals for annual operational support:

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Fundraising</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-10</td>
<td>$377,497.83</td>
</tr>
<tr>
<td>2010-11</td>
<td>$552,275.64</td>
</tr>
<tr>
<td>2011-12</td>
<td>$608,854.75</td>
</tr>
<tr>
<td>2012-13</td>
<td>$1,024,918.13</td>
</tr>
<tr>
<td>2013-14</td>
<td>$1,506,335.80</td>
</tr>
<tr>
<td>2014-15</td>
<td>$1,604,329.00</td>
</tr>
<tr>
<td>2015-16</td>
<td>$1,819,487.85</td>
</tr>
</tbody>
</table>

**Goal 10**

The financial goals established in the strategic plan reflect the very different circumstances that existed prior to the Great Recession that began in 2008 and the upheaval in higher education over the intervening years.

The expectation of increasing tuition revenue by $15 to $20 million annually, as expressed in the strategic plan, is no longer realistic or even desirable given our intense focus on holding down costs for students and their families. While the idea of voluntarily foregoing millions in annual revenue would seem foreign in a different context, as a mission-driven non-profit educational institution our...
challenge is to provide the highest quality, most impactful, and most relevant educational experience possible for the lowest price possible.

Our below-market undergraduate tuition increases since FY 2010 (2% in each of the last four years) have reflected this changed focus:

We have had a similar focus in our graduate and professional school programs. 2015-16 was the fourth consecutive year without a tuition increase in the School of Medicine in an effort to hold down student debt and thereby encourage our students to enter primary care in rural and underserved areas of Georgia. The $35 million grant received from the State of Georgia in 2015-16 will further advance this goal given our decision to use the entire sum to endow scholarships for students who will commit to providing primary care to patients in rural Georgia. For the third consecutive year there was no tuition increase in the School of Law.

Our annual net tuition revenue since the strategic plan was adopted in 2008 has been as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Change</th>
</tr>
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<tbody>
<tr>
<td>2007-08</td>
<td>$97,835,581</td>
<td>(+$12.6 m)</td>
</tr>
<tr>
<td>2008-09</td>
<td>$110,434,401</td>
<td>(+$7.6 m)</td>
</tr>
<tr>
<td>2009-10</td>
<td>$117,981,276</td>
<td>(+$7.1 m)</td>
</tr>
<tr>
<td>2010-11</td>
<td>$125,104,147</td>
<td>(+$6.1 m)</td>
</tr>
<tr>
<td>2011-12</td>
<td>$131,176,829</td>
<td>(+$4.4 m)</td>
</tr>
<tr>
<td>2012-13</td>
<td>$135,607,480</td>
<td>(+$6.1 m)</td>
</tr>
<tr>
<td>2013-14</td>
<td>$141,728,617</td>
<td></td>
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</tbody>
</table>
With respect to enrollment, we have surpassed our aspiration of at least 8,500 students (headcount) by 2017. Our final enrollment in 2016 will exceed 8,600, up from 7,308 in 2007. The following graph illustrates our growth pattern since we adopted the strategic plan:

Over Mercer’s first 173 years, its endowment grew to $172 million – just under $1 million a year. The strategic plan articulated an aspiration of increasing this endowment by $825 million over the next 10 years – an average increase of $82.5 million a year. This aspiration was quite evidently optimistic under any circumstances, but especially so given the sluggish economic conditions that have existed throughout the intervening years. Nonetheless, Mercer has experienced solid growth in endowment from $174 million in 2006 to more than $285 million in 2016. By early in fiscal year 2017, we have surpassed $300 million. We think it is realistic to aim for having doubled the endowment over the 10 years of the strategic plan – which would require us to reach $350 million by 2018.
As anticipated by the strategic plan, we have reduced our spending rate on the endowment to a conservative level of 4.75%.

The Great Recession negatively impacted private giving at universities across the country, but the level of giving to the University has fully rebounded from a low of $10.5 million in 2009-10 to $27.5 million in 2014-15 to $49.8 million in 2015-16. Annual totals tend to be skewed by large gifts, but using a three-year rolling average we have grown from $11.8 million per year from FY 2009-11 to $31.9 million since we announced the Aspire campaign. Two years into the campaign, we are now approaching $200 million toward our campaign goal of $400 million.

Given the new realities of higher education in the post-Great Recession era, we should anticipate having less additional revenue than was forecast in the 2008 strategic plan. This will require rethinking several initiatives that would have the effect of reducing productivity and efficiency. Among these were the aspirations to reduce student/faculty ratio from 13/1 to 11/1 and thereby further reduce faculty course loads.

The University has consistently operated within its means, achieving our aspiration of “operating within a balanced budget.” We have operated with a budget surplus for 10 consecutive years and have experienced positive operating results in every year but one over the past decade. In three of the past 10 years,
we have experienced a net reduction in assets — in each instance a reduction due to investment declines in the financial markets. Nonetheless, the following data confirm $25 million in budget surpluses over the past seven years, as well as an increase of more than $23 million from operations and total growth in net assets in excess of $120 million:

<table>
<thead>
<tr>
<th></th>
<th>Budget Surplus</th>
<th>Net Assets from Operations</th>
<th>Net Asset Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$301,635</td>
<td>($2,037,864)</td>
<td>$10,404,882</td>
</tr>
<tr>
<td>2011</td>
<td>$4,129,064</td>
<td>$7,331,312</td>
<td>$49,258,948</td>
</tr>
<tr>
<td>2012</td>
<td>$2,697,923</td>
<td>$2,854,338</td>
<td>($2,677,109)</td>
</tr>
<tr>
<td>2013</td>
<td>$4,033,306</td>
<td>$4,701,068</td>
<td>$24,762,899</td>
</tr>
<tr>
<td>2014</td>
<td>$3,124,328</td>
<td>$1,579,421</td>
<td>$37,695,449</td>
</tr>
<tr>
<td>2015</td>
<td>$2,613,001</td>
<td>$5,762,274</td>
<td>$8,683,624</td>
</tr>
<tr>
<td>2016</td>
<td>$8,065,982</td>
<td>$3,250,403</td>
<td>($6,268,295)</td>
</tr>
</tbody>
</table>

Conclusion

As we enter the final two years of the current strategic plan, we look forward to continued progress toward achieving the bold goals and vision established in that plan, as well as developing the next plan to guide the course of this important institution of higher learning.
II. PROVOST

The Office of the Provost oversees and provides support for all curricular and academic programs at the University. The 2015-16 academic year was full of student achievement, faculty accomplishment, curricular innovation, and University accolades.

Mercer celebrated the installation of a chapter of the Phi Beta Kappa Honor Society in the spring of 2016, joining an elite group of only 286 colleges and universities in the nation. Founded in 1776 at the College of William and Mary, Phi Beta Kappa is the nation’s oldest and most prestigious honor society. Schools are elected into the ranks of Phi Beta Kappa only after a years-long and rigorous process of review of faculty and student scholarship and a site examination from a team of distinguished Phi Beta Kappa scholars. The chapter installation was followed by the induction of Mercer’s first class of 26 Phi Beta Kappa scholars, representing the top 10% of juniors and seniors in the arts and sciences who have excelled in a liberal arts course of study that includes advanced foreign language, mathematics, and demonstrates breadth of learning across the curriculum. In addition to inducting these students, the University also inducted former First Lady of the United States Rosalynn Carter.

Mercer is one of the most decorated institutions in the nation on the recently released 2015 President’s Higher Education Community Service Honor Roll. Among the 750 institutions of higher education that applied to the Honor Roll, Mercer was named one of only four finalists nationally for the Presidential Award in advancing economic development through community service and received the Honor Roll with Distinction in advancing education and in general community service. These combined awards put
Mercer ahead of Duke, Wake Forest, Emory, and many other highly regarded colleges and universities. Through service-learning courses and community volunteerism, Mercer students contributed more than 400,000 hours of service during this application period, translating to a dollar value of nearly $10 million. The Honor Roll is an initiative of the White House, operating through the federal Corporation for National and Community Service.

This past year proved to be quite successful for student fellowship and scholarship competitions. More than 60 Mercerians applied for awards, with 17 students winning major awards, and more than a dozen more earning funding for research experiences for undergraduates.

The major awards include:

- Zac Rice, a junior engineering student from Newberry, Florida, was the fourth Mercer student in four years to earn a Goldwater scholarship. He received a 2016 scholarship based on academic merit from a field of 1,150 mathematics, science and engineering students who were nominated by the faculties of colleges and universities nationwide. Rice, who is majoring in electrical engineering and minoring in Christianity and computer science, works in the lab of Dr. Makhin Thits, where his research focuses on improving the efficiency of high-intensity laser pulses. Rice received a Presidential Scholarship and Engineering Scholarship to Mercer, in addition to an athletic scholarship for football. He is the University’s first engineering student and second student-athlete to earn recognition from the Goldwater Foundation. Further, he is the only
NCAA Division I football player ever to be awarded a Goldwater scholarship. In addition, Jessica Resnick, a junior from Woodstock, earned an honorable mention for her work on IncRNA. The one- and two-year Goldwater scholarships, awarded to undergraduate sophomores and juniors, cover the cost of tuition, fees, books, and room and board up to a maximum of $7,500 per year. Nationally, Goldwater Scholars have been awarded 86 Rhodes Scholarships, 125 Marshall Awards, 134 Churchill Scholarships and numerous other distinguished fellowships, such as National Science Foundation Graduate Fellowships. Mercer’s previous three Goldwater Scholars are Aaron Featherstone (2013, Biochemistry and Molecular Biology major from Byron, Georgia), Kirsten Brown (2014, Chemistry major from Tallahassee, Florida), and Kaydren Orcutt (2015, Chemistry and Spanish major from Mt. Pleasant, South Carolina).

- Lena Hamvas, a recent alumna from Marietta, and Precious Patterson, a recent alumna from Richmond Hill, earned Fulbright Student Grants. Hamvas will be an English teaching assistant in Jordan and Patterson will pursue a Master of Science in Renewable Energy, Enterprise and Management at Newcastle University in England. Additionally, Tori Konrad and Min Oh were selected as semi-finalists for Fulbright Student Grants.

- Four students—Wesley Adams, Shekita Maxwell, Dwahni Patel, and Sara Stover—earned Woodrow Wilson Teaching Fellowships to pursue the Master of Arts in Teaching (MAT) through the Tift College of Education. The Woodrow
Wilson Teaching Fellowship program provides significant tuition waivers and stipends of $30,000 to prepare science, technology, engineering and math (STEM) students to teach in high-need secondary schools in Georgia.

- Anna Bates, a junior from Houston, Texas, was admitted to the summer immersion program in philosophy at Brown University. This highly competitive program prepares undergraduates for graduate study in philosophy.

- Emily Bless, a graduating senior from Acworth, and Connor Wood, a graduating senior from Cartersville, have joined Teach For America and both have been placed to teach special education classes in South Carolina and North Carolina, respectively.

- Matt Halbert, a freshman from Fayetteville, earned a summer undergraduate research award from the Joshua’s Wish foundation to study a rare pediatric brain tumor at the Hospital for Sick Children in Toronto.

- Taylor Jolly, a graduating senior from LaGrange, was selected to serve in the Peace Corps in Cambodia, and Heaven Woods, a graduating senior from Canton, was selected to serve in Cameroon.

- Kaydren Orcutt, a junior Stamps Scholar from Mount Pleasant, South Carolina, earned an Amgen Scholarship to spend the summer studying chemistry at the University of California-Berkeley.

- Adriel Taslim, a recent alumnus from Redding, California, earned a Boren Fellowship to study Thai language and culture in Bangkok. Taslim is currently a
Robertson fellow at the University of California-San Diego, where he is studying U.S./Asian foreign policy.

Conducting basic research and finding applications for this research in service to others is a vital component of the mission of Mercer University. Mercer supports its researchers to advance, contribute, and disseminate original knowledge, both foundational and applied, to improve humanity. Through this, they are able to contribute to Mercer’s mission “to teach, to learn, to create, to discover, to inspire, to empower and to serve.” In support of this goal, Mercer’s annual research expenditures have increased from $18 million in the 2006-07 academic year to $32 million in the 2015-16 academic year.

Engaging graduate and undergraduate students in research programs provides opportunities for students to express creativity, to find innovative solutions to problems, to engage in inquiry and discovery, to add to the body of knowledge in a respective field, and to make scholarly contributions. For the 2015-16 academic year, 372 undergraduate Mercer students participated in an individual research project with faculty and 123 undergraduate students presented their research work at national/international conferences. Undergraduate student participation in individual research projects has shown a steady growth in numbers from 208 students in 2009-10 to 372 students this past academic year.

Breakthroughs in Engagement, the Arts and Research (BEAR) Day was held on April 7-8, 2016, and serves as an annual showcase of outstanding undergraduate student research and special projects from the College of Liberal Arts, Stetson School of
Business and Economics, and from the School of Engineering with Engineering Expo Day. This year’s event had more than 390 student presentations in the program, demonstrating the breadth and depth of the academic experience at Mercer. The Mercer Atlanta campus hosted the 6th Annual Research Conference on April 16, 2016, with presentations by 106 students (primarily graduate level) and faculty. The Atlanta Research Conference featured presentations from the College of Pharmacy, Georgia Baptist College of Nursing, College of Health Professions, Penfield College, McAfee School of Theology, Tift College of Education, and the School of Medicine. The School of Medicine and the College of Pharmacy hosted a joint health sciences research conference on the Savannah campus on May 2, 2016, with 44 presentations given by faculty and graduate students. This research symposium reflected a combination of biomedical and applied clinical science research. These Mercer research conferences provide an interactive forum for students and faculty to share their research ideas and results with colleagues and provides opportunities for discussions leading to further inter-disciplinary and collaborative research efforts. Many of these research programs are supported by the Provost’s Office through the Seed Grant program, Mercer Undergraduate Biomedical Scholars program, and support for student travel to present at national meetings.

Undergraduate research experiences and opportunities have been enhanced through the development and implementation of the Mercer Undergraduate Biomedical Scholars Program (MUBS), providing extensive research experience for undergraduate students in the biomedical sciences (modeled after National Science Foundation –
Research Experience for Undergraduates program NSF-REU). The MUBS program provides stipend, housing, research supplies allowance, and conference travel support at $6,000 per student for summer research experience. MUBS students have received more than $5 million in tuition, scholarships and stipends, and MUBS students have been awarded Goldwater Scholarships for four consecutive years, a remarkable accomplishment.

In spring 2016, Mercer was named by *U.S. News and World Report* as one of the top 50 institutions in the country for undergraduate research and creative projects. During the previous academic year, the publication invited college presidents, chief academic officers, and deans of admissions from more than 1,500 schools to nominate up to 10 institutions with stellar examples of undergraduate research and creative projects. The 49 colleges and universities that were mentioned most were included on the list, which also features the likes of Carnegie Mellon, Duke, Harvard, Johns Hopkins, MIT, Princeton, Stanford, UC-Berkeley, UCLA, UNC-Chapel Hill, Vanderbilt and Yale.

Based on its growing research profile, Mercer was invited and admitted in 2014-15 as a member of the Georgia Research Alliance (GRA), marking the first expansion of the GRA membership since its inception in 1990. The GRA partners with its member institutions in recruiting eminent scientists to Georgia universities, investing in state-of-the-art research technology and equipment for university research facilities, aiding in the development and commercialization of university-based discoveries and inventions, and by fostering collaborative alliances among member universities and biotech industry. Mercer joins Emory University, the Georgia Institute of Technology, the University of
Georgia, Georgia Regents University, Georgia State University, Clark Atlanta University, and Morehouse School of Medicine as a GRA member representing the leading research universities in the state. In 2015-2016, Mercer partnered with the GRA on several initiatives. With a combination of GRA and in-house funds, Mercer is purchasing a state-of-the-art electron microscope ($750,000) that will be located on the Savannah campus as part of a microscopy core facility. This key equipment purchase will greatly enhance the research capabilities for faculty in the School of Medicine and throughout the Health Sciences. Faculty in the School of Medicine and College of Pharmacy are also partnering with the GRA on initial start-up funding for potential commercialization opportunities/new company developments based on discovery of novel drug delivery methodologies. These new drug delivery methods result in targeted and more efficient processes of drug administration while minimizing drug side effects.

*Research that Reaches Out* is the University’s Quality Enhancement Plan (QEP), which aims to advance the mission and strategic plan of the University while significantly enhancing the student learning experience ([http://qep.mercer.edu](http://qep.mercer.edu)). During the 2015 reaffirmation of accreditation process with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), the QEP document was submitted by the University and was vetted by a committee of academic professionals. Upon conclusion of the accreditation visit, the committee stated that through “integrating research with service as their QEP topic, Mercer is poised to establish a distinctive Mercer experience and also serve as a
model for other institutions to follow.” The QEP started in academic year 2015-2016, and continues through 2020.

Aims of the Program

*Research that Reaches Out* is specifically designed to equip students in our traditional residential undergraduate program with the skills required to engage in sophisticated research aimed at solving real problems facing humankind. The overall goals are to: 1. *Enhance student learning through service-focused research*, and 2. *Foster a culture of civic engagement through scholarship and service*. The successful implementation of this plan will inspire students to use their gifts and talents to live lives of meaning and purpose.

The fundamental structure supporting *Research that Reaches Out* is a curricular approach titled Expose, Explore, and Express. Implemented over the four-year undergraduate curriculum, this model will move each student cohort through a three-step progressive sequence: 1. To understand - exposing 95% of the students to the process of analyzing and solving community-related problems; 2. To act - guiding at least 50% to *explore* the application of research to problems facing humankind; and 3. To create -
engaging at least 25% of the students to express through additional research a solution they have developed to such a problem. Expose, Explore, and Express is designed to be developmental in nature. Student learning outcomes achieved at one level should be demonstrated at any subsequent level. Expectations for student performance on the outcomes also increase as students move up through the levels.

Two methods created to unify Expose, Explore, and Express across the traditional undergraduate population are Grand Challenges and Signature Assignments. A series of annual "Grand Challenges" – broadly conceptual curriculum themes — will focus the entire Mercer community on issues that are relevant on a global scale but can also be translated into both classroom and integrated service and research opportunities for students. Grand Challenges include Social Responsibility, Economic Freedom, and Personal Well-Being. Signature Assignments for first-year students can be targeted at the current Grand Challenge theme and are intended to demonstrate student knowledge of a specific concept or skill related to the goals of the QEP.

Mercer aims that the Research that Reaches Out program will be a transformative experience in the education of Mercer’s traditional undergraduates and will contribute new best practices to the higher education community.

**Progress of the Program, Year 1**

The QEP officially began in the fall 2015 semester, with the new first-year students of the 2015 entering cohort. The students were challenged to begin to understand the integration of research and service at the Expose level through a Signature Assignment
in a general education course. The faculty provided creative issues-based assignments for the students to address, including the selected examples below:

- Medical ethics and how a practitioner or scientist could use course readings to support or reject specific claims.
- Reporting on an emerging technology and how it should be implemented in the local community.
- Analyzing a media source for messages pertaining to gender.

The Research that Reaches Out plan includes the regular collection of data to guide the program and to assess the University’s achievement of goals. The following represents a sample of programmatic and student-provided data from year 1.

- 115 Mercer undergraduate student research projects connected directly to a local, national, or global issue, and students submitted 1,425 academic assignments that addressed one of these problems
- $114,666 of QEP-specific funds was spent to support student projects that address a local, national, or global issue
- 77% of Mercer freshmen are interested in volunteerism projects with children and youth, while 72% of Mercer seniors spend 1 or more hours each week volunteering or engaging in community service
- 2,779 undergraduate students worked at volunteer events, 373 students volunteered for 20 or more hours, and students raised $65,000 for charity
- Mercer undergraduate students contributed the equivalent of $1.03 million in volunteer hours
• 91% of entering freshmen cite “a challenging academic experience” as a top reason they chose Mercer, and 88% of upperclassmen say their projects improve their comfort in working with complex issues
III. Academic Programs

A. College of Liberal Arts

Dr. Anita Gustafson was appointed the new Dean of the College, effective July 1, 2016, succeeding Dr. Lake Lambert, who last summer assumed the presidency of Hanover College in Indiana. In addition to serving as Professor of History at Presbyterian College since 1997, Dr. Gustafson held terms as Interim Provost from 2010-2012, Interim Dean of Academic Programs from 2005-2007, and Chair of the History Department from 2000-2004. Her scholarship has focused on Swedish-American immigration history. A native of Fort Lauderdale, Florida, Dr. Gustafson graduated with honors from North Park University in Chicago. She earned her M.A. and Ph.D. degrees in American history from Northwestern University.

The College of Liberal Arts grew remarkably in 2015-2016 with an enrollment growth 12% higher than the previous year. Overall enrollments continued to be weighted towards the sciences and pre-health professions. Student involvement in undergraduate research, service-learning, and intern opportunities remain a priority. Students and faculty alike have been recognized for significant achievements indicative of the expectations of excellence within the College.

The College of Liberal Arts’ commitment to the liberal arts and academic excellence was recognized in 2015-16 with the granting of the Zeta of Georgia chapter of Phi Beta Kappa. Phi Beta Kappa is the nation’s oldest and most prestigious honor society and the leading national advocate for liberal arts education. Zeta of Georgia is just the third such chapter at a research university and sixth chapter overall in Georgia. Fewer than
10% of institutions nationwide host a chapter of Phi Beta Kappa. The multi-decade effort to obtain a chapter was celebrated with the dedication of the Phi Beta Kappa Plaza, containing a monument constructed with granite taken from the old science building on the original Penfield campus. The monument features a bronze replica of the gold Phi Beta Kappa Key. The first class of inductees included 26 seniors and juniors in the College: Natalie Biel, Emily Bless, Darcy Callaway, Colleen Closson, Rebecca Dickinson, Christopher Isennock, Jasbir Kaur, Victoria Konrad, Michael Kshatri, Elizabeth Lynch, Lauren Maxwell, Hanin Menchew, Min Oh, Kaydren Orcutt, Utkarsh Parwal, Carolyn Sartain, William Scruggs, Hetu Shah, Sara Stover, Kara Styers, Ansley Whiten, Joshua Wildes, Alayna Williams, Rachel Wilson, Conner Wood, and Soowhan Yoon.

Innovative student-centered teaching continues to be a defining characteristic of the College. The CLA recently graduated the first class of students to complete the current version of general education. Their matriculation coincided with an internal analysis of effective development of writing skills in comparison to the previous general education program. The analysis focused on five criteria of writing effectiveness: context of and purpose for writing; content development; genre and disciplinary conventions; sources and evidence; and control of syntax and mechanics. Early results suggest that writing skills have improved, and the faculty continues to examine the program’s structure and effectiveness.

The Great Books program provides an alternative approach to general education, exploring the development of western thought and traditions through the reading and
discourse of foundational texts. Best College Reviews identified the program as among *The 25 Best Great Books Programs* in the nation. In support of continuing innovation in Great Books instruction, Mercer co-sponsored the Association of Core Texts and Courses (ACTC) conference in April with multiple faculty and students offering presentations. Dr. Charlie Thomas was elected to the Advisory Board of the ACTC.

In 2015-16, the College piloted two programs that provided novel approaches to integrated instructions in the sciences at the freshman and sophomore levels. The freshman “Program in Integrated Science and Mathematics” (PRISM) is a year-long program targeted to students at high risk of failure due a lack of mathematical readiness. PRISM integrates curriculums from introductory mathematics, statistics, biology, psychology, and physics with a focused long-term research project. The sophomore-level program, BOMM, synthesizes the biology and organic chemistry laboratories with mathematical modeling. This program allows students to perform authentic research as first-semester sophomores. Students learn to read the primary and secondary literature, design drugs, troubleshoot relatively novel protocols, and present their findings in a publication-quality format.

The College of Liberal Arts continues to experiment with peer assistance programs in order to increase student retention and create opportunities for student success. The Department of Mathematics piloted a course-embedded, preceptor model of peer assistance to replace the passive program of supplemental instruction for pre-calculus and introductory calculus. This program resulted in an increase in student success rates by 29% as measured by decreases in course withdrawals and grades of D or F. The
Writing Preceptor Program continues to create innovative opportunities for students to better develop their skills in writing. Last fall the CLA opened The Margin, a central space dedicated to the teaching and practice of writing. Here faculty and preceptors can meet with students for a conference and hold office hours. Faculty can also use the space to read, prepare for class, or spend time working on their own writing. Using this space for skill-set sessions and drop-in-day tutorials were introduced to allow students a chance to review, practice, and improve their writing.

The curriculum of the College undergoes continual review and revision to ensure cutting-edge programs are in place to meet current student interest. In 2015-16 a new interdisciplinary major in global development studies was introduced. Global development studies is a multi-disciplinary field that examines issues such as foreign aid, poverty alleviation, social entrepreneurship, and the provision of basic services such health, education, security and nutrition. In addition to core and elective course work, the major requires two experiential components to ensure “real world” experience in engaging critical world problems.

Undergraduate research continues as a signature program within the College. Mercer students have proven to be nationally competitive, participating in intensive summer research experiences. A few examples include Joey Allen, a junior computer science major, working with the Looking Glass Team at Washington University in St. Louis to create educational programming opportunities for children; Arbaz Momin, a junior biochemistry and molecular biology major, conducting research on pluripotent stem cell research at the Wake Forest Institute for Regenerative Medicine; Jayla Moody,
a freshman double major in French and journalism, participating in a research fellowship with the Anti-Defamation League; and Kaydren Orcutt, a junior biochemistry and molecular biology major and 2015 Goldwater Scholar, conducting research at the University of California, Berkeley as an Amgen Scholar.

Current and former students in the CLA were recognized with several national awards in 2015-2016. Two seniors, Taylor Jolly (global health) and Heaven Woods (women’s and gender studies), were selected for the Peace Corps to serve in Cambodia and Cameroon, respectively. Emily Bless (French and international affairs) and Conner Woods (journalism) were both accepted into Teach For America and will spend the next two years teaching in under-resourced public schools in the Carolinas. Alumnus Lena Hamvas (global health) was selected as a Fulbright English Teaching Assistant in Jordan while seniors Tori Konrad (global health) and Min Oh (English) are both finalists for the Fulbright Student Program. Woodrow Wilson Teaching Fellowships were awarded to Dwahni Patel (biology) and Sara Stover (mathematics). Alumnus Adriel Taslim (French) was awarded the Boren Fellowship to study in Thailand in 2016-17.

Faculty members of the College continued to distinguish themselves with national recognitions. Dr. Sarah Gardner, Professor of History, received several recognitions. She was appointed to the board of editors of the *Georgia Historical Quarterly*; awarded the Gilder Lehrman Institute Research Fellowship to conduct research at archives in New York City; and received the Brown Foundation Fellowship at the University of the South. The United Way of Central Georgia presented Dr. Mary Alice Morgan, Senior Vice Provost for Service-Learning and Professor of English and Women’s and Gender
Studies, with the second-annual Lt. Randy Parker Memorial Volunteer of the Year Award. Dr. Sara Appleby, Assistant Professor of Psychology, had a recent article published in *Psychology, Public Policy, and Law* titled “When Self-Report Trumps Science: Effects of Confessions, DNA, and Prosecutorial Theories on Perceptions of Guilt.” This article was highlighted as a “Spotlight Article” by the American Psychological Association. Timothy M. Regan-Porter, Director of the Center for Collaborative Journalism, was selected as a fellow for the 2016 Scripps Howard Journalism Entrepreneurship Institute. Dr. Kathy Kloepper, Associate Professor of Chemistry, was appointed to the American Chemical Society Division of Chemical Education’s Examination Institute, which is charged with producing the Analytical Chemistry Examination used by programs nationally as an assessment instrument. Dr. Hope McIlwain, Professor of Mathematics, was selected as Program Vice Chair and Dr. Carolyn Yackel, Associate Professor of Mathematics, was named Section Lecturer for the Southeastern Section of the Mathematical Association of America. Dr. Anya Silver, Professor of English, had a poem “Maid Malee” selected as one of the *Best American Poems of 2015*. Dr. Adam Kiefer, Associate Professor of Chemistry, was named to the inaugural All-Southern Conference Faculty Team. Dr. Kevin Drace, Associate Professor of Biology, was awarded the 2015 Biology Teaching Award from the National Association of Biology Teachers. Laura Fong, Visiting Assistant Professor of Journalism and Journalist-in-Residence, co-produced the film *No Greater Love*, which was awarded Best Documentary as well as the Mass Impact Award at the Boston Film Festival. Dr. Frank Macke, Professor of Communication Studies, received the 2015 Outstanding
Book Award from the Philosophy of Communication Division of the National Communication Association for his book titled *The Experience of Human Communication: Body, Flesh and Relationship.*

**B. Walter F. George School of Law**

Building upon a decision to downsize the law school student body, the Law School targeted an entering class enrollment for fall 2016 of 125 students, the same number that entered in the fall of 2015. The decrease in size is for the purpose of maintaining the entering class’s academic profile in a time of nationwide decrease in law school applications. Because of a higher-than-expected yield, Mercer Law enrolled a class of 145 first-year students, but maintained an academic profile consistent with the previous year’s. The fall 2016 entering class has a median LSAT of 152 and a median GPA of 3.25. The average age of students is 25, representing 39 majors from 60 undergraduate schools. 48% of the enrolled first-year students are women, and 22% are students of color. Out of 790 applications received, Mercer Law accepted 460 students, resulting in the class of 145 students.

On the July 2015 bar exam, Mercer had a first-time success rate of 75.2% and results for the July 2016 bar exam are expected on October 28, 2016. The Law School has undertaken a number of measures to improve bar passage and our students’ academic success while enrolled, including increased staffing of the Academic Success program, enhancements to bar preparation strategies, and more intensive academic success efforts aimed at at-risk students.
The American Bar Association (ABA) has adopted new standards regarding the establishment of learning outcomes, increased formative assessment, and increased experiential learning requirements. Law schools are to begin implementing these standards in the 2016-17 academic year. The faculty acted in the spring to adopt curricular changes necessary to meet the increased experiential learning requirements. Because of the traditional heavy emphasis on skills training, this did not require extensive changes to existing requirements. The faculty adopted the following learning outcomes: legal literacy; legal communication (written and oral); problem identification; problem analysis; critical thinking; forming professional identity; cultural competence; and interpersonal skills.

The Semester in Atlanta program, built around externship opportunities, continues to develop. In fall of 2015, 14 third-year students were enrolled, and in spring 2016, 25 students were enrolled. Employer interest has exceeded expectations, and feedback from both students and fieldwork supervisors is very positive. Illustrative field placements for students enrolled in the Atlanta program include: the Environmental Protection Agency; the Department of Veterans’ Affairs; the Department of Education; Atlanta Beltline General Counsel; the Securities and Exchange Commission; the Centers for Disease Control and Prevention; and the Internal Revenue Service.

The American Bar Association collects and publishes employment data for each law school’s graduating class 10 months after graduation. The Mercer Law class of 2015 reports a total of 82.6% (95 of 115) of graduates employed. In addition, five students are in graduate degree programs, as opposed to four for the class of 2014. The ABA also
posts employment data according to types of jobs, with two important categories being (1) graduates in bar passage required jobs, broken out in long-term or short-term and full-time or part-time and (2) graduates in J.D. advantage jobs, broken out in the same categories. Our data show that 66% of our 2015 graduates are in jobs for which bar passage is required and 7.6% of graduates (11 of 143) are in jobs for which a J.D. is an advantage.

Professor Chris Wells, who served as Associate Dean for Academic Affairs for the 2015-16 academic year, returned to the faculty effective July 1. Professor Scott Titshaw, who joined the Mercer Law faculty in 2008, became Associate Dean. The faculty remains active in a number of ways, including taking on new teaching responsibilities in the wake of increased assessment requirements, assuming leadership roles in the profession and legal education, accepting speaking engagements, and continuing scholarly productivity. Selected examples of faculty activities include: Professor David Hricik was elected to both the American Law Institute and the American Bar Foundation; Professor Teri McMurtry-Chubb served as President of the Association of Legal Writing Directors; Professor Linda Jellum holds leadership positions in AALS and ABA sections; Professor Steve Johnson serves on the Board of the Center for Computer-Assisted Legal Instruction; Professor Pat Longan is a member of the Georgia Formal Opinion Advisory Board; Dean Daisy Floyd is a member of the ABA Standing Committee on Professionalism; Professor Tony Baldwin serves as a member of the National BLSA Frederick Douglass Moot Court Advisory Board; Professor Tim Floyd is a member of the Supreme Court of Georgia Access to Justice Commission and the Board of Directors of
Lawyers for Equal Justice; Professor Karen Sneddon serves as Assistant Editor in Chief of Legal Writing: The Journal of the Legal Writing Institute and is the incoming chair of the University House of Delegates. Faculty members made presentations at the annual meeting of the Southeastern Association of Law Schools (Tony Baldwin; Zack Buck; Jeremy Kidd; Linda Jellum; Scott Titshaw); the American Society of Law and Medicine Health Law Professors Conference (Zack Buck); the Association of American Law Schools Clinical Conference (Tim Floyd); the Law and Society Annual Conference (Zack Buck; Jess Feinberg; Linda Jellum); the Federalist Society Annual Conference (Jeremy Kidd); the International Society of Family Law Conference (Jess Feinberg); the Association of American Law Schools Annual Meeting (Tim Floyd; Daisy Floyd; Jeremy Kidd; Linda Jellum; Pat Longan; Steve Johnson; Karen Sneddon); the ABA Administrative Law Conference (Linda Jellum) Civil Rights Conference at Duke Law School (Teri McMurtry-Chubb); the Applied Legal Storytelling Conference (Karen Sneddon); the Middle District of Georgia Bankruptcy Institute and the Homer Drake Inn of Court (Mike Sabbath); the Oxford Consortium for Human Rights (David Ritchie); and the American Immigration Lawyers Association Annual Conference (Scott Titshaw). Additionally, Associate Dean Scott Titshaw spoke at several European universities. During the 2015-16 academic year, faculty members published more than 32 law review articles, book chapters, and books, and made presentations at more than 60 professional conferences.

Tomisha Stanford, a 2016 graduate was selected as the individual recipient of the State Bar of Georgia Law School Excellence in Access to Justice Award. The
prestigious individual law student award specifically recognizes a student who has excelled in participation in support of a civil pro bono or legal aid program or who has developed or has been instrumental in the development of a civil pro bono program satisfying previously unmet civil legal needs or extended services to underserved segments of the population. The Law School reclaimed its title as champion of the Attorney General’s Cup in the Fifth Annual Legal Food Frenzy, a competition to help feed the hungry in Georgia. Mercer came out on top of the contest against the state’s other law schools by gathering 13,270 pounds of food – or 34.2 pounds per student – for the Middle Georgia Community Food Bank. The Legal Food Frenzy is part of a statewide food drive organized by the Georgia Attorney General’s Office and the Young Lawyers Division of the State Bar of Georgia, which will help provide food for the state’s eight regional food banks. The Association of Women Law Students hosted the 18th Annual Charity Auction and Ball at the Cox Capitol Theatre in downtown Macon on March 4, 2016. They raised over $12,000 to benefit Rebuilding Macon and the Rescue Mission of Middle Georgia, two local charities. In the past five years, they have raised more than $72,000 to support local charities. The Student Bar Association (SBA) held elections this April, in which the body's Executive Council, Honor Court Officers, and Class Representatives were elected by fellow students. Among those elected was Artavia Gilliard, ’17, who will serve as SBA President - making her the first African-American female to serve as SBA president in Mercer Law School’s history. In the 28th Annual Ruby R. Vale Interschool Corporate Moot Court Competition, Mercer Law’s 3L team of David Anderson, Laura DiBiase, and Micah Dickie reached the competition’s
final round, placing second in the overall competition. The team defeated Georgetown in the semifinals and was narrowly defeated by Ohio State in the final round. The 2L team also performed exceptionally well, as Adelyn Barger, Jenny Suggs, and Nathan DeLoatch made it to the elite eight. On February 13, 2016, the Mercer Law Client Counseling team of third-year students Ebony Brown, and Diego Cardenas won the ABA Regional Client Counseling Competition in Orlando, Florida. In addition, Mercer Law had two other teams perform well: second-year students Amber Robinson and Ian McIntyre; and Mandisa Styles and Roland Weekley. Styles and Weekley reached the semi-finals of the competition and placed 6th overall. Brown and Cardenas defeated two teams from Stetson in the finals, and will advance to the ABA National Client Counseling Competition. On January 23, 2016, at the Southern Region Black Law Student Association Convention in Durham, North Carolina, Mercer’s BLSA chapter was honored as the 2016 Regional Small Chapter of the Year. Mercer BLSA was recognized for the outstanding community service initiatives, academic achievement, professional and social events held during the 2015-2016 academic year. This year’s BLSA initiatives included creating a 1L academic workshop; participating in a national day of service to raise awareness for a social issue; organizing an event during Martin Luther King Jr. Day; creating events targeted at building relationships with alumni and legal professionals; and donating gifts, supplies, and other items to needy families during the holiday season.

The Law School launched a capital campaign in the spring of 2016, with an overall campaign goal of $10 million. Additional goals include increasing the annual fund to
$500,000 or more, increasing the percentage of alumni who give to the Law School, and
doubling the number of Dean’s Circle or above donors. For FY16, gifts to the Law
School’s Annual Fund totaled $329,381, compared with the FY15 total of $236,262.
$5,612,799 has been raised during the capital campaign, and there was a 24% increase
in the number of Dean’s Circle and above donors during FY16. The Law School hosted
15 alumni events in 2015-16, including reunions, receptions, small group meetings, and
the Second Annual Alumni Dinner in Atlanta. There was a total of 1,056 attendees at all
events, which included 679 alumni and 377 guests. The Atlanta dinner saw an
attendance of 429, including 280 alumni, and has generated a great deal of excitement
among alumni. The Young Alumni Council was formed, which will be a part of the
Alumni Association Board of Directors. Its focus will be alumni outreach to graduates of
the past 15 years. The group has put a leadership team in place, adopted bylaws, and
hosted its kickoff event in conjunction with the Mercer-Georgia Tech football game this
fall.

C. College of Pharmacy

The College of Pharmacy (COP) has a commitment to providing a high-quality
educational experience and this commitment has served as a catalyst for many
outstanding achievements by our faculty and students throughout the 2015-2016
academic year. Faculty received more National Institutes of Health (NIH) research
grants than any time in the College’s history. Students distinguish themselves by being
recognized nationally for their excellence in scholarship and professional service in their
student organizations.
College Highlights for 2015-16 include:

• The College of Pharmacy had the highest enrollment in history with 675 students (627 Pharm.D., 41 Ph.D., and 7 Pharm.D./Ph.D.). During the 2016 Commencement, 147 Pharm.D. and three Ph.D. degrees were conferred.

• The College is ranked in the top five private pharmacy schools in the nation by *U.S. News & World Report*.

• The College participated in several interprofessional education activities with nursing, medicine (Morehouse), physician assistant, physical therapy, clinical medical psychology, and public health students.

• The Center for Clinical Outcomes, Research and Education (CCORE) placed three students for summer internships with Xcenda, UCB Medical Affairs and CCORE.

• The College offered its first dual degree Pharm.D./MPH program.

• A record number of high school students (58) participated in the 2016 Walgreens Scholars Summer Program. The program, designed to provide insight into the pharmacy profession, is co-sponsored by Walgreens as a part of its initiative to foster diversity.

• Faculty submitted grants/contracts exceeding $13 million in value and have received funding commitments of $827,972 in new grant and contract obligations, including seven NIH grants or sub-awards.

• Faculty published 38 manuscripts, including one in the *American Journal of*
Pharmaceutical Education during the 2015-2016 academic year.

- Faculty gave 77 presentations during the year, including five posters/presentations during the American Association of Colleges of Pharmacy annual meeting.

Faculty Achievement for 2015-16:

- Dr. Ashish Advani, clinical associate professor, was the recipient of the Upsher-Smith Excellence in Innovation Award.

- Dr. Ajay Banga, professor, is the associate editor of Therapeutic Delivery. Dr. Banga is also on the editorial advisory boards of Antibody Technology Journal, Biomedical Engineering – Applications, Basis and Communications Journal of Bioequivalence and Bioavailability, Journal of Drug Delivery Science & Technology, Pharmaceutica Analytica Acta, and Recent Patents on Drug Delivery & Formulation Research & Reports in Transdermal Drug Delivery.

- Dr. Phillip Bowen, professor, is on the Georgia Bio Board of Directors and editor of the GeorgiaBio Editorial. Dr. Bowen is also on the advisory board of Computational Drug Discovery Current Topics in Medicinal Chemistry and guest editor for the Thematic Issue: Advances in Drug Discovery for the Treatment of Cancer: Many Approaches, One Goal, Current Topics of Medicinal Chemistry.

Dr. Renee Hayslett, associate professor, is a member of the editorial advisory board for the *Journal of Pharmacology and Toxicology Research*.

Dr. Bobby Jacob, clinical assistant professor, is a member of the American Association Colleges of Pharmacy (AACP) Pharmacy Practice Section Communications Committee.

Dr. Joshua Kinsey, clinical assistant professor, was elected as the Georgia Pharmacy Association (GPhA) Region 5 Vice President.

Dr. Jennifer Knaack, assistant professor, is associate editor of the *Journal of Applied Bioanalysis* and *MOJ Bioequivalence & Bioavailability*. Dr. Knaack is also on the editorial advisory boards of *Antibody Technology Journal*, *Journal of Pharmacology and Toxicology Research*, *Pharmaceutica Analytica Acta*, and the *SM Journal of Pharmacology and Therapeutics*.

Dr. Kendra Manigault, clinical assistant professor, is a member of the Georgia Society Health-System Pharmacist (GSHP) Website Committee.

Dr. Hewitt W. “Ted” Matthews, professor and dean, was named the recipient of the Larry L. Braden Meritorious Service Award from the Georgia Pharmacy Association and the Citation of Merit Award from the University of Wisconsin-Madison. Dr. Matthews also serves on the Board of Directors for Piedmont Healthcare in Atlanta and was named as one of the 100 Influential Healthcare Leaders in Metro Atlanta by the *Atlanta Business Chronicle*. 
• Dr. Nadar Moniri, associate professor and associate dean, is a member of the editorial advisory boards of *Biochemical Pharmacology*, *Journal of Diabetes Research and Clinical Metabolism*, *Journal of Pharmaceutics and Pharmacology*, and the *Journal of Pharmacology and Clinical Toxicology World Journal of Pharmacology*. Dr. Moniri was named the recipient of the Distinguished Educator Award and the Award for Excellence in Service by the College of Pharmacy.

• Dr. Kevin Murnane, assistant professor, is a member of the editorial advisory boards for *Clinical Pharmacology & Biopharmaceutics CNS and Neurological Disorders-Drug Targets* and the *Journal of Pharmacology and Toxicology Research*. Dr. Murnane is Executive Committee Councilor for the Division of Behavioral Pharmacology, American Society for Pharmacology and Experimental Therapeutics.

• Dr. Sweta Patel, clinical assistant professor, is a member of the AACP Pharmacy Practice Section Scholarship and Research Committee.

• Dr. Grady Strom, Jr., associate professor, is a member of the Board of Advisors for HealtSTAT.

Student Highlights for 2015-16:

• The Doctor of Pharmacy students provided over 13,000 hours of healthcare-related volunteer service to the community during 2015-2016.

• Mercer’s American Pharmacists Association - Academy of Student Pharmacists (APhA-ASP) chapter’s video was nominated for two national PharmFlix Awards.

• First professional-year student Janhavi Punyarthi placed in the Top 10 nationally
for the APhA-ASP National Patient Counseling Competition.

- Mercer’s Student National Pharmaceutical Association (SNPhA) chapter has two fourth-year students serving on the National Executive Board: Kyle Brown (National Vice President) and Adrian Lawrence (National Chronic Kidney Disease Chair).

- The SNPhA chapter ranked in the top three of large-size chapters at the annual convention.

- The SNPhA Remember the Ribbon (HIV/AIDS) Committee received the HIV/AIDS Health Outcomes Award and a $1,500 award from Walgreens for its outstanding service and commitment to the underserved HIV/AIDS population of Atlanta. The chapter’s project and video won $2,500 in the annual Walmart Prescription for Service competition.

- The Academy of Managed Care Pharmacy (AMCP) chapter was selected to present at the Leadership Seminar on the success of the AMCP Annual Student Symposium.

- The AMCP chapter’s team was selected as one of eight finalists to advance to the second round of the AMCP Pharmacy and Therapeutics Competition during the 2016 AMCP Managed Care and Specialty Pharmacy Annual Meeting in San Francisco. Team members were Ashton Moradi, Kayla Nguyen, Qaashif Panjwani, and Neil Patel.

- There were 31 students who participated in international Advanced Pharmacy Practice Experiences (20) and global medical missions (11).
Twenty-three percent of the graduating class matched for American Society of Health-System Pharmacists residencies. The national average for private schools is 12 percent and 16 percent for all schools.

Mercer pharmaceutical sciences graduate students were extremely active in national organizations. Graduate students continue to serve on the numerous American Association of Pharmaceutical Scientists (AAPS) focus groups and sections.

Graduate students received an AAPS Education Initiative Award in support of hosting an invited speaker/visiting scientist.

Graduate students gave 26 poster presentations at the annual meeting of American Association of Pharmaceutical Scientists (AAPS) in Orlando, Florida.

D. School of Medicine

Jean R. Sumner, M.D., Associate Dean for Rural Health and Associate Professor of Internal Medicine, began a six-month transition in January 2016 to assume the role as Mercer School of Medicine Dean and Professor of Internal Medicine effective July 1, 2016. Dr. Sumner assumed responsibility and accountability as President of Mercer Medicine in March 2016.

Consultation with the Liaison Committee on Medical Education (LCME) Secretariat regarding a class size expansion was completed in July 2015 and resulted in a determination by the LCME that sufficient resources were available on
the Savannah campus to allow an increase in the total entering class size between both campuses to 120 students for the 2016-17 academic year.

The School of Medicine has completed a multi-year process to revise the Year 1 and 2 pre-clinical medical education curriculum. The current curriculum was designed in the early 1980s and had not received a comprehensive revision since enactment. The new curricular revision for Year 1 was implemented for the 2016-17 year for the incoming class of 2020 and the rising second-year class will continue with the previous curriculum. The revised Year 2 curriculum will be implemented in August 2017. The goal of the curriculum remains the same—to provide a strong foundational background for clinical year clerkships, graduate medical education (GME) specialty training, and for the ongoing study and practice of medicine of our graduates.

2015-16 highlights for each campus include:

- **Savannah:** Construction on the expansion of the medical education and research building was completed in December 2015 and dedicated during the spring 2016 Board of Trustees meeting held in Savannah. This expansion allows for growth of the Savannah campus for both students and the research enterprise. Student numbers will increase from 40 to 60 for the 2016-17 matriculating Year 1 class.

- **Columbus:** Growth in the clinical years continues with class size now 14 per year, moving toward a cohort of 30 students per year. Preparation and groundwork to expand the Columbus campus to a full four-year school is moving forward, with the goal to have a commitment from all parties by late fall 2016, and then move toward an entering first year class by August 2018.
• **Atlanta:** The Marriage and Family Therapy (MFT) program developed a clinical integration project with Piedmont Hospital with the intent of adding Mercer MFT faculty into an interdisciplinary ICU team on a regular recurring basis. The Clinical Medical Psychology program moved all coursework and supervisory practice instruction and administration to the Atlanta campus in connection with the program being transitioned to the College of Health Professions for the 2016-2017 academic year.

• **Macon:** A new affiliation agreement was finalized with Navicent Health to continue to provide clinical opportunities for students and faculty. A first-ever academic partnership with Hospital Corporation of America (HCA)/Coliseum Hospital was confirmed in January 2016. This affiliation provides for mutual support of new GME programs in psychiatry and internal medicine. The programs will begin resident recruitment activities this fall and enter the first residents in July 2017. The School’s support to HCA includes access to library, research, and faculty development programs. Qualified HCA residency faculty will be offered academic appointments as appropriate.

In collaboration with the College of Health Professions, the Medical School increased the number of high school students accepted into a special consideration admissions program to encourage applications from the undergraduate public health program. The total number of special consideration admissions for matriculation to the School of Medicine is now 12 per entering freshman class.
The three-year accelerated curriculum track in Savannah was designed to increase the number of medical students choosing a career in family medicine. It enables a seamless transition from undergraduate to graduate medical education, and provides more efficient training of primary care physicians with less financial burden.

The State of Georgia allocated funds in FY 2016 to expand the family medicine program from two per year up to a goal of six per year for FY 2016. The School developed additional internal medicine curriculum and program sites in Macon and Columbus. The internal medicine curriculum was approved for Macon and Savannah and the expansion of the family medicine track to Columbus and Macon was approved during fall 2015. Student recruitment was completed and finalized in May 2016 and the initial cohort of eight students began summer clinical activities in late June 2016.

The State of Georgia allocated funds to develop a program that will lead to resident clinical elective rotations in a rural setting. The planning was successful in gaining Accreditation Council for Graduate Medical Education (ACGME) approval for two additional positions for a rural residency training track in internal medicine at Navicent Health. This is the first-ever ACGME rural track approval for internal medicine training. Residents will be recruited during fall 2016 to begin training in July 2017. Residents are expected to spend the first 19 months in Macon and the last 17 months at the rural sites. The school’s partners include:

- Navicent Health Medical Center and its internal medicine residency program
- Community physicians from Wrightsville and Sandersville
- Washington County Regional Medical Center
The medical school continues to participate in the University's international mission programs. Mercer On Mission provides students and faculty the benefit of experience and exposure to unusual clinical, environmental, and economic challenges in a variety of countries, including the Dominican Republic, Japan, Colombia, Cuba, Cambodia, and Honduras. Faculty participation in these valuable experiences included the schools of medicine, pharmacy, nursing, and undergraduate pre-health science and language students.

The graduating medical student indebtedness has remained essentially flat for the past three years. Mercer’s class of 2015 indebtedness dropped to $202,258 from $208,851 in 2012. These rankings will improve even more as tuition remains relatively flat and the availability of scholarship dollars increases. The State of Georgia allocated a one-time $35 million grant to the School during the 2016 legislative session to further the School’s work in rural and medically underserved areas of Georgia. It is expected that this gift will be placed into an endowment fund and allow the earnings to fund medical student scholarships in return for a commitment to practice primary care in rural Georgia communities.

Faculty Highlights for 2015-16 include:

- Dr. Shelley Street Callender, M.D. (Macon), Associate Professor of Internal Medicine and Pediatrics and the School’s Sports Medicine Specialist, received a one-year fellowship and was awarded a Leadership and Diversity Grant from the American College of Sports Medicine in April to allow specialized education, training, and participation in the organization’s young leaders program.
• Dr. Jinping Li, M.D., Ph.D. (Savannah), was accepted to complete the International Association of Medical Science Educators (IAMSE) Medical Fellowship training program in June. Dr. Li also received a travel award and presented at the IAMSE annual meeting in Leiden, Netherlands, in June 2016 on the topic “Online quiz improves medical students M.D.E performance in pre-clinical years.”

• Dr. Natalie Hogan, M.D. (Savannah), Associate Professor of Pediatrics, Director of Savannah Clinical Skills Program and Pediatric Clerkship Director, was named recipient of the Joy McCann Professorship for another term. This endowment provides support for professional development of female faculty, residents, and medical students.

• Dr. William Bina, M.D., MPH, received the 2015 Physician of the Year Award from the Bibb County Medical Society. Dr. Bina also presented the “Mercer School of Medicine Inter-disciplinary Service Learning Model” at the American Academy of Family Physicians 12th Annual Family Medicine Global Health Workshop in Denver, Colorado, and was nominated to be an AAFP Board Member, Center for Global Health Initiatives.

• Dr. Thomas D. Hope (Macon), Associate Professor of Neurology in the Department of Internal Medicine, and Dr. Bonzo K. Reddick (Savannah), Academic Vice Chair of Family Medicine, Associate Director of the Family Medicine Program at Memorial Health University Medical Center, and Associate Dean of Diversity and Inclusion, were presented the Arnold P. Gold Foundation
Leonard Tow Humanism in Medicine Awards for faculty at the Macon and Savannah commencement ceremonies, respectively, in May 2016.

- The School’s faculty published 97 papers with contributions from all campuses in basic science, clinical science, library, community medicine, and MFT.

- There have been 31 separate grants and contracts submissions produced by 19 separate principal investigators, plus a number of School-based co-investigators and collaborators equaling $9.5 million in funding requests.

Student Highlights for 2015-16 include:

- The Arnold P. Gold Foundation Leonard Tow Humanism in Medicine Student Award was presented during May commencement ceremonies in Macon and Savannah. The Macon recipient, Jenny Joseph, and Savannah recipient, Natalie Britt, were both inducted into the Gold Humanism Honor Society as part of this recognition.

- The 2016 Alpha Omega Alpha (AOA) Carolyn L. Kuckein Student Research Fellowship was awarded to Samrath Bhimani, a medical student on the Macon Campus, for his research project “Comparing the Effects of Current Treatments of Peri-prosthetic Joint Infection Using a Weight-Bearing Mouse Implant Model.” Mr. Bhimani was selected from students across the country. The AOA Medical Honor Society is one of the oldest medical societies in the United States.

- Kristen Kettelhut, fourth-year medical student on the Columbus campus, was this year’s recipient of the Dr. Benjamin Cottone Memorial Scholarship funded by the UNICO Foundation, Inc. The scholarship is presented to a student pursuing
graduate education at an accredited medical school in the United States and
demonstrating excellence in scholarship and citizenship. UNICO (from the Italian
word for unique), is a national organization founded in 1922 by Dr. Anthony P.
Vastola with a mission to place service to the community above oneself.

- Spencer Anderson, fourth-year medical student on the Columbus campus,
published an article titled “Axillary node metastatic carcinoma without definitive
primary: a case report” in the International Journal of Surgery Case Reports.
Charles Scarborough, M.D., Assistant Professor of Surgery, co-authored the
article.

- Kirby Chisholm, Matt Kahrmann, and Spencer Anderson of the Columbus
campus were invited to be panelists at the April 2016 H-STAT Leadership
Symposium hosted by Georgia State University. Health Students Taking Action
Together (H-STAT) is a student-run, non-profit organization that unites
professional students throughout the state and across disciplines in service,
education, and advocacy to promote a healthier Georgia. Students used the
theme “Addressing Disparities Through Student-Led Initiatives” as an opportunity
to discuss their highly successful community outreach project called My Team
Triumph that was constructed with a mission "to enrich the health and well-being
of individuals with disabilities by fostering lasting relationships through the
teamwork environment of endurance athletics."

- One hundred and one medical graduates matched into clinical residency training
positions in March, with 68% matched into the Core Specialties (primary care,
surgery, ob-gyn and emergency medicine), as defined by the Georgia Board of Physician Workforce, the highest rate in the state (Mercer’s four-year rolling average is 71%). Nearly 33% of graduates remained in Georgia for their training, the highest rate in the state.

- Two conferences held this spring, one in Macon and one in Savannah, highlighted medical student service-learning and community leadership activities. Student organizers arranged for both oral and poster presentations by students. Students from other Mercer academic units also were invited to participate. Channing Bowers, second-year medical student in Macon, and Kristen Kettelhut, fourth-year medical student in Columbus, received recognition from U.S. Senator David Perdue for Distinction in Service to the Community.

**E. Eugene W. Stetson School of Business and Economics**

As the Stetson School of Business and Economics (SSBE) closed its 38th year, the College once again experienced unprecedented growth in enrollments, innovation in programming, and research productivity.

Enrollments for the college reached a new high in fall 2015 for the third year in a row. Total headcount for SSBE was 1,197 in fall 2015, which was a 6% increase over 2014. A majority of those gains were from increased BBA enrollments in Macon and Atlanta. The graduate programs had some variations in enrollments, but the programs with positive increases included the Master of Science in Business Analytics, the Professional MBA in Innovation, Online MBA, and Master of Accountancy programs, as
well as the evening MBA in Macon. The average SAT/ACT scores and GPA of the SSBE freshman class continue to increase. The credentials of the graduate students continue to improve also, with notable increases in GMAT scores (4% increase) and work experience.

SSBE launched two new academic degree programs in 2015-16:

- Master of Science in Business Analytics launched in January 2015 with 30 students enrolled. Students were tasked with completing a 10-course quantitative program culminating with a fieldwork project. A second cohort is currently underway, and fieldwork hosts such as The Home Depot and Georgia Farm Bureau have been lined up to provide datasets.

- The Professional MBA in Innovation also launched in January 2015 with 25 students enrolled, representing marquee companies such as Coca-Cola, UPS, SunTrust, and others. The curriculum represents a complete revamping of business school courses to focus on new initiatives and startups. The first cohort visited Silicon Valley and local incubator Atlanta Tech Village, witnessed the awarding of Entrepreneur of the Year Jay Yadav, and finished the program with Business Model Canvasses of new ideas. The second cohort is currently underway.

- The undergraduate entrepreneurship program was revamped to reflect contemporary entrepreneurial market demands.

New initiatives were implemented to support student success outside of the classroom. Faculty were asked to supplement career services activities in order to
improve placement outcomes. Faculty act as mentors for junior and senior undergraduates to help them chart their path after college, discussing graduate programs and offering introductions to alumni at targeted firms and organizations. For graduate students, Board of Visitors members are assigned to full-time students to help them network into their target firms and industries.

In fall 2016, Mercer became only the sixth institution in Georgia to have a Bloomberg Terminal for real-time market research and student development. Two clubs were started this year that will enhance the student experience. Beta Alpha Psi, the accounting honor society, headed by Stephanie Morris, was chartered and accredited by the national body. Additionally, contributions were received from the Georgia CPA Association to help found the club. The Financial Management Association Club, advised by Geoff Ngene, started a Student Managed Investment Fund to allow finance students to invest real money in the market. Mercer is one of only three schools in the state to allow undergraduate students access to real money to invest. The other two are Emory and Georgia Tech.

Undergraduates in the accounting major generally were headed to graduate school and were accepted at The University of Alabama, West Virginia University and Georgia State University. This year, a large number of undergraduates decided to stay for graduate school here at Mercer, including the Accounting Student of the Year, Brittany White. Charlie Hurley, our Marketing Student of the Year, also chose Mercer for graduate study, enrolling in the M.S. in Business Analytics program. In fact, more students (nine) went to graduate school at Mercer than any other university.
Mercer On Mission and service-learning are extremely important to the mission of SSBE. Highlights for 2015-16 include:

- Linda Brennan, Professor of Management on the Macon campus, and Harold Tessendorf, executive director of Macon Area Habitat for Humanity, led a team of students to Cape Town, South Africa. In partnership with Habitat for Humanity International, the team participated in the Nelson Mandela Legacy Build in the newly devised integrated residential development at Pelican Park. This event is part of a multi-agency South African initiative aimed at both providing affordable housing and bringing an end to segregation. The team also contributed leadership development and business consultation in addition to assessing the economic impact of this unique initiative.

- Antonio Saravia, Assistant Professor of Economics, led 19 students to Ecuador to work with coffee growers to improve their production, processing and distribution. This is the first year of a two-year research program. Professor Saravia also received a QEP grant to study the black market for HIV drugs in Atlanta.

- Dr. Etienne Musonera and Dr. Gerry Mills were the faculty sponsors for the SSBE Mercer On Mission trip to Rwanda. The purpose of the trip was to provide business skills training to the widows of the Rwandan genocide. The Rwandan partners were the leaders of the Association des Veuves du Genocide Agahozo (AVEGA). This non-profit organization was created in January 1995 by 50 widows who survived the genocide of 1994. The mission took the form of a two-
way workshop. Many hours were spent in a classroom setting and in break-out sessions of small groups educating the leadership of AVEGA in various areas of entrepreneurship with emphasis on marketing and financial skills. The total number of people served directly included the 30 officers representing the five regional offices and the National Committee of AVEGA. The Mercer On Mission team worked with them day in and day out. These officers intend to take what they learned back to their respective regions and pass it on to their membership. AVEGA has 19,000 members and over 60,000 beneficiaries. More than 600 total service hours were devoted to this mission.

- Stephanie Morris, Lecturer in Accounting, once again assisted eligible community residents with filing their taxes through the VITA program. This year, more than 25 accounting majors participated in the class.

- Traffic Jam, an anti-sex trafficking effort led by Tammy Crutchfield's marketing class, again made headlines throughout Middle Georgia. The course is comprised of senior marketing majors in SSBE.

SSBE faculty and staff led two sessions at the National Conference for Future Business Leaders of America, held in Atlanta this year with over 10,000 attendee members. SSBE faculty in finance and accounting regularly volunteer at Operation Hope to offer pro bono classes in financial literacy.

The Center for Executive Education (CEE) hosted Usher’s New Look Foundation and the Moguls in Training program for a four-day workshop this summer. The Moguls in Training program is a personal and professional development platform for college-
aged students to garner essential life and business skills and practice leadership through mentoring under-served youth. The CEE also hosted various executive training programs for the American Financial Services Association, Piedmont Healthcare, and Gulfstream, involving hundreds of participants.

Finally, the School received several new accolades in 2015-16, including top 10 business school at a small college or university (Accounting Online newsletter), top five MBA program (Georgia CEO magazine), top 20 online MBA program (Onlinemba.com), No. 6 graduate healthcare management degree, and best opportunity for minorities (Princeton Review).

The University launched the Mercer Innovation Center (MIC) in January 2016. The MIC is a collaboration of local entrepreneurs, community partners, alumni and Mercer University to develop a culture of entrepreneurship at the University and in the region of Middle Georgia in order to support entrepreneurs who will start businesses and remain in the Macon area. Following a feasibility study completed in fall 2015 in which a team of researchers visited 18 incubators and co-working spaces, the president concluded that Mercer could serve as a catalyst for entrepreneurship in the region, leading to new jobs, business investment, and economic development. A director was hired for the facility to mentor students and community members, and organize weekly programs aimed at teaching and networking for aspiring entrepreneurs. Working with an 18 member MIC Board of Advisors, the MIC hosted both an internal business plan competition for Mercer students and a national competition for Mercer Innovation Fellows. The winners of that competition were offered a variety of services and perquisites, including office space in
the Center in September 2016, following a renovation of the 10,000 square foot facility.

Faculty highlights for 2015-16 include:

• Antonio Saravia - $5,000 QEP research grant to examine the HIV drug black market in Georgia. The research is being conducted with Robert Mueller, a Macon undergraduate student.

• Jody Blanke is the Ernest L. Baskin, Jr. Distinguished Professor of Computer Information Systems and Law. Professor Blanke is the Vice President and a member of the Executive Committee of the Academy of Legal Studies in Business (ALSB). The ALSB is an international organization with almost a thousand members. Its members are primarily lawyers who teach law or legal studies courses in business schools. Mercer will be the host school for the ALSB’s annual conference in Savannah in August 2017. Recent host schools have included the University of Michigan’s Ross School of Business, Penn State’s Smeal College of Business, and the Wharton School of the University of Pennsylvania. During the past year, Blanke represented the ALSB as Vice President at its annual conference in Philadelphia and at regional conferences in Atlanta, Monterey and Manchester, Vermont. Blanke is also a reviewer for the American Business Law Journal.

• Professor Blanke and his co-author Janine Hiller were invited to present their paper Smart Cities, Big Data, and the Resilience of Privacy, at the 2016 Law and Ethics of Big Data Colloquium in Indianapolis, sponsored by Virginia Tech, Center for Business Intelligence and Analytics, Pamplin College of Business and
Indiana University, Department of Legal Studies. The paper will be published this fall in the *Hastings Law Journal*. An earlier version of the paper appears on SSRN and had been in the top ten most downloaded paper lists for several different categories, including some in information technology, sustainable technology, urban economics, urban planning and design, and political economy.

- Nikanor Volkov, Assistant Professor of Finance, has coauthored four peer-reviewed academic articles: “Corporate diversification and firm value during economic downturns,” *Quarterly Review of Economics and Finance*, 2015; “Who is successful on the finance Ph.D. job market?,” *Journal of Corporate Finance*, 2016; “Oil price shocks and exchange rate movements,” *Global Finance Journal*, 2016; “The choice of sale method and its consequences in mergers and acquisitions,” *Quarterly Review of Economics and Finance*, 2016. He coauthored a book chapter titled “Mutual Funds as an Investment Vehicle for the Middle Class” in *The American Middle Class: An Economic Encyclopedia of Progress and Poverty*, 2016. His coauthored project titled “Bond ETFs and Price Volatility of Underlying Securities” was awarded a €10,000 grant from the Exchange Traded Fund (ETF) Research Academy sponsored by the Paris-Dauphine House of Finance and Lyxor Asset Management, the third-largest European ETF provider with $51.1B under management. The firm has agreed to provide Dr. Volkov with proprietary data for further research of the effect of ETFs on the price level and price volatility of constituent securities. Dr. Volkov presented two research papers at the Financial Management Association International annual
conference in Orlando, one paper at the Midwest Finance Association annual
meeting in Atlanta, and one paper at the Eastern Finance Association annual
meeting in Baltimore.

• Beth Chapman, Assistant Professor of Management, and Eric Kushins, Director
of the Center for Executive Education and Assistant Professor of Management,
received three seed grants from the Provost’s Office to support new research in
entrepreneurship and ethical leadership.

• Dean Susan P. Gilbert was once again named to the annual list published by
Atlanta Business Chronicle, Who’s Who in Higher Education, for the fourth
consecutive year.

F. School of Engineering

The Mercer School of Engineering continues to serve the University and the
community well. Enrollment and graduation metrics set or tied record levels since
inception in 1987. The 2016 U.S. News & World Report college rankings continue to
place MUSE in the top 20% of peer schools that offer B.S. and M.S. degrees in
engineering. New faculty have been recruited to develop new courses and laboratories
in the areas of power electronics, mechatronic control, tissue engineering,
nanomaterials, software interface usability and material science. The School continues
to sponsor three to four Mercer On Mission trips each summer and offered a very
successful “Mercer Summer Engineering Experience (MeSEE) in the summer of 2016.
Student success is vitally important and the School celebrated its first Goldwater
Scholarship with Zac Rice receiving this award in the spring of 2016. The School continues to collaborate with the Tift College of Education to support the Woodrow Wilson Foundation STEM Fellow Program and with the Stetson School of Business and Economics to support the Mercer Innovation Center. The School had a very successful year. A few highlights follow:

- The School of Engineering was ranked 42 out of 198 master’s-level universities in the 2016 *U.S. News & World Report* annual survey. This continues to place Mercer in the top 20% of peer schools in the U.S.
- Retention of freshman engineering students within the School of Engineering continues to reach record levels of ~80%.
- Summer 2016 was very active with a normal summer school, the 2016 Mercer Engineering Experience (MeSEE), and the Woodrow Wilson Foundation (WWF) STEM Fellowship Program. Summer school offered 20 academic courses. The 2016 MeSEE program supported 12 MeSEE 10-week design projects that involved 13 faculty and 62 students. The School of Engineering supported the design and development of a summer program to offer the Woodrow Wilson Foundation-funded Master of Arts in Teaching (MAT). Dr. Phil McCreanor developed and delivered the first summer program for selected fellows and STEM teachers that included extensive technology labs and a summer camp for 24 children.
• The spring 2016 Engineering Expo featured more than 200 students with a podium presentation track, 68 student poster presentations, and the annual freshman design competition.

Student achievement for 2015-16 includes:

• In May 2016, 90 undergraduates and 64 graduate students received their degrees from the School of Engineering. This ties a record of 154 graduates set in May of 2014.

• Student Zac Rice (Electrical Engineering) was selected for a prestigious Goldwater Scholarship, a first for the School of Engineering. Dr. Makhin Thitsa coordinated Zac’s application for the Goldwater award. Students Micah Givens (computer engineering) and Marcos Zarcarias (electrical engineering) won first prize in the “Next Big Idea Competition” sponsored by the Mercer Innovation Center. This team was selected to be among the first Fellows of the new Mercer Innovation Center program. Erin Mullinax (electrical engineering) won first place in the Institute of Electrical and Electronics Engineers (IEEE) SoutheastCon 2016 student paper competition. Jonathan Alfred was awarded a Tau Beta Pi (National Engineering Honor Society) Scholarship.

Faculty achievement for the year includes:

• Dr. Stephen Hill, Associate Professor of Mechanical Engineering, received the Clayton R. Paul Teaching Excellence Award for 2015-2016. Dr. Pam Brewer,
Associate Professor of Technical Communication, was elected Fellow of the Society for Technical Communication.

• In the summer of 2016, three Mercer On Mission teams included six engineering faculty. Drs. Ha Vo, Ed O’Brien and Richard Kunz returned to Vietnam to fit prosthetics developed by biomedical engineering faculty and students. Dr. Laura Lackey served in Venezuela to assist with research on mercury contamination related to mine operations. Dr. Mike MacCarthy led a group to Madagascar to assess and design improved water filtration services for rural communities. Dr. Sinjae Hyun led a group to South Korea to provide language and STEM training to refugees. Drs. Mike MacCarthy and Scott Schultz traveled to Italy to visit with our collaborators and student intern in the United Nations World Food Program to review progress and plan future projects.

• Dr. Behnam Kamali completed a sabbatical on communications protocols for aircraft ground control in France. Dr. Jeng-Nan Juang completed a sabbatical in Taiwan to develop a new course and sponsor a regional conference on intelligent technology and systems.

• A sabbatical has been approved for Dr. Sinjae Hyun to conduct research with a university and hospital in South Korea during the fall of 2016. Dr. Hyun was promoted to full professor this year as well.
G. Tift College of Education

The Tift College of Education continues its legacy of developing outstanding educators and supporting them throughout their careers. The College provides 23 programs currently serving about 1,000 students across two campuses (Macon and Atlanta) and three Regional Academic Centers (Henry, Douglas, and Newnan) that are dispersed across the metropolitan Atlanta area and Middle Georgia. Tift develops elementary, middle, and high school teachers as well as educational leaders. The College offers degrees ranging from undergraduate to doctorate, four endorsements (K-5 Mathematics, K-5 Science, Reading, and ESOL), and certificates in Educational Leadership. A fifth endorsement in autism education will be available in spring 2017. Faculty are currently working to create a STEM endorsement recommended by the Georgia Professional Standards Commission.

The College has targeted four priorities including enrollment, assessment and accreditation, school partnerships, and the climate of the College. Tift works to study and implement research-based instructional strategies to prepare the world’s best teachers. Programs are being modified or expanded so that all students regardless of where they live have access to Tift programs. The early care program is designed to expand options for students so that they (early learning and development) can earn a college degree without having to pursue certification if they prefer to teach in preschools and Head Start centers rather than public schools.

School partnerships are of great importance to Tift as they allow long-term relationships to develop with teachers in classrooms and provide clinical field
placements for aspiring teachers. These partnerships also provide opportunities to check to see that what is being taught in the college classroom reflects an understanding of what schools and teachers in classrooms need.

The College spent the 2015-16 year preparing for a site visit from the Georgia Professional Standards Commission, which will examine the program for accreditation review. The College is well positioned for the review as the unit is always focused on continual improvement.

The Tift College of Education is proud of the professional development partnerships in place with several schools. The first partnership, now in its fourth year, is with Ingram-Pye Elementary in Macon. This school with a high percentage of economically disadvantage students provides in-depth practicum experiences for the holistic child majors for an entire year. Other partnerships are expanding and The College is developing agreements with several additional schools in Macon and at least one in areas near other Tift campuses (Atlanta and Henry). Tapestry Charter School, a school with a blend of children with autism and students with neurological disorders, affords hands-on learning opportunities for future teachers to effectively educate students with these issues.

TCOE partnerships and outreach extend beyond the state. The College has forged a partnership with the Ameri-Can Charter School (ACS) in Weifang, China (an English language and culture immersion school) in a city of 10 million people. This past year ACS hired two recently graduated Tift-trained teachers for their first year experience and an educational leadership graduate completing an internship as an assistant principal.
Additionally, 10 students traveled to Belize to work with students and teachers on a Mercer On Mission experience. Teams of faculty are working with partners in the Dominican Republic to affect instruction at two partner schools in collaboration with a local teacher development university. Once this model is perfected, it can be enacted throughout the country to help spread knowledge of best practices by using local facilitators who work closely with Tift faculty.

The conceptual framework describes the Tift belief that the College develops the ‘transforming educator.’ Effective teaching informs faculty research, and this research guides teaching. For the 2015-16 year, Tift faculty produced 37 peer-reviewed scholarly publications, helping inform and transform the field of education in a variety of important topics. This same faculty conducted 75 professional presentations at international, national, regional, or state conferences. Lastly, faculty secured 19 grants totaling $191,000 in funding to conduct research or support important instructional Initiatives.

Accomplishments of faculty and students for 2015-16 include:

• The Woodrow Wilson Foundation project is now in the implementation phase with the Foundation funding three cohorts of 12 STEM Master of Arts in Teaching students to complete coursework with embedded clinical experiences over the next three academic years (2016-2019). Tift will also monitor each cohort for three years during their induction periods to provide professional learning experiences (2017-2022).

• The College partnered with Navicent Health to stage the First Annual Autism Symposium. A three-course endorsement in autism, one of the
first of its kind in the state, is planned and should be available to teachers in spring 2017.

• Tift has entered into an agreement with the Bibb County School District to offer selected endorsements to cohorts of identified teachers. A math endorsement cohort of 12 teachers begins fall 2016.

• Dr. Olivia Boggs was selected as the Mercer representative to participate in the 2016-17 Governor’s Academic Year Symposia Program.

• “Ingram Pye Day at Mercer University” was selected spring 2016 as a lead story from the field published by the National Association for Professional Development Schools.

• Dr. Sally Meyer, a Tift graduate who teaches at Crabapple Lane Elementary in Peachtree City, was named the “2015 Teacher of the Year” by the Georgia Council on Economics Education.

• Dr. Anne Hathaway was awarded the prestigious Tift College of Education 2015-2016 Cathryn Futral Excellence in Teaching Award.

• Dr. Margaret Morris was nominated for the second year in a row for the Joe and Jean Hendricks Excellence in Teaching Award at Mercer University.

H. James and Carolyn McAfee School of Theology
Mercer’s McAfee School of Theology completed its 20th year in 2015-16. Dr. Rob Nash served as interim dean during the year. Dr. Jeffrey Willets, former Dean at the
John Leland Center for Theological Studies, became McAfee’s second dean on July 1, 2016. The new vision and mission statement for the School of Theology was adopted by the faculty during the fall semester and affirmed by the School's Board of Visitors at its annual meeting in March.

Student highlights for 2015-16 include:

- Jordan Sharp presented at a roundtable discussion at the Atlanta Research Conference on “Conceptual Metaphor in Inter-religious Dialogue.”
- Eleven McAfee students worked together with Drs. Melissa Browning and Chanequa Walker-Barnes to lead a workshop on self-care for caregivers working with refugees in Uganda.
- Dr. Pam Durso’s Women in Church History class organized a conference on women in church history titled “Shhhhh . . . . The Untold Stories of Women in the Early Church.” The event was held at Peachtree Baptist Church in April.
- Over the last 15 years, McAfee graduates have received or will receive Ph.D. degrees from Marquette University, Duke University, Baylor University, the University of Wales, Oxford University, Sheffield University, the University of Edinburgh, the University of South Africa, the University of Chicago, Vanderbilt University, Princeton University, St. Louis University, University of Georgia, University of Virginia, Brite Divinity School, Emory University, Georgia State University, Auburn University, Fuller Theological Seminary, and Union Theological Seminary (New York City).
• Recent graduate Krystle Solomon is working as an English as a second language instructor in Thailand through Mercer’s Service First program.
• Jessy Togbadoya (D.Min. student) received the James T. McAfee Endowed Vision and Leadership Scholarship Award, one of the highest awards offered by the University, in recognition of his work in community development in Liberia.
• Recent graduate Elizabeth Coates received the Addie Davis Award for Excellence in Preaching from the national Baptist Women in Ministry organization. Nominations came from all Baptist seminaries, schools of theology and Baptist houses of study.

Faculty members of the School of Theology continue to make impressive contributions to the University and to their respective fields. In 2015-16, the 12 members of the School of Theology faculty published four books, bringing to 23 the number of books published by the faculty since 2008. In addition, faculty members contributed 49 journal articles, 19 chapters in books, and published five other book reviews, dictionary/encyclopedia articles, journalism pieces, and internet publications.

Other notable accomplishments by faculty members included the following:
• Dr. Chanequa Walker-Barnes led numerous conferences and roundtables related to her recent book *Too Heavy a Yoke: Black Women and the Burden of Strength*. She also participated in the summer of 2016 in a Wabash Center Workshop on Distance Learning and online education.
• Dr. Karen Massey received the Baptist Churchwoman of the Year Award for the state of Georgia from Baptist Women in Ministry.
• Dr. Melissa Browning led 11 McAfee students on a mission immersion experience in East Africa where they focused attention on the challenges faced by refugees in Uganda and of women living with HIV/AIDS in East Africa. Students also led a workshop on self-care for caregivers dealing with refugees in Uganda.

• Dr. Thomas Slater assisted in the publication of *What We Believe: A Commentary on the Articles of Religion*, which was the first revision of the 25 Articles of Religion and the first commentary on those articles within the Methodist tradition.

• Dr. Graham Walker was re-elected as president of the Asia Baptist Graduate Theological Seminary for a term lasting from 2015-2021.

• Dr. David Gushee was nominated and elected Vice President of the American Academy of Religion and then President-Elect of the Society of Christian Ethics.

• Dr. David Garber completed his term as President for the Society of Biblical Literature regional meeting of SECSOR 2015.

• Dr. Nancy deClaisse-Walford continued to serve as Old Testament Editor for the Word Biblical Commentary Series, Grand Rapids: Zondervan and as editor for the *Review and Expositor*.

• Dr. Loyd Allen received the Baptist History and Heritage Society’s W. O. Carver Award, which recognizes and pays tribute to individuals who have made outstanding contributions to the cause of Baptist history.

College/School/program highlights include:
• In February, the Center for Teaching Churches released its first curriculum, titled *Faith in 4D – Discovery, Depth, Decision, Development*. This DVD features six video segments with study materials, and each is focused on a question about the Bible offered by members of churches throughout the Southeast. Also, the Center is already at work on the second edition of *Faith in 4D*, with a release date set for May 2017.

• The Center has continued to add to its list of churches that have called a McAfee graduate as they use the School’s curriculum and other services. The Lilly Endowment has expressed affirmation for the work of the Center for Teaching Churches by allowing the Center to extend its grant to December 31, 2017.

• The McAfee School of Theology, along with 15 other theological schools, received a $250,000 grant from the Lilly Endowment for a three-year period from 2013-2015 to address economic challenges facing future ministers. The School was also awarded a sustainability matching grant of $125,000 for the period from 2016-2019 to carry the program forward. The grant has enabled the School of Theology to assist students to control the level of debt that they incur during their seminary experience. Most significantly, student borrowing has declined approximately 9% to 10% in the last academic year, which is a marked improvement, and has shown steady decline since 2013 when the program began.

• The Financial Literacy Program enjoyed a successful year in 2015-16 with two excellent orientation sessions, a great Financial Literacy Week and an Alumni
Workshop Weekend that was a stellar success. Eighty or more alumni registered for the Alumni Workshop Weekend. Alumni participants have now requested a second conference on non-profit organizations that will be developed for the coming academic year.

• The faculty approved a revision of the Master of Arts in Christian Ministry curriculum from 57 hours to 48 hours. It also approved the addition of a completely online option for that degree.

• The School of Theology partnered with Aligarh Muslim University during 2015-16 by engaging in a faculty exchange program with this well-respected university in India. During the month of March, Dr. Loyd Allen taught for about two weeks at AMU, focusing his lectures on the history and theology of the Christian faith. During the month of April, Professor Towqueer Alam lectured on the ideal society in the Qur’an, the perspective on Christians and Jesus in the Qur’an and various other topics.

• The School spent the 2015-16 year to prepare for its fall 2017 visit by the Association of Theological Schools. Three faculty committees are now in the process of writing the report and preparing it for submission in the spring 2017 semester.

• Faculty and staff members participated in a diversity workshop in April that focused on understanding otherness and difference. The workshop was led by the Anti-Defamation League of B’nai B’rith.
The School of Theology has partnered with the Louisville Institute’s Fellows program in a two-year faculty appointment in New Testament. The new faculty member is Dr. Christopher Holmes, a recent Ph.D. graduate of Emory University and an M.Div. graduate of Princeton Theological Seminary.

I. Penfield College of Mercer University

The 2015-16 year was quite successful for Penfield College, beginning with a number of accrediting decisions. The Council on Accreditation of Counseling and Related Educational Programs accredited the M.S. degree programs in clinical mental health counseling and school counseling. The Council for Rehabilitation Education approved early accreditation of the M.S. degree program in clinical rehabilitation counseling. Mercer counseling programs achieved first-time pass rates on the fall and spring administrations of the Counselor Preparation Comprehensive Exam (CPCE) of 95% and 98% respectively. The Clinical Mental Health Program demonstrated a 100% first-time pass rate for the fall administration of the National Counselor Exam (NCE) and a 95% pass rate for the spring administration.

Penfield College continues to vigorously pursue extramural funding. The College received a five-year $956,956 grant from the U.S. Department of Education Rehabilitation Services Administration in support of scholarships and professional development travel for eight graduate students each year pursuing the M.S. degree in clinical rehabilitation counseling. The Georgia Compassion Project awarded an $85,000 grant in support of Penfield’s Center for the Study of Narrative, followed in 2016 by a
five-year $500,000 commitment. Penfield received the second year of funding from the $50,000 InTeGrate STEP Center grant from the National Science Foundation supporting the teaching of geoscience in the context of societal issues across the undergraduate curriculum. The Association of American Colleges and Universities (AAC&U) is funding at the $4,000 level a second year of participation in AAC&U’s STIRS (Scientific Thinking and Integrative Reasoning) initiative that will assist Penfield in redesigning pathways to signature work. Mercer’s two-year planning effort aims to improve undergraduate students’ capacity to use evidence to solve problems and make decisions. Penfield experienced its best year for fundraising, exceeding $100,000 in total giving, achieving its highest annual fund total, and recording a 20% increase in alumni donors.

Faculty highlights include:

• Penfield faculty members received Mercer’s two University-wide teaching awards for 2015-16. Margaret Eskew is the recipient of the Hendricks Award for Excellence in Teaching. Melanie Pavich received the Mercer Vulcan Materials Innovations in Teaching Award for her work to engage students in research and service related to historical preservation of African-American historical sites on the Georgia coast. Don Redmond received Penfield’s Award for Excellence in Teaching. Steve Miller received the College’s Advising Award.

• Caroline Brackette is co-chair of the American Counseling Association’s Professional Standards Commission, serves on the Fulton County Behavioral Health and Developmental Disabilities Planning Board, and is president of the Georgia chapter of the American Counseling Association. Dr. Brackette was an
invited panelist for the Soledad O'Brien and Brad Raymond Starfish Foundation Summit at Case Western University that focuses on educational, professional, and personal development for high school juniors and seniors and college-aged participants.

- Kenyon Knapp serves on the Board of the Council for Accreditation of Counseling and Related Educational Program, on the editorial board for the National Youth at Risk Journal and the Professional Issues in Counseling Journal, and on the Georgia statewide human trafficking task force. He serves on the Global Clinical Practice Network of the World Health Organization’s Department of Mental Health and Substance Abuse and on the Book Review Board for The Family Journal: Counseling and Therapy for Couples and Families.


- Lynn Clemons is directing a new leadership certificate program for 82 employees of Georgia Public Health.

- Suneetha Manyam serves on the board for the Licensed Professional Counselors Association of Georgia and on the board of the international committee for the American Counseling Association. She is an international ambassador for the International Registry for Counseling and Related Educational Programs and an editorial board member for Counseling Outcome and Research Evaluation and The Practitioner Scholar: Journal of Counseling and Professional Psychology.
She completed accreditation training for clinical rehabilitation counseling and earned CARE’s Disaster Mental Health Counseling certification.

- Karen Rowland was named to the Lovejoy High School Counseling Advisory Board and serves as Leadership Team Member and editor of the *Georgia School Counselors Association Professional School Counseling Journal*. She represents Georgia as part of Michelle Obama’s school counseling *Reach Higher Initiative*.

- Tyler Wilkinson serves on the board of the Association for Humanistic Counseling.

- Sabrina Walthall is board president of Real Impact Center for education of girls grades 3-8 in STEM.

- Zipa Vokhiwa serves as president of Fulbright Georgia and as advisory board member of Eco Action, Atlanta. Dr. Vokhiwa judged student presentations at the American Association for the Advancement of Science Annual Conference and presentations at the Fall Symposium and Research Conference for the Peach State Louis Stokes Alliance for Minority Participation. Dr. Vokhiwa serves as a reviewer for the U.S. Department of Education’s Fulbright Doctoral Dissertation Research Award and the Minority Science and Engineering Improvement Program.

- Counseling doctoral student Felicia Tillman was awarded one of 22 worldwide Digital Inclusion Fellowships by the Nonprofit Technology Network (NTEN). Tillman will partner with nonprofit organization PowerMyLearning to increase digital literacy efforts in the Atlanta area.
• Thomasina Odom, a doctoral student in counselor education and supervision, was recognized by the Georgia College Counseling Association for “outstanding contribution to knowledge” for her dissertation.

• Undergraduate organizational leadership student Vanessa Braswell was awarded an American Association of University Women scholarship and counseling doctoral student Keith Myers was appointed to the American Counseling Association Editorial Board. He serves as an ad hoc reviewer for the Counseling and Values Journal for the Association for Spiritual, Ethical, and Religious Values in Counseling, for the American Counseling Association (ACA) World Conference, and for the ACA ethics committee’s graduate student essay competition. He is graduate student representative for ACA Georgia State Branch Executive Board, junior co-chair for the ACA ethics committee, and recipient of the Association for Counselor Education and Supervision 2016 Outstanding Graduate Student Leadership Award.

• Penfield implemented the 6th annual Mercer Atlanta Faculty and Student Research Conference with presentations by students and faculty from the School of Theology, the College of Nursing, the College of Pharmacy, the College of Health Professions, the School of Medicine, the College of Education, and Penfield College. Michael Thompson, VP of Business Intelligence/Data Science Architecture for Children’s Healthcare of Atlanta, delivered the keynote.

• Don Redmond presented “Interdisciplinary University Narrative Centers” at the International Society on Narrative Conference in Amsterdam and chaired a panel
titled “Narrative in the Classroom and Beyond.” He presented “University-based Centers for Research: New Methods for Collaborative Counselor Education” at the Association of Counselor Supervision Conference.

- Suneetha Manyam presented “Exploring International Rehabilitation Counseling: Narratives of Cultural Immersion Experience” at the National Council on Rehabilitation Education conference and “Narratives of Childhood Trauma Survivors” at the Licensed Professional Counselors Association of Georgia conference. The Center supported study abroad for counseling students to Leiden and Paris.

- David Lane presented “Gold Stone: A Narrative Approach to Dealing with Trauma” at the National Youth at Risk conference and “A Narrative Approach to Trauma Recovery” at the Licensed Professional Counselors Association of Georgia conference. The Center supported study abroad for counseling students to Leiden and Paris.

- Students in S.J. Overstreet’s family systems course contributed to the Library of Congress’ Veteran’s History Project. Eleven of the interviews are accepted and referenced online with Mercer listed as the affiliated institution.

- Melanie Pavich’s students linked research and service through projects tied to history courses that included field work with historic preservation organizations in coastal Georgia.

In response to student demand for more focused degree programs, the B.S. degree in criminal justice leadership, the B.S. degree in homeland security and emergency management, and the B.S. degree in healthcare leadership replaced the undergraduate
public safety leadership degree. Nineteen students enrolled in the new online graduate degree program in health informatics. The Liberal Studies Department revised its degree in communication to require all majors to complete communication theory and applied research courses, along with areas of study in relational, societal, and organizational communication. Penfield revised its general education offerings to include a wider variety of science and humanities courses. In response to the need for an increase in rehabilitation counseling support in Georgia, undergraduate and graduate human services faculty members and subject matter experts consisting of Georgia rehabilitation leaders developed a proposal for a credit-bearing undergraduate Certificate in Rehabilitation Services. The Department of Mathematics, Science, and Informatics is collaborating with healthcare organizations in Atlanta to develop a graduate credit-bearing certificate proposal in health informatics.

In a continued effort to positively affect student success, Charles Roberts led a Math Peer Coach project that generated math enhancement supplemental sessions. Greg Baugher, Dr. Roberts, and math coordinator Hani Khoury piloted a variety of interventions designed to improve success rates in mathematics courses. Dr. Khoury’s preliminary analysis of DFW rates for the most recent year in six mathematics courses shows a significant reduction in percentage of DFW grades.

The College implemented a three-credit hour orientation and student success course required for all new Penfield students. Penfield’s Liberal Studies Department is using e-portfolios as a method for improving writing success of its students. The College
implemented a new first-year student advising model and application-to-enrollment and matriculation rates have improved.

**J. Townsend School of Music**

The 2015-16 academic year was outstanding for the Townsend School of Music. Graduates have been accepted into some of the leading graduate programs across the United States while others have moved into strategic work positions in music and the arts. Interest in the Townsend School of Music continues to rise as inquiries, applications, and auditions were extremely high.

The academic profile of the School of Music continues to be extremely high. For the 2015-16 year, a total of 81 students were enrolled in the undergraduate program. In the spring 2016 semester, 46 of the 81 were either on the President’s List (16) or the Dean’s List (30) for a total percentage of 57% of music students receiving academic recognition. Overall, 84% finished the year with a 3.0 average or better. Cumulatively, the overall Grade Point Average of the undergraduate students in the Townsend School of Music for the academic year 2015-16 was 3.56.

Among the many notable achievements during the 2015-16 academic year include:

- Betty Cantrell was selected as Miss Georgia 2016 and Miss America 2016.
- The Mercer Singers and the Robert McDuffie Center for Strings received an invitation to perform at Carnegie Hall in New York City on February 19, 2017.
- Graduating seniors from the Townsend School of Music were accepted into the master’s program at Southern Methodist University, Belmont University,
Northwestern University, Mercer, San Francisco Conservatory of Music, and the University of Nevada Las Vegas.

- Jasmine Bailey was selected as a winner in the 2016 National Flute Association’s Collegiate Flute Choir Competition. She is one of 24 college students from across the United States selected by audition to rehearse and perform with the 2016 Collegiate Flute Choir during the 44th Annual NFA Convention. Jasmine is pursuing a career in medicine.

- Julia Brandenburg performed this summer in the Amelia Island Chamber Music Festival, Domaine Forget Academy in Quebec, Canada, and the Rome Chamber Music Festival in Rome, Italy.

- SiHao He competed in the 2015 Tchaikovsky International Competition in Russia.

- Clay Mote earned third and fourth place in the national Hal Leonard vocal competition in the music theatre and art song categories. He is beginning a yearlong apprenticeship with Aurora Theatre.

- Ten students were named finalists and four were state winners in the Georgia National Association Teachers of Singing competition.

- Cellist Zihao Wu, a sophomore from Shanghai, China, placed second in the country in the Music Teachers National Association (MTNA) 2016 Young Artist String Competition. He won first prize at the state and regional levels to advance to the national competition.
• Teodora Mitze-Circiumaru, an Artist Diploma graduate in organ performance, has been appointed as Music Director of the Romanian Radio Orchestra and Choirs.

• Reed Tucker, double bassist, participated in the 2015 New York String Orchestra Seminar in December. He was one of 45 string students from across the country that spent 10 days of intensive rehearsal in preparation for two Carnegie Hall concerts.

• Nine students from the Robert McDuffie Center for Strings were selected to participate in the Rome Chamber Music Festival Young Arts Program in Rome, Italy.

• Students in the Robert McDuffie Center for Strings attended summer programs and festivals at:
  
  - AIMS-Graz Festival in Austria
  - Amelia Island Chamber Music Festival in Florida
  - Aspen Music Festival and School in Colorado
  - Blue Lakes Fine Arts Camp in Michigan
  - Chautauqua Institute in western New York
  - Dali Quartet International Music Festival in Pennsylvania
  - Domaine Forget International Music and Dance Academy in Quebec, Canada
  - Innsbrook Institute Summer Music Academy and Festival in Missouri
  - Kneisel Hall Chamber Music Festival in Maine
Meadowmount School of Music in upstate New York
National Orchestral Institute in Maryland
National Symphony Orchestra Summer Music Institute at the Kennedy Center, Washington, D.C.
Rome Chamber Music Festival’s Young Artist Program in Italy
Sarasota Music Festival in Florida

The Townsend School of Music experienced a good year of financial support. Total endowment gifts to the Townsend School of Music in FY 14-15 were $280,545 while current operational gifts were $370,107. The Townsend annual fund continues to show an increase in revenue over the past four years. In addition, 100% of the Townsend School of Music alumni board made gifts this fiscal year. Friends’ donations, those non-alumni donors to music, also show an increase in participation.

The Townsend School of Music is fortunate to have two working boards: Robert McDuffie Center for Strings Board of Visitors and Townsend School of Music Alumni Board.

The McDuffie Center Board of Visitors has been crucial to the rapid progress of the Center, supporting generously in giving, and in time and presence, to the Center concerts. Through the years, members of the Board of Visitors have made possible three endowed chairs, two on-campus residencies by internationally acclaimed musicians, prestigious events outside of Mercer for Center students, and individual scholarships.

The Townsend Alumni Board has members dispersed throughout the United States,
including New York, Iowa, Missouri, North Carolina, and the Southeastern United States. This Board convened in October and discussed areas of need for the Townsend School of Music and ways that the Alumni Board can assist. Three areas were identified: recruiting, engagement, and giving. Various Alumni Board members were divided into work groups and were charged with assessing each of these areas. Members of the board met prior to the annual spring meeting to report goals and action steps.

The emphasis on recruiting by the music faculty continually provides an increase of interest in the Townsend School of Music. All faculty were involved in contacting students through a variety of methods including phone calls, e-mails, personal correspondence, high school visitations, and recital attendance. Many faculty are also involved as clinicians and present workshops in various musical environments. The strategic goal of increasing visibility within the region, state, and contiguous states has seen an increase in inquiries and scholarship auditions. During the 2015-16 academic year, 91 students auditioned for scholarship consideration. Fall 2015 enrollment figures included a total of 81 undergraduates, 20 graduate students, and 5 Artist Diploma students for a total of 106. The School of Music continues to be committed to, and attract, numerous international and ethnically diverse students.

The Townsend School of Music continues to stand at the forefront for music and arts in the community and the region. Performances of world-class recitals and concert series are constantly filled to capacity. Among the many guest recitalists were pianist Andre Watts; soprano Cynthia Clayton; and organist Christa Rakich. The Fabian Series
continues to attract outstanding performers that provide recitals in a variety of musical genres. Performers in the Fabian Series this past year included the Cortona Trio, the Calidore String Quartet, as well as a host of outstanding chamber musicians: Annie Fullard, Donald Weilerstein, Anne-Marie McDermott, Larry Dutton, and Che-Yen Chen. Students and community guests were also exposed to the many outstanding master classes that included such artists and teachers as Byron Grant (musical theatre), Benjamin Warsaw (piano), Cynthia Clayton (voice), Edward Arron (cello), Vivian Hornik Weilerstein (viola), Che-Yun Chen (viola), and Hsin-Yun Huang (viola).

The School of Music continues to provide opportunities to external programs through the Mercer Children’s Choir, the Macon Symphony Youth Orchestra, the Choral Society of Middle Georgia, and the University Choir. All of these organizations use Mercer facilities for rehearsals and performances and are making a tremendous impact in the cultural life of the Macon community. The Mercer University Opera Company presented two performances with students from Vineville Academy and St. Peter Claver School of “A Muskrat Lullaby” to capacity audiences of children and parents. At the conclusion of the performances, children were able to dialogue with students about the performances. This type of outreach continues to enrich the lives of young children.

During the academic year 2015-16, Townsend School of Music faculty were outstanding mentors through advising, teaching, coaching, guest conducting, and presentations at scholarly society meetings. All faculty were extremely effective, but five had outstanding years and provided distinguished service for the University: Jack
Mitchener, Amy Schwartz Moretti, Stanley Roberts, Christopher Schmitz, and Kathryn White.

Jack Mitchener’s organ studio was very active during the 2015-16 academic year with a total of 12 students presenting recitals. Three of his students have been preparing for competitions. Timothy Jones (freshman) won a significant prize in the Atlanta American Guild of Organists Scholarship Competition, and two students, Richard Gress (freshman) and Hannah Loeffler (junior), competed in the Albert Schweitzer International Organ Competition during the summer 2016. All graduating organ students were offered full-time employment after graduation:

- Jonathan Poe, Organist/Choirmaster, Christ Church (Episcopal), Macon
- Teodora Cîrciumaru: Artistic Director, Budapest Radio Orchestra, Budapest, Romania.
- Dustin Shelton: Organist/Choirmaster, Milford Hills United Methodist Church, Salisbury, North Carolina
- Morgan Ingleright Morgan: Organist, Vineville United Methodist Church, Macon

In addition to his active teaching schedule, Dr. Mitchener also presented five solo recitals, three master classes and was on the faculty for the American Guild of Organists Pipe Organ Encounter and in Residency at the Interlochen Arts Camp, Interlochen, Michigan.

Amy Schwartz Moretti received many awards and honors during the 2015-16 academic year. Among those include the GABBY award for the preservation of the legacy of the Allman Brothers in Middle Georgia; an invitation to return to the Grammy
Nomination Review Committee; an invitation to judge the Irving M. Klein International Competition for Strings in San Francisco, California; and a performance for the Supreme Court Historical Society’s 40th annual meeting and dinner in Washington D.C. in the Supreme Court Grand Hall.

Ms. Moretti was extremely active representing Mercer in performances in Bridgehampton, Millford, San Diego, Los Angeles, Coral Gables, Charleston, Pittsburg, Cleveland, Seattle, London, Nyon (SWZ), Geneva (SWZ), Aix-en-Provence (FR), and Paris (FR).

Stanley Roberts received the Townsend School of Music Outstanding Faculty Award for the 2015-16 academic year. As Director of Choral Studies, Dr. Roberts was in demand as clinician and conductor for schools and churches. As conductor of the Mercer Singers, Dr. Roberts presented a concert at the 2016 Georgia Music Educators Association conference, as well as led the Singers in two tours throughout Georgia. As an officer in the Southern Division of the American Choral Directors Association, Dr. Roberts organized and led a church music reading session. As conductor of the Choral Society of Middle Georgia, he conducted three concerts with community singers from middle Georgia and singers from Mercer.

Christopher Schmitz, Associate Professor of Music Theory, instituted a Certificate in Composition for students who wish to take additional classes in composition. In order to receive the certificate, students must complete all theory requirements, take additional elective classes in composition, participate in student composition recital, and develop a portfolio of original compositions. Dr. Schmitz supervised the first student composer’s
concert in February as a full-length evening recital featured a wide variety of new works by Mercer undergraduate and graduate student composers.

As a composer, Schmitz completed a compact disc recording for Ravello Records (an imprint of PARMA; released in April 2016: New York, NY). Available through NAXOS, iTunes, amazon.com, arkivmusic, and many other venues, the recording has begun to receive airplay at numerous radio stations around the country. Dr. Schmitz also presented at two conferences: the Georgia Music Educators Association and MACRO Music Theory Workshop. For the Georgia Music Educators Association, Schmitz had a poster presentation on “An Introduction to Phrase Construction and Part-Writing.” A second presentation was at the MACRO music theory workshop in Madison, WI. Dr. Schmitz’ presentation was on “Harmonic Organizational Paradigms in Popular Music of the 1980’s.”

Kathryn White supervised student research for two music students, Lillie Barnett (“A Study of Stress and Group Cohesion in a University Choir”) and Kennedi Johnson (“Music as a Tool for Social Justice”). In addition, Dr. White assists graduate students in their writing of program notes for their graduate recitals.

Dr. White was an active presenter at four conferences: Great Lakes History Conference (“’Ein feste Burg’: Transcending the Tune), Georgia Music Educators Association (“Using Music in the Classroom”), College Music Society Southeast (“’Ein feste Burg’: Transcending the Tune”), and Southwest American and Popular Culture Association (“Female Cyborgs as Embodiments of Humanity”). She continues to serve
as a program notes annotator for the International Chamber Artists (Chicago, Illinois) and Atlanta Chamber Players (Atlanta, Georgia).

K. GEORGIA BAPTIST COLLEGE OF NURSING

The College of Nursing embraces a commitment to excellence in teaching, scholarship, leadership, practice, research, and service. Faculty and student achievements within the 2015-2016 academic year reflect community dedication toward four highly recognized nursing degree programs: Bachelor of Science in Nursing, Master of Science in Nursing, Doctor of Nursing Practice and Doctor of Philosophy. Selected points for pride for the 2015–2016 academic year period include:

- The College submitted a two-year self-study on August 22, 2016, in preparation for an October 2016 Commission on Collegiate Nursing Education (CCNE) accreditation site visit.
- The College submitted grants/contracts exceeding $1.1 million in value and received funding commitments of $398,894 in new awards. Additional pending award reviews total $126,579.
- Three faculty serve on journal editorial review boards and 10 faculty serve as manuscript reviewers for 29 highly recognized peer-reviewed journals.
- Two program options were approved by the Board of Trustees with implementation in fall Semester 2016: Adult Gerontology Acute Care Nurse Practitioner and the B.S.N. to D.N.P. pathway.
- Faculty authored/coauthored 23 journals articles/texts.
- The College licensure data for 2015 graduates yielded a 91.30% pass rate,
6.77% points higher than the national average pass rate.

- In comparison to other Georgia nursing programs, GBCN holds the second highest four-year pass rate average in schools graduating 130 or more students.
- Georgia Board of Nursing data support the College of Nursing is the seventh-largest producer of baccalaureate prelicensure graduates out of the 52 Board-approved programs.
- The M.S.N. degree program graduated 44 FNPs in December 2015. These graduates yielded a 97.72% FNP certification pass rate for first-time candidates, a total of 17 percentage points higher than the American Academy of Nurse Practitioner 2015 national average.

Selected faculty highlights:

- Dr. Dare Domico was reappointed by the Governor to serve on the Georgia State Board of Nursing Home Administrators.
- Dr. Lanell O. Bellury was one of 12 scholars nationwide who have been selected to participate in the 2016-2017 Nurse Faculty Leadership Academy (NFLA).
- In November 2015, Dr. Karen Maxwell, President of the College Pi Gamma Chapter of Sigma Theta Tau International, accepted the highest national chapter award: The Ethel Palmer Clarke Award for Chapter Excellence. Pi Gamma Chapter was recognized as the most outstanding of 495 international chapters.
- Tammy Barbé was the recipient of the 2016 Distinguished Faculty of the Year Award.
- Jennifer L. Bartlett was selected as the Mercer representative for the 2016
Georgia Governor’s Teaching Fellowship.

- Fran Kamp was the recipient of the International Nursing Association for Clinical Simulation and Learning Frontline Simulation Champion.
- Freida Payne was the recipient of the Excellence in Mentoring Award from the College of Nursing.
- Cynthia Rubenstein was appointed to the Editorial Advisory Board for vSim for Nursing, Lippincott pediatric virtual simulation software.
- Linda Streit was re-elected as North America Region 7 Coordinator for Sigma Theta Tau International Honor Society of Nursing and she was the recipient of the Excellence in Nursing Award from the Pi Gamma Chapter of Sigma Theta Tau International Honor Society of Nursing.
- The College continues to receive funding support from Department of Health and Human Services (DHHS) Health Resources and Service Administration (HRSA) for the Nurse Faculty Loan Program. This grant financially supports the advanced education of nurses seeking to teach in academe following completion of their master’s or doctoral degree.
- Dr. Lanell Bellury is co-investigator on Phase II of a funded collaborative grant with the Georgia Center for Oncology Research and Education (Georgia CORE). The award from the Patient-Centered Outcomes Research Institute (PCORI) focuses on cancer survivors, healthcare providers and many other stakeholders in the process of developing research to address the needs of vulnerable cancer survivors in Georgia.
• Two nursing faculty and seven nursing students traveled to Cambodia and Honduras during the summer 2016 Mercer On Mission trips.

Selected student highlights include:

• BSN graduate Melissa Thompson served as President of the Georgia Association of Nursing Students (GANS); Ryan Bannan served as President of the National Association of Nursing Students (NSNA); Shayla Moore was elected to the National office of NEC South (Nominating Election Committee). Six additional BSN students held state positions.

• Ph.D. student Sarah Watts was awarded the 2016 Research Award from Southern Nursing Research Society (SNRS) and the National League for Nursing (NLN). This $5,000 award supported her dissertation.

• Ph.D. student Kimberly French was awarded the 2016 NLN Foundation for Nursing Education Scholarship Award. She was one of the seven recipients selected from 123 submitted applications and she received $5,769 to support her doctoral research.

• Ph.D. student Cynthia Johnson received the 2015 Mary Anne Rizzolo Doctoral Research Award, which included a $2,500 stipend.

• Two Ph.D. students were acknowledged in a recent publication for their contributions to the Nigerian chapter in the book. [Guide to Culturally Competent Health Care (3rd ed.) by L. Purnell].

• D.N.P. student Karmen Ott received the 2015 Georgia Nursing Leadership Coalition (GNLC) Practice-Focused Doctoral Award at the GNLC Doctoral
Symposium held in November 2015.

• In 2015 BSN graduate Kaitlin Chance was the recipient of the Wallace Odell DuVall Excellence in Leadership Award, presented at the Atlanta 2015 Commencement Ceremony. This same student was awarded the 2015 Rising Star Award from the Georgia March of Dimes Award at the November 2015 Award Ceremony.

• B.S.N. student Jessica Rhea was one of 10 students in the country, and the only student from Georgia, to be selected to the 2015 American Psychiatric Nurses Association Board of Directors Student Scholars.

• B.S.N. students received two awards of recognition at the 2015 Georgia Association of Nursing Students state convention: Community Health and Service Award (Audrey Overton) and Financial Excellence Award (Michaela Williams).

• B.S.N. student Christina Petty was elected at the 2016 National Student Nurses Association to serve as Nominating Election Committee (NEC) for the South. Marcella Marks, Monica Cahal, Katherine Fayad and Sharon Smith were elected to serve on the Georgia Association of Nursing Students Board of Directors.

• Ryan Bannan, May 2016 B.S.N. graduate, was one of four finalists for Sigma Theta Tau International’s (STTI) United Nations youth representative position.

L. College of Health Professions

The College of Health Professions is composed of three departments: Physical Therapy, Physician Assistant Studies, and Public Health. In 2015-2016, the College had an enrollment of over 375 students on the Macon and Atlanta campuses. In fall 2015,
the College offered its first undergraduate program, the Bachelor of Science in Public Health. In addition to undergraduate, graduate, and professional degree programs, the College offers postgraduate physical therapy residencies (orthopaedic, neurologic, cardiovascular/pulmonology), physical therapy fellowships (orthopaedic manual), and a physician assistant residency (advanced cardiology). The College also operates the Mercer Physical Therapy Clinic, which serves students, faculty, and staff on the Atlanta campus, as well as individuals from the surrounding communities.

College highlights for 2015-16 include:

• Enrollment in the College in 2015-2016 included 112 Doctor of Physical Therapy, 150 Physician Assistant, 91 Master of Public Health, and 23 Bachelor of Science in Public Health students for a total enrollment of 376.

• The College awarded 35 Doctor of Physical Therapy, 50 Master of Medical Science, and 42 Master of Public Health degrees at the May 2016 commencement ceremony.

• All programs in the College are fully accredited by specialized accreditation agencies.

• The Doctor of Physical Therapy program is fully accredited by the Commission on Accreditation in Physical Therapy Education (CAPTE) through 2018.

• The Physician Assistant program is fully accredited by the Accreditation Review Commission on Education for the Physician Assistant (ARC-PA) through 2017.

• The Public Health programs (undergraduate and graduate) are fully accredited by the Council on Education for Public Health (CEPH) through 2019.
• The Bachelor of Science in Public Health degree was implemented in fall 2015 on the Macon campus.

• The College offers four combined degrees: D.P.T./M.P.H., D.P.T./M.B.A., M.MSc./M.P.H., and Pharm.D./M.P.H.

• The College developed four special consideration programs for our undergraduate public health students, which were approved by the Board of Trustees: Accelerated Special Consideration Program with Physical Therapy; Accelerated Special Consideration Program with Physician Assistant Studies; Special Consideration Program with Pharmacy; and Special Consideration Program with Medicine.

• Faculty received $616,000 in grants and contracts ($529,500 in research grants and contracts; $86,500 in other contracts).

• Faculty gave 64 scholarly presentations at regional, state, national, and international meetings/conferences and published 15 peer-reviewed manuscripts.

• A College Scholarly Activity and Research Plan was created to facilitate faculty engagement in scholarship/research and to support the fulfillment of the scholarship goals detailed in the College’s Strategic Plan.

• The Physical Therapy Postgraduate Orthopaedic Residency Program received full re-accreditation from the American Board of Physical Therapy Residency and Fellowship Education in May 2016.
• The Physical Therapy Postgraduate Cardiovascular/Pulmonology Residency Program received full accreditation from the American Board of Physical Therapy Residency and Fellowship Education in September 2015.

• The Physical Therapy Postgraduate Orthopaedic Manual Fellowship Program received full accreditation from the American Board of Physical Therapy Residency and Fellowship Education in November 2015.

• The Mercer-Piedmont Physician Assistant Postgraduate Residency in Advanced Cardiology, the first Advanced Cardiology PA residency program in the nation, continues to be successful.

• The Center for Evaluation and Applied Research in the College’s Department of Public Health partnered with public health and other government agencies, school districts, community-based organizations, and foundations to help them meet their accountability and program improvement needs to provide evaluation and applied research services.

• The Clinical Medical Psychology program, which offers the Doctor of Psychology (PsyD), joined the College in 2016-2017, adding six faculty and 48 students to the College.

Student highlights for 2015-16 include:

• The Master of Medical Science graduating class of 2016 had a first-time pass rate of 100% on the Physician Assistant National Certifying Examination, the licensure exam for the profession of physician assistants.
The Doctor of Physical Therapy graduating class of 2015 had a first-time pass rate of 96% on the National Physical Therapy Exam, the licensure exam for the profession.

College of Health Professions students provided over 20,000 hours of healthcare-related service (service-learning, volunteerism, community-based) to the community.

The Mercer physical therapy students were awarded second place for their fundraising efforts in the national Marquette Challenge to support physical therapy research for the Physical Therapy Foundation.

Six physician assistant students presented posters at the Georgia Association of Physician Assistants annual meeting.

Seven physical therapy students presented posters at the Mercer Atlanta Research Conference.

Kelsey Cameron, PA class of 2017, received the Student Health Policy Fellowship Award from the Physician Assistant Education Association.

T. Ryan Cooke, PA class of 2017, received the Student of the Year Award from the Georgia Association of Physician Assistants.

Carolyn Elliott, D.P.T. class of 2018, was appointed Newsletter Co-Chair of the Physical Therapy Association of Georgia, Student Special Interest Group.

Emily Glidden, M.P.H. class of 2017, received a Department of Education Oak Ridge Institute for Science and Education (ORISE) Fellowship in the Agency for
Toxic Substances and Disease Registry/Division of Community Health Investigations.

- Esteban Guigou, M.P.H. class of 2017, received a Technical Research Assistant Internship at the Centers for Disease Control and Prevention, Office of Infectious Diseases/Mycotic Disease Branch, Division of Foodborne Waterborne and Environmental Diseases.

- Elizabeth Judy, PA class of 2018, was elected Student Representative of the Georgia Association of Physician Assistants.

- Katie June, D.P.T. class of 2018, was elected Core Ambassador of the Physical Therapy Association of Georgia, Student Special Interest Group.

- Ray Lynch, D.P.T. class of 2017, was elected Vice President of the Physical Therapy Association of Georgia, Student Special Interest Group and was awarded the Georgia Foundation of Physical Therapy Scholarship.

- Kathleen Mitchell, PA class of 2018, was elected Representative for Student Association of the American Academy of Physician Assistants, Assembly of Representatives.

- Spencer Price, M.P.H. class of 2017, serves on the Georgia Rural Health Association Board of Directors.

- John Truhe, M.P.H. class of 2017, received a Department of Education Oak Ridge Institute for Science and Education (ORISE) Fellowship in the Agency for Toxic Substances and Disease Registry/Division of Community Health Investigations.
Faculty are serving in elected/appointed leadership positions in national, state, regional, and community-based professional organizations and have received national and state awards. Faculty recognition and awards for 2015-16 include:

- Jeannette Anderson serves as Co-Chair of the Ethics Committee of the Physical Therapy Association of Georgia.
- Sheena Brown serves on the Project Access Committee of the Physician Assistant Education Association.
- Beth Collier was elected Vice President of the Physical Therapy Association of Georgia.
- Elizabeth Dickerson serves on the Medical Advisory Committee for Good Samaritan Gwinnett Clinic.
- Joseph Donnelly was elected President of the Physical Therapy Association of Georgia; received the Legislative Leadership Award from the American Physical Therapy Association, Government Affairs Section; and received the Friend of Private Practice Physical Therapy Award from the American Physical Therapy Association, Private Practice Section.
- Jeff Ebert was elected as Delegate for the Physical Therapy Association of Georgia to the American Physical Therapy Association House of Delegates.
- Alyssa Fiss was elected Chair of the Practice Committee of the American Physical Therapy Association Section on Pediatrics; was selected as an International Collaborator for the CanChild Centre for Childhood Disability
Research; serves on the Specialization Academy of Content Experts for the American Board of Physical Therapy.

- Cheryl Gaddis was elected *Treasurer* of the Georgia Society of Public Health Educators.

- Ann Lucado serves as *Director* of the Research Division of the American Society of Hand Therapists Board of Directors and was appointed *Expert Reviewer* of the Cochrane Review, Cochrane Bone, Joint, and Muscle Trauma Group.

- Hank Heard was appointed to the Board of Trustees of the Physician Assistant History Society; serves on the Government Relations and External Affairs Council of the Physician Assistant Education Association; and received the *Faculty of the Year Award* from the Georgia Association of Physician Assistants.

- Lisa Lundquist serves on the Board of Directors of the Georgia Society of Health-System Pharmacists and serves as Chair of the Student and Resident Affairs Committee of the Georgia Society of Health-System Pharmacists.

- Mary Mathis was selected as a *Board Member* for the Georgia Rural Health Association and serves on the Susan G. Komen Grants Committee.

- Tim McMahon was awarded *Fellow* of the American Association of Orthopaedic Manual Physical Therapy.

- Jill Mattingly was awarded the *Humanitarian of the Year Award* from the Georgia Association of Physician Assistants.

- Ellen Perlow serves on the Education Committee of the American Physical Therapy Association, Section on Neurology.
• Asif Saberi serves on the Medical Advisory Committee for Good Samaritan Gwinnett Clinic.

• Martha Sikes was appointed Editor of the Society of Dermatology Physician Assistants Blog; was selected as Subject Matter Expert for the Society of Dermatology Physician Assistants; and serves as a member of the Georgia Composite Medical Board, Physician Assistant Advisory Committee.

• Jimmie Smith serves as Section Counselor for the Community Health Planning and Policy Development Section of the American Public Health Association and serves as Co-Chair for the Central Georgia Community Health Partnership.

• David Taylor serves as Co-Chair for Georgia Advocacy of the American Physical Therapy Association, Academy of Geriatric Physical Therapy and serves as Co-Chair of the Ethics Committee of the Physical Therapy Association of Georgia.

• Nannette Turner was selected as Site Visit Chair of the Council on Education in Public Health; serves on the Public Health Practice Committee of the Association of Schools and Programs of Public Health; and serves as Co-Chair of the Prostate Cancer Task Force of the Georgia Cancer Control Consortium.

• Deborah Wendland was appointed Associate Editor of the Journal of Acute Care Physical Therapy and selected as Writer of the Clinical Practice Guidelines for Diabetic Foot Ulcer of the American Physical Therapy Association, Section on Clinical Electrophysiology and Wound Management.
L. University Libraries

The University Libraries are proud of our critical role in supporting the academic, research, and service agendas of the University. Mercer Libraries have a reputation for strong service and patron support. We earned that credibility by being close to our students and faculty and striving to support their scholarship and academic success. We also recognize that their needs are changing, and we need to be responsive and lead the way forward.

Creating Our Future

In the fall of 2015, the University Libraries leadership team began conversations on the future of the Libraries and how to position ourselves to provide the best services and support of Mercer’s vision and mission. Specifically, the Libraries looked at important change factors:

• Programs, professors, and students crossing campuses or online, expecting fast, personalized, consistent, and continuous access to collections, processes, and expertise.

• Rapidly shifting technology providing opportunities for better delivery of resources and services.

• Mercer’s growing emphasis on student and faculty scholarship, and the Libraries’ role in providing innovative and customizable solutions to facilitate and showcase scholarly output.

In response to these expectations, an organizational structure was needed to focus efforts and become one Mercer Library, to become a stronger team, to improve
communications, and to increase opportunities for engagement. Working as One Library, the Library could be able to more quickly adapt to change and innovations. The overarching vision is one of preparing Mercerians to change the world. Fulfilling such a dream requires that we enhance our approach, structure, and culture to support the rapidly changing world.

Over the next several months, the leadership team, aided by the assistance of an excellent consultant specializing in organizational development, crafted a new library organization structure that embraced these goals:

• Organize around function, not location.
• Create opportunities for collaboration and sharing best practices.
• Find consistency in polices and services across the University.
• Build a culture that embraces a One Mercer/One Library ethos.
• Build a culture that rewards innovation.

The Library began with bold new statements to inspire the work:

Vision: Advancing the discovery, development, and delivery of scholarship that researchers use to change the world.

Mission: Transforming scholars by promoting an innovative and adaptive environment that allows creative, collaborative, and independent learning. We provide tailored, accessible resources through collections, partnerships, and inspired service.

Values: Leadership — Innovation — Respect — Accountability — Service
The new organization structure took final form in late spring 2016 to be implemented officially July 1, 2016. There remained much work to be done to put together details, policies and procedures, and that would require the input, guidance, and participation of everyone. On May 17, 2016, all library faculty and staff met for a Summer Summit - “Creating our Future” - where this new structure was introduced, and next steps were laid out to begin implementation so that much could be accomplished before the fall term.

The new structure brings a team/department approach across all the University Libraries locations, bringing librarians and staff together in their functional areas. This ensures a consistent approach to serving all Mercer students and faculty and provides opportunities for library colleagues to collaborate, share best practices, and move the library forward through innovation and leadership.

The Dean maintains overall responsibility for the Libraries, concentrating on aligning them with University goals and initiatives through strategic partnerships, innovation, and fundraising. The Associate Dean provides oversight of day-to-day library operations through the Assistant Deans, as well as coordinating assessment, planning, facilities and budget management. The new Assistant Dean roles provide one “owner” for each operational area across the University.

The library community quickly embraced this new structure and immediately began working together on the implementation and operational details with energy, enthusiasm, and commitment. The Library is looking forward to create a vibrant, supportive, innovative partner for the success of Mercer University.
Supporting Student Learning and Research

The Libraries actively support the academic success of Mercerians. In 2015-16, the Libraries helped more than 13,000 patrons at the Reference Desk, taught 4,000 students in library instruction, and conducted more than 70 research consultations. Service to the Center populations was enhanced by hiring a specific librarian for both the Henry and Douglas Centers, providing a consistent, reliable presence for assisting students and faculty at each site.

Research services are constantly evolving to use new delivery technologies and new methods for better instruction and student success. Librarians ran a pilot using Kahoot, an online game-based learning platform, to better capture instruction evaluation and gain more insight into learning. Gamification offered opportunities to reteach needed information and allowed librarians to focus on the most critical needs for student learning. Using interactive assessment tools like Kahoot also provided new opportunities in response to students’ requests for more hands-on and interactive learning leading to grouping students by task or exercise, and reporting out results to the rest of the class. The “flipped classroom” model was also used, a process of reversing the traditional learning environment by providing instructional content to students, often online, outside of the classroom. Students complete an assignment outside of class and then come to class to discuss the assignment and ask questions.

Delivering collections

The University Libraries are committed to delivering the best information resources. Electronic content is highly prized for easy access from any location via the library
website. In 2015-16, the Libraries increased full text serials access to 152,257 titles, an increase of 12%, or 19,000 titles over the previous year. One hundred seventeen e-books were purchased, and an additional 257 e-books were acquired through a pilot project using “demand driven acquisitions.” Patrons searching the catalog can access over 200,000 e-book titles but they are not actually purchased by the Library until a specific usage threshold is reached. The same principle applies to a new video service, Kanopy, delivering 16,000 streaming video titles and allowing faculty to embed films in Blackboard and create play lists for classes. In 2015-16, almost 20,000 minutes of video content was viewed and 34 titles were added to the collection. The Libraries also purchased 1,560 print titles. Existing collections continue to be evaluated for currency and best use of space, with ongoing weeding and collection shifts to ensure collection space is balanced with study space needs.

Access to materials was enhanced by implementing the EBSCO Discovery Service, providing a Google-like search interface to nearly all of the Libraries’ resources. In addition, the government documents web page was revamped to better promote usage of resources as part of Mercer’s membership in the U.S. Federal Depository Library Program.

Major new gift collections were acquired in 2015-16. Theresa Rhodes, Assistant Dean for Collection Services, collaborated with Marc Jolley, Mercer University Press, in securing a significant collection of C.S. Lewis materials from a donor in Fairhope, Alabama. A restricted fund has been created to assist with cataloging and promotion of the new collection.
In May 2016 the archives received a sizeable collection from singer/songwriter Ken Medema. Known for decades as a contemporary Christian musician, Medema also performed at numerous conferences and wrote individual songs for people celebrating birthdays, anniversaries, and other significant occasions. The collection includes numerous pieces of sheet music, choral arrangements, sound recordings in a variety of formats, newsletters, photographs, and ephemera that document Medema’s long and storied career. The archives is partnering with the Townsend School of Music to provide programming for future events.

Facility enhancements

Even with the wide availability of electronic content through remote access, the Library is a highly valued place for study and gathering, with over 300,000 visits to the Libraries in 2015-16. Facility enhancements add to the Libraries’ impact on the campus community. Based on student surveys about study space needs, plans are ready for new 24/7 study spaces in Swilley Library, reclaiming a prime location on the lower level. Construction will begin when funding is secured. The completion of the Swilley Library compact shelving installation also frees up space on the main level for student study areas.

The grand openings of renovated space on the first floor of Tarver Library were held in September 2015. Einstein Bros. Bagels has been a popular gathering spot and students have embraced the 12 new group study spaces, including 10 with 24/7 access. In 2015-16, almost 62,000 Bear Cards were swiped to gain entry into the Library through this area. These are not just unique individuals, but the high volume of activity
affirms the popularity of these new spaces.

**Personnel Accomplishments**

Gregg Stevens, Health Sciences Librarian, was selected for the 2016-2017 Rising Star program of the Medical Library Association (MLA) and also obtained Senior Member of the Academy of Health Information Professionals (AHIP) status by the Medical Library Association. William Brogdon was elected Treasurer for the Atlanta Area Bibliographic Instruction Group. Amy Gratz served as Secretary/Treasurer for the Middle Georgia Phi Beta Kappa Alumni Association and participated in the tapping of the first students for Mercer’s new Zeta Chapter. Whitney McArthur earned her MBA degree and was named the outstanding graduate student in the Macon program. Other professional development activities:


Amy Tureen, Research Services Librarian, was awarded $2,000 from the Mercer University SEED Grant for the Humanities for the “Digitizing Black Life and Culture in Middle Georgia” project.

Dean Beth Hammond served on the SACS On-Site Reaffirmation Committee for the Baylor College of Medicine in March 2016 and was an Off Site Team Reviewer in November 2015.

Campus and Community Outreach

Swilley Library, led by Kim Eccles, Assistant Dean for Research Services, hosted 123 participants at the annual Atlanta Area Bibliographic Instruction Group (AABIG) meeting June 10, 2016, on the Atlanta campus. Other outreach activities included:

- National Library Week program with a copyright presentation by Laura Burtle, Associate Director, Georgia State University, nationally known for her knowledge in the copyright lawsuit against Georgia State University
- “Meet and Greet,” “Bear Fair,” Finals Week Snacks, and Book Fair events to promote library services to students.
- Copyright Basics workshop for College of Nursing faculty.
- Beth Perry, Liaison to the Theology School, was involved in a variety of Theology events, including participating in the Commissioning Service by serving communion.

Preserving Our History

The relocation of Mercer’s University Advancement, Alumni Services, and Institutional Effectiveness offices led to large deposits of photographs, reports, publications, and University ephemera into the University Archives. These additions
reinforced the need for a University-wide records management plan, which is underway. At the Provost’s request, Ms. Botts, Assistant Dean for Digital Initiative and Archives, addressed the Mercer Council of Deans in January 2016 and discussed the life cycle of records and the importance of appropriate disposition and retention.

As Molly Kernan, Technical Services Librarian, has prepared University publications for cataloging, she identified fragile items needing special housing. Archivist Kathryn Wright constructed protective acid-free folders and boxes and provided book cushions and weights to support oversized books while they are cataloged. Digitization was also used as a preservation tool, scanning fragile, frequently used items and adding them to the institutional repository, URSA (University Research, Scholarship, and Archives), which enables patrons to use items at their convenience while protecting delicate originals.

Collections scanned for preservation digitization included transcripts of the 1939 trial in which John Birch and other students accused several professors of heresy. In addition the Southern Baptist Historical Library and Archives in Nashville, Tennessee, assisted in microfilming and digitizing the 1971-1990 years of The Mercer Cluster. The complete run of the Macon campus yearbook, The Cauldron, was also added. These were uploaded into URSA and have already proven beneficial for students and alumni who are researching University history.

Archival holdings were used for a display on Homecoming festivities throughout Mercer’s history as part of 2015 Homecoming Week activities and crafted an exhibit on the life and legacy of “Papa Joe” Hendricks for his memorial. Archives instruction
sessions expanded with new groups from Integrative Studies, History, and the Mercer Ambassadors. Students have had the opportunity to work with original slave bills of sale, telegrams, 19th century Mercer report cards, John F. Kennedy election brochures, and other important materials, and they enjoy the hands-on activity.

M. Mercer University Press

Mercer University Press supports the work of the University in achieving excellence and scholarly discipline in the fields of liberal learning, professional knowledge, and regional investigation by making the results of scholarly investigation and literary excellence available to the worldwide community. The 2015-16 year was the 36th year of operation of the Press. The Press published 32 new books and five new paperback editions (of previously published work).

Awards for books published by Mercer University Press include:

- William Wright, *Tree Heresies*. Winner for Poetry by the Georgia Author of the Year Awards.
- Terry Kay, *Song of the Vagabond Bird*. Finalist for the Townsend Award.
The Mercer University Press Book Awards began in 2010 and enter the seventh year in July 2016. The awards have garnered much attention for the Press and the University and have increased the number of quality submissions to the Press.

- The Ferrol Sams Award for Fiction: Ashley Havird, *Lightningstruck*
- The Adrienne Bond Award for Poetry: Katy Giebenhain, *Sharps Cabaret*
- The Will D. Campbell Award for Creative Nonfiction: Chris Martin, *This Gladdening Light: An Ecology of Fatherhood and Faith*

**Books Published 2015–2016**

- Johnathan Scott Barrett, *Rise and Shine: A Southern Son’s Treasure of Food, Family, and Friends*
- Marly Youmans, *Maze of Blood* (fiction)
- Karen Spears Zacharias, *Burdy* (fiction)
- Holly McClure, *Conjuror* (fiction)
- Diane Cantor, *The Poisoned Table* (fiction)
- Ann Hite, *Where the Souls Go* (fiction)
- John Leland, *Fireflies* (poems)
- E. Culpepper Clark, *Centennial: A History of the Henry W. Grady College of Journalism and Mass Communication at The University of Georgia*
• Mike Bunn, *Well Worth Stopping to See: Antebellum Columbus, Georgia, Through the Eyes of Travelers*

• Jamie Lorentzen, *Becoming Human: Kierkegaardian Reflections on Ethical Models in Literature*

• Steven Reiss, *16 Strivings for God: The New Psychology of Religious Experiences*

• David E. Paterson, ed., *In His Own Words: Houston Hartfield Holloway’s Slavery, Emancipation, and Ministry in Georgia*


• Michael E. Williams, Sr., *Witnesses to the Baptist Heritage: Thirty Baptists Every Christian should Know*

• Tracy J. Trothen, “Winning the Race?” *Religion, Hope, and the Reshaping of the Athletic Enhancement Debate*


• Dan A. Aldridge, Jr., *To Lasso the Clouds: The Beginning of Aviation in Georgia*

• Lee C. Dunn, *Cracking the Solid South: The Life of John Fletcher Hanson, Father of Georgia Tech*

• William Rawlings, *The Second Coming of the Invisible Empire: The Ku Klux Klan of the 1920s*
• War with the 16th Georgia Infantry and the 3rd Battalion Georgia Sharpshooters

• Linda S. McCardle, ed., A Just and Holy Cause? The Civil War Letters of Marcus Bethune Ely and Martha Frances Ely

• Bill Merritt, Crackers: A Southern Memoir (Winner 2014 Will D. Campbell Award for Creative Nonfiction)

• Terry Kay, The King Who Made Paper Flowers (fiction)

• Vladimir Volkoff, The Torturer (fiction), trans. by John Dunaway

• Milam McGraw Propst and Jaclyn Weldon White, Sidetracked: Two Women, Two Cameras, and Lunches on Sherman’s Trail

• Lesley Dauer, Carnival Life: Poems (2014 Winner of the Adrienne Bond Award for Poetry)

• Kathy Bradley, Wondering Toward Center

• Raymond L. Atkins, South of the Etowah: The View from the Wrong Side of the River

• Jan Whitt, The Redemption of Narrative: Terry Tempest Williams and Her Vision of the West


Paperback Editions

• Bobby Lovett, America’s Black Colleges and Universities
• Terry Kay, *The Book of Marie*

• William Rawlings, *A Killing on Ring Jaw Bluff*

• John Derden, *The World’s Largest Prison: The Story of Camp Lawton*

• R. Kirby Godsey, *Is God a Christian?*

**Festivals/Events/Conferences**

Decatur Book Festival

Southern Independent Booksellers Association Tradeshow

Chattahoochee Writers Conference

(Marc Jolley, Director of Mercer University Press was the keynote speaker)

Mercer Preaching Consultation

Southern Festival of Books

American Academy of Religion/Society of Biblical Literature

Authors Luncheon – Atlanta

American Historical Association

American Society for Church History

Chickamauga Civil War Show

Dahlonega Literary Festival

Appalachian Studies Association

Baptist History and Heritage

Georgia Author of the Year Awards
N. Office of International Programs

The Office of International Programs continues the work of providing leadership and enhanced global programming, services and support to the University and the community. The English Language Institute (ELI) enrolled 496 students from 31 countries in 2016. In 2016, the ELI began taking significant steps to enhance recruitment efforts and admissions processes, including:

• Ran a three-month web-based ad campaign in Latin America through the Latin Correspondent. Completed applications rose by 13.6% in the eight sessions during and after the campaign
• Signed contracts with two microsites that manage inquiries:
  o Apply ESL: Received 50 applications to date; enrolled 12 students—23%
  o Study in the USA: received over 400 leads
• Streamlined marketing materials to create a professional ELI brand
• Secured grant funding from the Mexican government initiative “Proyecta 100,000” to host 25 students from Mexico in fall 2016
• Continued development of special programs and partnerships with ITTI for programs with teacher and educational administrators from South Korea
• Continued curriculum revision to create space for more in-depth language learning and practice
• Developed an inquiry tracking process (Homegrown CRM system) using spreadsheets and enhanced standard response emails
• Advertised in the IIE Networker and in the special intensive English program supplement
• Traveled to Education USA Regional Forum in Africa and met with U.S. State Department advisors from several African Francophone countries
• Developed relationship with Japanese consulate by hosting state Japanese speech contest

In FY2016, 287 individual students participated in Study Abroad programs. Seven students participated in multiple programs. Participation is broken down into 182 students in Mercer On Mission programs, 84 in traditional faculty-led, four in internships, and 24 on semester-long programs. Significant activities included:

• Four new exchange programs were finalized in the United Kingdom in the fall semester
  o Three students participated in these programs in spring of 2016 and
  o An estimated 11 students will study abroad for a semester in the UK in 2016-17.
• South African internship program has quickly gained popularity with
  o Three students participating in 2015-16
  o An estimated 13 will participate in 2016-17
• Baseline data on advising and recruitment activities was gathered
• New promotional materials were developed
• The study abroad fair was expanded from one day to an entire week of study abroad focused activities
International Student and Scholar Services contributed to the growth and development of several initiatives in 2015-2016:

• Supported 50 Brazilian students on the BSMP scholarship as they participated in the MESEE program
• Hosted a Fulbright German Foreign Language Teaching Assistant (FLTA)
• Advised the International Bears Association student organization which was named Best Student Organization of 2015-2016
• Hosted Atlanta campus staff members in ACIREMA, a simulation activity for building empathy for international students’ experience in the application and matriculation process
• Supported six research scholars and their families
• Supported 250 degree-seeking students, and 34 J-1 exchange students, including Brazilian BSMP students
• Supported 65 international alumni during Optional Practical Training (OPT)

Accomplishments for the Office of International Programs include:

• Nicole Baker Schmitz co-authored an award-winning paper, “When Opportunity Knocks—An Alternative Summer Engineering Internship” with faculty members from the School of Engineering. She also received “Advisor of the Month” recognition from the National Residence Hall Honorary, “Outstanding Person of the Year” recognition from Mercer’s Office of Student Affairs, and was appointed to the Board of Directors of the Wells Mountain Foundation.
• Jamienne McKee presented “If You Build it (Correctly), They Will Come: Strategies for Successful Activity Programming” at the Georgia Association of International Educators winter conference

• The following faculty members presented at the winter GATESOL conference in Atlanta: Cara Gallardo, Alissa Hooker, Brittany Cobb, Kari Loomis

• Bryant Harden served as chair of the Sponsorship and Exhibitor Committee of the Lessons from Abroad fall conference in Georgia

• Dr. Julie Strecker successfully defended her dissertation “A Case Study Using Scott’s Three Pillars of Institutions Framework to Explore and Define the Legitimacy of One University’s Intensive English Program.” She also was elected to the Board of Directors of University and College Intensive English Programs (UCIEP), an exclusive membership organization for the support and advocacy of intensive English program on campus and awarded the AIEA Presidential Fellowship, a mentor-mentee program for senior international officers in their first three years of service.

O. Student Affairs

The Division of Student Affairs consists of 11 departments on two campuses (Macon and Atlanta): Campus Life, Career Services, Counseling and Psychological Services, the Office of Access and Accommodations, Greek Life, Housing and Residence Life, Judicial Education, the Office of Leadership and Volunteerism, Recreational Sports and Wellness, the Student Health Center, and the Federal TRIO Programs (Upward Bound, Minority Affairs Student Support, and the Educational Opportunity Center). The
division’s mission is to enrich the Mercer student’s experience through co-curricular and extracurricular programming that complements the academic mission of the University.

A number of highly successful programs and initiatives took place during the 2015-2016 academic year to support student development. Among them were:

- The Office of Campus Life Macon sponsored 226 social and educational programs, including a highly successful “Muslims in America” lecture series that had well over 1,000 attendees. This Office was also instrumental in planning and coordinating the transportation of 120 students to the Southern Conference basketball tournament in Ashville, North Carolina, in the spring. Campus Life activities in Atlanta coordinated 15 sponsored programs with close to 1,000 student participants, including a “Bear Bus” trip to a Mercer football game in October.

- “Be a Good Neighbear,” the division’s annual community service event, grew to 250 students in the fall. Bearstock, a signature community event in Macon, featured national artists MKTO, Jon Bellion, Elephante, and DNK and entertained well over 5,000 attendees in Tattnall Square Park.

- The Student Government Association hosted former Mercer president and current chancellor R. Kirby Godsey as the featured speaker at Founders’ Day on February 3, 2016.

- The Office of Housing and Residence Life provided on-campus housing to 1,842 students in Macon and 164 in Atlanta and sponsored a combined 556 resident assistant programs. Recreational Sports and Wellness sponsored 24 intramural
sports programs in Macon and 20 fitness activities in Atlanta, including a flag football and frisbee tournament. The program also implemented a new student-instructed fitness class in Macon that served approximately 200 students per week this first year and increased the number of Outdoor Experience trips to six.

- The Sexual Assault, Hazing, and Alcohol Prevention Committee hosted a series of educational programs in Macon, including National Hazing Awareness, Oksoberfest, and the Red Flag Campaign. The group also hosted national speaker Dr. Jackson Katz who spoke to a standing-room-only audience in Willingham on gender violence, and co-hosted national speaker Kevin Hines who spoke on suicide prevention. The Atlanta campus highlights featured programs on stress reduction and cancer prevention.

- The division continued to provide access and accommodations to 258 students with disabilities, personal counseling to 527 students, and provided health services to over 4,000 visits combined on the Macon and Atlanta campuses. The division also provided career counseling to 414 students, sponsored 57 career-related programs, and conducted 29 classroom presentations on the Macon campus.

- Minority Affairs hosted 11 cultural events, including the Minority Student Success Conference and inaugurated Diversity Week. The Educational Opportunity Center sponsored 264 programs and met with 1,990 clients, while the Office of Non-traditional and Evening Services Program sponsored 12 programs and met with 140 clients.
• The division provided leadership in coordinating compliance with federal mandates related to Title IX, including updating the Sexual Misconduct and Relationship Violence policy (implemented in fall 2016). The Vice President for Student Affairs co-presented and provided updates to the Mercer Board of Trustees on two occasions during the course of the year.

Key indicators for success in Student Affairs focus on student involvement, student leadership, and service. A number of metrics are routinely used to measure student success for the Division of Student Affairs and include:

• The Mercer chapter of the National Society of Leadership and Success concluded the year with the induction of 148 new members in fall 2015 and 41 new members in spring 2016.

• Twelve students were inducted into the Omicron Delta Kappa National Leadership Honor Society in the spring. Mercer now has 574 inducted members in this national organization since 1997.

• Students graduating in the spring of 2015 were asked to complete a “Next Destination” survey reflecting their plans for post-graduation. The response rate was 72% (two points above the average rate for Carnegie Southeast Region Comparison Schools of similar enrollment). Of the reporting students, 87% of students responded they were either employed or accepted to graduate or professional programs within six months of graduation. This rate was seven points above the average for the Carnegie Southeast Region Schools classification.
• The Center for Community Engagement coordinated 1,052 volunteers who put in an estimated 11,720 service hours (an estimated labor value of $270,011.28).

• Greek Life had 710 total members (24.8% of the student population) in the fall. Greeks combined for over 11,515 hours of service and raised approximately $61,925 for philanthropies.

• Student surveys reflected 55.38% of undergraduate students reported serving in some form of leadership on the Mercer campus, 57.06% of undergraduate students participated in educational programs (outside orientation and class) related to sexual assault, hazing, and/or alcohol prevention in the past year, and 84.5% of undergraduate students reported volunteering in the last year. This survey is conducted every other year and will be done again in 2016-2017.

• Senior student Joseph Wozniak presented a proposal in March to the Southern Conference of Schools and Colleges on Civic Engagement during the SoCon basketball tournament in Asheville, North Carolina. All 10 conference schools agreed to the challenge of a voter registration competition to be held in fall 2016.

• Student leaders selected for prominent University recognition for leadership and service were graduate student Ebony Jervonne’ Brown (Walter F. George School of Law), recipient of the Griffin B. Bell Award; senior Joseph Knight Wozniak (College of Liberal Arts), recipient of the Wallace DuVall Excellence in Leadership Award; senior Min Hyun Oh (College of Liberal Arts), recipient of the Louie D. Newton General Excellence Medal; senior Austin Harrison (College of Liberal Arts), recipient of the Algernon Sydney Sullivan Award; and students
Timothy Lewis (College of Liberal Arts), Emma Peel (College of Liberal Arts), Aaron Scherf (Stetson School of Business and Economics), and Jessy Togby-Doya (James and Carolyn McAfee School of Theology) were all recipients of the James T. McAfee, Jr. Scholarship.

Select results of program success and professional involvement includes:

• A student services survey focused on the Atlanta campus supported that of the students surveyed:
  
  o 91% agreed or strongly agreed Mercer is promoting an atmosphere of cultural diversity.
  
  o 90% reported that they feel safe living on campus.
  
  o 80% reported they were satisfied or very satisfied with the quality of their on-campus housing facilities.
  
  o 87% reported they agreed or strongly agreed campus events are well publicized.
  
  o 87% reported they agreed or strongly agreed they were satisfied with the variety of activities being offered by Recreational Sports and Wellness.
  
  o 89% reported they agreed or strongly agreed they are aware of the policies and expectations under the Student Code of Conduct.

• Results from the Core Alcohol and Drug survey conducted on the Macon campus support that of the students surveyed:
  
  o 97.9% reported they were aware of University policies related to drugs
and alcohol.

- 63.9% were aware of alcohol and drug prevention programs.
- 83.4% confirmed that they believed the campus is concerned with the prevention of alcohol and drug use.
- In addition, student use of alcohol at Mercer was lower in comparison to our reference schools in all categories (lifetime, annual, 30-day, and weekly prevalence). (December 2015)

• Select professional staff achievement includes:
  - Brent Meyer, M.A., L.C.S.W. and Assistant Director for Counseling and Psychological Services, was named as an emeritus board member of the Association of Social Work Boards (ASWB) Masters Examination Committee
  - Caroline Terry, Residence Life Area Coordinator, was selected to serve as the advisor for the Georgia Residence Hall Organizations for the state of Georgia.
  - Frantz Salomon, Residence Life Area Coordinator was selected as Georgia College Personnel Association member-at large, and presented at the Southeastern Association of Housing Officers Regional Entry Level Institute.
  - Carole Burrowbridge, Director of the Office of ACCESS and Accommodation, presented on “LD and ADHD Documentation” at the Association on Higher Education and Disabilities national conference.
In addition, 13 Student Affairs staff have now completed training and actively serve as Title IX Investigators for the University.
IV. ADMINISTRATION AND FINANCE

This unit of the University is composed of the offices of Athletics, Audit & Compliance, Auxiliary Services, Benefits, Payroll & Wellness, Budget, Information Technology, Human Resources, Mercer Engineering Research Center, Physical Plant, Police, Treasurer’s office, and University Center. Substantial growth and campus improvement occurred on the campus this year, and they can be attributed to several of these offices.

ATHLETICS

Top 25 programs conquered. Championship banners claimed. National awards won. Academic achievements acclaimed. The 2015-16 seasons for the Mercer Athletic Department was one of great notoriety and advancement as the Bears competed in their second full year as members of the Southern Conference.

Mercerians worldwide knew they were in for a good year when the upstart football program, in only its third season since rebooting the program in 2013, claimed a program-first win over a top-25 opponent. The 17-14 win over No. 3 Chattanooga at Five Star Stadium sent shockwaves through the national polls and placed Mercer football on the map.

Both women’s basketball and baseball won SoCon regular season titles. For Craig Gibson’s baseball program, it was familiar territory with its second consecutive SoCon title. Finishing with a mark of 38-23, Mercer became just one of seven programs in the
country with 35 or more wins in each of the past seven seasons. For women’s basketball, it was nearly a clean sweep at the end of the regular season. The Susie Gardner-led Bears won the SoCon regular season title as Gardner was named the league’s Coach of the Year, Kahlia Lawrence named Player of the Year and Linnea Rosendal was named Freshman of the Year.

Women’s basketball wasn’t the only program to have players bring home hardware. One of the more impressive stories of the year on a national level was the play of Mercer outfielder Kyle Lewis. A unanimous All-American, Golden Spikes Award winner, National Player of the Year and Gold Glove honoree, Lewis finished the year ranked in the top five in seven different national statistical categories. Lewis was drafted 11th overall in the MLB Amateur Draft by the Seattle Mariners.

Athletic awards weren’t the only accolades brought home by the Bears in 2016-17. Mercer claimed the Barrett-Bonner Award, annually given to the Southern Conference institution that places the highest percentage of its student-athletes on the league’s academic honor roll. That award wasn’t surprising as the Mercer Athletic Department as a whole posted an impressive 3.351 grade point average over the course of the year.

Softball’s Natalie Shiver was named to the Capital One Academic All-America Third Team and was named the Bob McCloskey Insurance Graduate Scholar from the SoCon office while football player Tee Mitchell was a first team Academic All-America selection. Women’s soccer’s Maggie Cropp and men’s soccer’s Mark Riggins were First Team Academic All-District selections while football players Thomas Marchman and Tyler Ward also received Academic All-District honors.
AUDIT AND COMPLIANCE

This office provides important support for University management and the Audit Committee of the Board by performing operational reviews, special projects, assists with the annual University audit and provides advisory services for various University projects/committees. The HIPAA (Health Insurance Portability and Accountability Act), Environmental Health and Safety (EH&S) Office and Title IX are part of this department.

AUXILIARY SERVICES

Bear Card Campus Card System: We continue to work with the Mercer community and the various construction and renovation projects across the University to expand and provide security access as well as point of sale solutions, attendance tracking and event admissions.

The system is an integral part of campus security. This year access control component of the program was expanded to help address security concerns. New security gates were installed in the Garden Apartments and vehicular access gates were added to the Ash Street and South College Street entrances to aid in traffic control and security.

Bear Bucks, the debit card component of the of the program that provides a prepaid stored–value account, processed nearly $2 million in sales last fiscal year, increasing campus safety by eliminating the need to carry cash.
Approximately $270,000 was spent last year using the Bear Bucks account at the off-campus merchant locations in Macon that accept the card, further demonstrating the economic impact Mercer students have in the Macon community.

**Bookstores:** Over the course of the 2015-16 academic year, the bookstore focused on cost savings measures to help our students reduce the cost of textbooks and materials. Working with faculty and department heads, we are now able to offer nearly 80% of textbooks in a rental or digital format. As a result, the rental segment of the bookstore business continues to grow, saving our students more than $500,000 over the cost of new textbook materials.

**Food Services:** Auxiliary Services and ARAMARK, our food service provider on the Macon campus, continue to refresh and enhance services. Working with ARAMARK this year, Mercer has added two new venues on campus -- Panda Express and Which Wich -- and renovated and expanded the Chick-fil-A and Provisions on Demand Markets at the University Center and Connell Student Center. In addition, renovations were completed on the student lounge and dining areas on the second floor of the Student Center.

Student satisfaction surveys continue to increase as well as retention of students in the program beyond the mandatory meal requirements. During the 2016 fiscal year, we saw a nearly 8.5% growth in voluntary meal plans over the previous year.

Sustainability continues to be a major focus for our program with the use of recycled products, eliminating containers from disposal in local landfills. In addition, our program works to promote sustainability by using local products whenever possible.
A major focus this year on the Atlanta campus was the completion of a design study. Utilizing the services of Carlyles Corporate Food Services and architectural firm Collins Cooper and Caursi, plans have been developed for renovations to meet the needs of our growing community as funding becomes available.

**Laundry:** Auxiliary Services has worked this year with the Housing and Residence Life staff to enhance customer satisfaction by including laundry services in the housing fees. Over the past year, we have continued to refresh and update facilities on a rotating basis.

**Cable Television:** Working with our partners at Cox Communications and Comcast, Auxiliary Services manages the cable television contracts for both the Macon and Atlanta campuses.

**Alarm Services/Closed Circuit Security Cameras:** Auxiliary Services continues to maintain and install security systems to assist campus police in their mission to protect and maintain a secure environment for our campus community. Over the past year, we have focused on installation of cameras to help monitor parking areas adjacent to Legacy Hall and perimeter access gates to campus aid in campus security.

**Rental Property Management:** Auxiliary Services continues to manage various properties owned by the University. In addition, we work with the University Advancement and donor relations team to market and maintain a variety of trust and endowment properties as needed.

**Mail and Document Services:** As our campus community continues to grow, we continue to see dramatic growth in this area. In order to meet the needs of our campus
communities, we need to explore opportunities for expansion and renovation of our processing facilities in Macon and Atlanta.

**BENEFITS AND PAYROLL AND WELLNESS**

The Retirement Plan Investment Committee was solidified this year, completing the last item on a long list of regulatory issues imposed by the Employment Retirement Income Security Act (ERISA) spanning over several years.

An additional full-time support staff position was provided to the Payroll Office to address the growing need in this area. The payroll staff successfully translated aggregated health costs into a single figure for reporting on 2015 W2 forms required for the first time this year. We continue to monitor the ever-changing landscape of the Affordable Care Act, ensuring that Mercer remains compliant in all areas.

**BUDGET AND ANALYSIS**

The Office of Budget & Analysis provides analytical and budgetary support to the president, officers and operating units (academic and administrative) for fiscal management of the University. Functions include coordination of the annual budget process, financial modeling and forecasting, as well as assisting in the institutional research and assessment functions of the University.

Mercer’s 2016-17 operating budget was successfully developed and implemented for the fourth consecutive year utilizing the integrated module of the CampusVue financial management system. As is always the case, this budget was balanced. The
Office of Budget and Analysis worked closely with budget officers and senior administrators to ensure a budget that aligns with the mission of the University.

INFORMATION TECHNOLOGY

Information Technology continued to make progress in achieving its objectives under the University Strategic Plan. A summary of that progress follows.

Replace its financial, student, human resources, alumni and donor information systems to maximize efficient operations.

Upgraded CampusVue-Student to CampusNexus-Student, a next generation platform with tools such as workflows, electronic forms, and e-signatures.

- Placed the implementation of CampusNexus-HR/Finance/Payroll on hold pending additional fact-finding and discovery efforts.
- Implemented event-based workflows to automate wait-listing activities, student document expiration notifications, and to generate notifications of course withdrawals to students and faculty.
- Built tools to assist registrars with reconciliation of National Student Clearinghouse enrollment data.
- Developed an integration to implement age-banded charges for student health insurance.
- Implementing ImageNow document management solution for University Registrar, and working with University Advancement and Financial Planning to plan the next phase.
Currently in the planning and discovery phase with University Advancement to improve the functionality of the donor-giving process.

Upgrade online communication systems to facilitate effective communication with on- and off-campus constituents. Link all campuses through advanced video-teleconference systems to facilitate instruction and administrative operations. Equip at least 75% of classrooms with appropriate technology for interactive instruction ("smart classrooms").

- Implemented WebEx to provide audio- and video-conferencing for all students, faculty, and staff. WebEx is also being used for class meetings and student-group activities within the BlackBoard Learn and MoodleRooms learning management systems.
- Provide WebEx training and tutorials.
- Converted more than 3,000 web pages to responsive design, which enhances accessibility and usability on all devices.
- Provided training on responsive web design for all web content contributors.
- Working with the colleges and schools to boost their search engine optimization.
- Installed, enhanced, or expanded the IT infrastructure providing network, communication, and audio visual services in Duvall Lab 227; Legacy Hall; Lofts at Mercer Landing including new HR, Marketing Communications, and University Advancement offices; Physical Plant; Newton Hall; Piedmont Hospital; and Washington County Internal Medicine. These steps ensure IT infrastructure is
robust and reliable and allows for ongoing expansion and enhancement to increase functionality and meet institutional goals.

- Deployed new SRM site recovery solution for ERP disaster recovery.
- Deployed new or upgraded security and protection capabilities for many points of access into and out of the University network. The upgrades include network packet inspection to block advanced malware. These protections enhance our compliance with regulations, information security best practices, and provide improved protection to critical University resources and information.
- Currently in the planning phase to upgrade the guest wireless network from 150mbps to 1,000mbps (1 GB). This will enhance access primarily for visitors at events.
- Continue to create and update standardized Quick-Start Guides for classroom technology on all campuses.
- Implemented classroom technology upgrades in almost 50 classrooms and conference rooms across the University.
- Deployed new e-Clinical Infrastructure for Mercer Medicine operations.
- Deployed digital signage in Lofts at Mercer Landing first floor and Legacy Hall first floor.

**Develop a life-cycle replacement plan for personal computers and printers.**

Replaced LANDesk PC end-point management with Microsoft System Center Configuration Manager and added Casper for Apple computers. Both solutions
significantly improved our ability to manage, maintain, and protect systems on and off campus.

- Tested and updated all new desktop, laptop, and monitor offerings to provide optimal configurations for a wide range of user needs and to offer Mercer the best pricing and ROI.

- New thin clients deployed: 100. Total thin client device inventory: 854 plus 100 virtual desktops used by MPH students (individuals: 197, labs: 638).

- New Windows PCs: 244. Total PC inventory: 2,286 (individuals: 1,549; labs: 737).

- New Apple systems: 64. Total Mac inventory: 284 (individuals: 200; labs: 84).

**Ensure that faculty and staff are appropriately trained in the use of enhanced technology.**

Worked with the Teaching and Learning Center, the Distance Learning Committee, and other faculty to plan for and implement a fall-semester Canvas learning management system pilot.

- WebEx has been integrated with and is being used for class meetings and student-group activities within the Canvas, BlackBoard Learn, and MoodleRooms learning management systems.

- Provide WebEx training and tutorials.

- Developed additional video-based training and tutorial resources for numerous products and systems. All of these resources are available for faculty, staff, and students on the IT website.
• Developed and delivered comprehensive hands-on basic, intermediate and advanced faculty training on Moodle and Blackboard.
• Provide assistance, support, and training for faculty involved in the Canvas pilot.
• Provided lunch-and-learn sessions and faculty/staff roundtable presentations and discussions on Blackboard, Moodle, CampusNexus, and other software and systems as needs are identified.
• Continue to offer and enhance faculty and staff access to Lynda.com, which provides video-based training in over 2,000 technical courses in over 40 specialties.

**Significantly strengthen the course development and support structure for online learning to undergird new academic initiatives.**

• Working with the Center for Teaching and Learning and the Distance Learning Committee to enhance services and support for online learning.
• Deployed new research server capabilities for College of Pharmacy.
• Replaced Blackboard Collaborate with WebEx, which is a much more functional and reliable product. WebEx has been integrated with all of our learning management platforms: BlackBoard Learn, MoodleRooms, and the Canvas pilot. WebEx is being used by faculty and students for class meetings and student-group activities within BlackBoard Learn, MoodleRooms, and Canvas.
• The Canvas LMS is being piloted in fall 2016. We have had a lot of positive feedback from all faculty involved and many students and hope to replace BlackBoard Learn and MoodleRooms with it during summer 2017.
Support Services

- Total user support incidents/tickets opened by IT: **21,513**.

HUMAN RESOURCES

The Human Resources Department added an additional position to focus on faculty and staff compensation, resulting in a total of seven HR staff providing a full scope of Human Resource Management functions to 1,584 regular employees on four campuses, as well as the Regional Academic Centers.

**Recruitment and Retention:** Turnover rates in FY16 increased. Total turnover rates, including Mercer Engineering Research Center (MERC), showed a **total** turnover rate of 15.5%, an increase from the 13.6% reported last fiscal year. While this is considerably less than the national average for total turnover in the educational services sector (27.4%), it is higher than the 12.8 % rate reported by the Compdata Survey of Colleges & Universities. Total voluntary turnover for the University (excluding MERC), was at 14.0%, well over last year’s turnover rate of 10.8% and the highest level since FY05. A more detailed breakout of voluntary turnover rates, excluding MERC, revealed a significant increase over last year for both non-exempt staff and professional/administrative staff. Non-exempt staff voluntary turnover increased significantly from 13.6% to 22.5% (influenced by high turnover in Mercer Medicine) while professional/administrative turnover increased from 10.2% to 12.6%.

Affirmative efforts to increase diversity in the workforce were successful in all three major employment categories. Mercer’s workforce, including MERC, as of June 30, 2016, was composed of 25.5% minority employees, up slightly from last year’s 24.4%. 
**Compensation:** A merit pool of 2.0% was distributed in July 2015. In addition, academic promotional increases and a few merit awards were granted to select faculty and staff members who demonstrated exemplary performance. In FY15, CUPA-HR (College and University Professional Association for Human Resources) reported the median salary increase for faculty of 2.0%; professional staff was 2.2% while the increase for administrative staff was 2.4%. If we are to remain competitive and achieve the targeted market relationships outlined in the University’s strategic plan, increased salary budgets will be required.

**Workplace Culture and Employee Engagement:** Retirement and Recognition ceremonies were held in the spring of 2016 on the Atlanta campus, on the Macon campus, and at the Mercer Engineering Research Center in Warner Robins. A total of 38 retirees (13 on the Atlanta campus; 25 on the Macon campus) were recognized this year. A total of 229 employees were recognized for benchmark years of service (48 on the Atlanta campus; 152 on the Macon campus; four on the Savannah campus; and 25 at the Mercer Engineering Research Center). Framed certificates were presented to the 5-year service award recipients. Certificates and Amazon gift cards were presented to the 10-year and above service award recipients.

In recognition of the many contributions faculty and staff make to the life of the University, two Faculty-Staff Appreciation Day events were held this year. On October 29, 2015, more than 100 employees, along with their families, attended a tailgating barbeque before watching the Mercer football team compete against the Warner Royals. The second event was a Faculty-Staff Appreciation Basketball game on
February 6, 2016. More than 150 employees and their families cheered on the Bears while enjoying a free lunch catered by ARAMARK. Nearly 600 free tickets were claimed for this event.

The Macon campus 2015 United Way Campaign allowed employees the opportunity to impact their local community through their financial contributions and time. The campaign was held in the fall of 2015. Mercer employees contributed a total of $105,161, making it the most successful campaign to date. United Way continued its reading initiative program called Read2Succeed with the Mercer community contributing $2,807 for this specific initiative.

**Compliance/Policy Development:** In April 2014, new regulations were implemented by the Office of Federal Contract Compliance Programs (OFFCP), which set benchmark hiring rates for protected veterans as well as utilization goals for employment of individuals with a disability per job group. Also, additional documentation of outreach efforts, as well as analysis of their effectiveness, for these two protected groups were added as requirements for our Affirmative Action Plan. Human Resources researched best practices and companies that offered the most cost-efficient product to assist with these outreach efforts. Human Resources contracted with JobTarget to post job openings as of July 1, 2015, with various websites targeting protected veterans and individuals with a disability, as well as minority groups and females.

**Training and Development:** Human Resources attempts to engage employees to “Be The Bear” from the very start of their employment. Seventeen new employee orientation sessions were offered from July 2015 – June 2016 where University mission,
core values, goals and priorities were shared with 151 new staff. In December 2014, Human Resources implemented a contract with Campus Clarity/Law Room to offer online courses for both students and employees in response to the training requirements of Title IX. This programming has been very successful in reaching the employee population with over 90% of regular full-time employees completing the hour-long online course.

**MERCER ENGINEERING RESEARCH CENTER (MERC)**

MERC received in excess of $27,166,000 in external research and development (R&D) funding in fiscal year 2016, which was 7.8% less than received during MFY15, and 26% less than the single FY record amount of $36,744,000 received during MFY14. MERC has thus far received more than $2,931,000 during MFY17 as compared to $1,984,000 received during the same period in FY16. As has been the case for the past several years, the reduction from the previous year was not unexpected because of the combination of contracts across fiscal year periods of performance, along with the continuation of budget uncertainty at the federal level because of the Budget Control Act of 2011 and the “sequestration” it imposed. These factors have caused a continuing reduction in DoD budgets along with corresponding annual shifts in DoD funding priorities. As a result, MERC continues efforts to broaden its business base both in terms of developing new clients and new areas of expertise.

MERC’s client base now includes multiple commercial and government organizations located across the United States. Government organizations include various major organizations within the Air Force, Navy, Army, Marines, Defense Threat
Reduction Agency, and the Department of Homeland Security. Commercial clients include both large and small businesses located in Georgia and a number of other states. MERC has also made inroads to foreign markets, including South Korea, Australia, Japan, Afghanistan, New Zealand, and Canada.

MERC’s research and development (R&D) efforts to design and develop a one-of-a-kind scalable radar complex emulator for use in the Electronic Warfare Avionics Integration Support Facility at Robins Air Logistics Complex included in last year’s report has been in initial prototype compliance testing for a few weeks and has performed well, leading to no more than a few simple system software modifications. Now that the basic concept has proven viable the customer has asked for system modifications to allow additional capability.

MERC’s activity in energy management continues to expand with additional efforts for the USAF Logistics Complex Centers with a variety of activities related to reduction in energy cost.

MERC continues to provide multiple software tools to its clients to support the full sustainment lifecycle of the systems and equipment clients maintain for troops.

MERC also continues to provide outstanding mechanical, aerospace, human factors, and biomechanical engineering support of USAF fielded systems in a wide variety of areas.

MERC experienced tremendous success this year when it identified the reason and design solution for dangerous deflections of the aerial refueling probe on SOF’s HH-60 helicopters whose operation had been severely limited due to the problem.
MERC reliability and software engineers have also developed and delivered a robust, web-enabled multi-platform reliability centered maintenance analysis and database tool named SMART. SMART assists engineers and scientists in conducting reliability analysis on operational aircraft.

PHYSICAL PLANT

The Physical Plant is dedicated to providing routine maintenance and initiating preventive maintenance for all Mercer facilities. The department responds to approximately 15,000 work orders annually from customer requests and preventive maintenance.

Physical Plant provides oversight of contracts for custodial services, grounds maintenance and HVAC maintenance. Additionally, preventive maintenance contracts related to life/safety issues, such as elevator and fire safety, are maintained. The Physical Plant operations comply with city, county, state, and federal regulations. Physical Plant and Environmental Health and Safety work together to keep up the Environmental Management System for the University campuses and ensure environmental compliance.

Physical Plant will continue to work on energy saving measures for the campus. It will also work on cleaning buildings and improving landscaping to enhance the appearance of the University.

Physical Plant provides construction oversight for all University construction and renovation projects.

Plant Fund Projects
Physical Plant used the Plant Fund budget of $1,500,000 to undertake several repair and replacement projects. The following is a list of the major projects completed:

- Hardman Hall Roof Replacement
- Stetson Hall Carpeting and Painting
- McCorkle Music Building Painting
- Winship/Adams Apartments Wood Repair and Painting
- Mary Erin Porter Hall Carpeting and Painting
- Woodruff House Wood Repairs and Painting
- University Center HVAC Controls Replacement
- Tarver Library HVAC Controls Replacement
- Hazardous Site Response Act Mercer Village Clean Up
- Willingham Gutter Installation
- Plunkett Hall Carpeting and Painting
- AACC building HVAC Controls Replacement

Other university funds were used to complete the following projects:

- Pressure Wash and Clean University Center, Mercer Innovation Center and MEP Building
- New Residence Hall Construction
- South Entrance Construction
- Hardman Hall Bachelor of Fine Arts Renovations
- Patterson Building Demolition
- Lofts at Mercer Landing Bridge, Elevator and Hardscape Construction
• Campus LED Lighting Retrofit
• Mercer Innovation Center Remodel
• Garden Apartments Security Gates
• University Center Renovations to Chick-fil-A
• New University Center Panda Express
• New Student Center Which Wich Sandwich Shop
• Campus Entry/Security Gates
• Atlanta 2902 Building Repairs

Major Future Projects
• New Science Building
• New Baseball Stadium

MERCER POLICE

Mercer Police is a certified police agency as defined under the Georgia Peace Officer Standards and Training Act (POST). Its major efforts are focused on safety, security and crime prevention, but it handles crime investigation as well. All officers receive at least 20 hours of training annually to maintain certification as police officers with arrest power.

Student education is an important part of crime prevention and Mercer Police partners with Student Affairs and the faculty to help students learn good decision making by providing various training sessions year-round to promote campus safety. Several in-house adjustments were made to staff size and salaries’ during the year to provide safety to all the campus areas.
TREASURER’S OFFICE

The Treasurer’s Office is composed of the Accounting Office, Bursar’s Office, Grants and Contracts, Purchasing, and Student Loans. It manages and tracks monthly performance by comparing the budget versus actual. This monthly review helps to identify areas that may exceed or fall short of the budget. This review helps to make adjustments if needed during the year. During FY16, the University reported $8,065,982 surplus over net budgeted revenue and expenses.

Accounting is responsible for the timely and accurate processing of all non-payroll disbursements made by the University, and also responsible for the submission of all 1099 forms to taxpayers and reporting this information to the IRS. In fiscal year 2016, the office processed 23,011 checks which totaled over $106 million, and $42 million was entered for capitalized equipment and building renovations. This increase includes the addition of the Savannah Medical Education Center in Savannah, South Entrance Improvement Project, construction of the new residence hall and the new Physical Plant building. Space and equipment verification surveys are completed biannually. These surveys aid in the preparation of the University’s indirect cost rate.

The Bursar’s Office has worked collaboratively with Retention and Financial Planning to reduce accounts transferred to Student Loans for internal collections by 10.36% during FY16. The IRS announced a change to federal reporting for 1098-T tuition statements for the 2016 tax year. This mandate requires the University to change from reporting eligible expenses billed to payments received for eligible expenses. The Bursar’s Office is working in close conjunction with Campus Management and our IT
department to ensure that we are ready to go for the reporting changes scheduled to take place on January 1, 2017. The Bursar’s Office billed for approximately $208 million in tuition alone. We recorded and deposited $67,922,360 in student payments and issued $54,987,679.13 in refunds and stipends during FY16.

The Student Loan Office prepared and processed 110 Porter Loan Promissory Notes, totaling $241,772.58, for Mercer students in the 2016 fiscal year. This was the largest number of Porter Loans processed in any fiscal year at Mercer. In 2014-2015, only 27 Porter Loan Promissory Notes were prepared for a total of $86,056.77. This increase helped utilize available loan funds for students and reduce tuition receivables. The Student Loan Office collected over $1.9 million in Perkins funds in 2016 fiscal year. This resulted in an increase of more than $200,000 from the previous fiscal year. The Student Loan Office achieved a 0% Cohort Default Rate for the second fiscal year in a row on the following four Federal Student Loans: Loan for Disadvantage Students, Health Professional Student Loan, Nursing Student Loan, and Primary Care Loan. Assistant Bursar Kandy Cook was invited and presented a session, titled “Student Choice Refunds,” at the 2016 Nelnnt Business Solutions Users Conference in San Antonio, Texas in April. Both the Bursar and Student Loan Office strengthened staffing and service to meet the dynamic needs of the diverse student population and University growth.

The Grants and Contracts Office (GCO) had steady activity during the 2016 fiscal year, submitting 166 applications totaling approximately $49.5 million, as compared to 145 applications totaling more than $32.1 million dollars for the 2015 fiscal year. This
represents a 14.5% increase in the number of submissions over the prior year and
nearly a 54.2% increase in dollars requested.

Federal, state and private grant/contract expenditures for the 2016 fiscal year for
research and other sponsored activities totaled $34.3 million, consisting of $19.9 million
MERC federal expenditures and $14.4 million expenditures for all other research and
sponsored activities. This is in comparison to the 2015 fiscal year total of $34.4 million,
consisting of $19.1 million MERC federal expenditures and $15.3 million expenditures
for all other research and sponsored activities for the 2015 fiscal year.

Other activities undertaken by the GCO during fiscal year 2016 include the following:

- Continued training of GCO staff through nationally accredited programs for
  research; participated in user training for Cayuse424; participated in other
  training sessions applicable to accounting for the administration of grants and
  contracts.
- Submitted the 2015 fiscal year FISAP report and NSF annual survey; completed
  or reviewed annual operating reports submitted for student and faculty grant
  funds expended in the 2015 fiscal year.
- Prepared for Mercer’s 2016 A-133 audit of federal expenditures.
- Continued to provide training sessions, individual assistance and informative
  emails to faculty and staff for preparing Grants.gov applications and for
  identifying grant and contract funding opportunities.

The Purchasing Office reviews all requisitions for proper approvals and adequate
budget for the transfer to purchase orders and assists departments with the
procurement of requests for the best cost. During last year, the Purchasing Office negotiated several furniture orders for the furnishings for the newly constructed buildings. The Purchasing Office is responsible for overseeing the purchasing card program for the University with 588 card holders. Purchasing is an active member of the purchasing consortiums of ARCHE (Atlanta Regional Council for Higher Education), GICA (Georgia Independent Colleges Association), E&I (Educational & Institutional Cooperative Purchasing) and U.S. Communities. These associations and Mercer’s own contracts have greatly reduced the cost of the University’s goods and services.

The office maintains the contract for the maintenance of scientific and other specialized equipment and acts as a liaison for repair claims as well as maintaining the inventory for all University owned vehicles.

**UNIVERSITY CENTER**

The University Center had 568,709 guests in the past year, an increase of 18% over last year. The Fitness Center had 137,517 guests utilize that facility, an increase of 5% over last year. The University Center hosted more than 392 events, including varsity athletic games, student-sponsored events, Mercer Executive Forums, as well as University Commencements. The University Center continues to support the football operation and provided 1,990 hours of labor in the form of ticket taking and ushering for the six home games during football’s third season. The Farmers Market opened for lunch this past year and is a contributing factor in the University Center’s increased attendance. The Fitness Center purchased five new cardio machines, the third replacement order for equipment in the fitness center, and has been well received by
users. The University Center is open 118 of the 168 hours in the week (70% of the week, Monday-Friday, 6 a.m. – midnight, and Saturday – Sunday, 10 a.m. – midnight).

The University Center continues to be the largest employer of student workers on campus with more than 210 current student employees on its payroll. These student workers staff a total of 438 hours per week throughout the facility, as well as supporting football games, basketball games and other special events. The “Bear Force” (the name of the student work force) provides an invaluable service to the operation of the facility while providing an opportunity for students to develop leadership and supervisory skills. The University Center employs two graduate assistants and nine Bear Force Leaders (undergraduate students) who assist in the operation of the University Center.
II. MARKETING COMMUNICATIONS

During the 2015-16 fiscal year, the Office of Marketing Communications, working with the Web Management team in Mercer’s Information Technology division and an outside vendor, completed an 18-month long project to move the University website to a mobile-optimized platform. The newly designed website was launched in January 2016, and by the end of the fiscal year more than 5,000 web pages had migrated to the new platform, which makes Mercer web content more readable and accessible from smartphones and tablets. This transition was critical for the University’s marketing efforts because as of 2014 more web content is accessed from smartphones and tablets than desktop computers in the U.S.

On a more somber note, on February 2, 2016, the University suffered from the loss of Jibri Bryan, a graduate student and a member of the men’s basketball team. Mr. Bryan was at a convenience store about a half mile from the Macon campus at a busy downtown intersection, where he was shot and killed late in the afternoon. Both suspects in the case were apprehended and were charged with his murder. In the hours following the shooting the Mercer Crisis Team engaged and responded with care and professionalism: first, directly to Mr. Bryan’s family, and then in communications with University constituents:

- University Minister Craig McMahan made contact with the Bryan family and provided assistance. Athletic Director Jim Cole and Head Men’s Basketball Coach Bob Hoffman also reached out to the family.
• E-mail communication from the President and Chair of the Board was sent to trustees the evening of the shooting.
• Statements from President Underwood and Coach Hoffman were released to the media the evening of the shooting.
• E-mail communication from the President was sent to faculty, staff and students the evening of the shooting.
• Hundreds attended a candlelight service organized by the University Minister and Office of Student Life in Hawkins Arena the evening of February 3.
• The men’s basketball team and coaches, the Athletic Director, and other Athletic Department representatives attended Mr. Bryan’s memorial service in Savannah.
• A letter from the President to parents of undergraduate students was mailed within 10 days of the shooting, providing additional information about the incident and assurances of the University’s commitment to student safety.

There was extensive national media coverage of this tragedy. More than 470 online stories about the shooting appeared in media outlets across the country. The event was tragic for the Bryan family, painful for the Mercer constituencies, and difficult for the Macon community.

Publications: The Office of Marketing Communications produced a number of publications last year that communicated Mercer’s achievements and distinctive place in American higher education. These included the fall and spring editions of The Mercerian, which were mailed to more than 76,000 alumni and friends; the Mercer
Health Sciences Center magazine, *Reach*; the Law School magazine, *The Mercer Lawyer*; and the *University Profile*. The office also designed and produced various special publications, including the Board of Trustees directory and the University Commencement program.

**Design Projects:** In fiscal year 2015-16, Marketing Communications staff began implementation of the new University branding that was endorsed by the Board of Trustees the previous year. New stationery, communication packages for all executive offices, deans and academic units, and nameplates for academic and administrative units were completed.

The Marketing Communications design staff managed the production of more than 300 official projects including magazines, weekly and monthly online newsletters, as well as school-specific online newsletters and e-blasts, advertisements, campus map updates, posters, brochures, display banners, campus signage, web banners, electronic presentations, fact sheets, programs, flyers, directories, certificates, invitations and postcards. In the area of campus map updates – with the transition of the official address of the Macon campus from Coleman Avenue to Mercer University Drive – there were some 13 variations produced in the year for various uses related to campus improvements, construction, traffic and event parking.

Marketing Communications also designed and had installed in the University Center new large wall banners and signage for the Bear Market and ticket office windows and all entrance door signage to align the graphics with the new branding guidelines.
**Online Communications:** Marketing Communications continued to make extensive use of social media to engage with Mercer constituents, with all of the University’s platforms growing substantially in reach:

- The University Facebook account saw an increase of 4,431 page likes (32% increase).
- The University’s Twitter account saw an increase of 1,431 new followers (17% increase).
- The official Instagram account saw an increase of 1,536 new followers (111% increase).
- The Mercer YouTube account added 114 new subscribers, and videos posted to the account were viewed 49,560 times for a total of 116,822 minutes.

Major new website updates were conceived, designed and launched for the Mercer Innovation Center, Mercer’s Style Guide, the Health Sciences Center, Phi Beta Kappa, Jimmy Carter on Mercer, Mercer Hallmarks, Public Art Tours at Mercer and multiple College of Liberal Arts departmental sites.

**Media Relations:** According to Meltwater online media monitoring, Mercer was mentioned in 7,920 articles in 2,244 news outlets in 12 countries during FY 2015-2016, with those mentions accounting for 9.3 billion potential views.

The office wrote and distributed 230 news releases and 14 media advisories to local, regional and national media outlets regarding major events and accomplishments for the University, as well as 9,341 hometown news releases to local media outlets regarding individual achievements.
In addition to facilitating day-to-day media coverage, the office mobilized the local media for several special events, including installation of the new bronze bear statue outside Five Star Stadium (Aug. 3); a full-length television shoot by Atlanta Interfaith Broadcasters on the Atlanta campus prayer garden (Aug. 5); demonstration of telehealth technology used in the Hancock County Healthcare Access Initiative (Sept. 3); a groundbreaking ceremony for the Mercer Landing hotel-restaurant development (Sept. 22); a press conference announcing the launch of the Mercer Innovation Center (Nov. 17); a press conference announcing the restoration of Macon’s historic Capricorn Studio (Dec. 10); a media tour of the newly renovated School of Medicine campus in Savannah (Feb. 12); and an announcement of the launch of the Center for Leadership and Ethics (March 21).

**Photography:** Engaging photography is essential to bringing Mercer’s stories to life and to communicate our stories to the world and our own community. A total of 425 photography sessions were coordinated with professional photographers from across the country during the 2015-16 fiscal year. We have access to more image-capturing options and methods for distributing images than ever before.

The department added an unmanned aerial vehicle, commonly known as a drone, to our photography workflow. The drone offers numerous benefits including capturing beautiful campus scenery and construction from a bird’s eye view. It is also a valuable tool in assisting with map creation and editing. Additionally, we have added a 360° camera that offers wide panorama shots and spherical images that can be viewed in a browser, smartphone, tablet, or virtual reality
headset. It allows viewers to visually manipulate scenes for different angles and perspectives.

We are transitioning the University’s online photo gallery from SmugMug to PhotoShelter - moving more than 250,000 images. The move to PhotoShelter will improve the University’s digital asset management, providing quick, efficient access to images and improving sharing options across departments. It also allows direct image uploads to allow other departments to contribute and creates a central depository and archive for all University images. There is also an option to purchase prints directly from PhotoShelter that will generate revenue for the University.

**Videography:** More than 77 video projects were completed during the 2015-16 academic year, documenting and promoting campus activities such as student events, speaker series and projects for the President’s Office. While all videography is produced in-house and uploaded to the University’s YouTube channel for public viewing, some events have been livestreamed for general access to Mercer constituents around the world.

Videos were produced in support of the University's QEP: Research that Reaches Out. These videos are housed on the QEP website and ran during pre-ceremony time of the main commencement in May.

For another consecutive year, this unit produced *Inside Mercer Basketball* weekly television shows during basketball season. Hosted by Rick Cameron, this show – featuring head coach Bob Hoffman and Mercer players – reaches 5 million homes in 13
southeastern states on Cox Sports Network and also shown locally on WMUB, Mercer’s television station.

**The Grand Opera House:** Marketing Communications is responsible for marketing The Grand Opera House and its programs, including The Grand’s Broadway Series, Concert Series, GrandKids Arts Education Series and community performances of concerts, symphony, dance and other arts and cultural events. The Grand enjoyed a third year in a row of exceeding expenses financially since Mercer assumed management of the theatre in 1995. The venue presented 24 performances in the 2015-16 fiscal year and hosted an additional 33 community events.

The Grand is again upgrading its website to one that is more efficient and user-friendly and better represents Macon’s major performing arts center. An interactive seat map that includes a “View from your seat” feature is coming soon.

**Townsend School of Music:** Marketing Communications is responsible for marketing the Townsend School of Music and its programs, including the Robert McDuffie Center for Strings, Fabian Concert Series, Joan Stockstill Godsey Concert Series, Townsend Presents concerts, and the concert season of faculty, students, and ensembles both on and off campus. The year saw a record number of television concert and interview opportunities on CBS, NBC and FOX affiliates in Macon. Press releases were distributed to a list of more than 70 print, broadcast and online news sources throughout Central Georgia. New community partnerships with the Cherry Blossom Festival and The Grand Opera House helped to further promote the School of Music and its talented faculty and students. A new focus on utilizing social media to promote
upcoming events with live video has seen an increase in website traffic and Facebook likes are up 20% from last year.

**Athletics:** Marketing Communications was responsible again for some of the marketing of the Department of Intercollegiate Athletics in 2015-16, producing print and web ads and radio spots promoting season ticket sales and attendance at home games. Marketing Communications also assisted the Mercer Athletic Foundation with several printed pieces, including a season ticket package.

For the 11th consecutive season, Marketing Communications originated on-site production and provided on-air personnel for radio broadcasts on the Mercer Sports Network. The network consists of 97.3 FM in Macon, 1280 AM in Macon, 103.3 FM in Warner Robins and iHeartRadio, that allows hearing Mercer Athletics on the web or on smart phones and/or tablets via the iHeartRadio app. The Mercer Sports Network aired 11 Mercer football games, 34 men's basketball games – from the first game through the Bears’ participation in the College Insider.com Tournament; and three women's basketball games in the Southern Conference Tournament. The fourth season of the 60-minute *Bobby Lamb Radio Show* aired live from Wild Wing Café at The Shoppes at River Crossing in Macon each Thursday night during football season. The 60-minute *Bob Hoffman Radio Show* aired each Tuesday night from Margaritas in Mercer Village during basketball season.
III. COMMUNITY DEVELOPMENT

Mercer’s community development initiatives continue to pay dividends for the University and for Middle Georgia, adding vibrancy and enhancing efforts to attract and retain talent.

The College Hill Alliance – the Knight Foundation-funded organization charged with implementing the College Hill Corridor Master Plan – sunsetted in December 2015, by design. A community-wide celebration was held in Tattnall Square Center for the Arts on December 9 to commemorate the initiative’s successes. Over the six years that the College Hill Alliance worked to turn the Master Plan into visible, sustainable change, Knight Foundation’s $4.2 million investment leveraged more than $200 million in public and private development in the Corridor. Much of that was new student housing, retail and University construction, but it also included transforming streetscapes in the Corridor, enhancing Tattnall Square Park, and continued investments in the historic Beall’s Hill Neighborhood adjacent to the Macon campus.

With the sunset of the College Hill Alliance, stewardship of the College Hill Master Plan returns to the all-volunteer College Hill Corridor Commission, which pre-dates the Alliance. One Alliance staff member was retained to work with the Commission to administer a final round of micro-grants – totaling $50,000 – to fund Master Plan projects in the Corridor. Those projects are scheduled to be completed by December 2016, at which point the Knight Foundation grant funds will have been fully expended.
Continued Development in the Corridor

To meet the demands for student housing and new business interest in the College Hill Corridor, Sierra Development continues to change the skyline with its multiple loft properties. In the summer of 2016, work was completed on The Lofts at Mercer Landing (Phase V), one component of a $50 million student housing-office-hotel-retail development on Mercer University Drive, across from the main campus entrance and Five Star Stadium. More than 300 Mercer students live in the newest loft development, which also features 14,000 square feet of offices for Mercer’s Human Resources, University Advancement and Marketing Communications staffs. In addition to the student housing, Mercer Landing includes a 400-car parking deck, retail space, and a Marriott TownePlace Suites hotel, which will open in the fall of 2016. The entire development connects to campus with an architecturally distinctive pedestrian bridge that was jointly funded by Macon-Bibb County, Sierra Development and Mercer. The project also included construction of a grand new entrance to campus on Mercer University Drive. Collectively, these improvements and additions have created an eye-popping gateway into campus and downtown Macon from Interstate 75.

Tattnall Square Park

Mercer continues to support efforts to restore the historic Tattnall Square Park, one of the oldest city parks in the United States. Located across Coleman Avenue from the Macon campus, Tattnall Square Park provides recreational opportunities for Mercer students, faculty and staff who live in the neighborhoods around campus. In early 2016, the Centennial Tattnall Square Park Fountain in the center of the park was dedicated,
culminating a grassroots fund-raising effort that restored a prominent feature that was lost decades ago. The four-tiered, lighted fountain is more than 17 feet tall and more than 12 feet in diameter, and instantly became a Macon landmark and popular photo spot.

Beall’s Hill

Thanks to $3 million in grants and loan funds from the Knight Foundation, Mercer, the Historic Macon Foundation and the Macon Housing Authority have partnered to ramp up the widely acclaimed neighborhood revitalization in Beall’s Hill. This includes a plan to complete 15-18 historic rehabs or new infill housing a year in multiple blocks of the historic neighborhood. Mercer’s Down Payment Assistance program for staff and faculty offers up to $20,000 in assistance for homes purchased in Beall’s Hill. Macon-Bibb government committed to invest another $2 million in new sidewalks, street improvements and lighting in the neighborhood that borders the Macon campus. That work is expected to get underway in late 2016.

NewTown Macon

Mercer has provided leadership and support for NewTown Macon since its inception in the late 1990s. Committed to commercial and residential development, NewTown Macon is a public-private partnership of concerned businesses and citizens working together to improve the quality of life in downtown Macon.

In December 2015, Mercer, NewTown Macon, Sierra Development and Southern Pine Plantations announced plans to bring back to life the historic Capricorn Studio as part of the largest market-rate residential development in the history of downtown
Macon. The studio co-founded by the late Phil Walden, a Mercer alumnus, during its heyday recorded such acts as the Allman Brothers Band, Wet Willie, Elvin Bishop and the Marshall Tucker Band and was the epicenter of Southern Rock. For more than a decade the facility sat vacant and fell into disrepair until it was purchased and stabilized by NewTown Macon with a grant from the Peyton Anderson Foundation. In 2010 it was named one of Georgia’s most endangered historic buildings. Sierra Development and Southern Pines purchased the property from NewTown Macon and will donate it – along with a substantial cash contribution – to Mercer for the purpose of renovating it into a music incubator and commercial recording studio.

The development will include a lofts project, which will envelop the Capricorn Studio building and occupy most of the block bounded by Martin Luther King Jr. Boulevard, Plum Street, Poplar Street and 5th Street. Totaling more than 150,000 square feet, The Lofts at Capricorn will include 82 one-bedroom apartments and 55 two-bedrooms lofts, as well as ground-level retail space.
IV. OFFICE OF UNIVERSITY ADVANCEMENT

During this past year, the University raised nearly $14.8 million in private gifts. Those gifts, coupled with government grants, generated more than $86.9 million in financial support for Mercer, including a one-time $35 million grant from the State of Georgia that Mercer has dedicated to providing scholarships for Georgia residents committed to becoming primary care physicians in rural and medically underserved areas of Georgia. The number of donors who generously supported the University this past fiscal year was 8,378. Over the past five years, the total number of Mercer donors has increased more than 20%.

Major gifts or pledge payments supported projects such as the completion of the pledge by the John S. and James L. Knight Foundation for the Center for Collaborative Journalism and College Hill initiatives, support for the Spearman C. Godsey Science Center by the Peyton Anderson Foundation, the final payment for the Baugh Center for Baptist Leadership, the Stamps Scholarship program, endowment support for the McAfee School of Theology and the Townsend School of Music, capital gifts for the Savannah campus of the School of Medicine, the Griffith Family Scholarship, and additional gifts towards new endowed scholarships and funds. Other major gifts supported the Mercer Fund (the University’s annual fund for operations), Mercer On Mission, endowed scholarships, chairs/professorships, the Center for Southern Studies, the McDuffie Center for Strings and gifts toward the football and lacrosse complex and Five Star Stadium. The Mercer Athletic Foundation and other athletic funding
components including corporate sponsorships and team excellence funds secured the
most ever with more than $1.8 million in unrestricted funding that impacted the athletics
budget. The Aspire Campaign was launched at Homecoming 2014 and as of summer
2016, gifts and pledges for the campaign stood at $186 million.

The fund-raising model that has been adopted by the University Advancement Office
includes a significant emphasis on working with the deans of the various colleges and
schools. This model, established in 2006, has been implemented and deans are being
asked to both identify donor prospects for their schools, as well as make calls on
various individuals and foundations. This is being coordinated through the Office of
University Advancement so that the University will be successful in implementing this
new model, thereby reducing confusion between academic units, donors and others
engaged with our varied constituents.

ALUMNI GIVING

With the move to the *U.S. News & World Report* National Universities category in
2016, Mercer is now being rated using a rubric that places a 10% score on alumni giving
rather than a 5% score (Master’s Level Universities). This will require continued and
increased emphasis on raising the traditional Macon campus alumni giving percentage.
The Greek Challenge was launched in 2015 and continues to be a key component of
these efforts. The Greek Challenge is an initiative of the Office of University
Advancement designed to increase alumni giving and award prizes for Greek chapters,
while also creating connections among alumni of Mercer’s national fraternities and
sororities. The challenge pits alumni from various chapters against each other in an
annual giving competition. The chapter with the highest giving percentage relative to their overall alumni count in our database wins the top cash prize.

The Greek Challenge’s first-year results were nothing short of amazing. For the period beginning Oct 1 and ending Sept 30, overall undergraduate alumni giving (traditional Macon campus alumni only) went from 12% to 14% (2 percentage point year-over-year increase); total annual fund dollars raised from Greek alumni went from $702,145.50 to $921,663.40 (31% year-over-year increase); total annual fund dollars raised from all traditional Macon campus alumni went from $969,269 to $1,207,221 (25% year-over-year increase); total Greek alumni donors to annual fund went from 1,074 to 1,468 (37% year-over-year increase); total traditional Macon campus alumni donors to annual fund went from 1,907 to 2,372 (24% year-over-year increase); first-time Greek alumni donors went from 69 to 205 (200% year-over-year increase); and, first-time traditional Macon campus alumni donors went from 74 to 414 (460% year-over-year increase).

It’s important to note that in both 2013 and 2014, gifts from Greeks represented more than 70% of the total annual fund dollars raised from traditional Macon campus alumni.

University Advancement is working to achieve the following alumni giving percentages:

direct mail campaign by School/College/Greek/Athletics (letters/brochures/e-blasts), the Bear Plus/Mercer Athletic Foundation Benefit program (football/basketball parking) and Reunion Zero Graduating Senior Giving program.

New tactical strategies include deploying a new commerce manager to allow recurring gift transactions and mobile giving transactions; creating a Mercer Fund Annual Report highlighting achievements to better educate alumni on the importance of annual giving; joining the Annual Giving Network (annualgiving.com) at the Premier Membership Level to gain unlimited access to webinars, annual giving best practices resources and advice from industry experts; and working with the Division of Student Affairs to create a student giving program to educate current undergraduates about alumni giving and volunteerism.

It’s worth noting that if only half of the alumni who gave at some point between 2008 and 2016 (but didn’t give in the most recent fiscal year) would all make a gift during this current academic year, our alumni giving rate would immediately jump to 20%.

SCHOLARSHIPS AND FUNDS

The Office of University Advancement generates endowed and expendable (donor-restricted) fund agreements for all colleges, schools and areas of the University. To establish an endowed fund, the University currently requires a minimum of $25,000, which can be paid over a period of five years. Endowed funds are invested with the University’s pooled endowment and earn income that is distributed at a spending rate approved by the Board of Trustees. Each endowed fund has a separate associated earnings account into which income is distributed monthly.
An expendable fund currently requires a minimum contribution of $1,000. Expendable funds are not merged with the University’s endowment, so they do not earn income. They are typically received and expended within the same fiscal year.

In consultation with donors, we assemble criteria for fund agreements. These criteria, though often supplied by the donor, fully abide by the University’s legal and financial/tax policies. After incorporating the donor’s wishes in a standard contractual document, our office shares the draft with the donor. The donor either makes further revisions or signs the agreement. The document is countersigned by the president and copies are distributed to areas including Accounting, Financial Planning, General Counsel, respective academic deans and development officers. They are also filed in at least two locations in the University Advancement Office, scanned and electronically attached to the donor’s record in the database.

In the 2016 fiscal year, 39 new scholarships and funds were established. They are as follows:

**College of Liberal Arts**

- Mary Arnold Binns Endowed Scholarship
- Dr. John Marson Dunaway Endowed Scholarship
- Dr. Dwight A. Honeycutt Endowed Scholarship
- Ophelia Quattlebaum McDavid Endowed Scholarship
- Ruth B. Slentz Memorial Endowed Scholarship

**Stetson School of Business and Economics**

- Hatcher Scholars in Entrepreneurship Program
- Mercer Innovation Center Enhancement Fund
- Student Managed Investment Fund
Tift College of Education

- Bill and Ginny Ireland Endowed Scholarship
- Sauls Endowed Scholarship

School of Engineering

- Dean’s Enhancement Fund
- Engineering Honors Program Enhancement Fund
- Ned Sanders Scholarship

Townsend School of Music

- Margaret King Edenfield Endowed Scholarship in Strings
- Joan Stockstill Godsey Center for Keyboard Studies
- Ramona Ellington McDonald Choral Fund

Georgia Baptist College of Nursing

- Rose Marie Brantley Endowed Scholarship for Nursing

Walter F. George School of Law

- John William Barnett Prize for Academic Excellence in Law
- Gautreaux Civil Justice Scholarship
- Judge H. Pope Hamrick, Jr. Endowed Scholarship for Law
- L. Lin Wood Fund for the Enhancement of Mercer Law School

School of Medicine

- Halstead Tindal “Andy” Anderson Memorial Scholarship
- John A. Hudson Endowed Scholarship
- School of Medicine Mission Fulfillment Endowed Scholarship
- Wenzhou Medical University Research Lab Enhancement Fund

College of Pharmacy

- Ben S. Moore Endowed Scholarship
- Bal-Ram Patel Family Scholarship
- Rhett and Joyce Paul Endowed Scholarship
- Brian L. Robinson, Pharm. D. Memorial Endowed Scholarship
- Gregory V. Stajich Healthy Dose of Humor in Pharmacy Scholarship
College of Health Professions

- Physical Therapy Scholarship

General University

- Fred W. and Aileen Kasper Borrish Endowed Fund for the Douglas Center
- College Hill Corridor Commission Enhancement Fund
- Louise B. Matthews Scholarship
- Jack Phillips Endowed Scholarship
- Judge Douglas C. and Mrs. Patricia P. Pullen Endowed Scholarship

University Libraries

- Rev. Perry C. Bramlett Collection Enhancement Fund
- Ken Medema Collection Enhancement Fund

Athletics

- Homer and Ruth Drake Field House and Football and Lacrosse Complex Enhancement Fund

FOUNDATION PROPOSALS AND FOUNDATION RELATIONS

The University Advancement Office works in collaboration with academic and administrative departments to prepare and complete funding proposals for various University projects. Through a subscription to a research tool called FoundationSearch, a staff member conducts research that often uncovers potential new funding sources or informs the proposal process and grant ask amount. During the 2016 fiscal year, several major proposals were submitted, including several seven-figure asks for the new undergraduate science building. The University Advancement Office receipted gifts from 73 foundations and charitable trusts totaling more than $5.7 million during 2016. We were the primary author of, or assisted with, proposals submitted to the following foundations or organizations:
• W. L. Amos, Sr. Foundation
• Peyton Anderson Foundation
• Patricia Burgess Family Foundation
• J. Bulow Campbell Foundation
• Wallace Odell DuVall Trust
• First Baptist Church of Decatur Foundation
• John and Mary Franklin Foundation
• Georgia Pine Level Foundation
• Georgia Power Foundation
• E. J. Grassmann Trust
• William Jennings, Jr. Foundation
• John S. and James L. Knight Foundation
• Dorothy V. and N. Logan Lewis Foundation
• J. C. Lewis Foundation
• Lilly Endowment
• Louise B. Matthews Foundation
• Samuel T. Mercer Foundation
• Patterson-Barclay Foundation
• James Hyde Porter Charitable Trust
• Publix Super Markets Charities
• J M Smith Foundation
• Lettie Pate Whitehead Foundation
• Frances Wood Wilson Foundation
• Robert W. Woodruff Foundation

We maintain good relationships with foundation funders by providing detailed, accurate and timely project updates and financial reports. During the past year, reports were submitted to ArtPlace America, National Endowment for the Humanities, Lettie Pate Whitehead Foundation, John S. and James L. Knight Foundation, Joy McCann Foundation, Frances Wood Wilson Foundation and Dorothy V. and N. Logan Lewis Foundation.

MERCER FUND PHONATHON

The Office of University Advancement operates a Phonathon campaign in which current Macon-based undergraduate students call alumni of the 12 colleges and schools, along with graduates of Tift College and the College of Arts and
Sciences. Annually, 27 to 30 students are hired. This program, which is common at colleges and universities throughout the country, has been in existence at Mercer and run by the University Advancement Office for several decades. It has been conducted through a computer-automated software program since the late 1980s. Phonathon occurs for approximately 20 weeks of the academic year, between September and March. Working in a computer lab in the School of Engineering, students call from 6 to 9 p.m. on Monday through Thursday nights, as well as Sunday afternoons from 2 to 5 p.m.

Though most of the individuals called through Phonathon are donors who give between $25 and $1,000, with the majority of donors giving $250 or less, they comprise a significant portion of the Mercer’s overall donor count. Through mailing and calling efforts during FY16, phonathon was responsible for 2,584 donors, a total that includes nearly 50% of the University’s alumni donor count and 30% of the University’s overall donor count.

In our third year using CAMPUSCALL by Ruffalo Noel Levitz, software that is considered the industry standard, students attempted 165,691 calls to alumni in FY16. We completed 13,503 calls and spoke with 8,600 unique alumni. Among those with whom we spoke, 2,775 alumni made a verbal commitment of support (pledged). This figure includes 1,595 pledges from alumni who had previously never given to Mercer.

Another significant increase for FY16 was in credit card fulfillment: 609 individuals, including 483 alumni and 126 parents, fulfilled their phonathon pledges with a credit
We saw a 36% increase in alumni donors who fulfilled their pledges via credit card while on the phone with a student caller, from 356 in 2015 to 483 in 2016.

We believe that there were additional gifts to Mercer that were initiated by Phonathon and paid through another giving motive such as the Greek Challenge. In other words, graduates may have made a pledge to Phonathon, but paid their pledge in a Greek Challenge-coded envelope, or selected Greek Challenge as the motive when they gave online. Motives are ways of tracking gifts in our donor database, with Phonathon and Greek Challenge being two (of many) examples.

In addition to calling Mercer alumni, parents of Macon-based undergraduate students and parents of recent graduates who had been previous donors are called for the Parents Fund. We attempted 7,200 calls to parents, speaking with 1,339 individuals and logging 540 pledges; 126 parents fulfilled by credit card while on the phone with a student caller, an increase of 113% over fiscal year 2015. Parents Fund mailing and calling efforts are responsible for another $16,205 and 452 donors given to Mercer in 2016.

**OFFICE OF ALUMNI SERVICES & SPECIAL EVENTS**

The University Advancement Office encompasses an Alumni Services and Special Events Department that consists of a staff of five full-time and one part-time staff member. The Alumni Services team has year-round responsibilities related to our approximately 76,000 alumni worldwide.
Alumni Boards of Directors

Of the 12 current colleges and schools within the University, 11 have an alumni association led by an Alumni Board of Directors. The 12th academic unit – the College of Health Professions – has few alumni because of its relatively recent establishment in July 2013. Also, this year the Stetson School of Business and Economics merged its Alumni Board with its Board of Visitors.

In addition, there are alumni boards for the former College of Arts and Sciences and the former Tift College for women (Forsyth) that no longer exist. Mercer upholds its commitment to the Tift legacy by supporting that board’s endeavors and by funding a part-time staff member to work with that board throughout the year. One primary focus of this board is the Tift Scholars program.

The management of alumni boards at the staff level is typically a shared responsibility between the dean’s office, the development officer and the alumni staff. Most boards have committees that assist with college/school-specific alumni events, recruitment of prospective students and fund raising activities.

Tift Scholars

For academic year 2015-16, a total of 153 female Mercer students received the Tift College Scholarship: 52 freshmen, 38 sophomores, 30 juniors, and 33 seniors. The Scholars participated in three special events: Tift Scholar Interviews, the Tift Scholar Reception, and the Tift Scholar Recognition Luncheon in May 2016 where the 33 seniors received their Tift Scholar medallions.
National Alumni Association

The National Alumni Association Board of Directors is the umbrella group of the University Alumni Association. The National Board is composed of presidents and presidents-elect of each of the college/school-specific boards. Dr. Liza Chapman serves as president of the National Board. She is a 2002 graduate of the College of Pharmacy. The National Board meets annually, typically on the Friday of Homecoming.

Homecoming 2015

Mercer’s annual Homecoming Weekend is designed and steered by the Alumni Services and Special Events staff. Homecoming 2015 (Oct 23-25) was the largest and most attended yet, with more than 50 campus events and 3,359 registered alumni and other friends. Including Homecoming football fans, the overall number of visitors to the campus for that weekend is estimated at more than 10,000. Homecoming continues to grow in terms of its inclusion of many different campus departments/entities and in terms of its offerings to visitors. Debuting at Homecoming 2015 was the Inaugural Alumni Awards Dinner on Friday night, emceed by Karla Heath-Sands, CLA ’84, which recognized alumni chapters, chapter leaders, Greek Challenge winners, Athletic Hall of Fame inductees, Alumni By Choice, and the three traditional University awards (Young, Meritorious and Distinguished).

Event Management

During the 2015-2016 academic year, the Office of Alumni Services and Special Events planned and/or conducted approximately 138 alumni and University special events. These events include all-school alumni events, college/school-specific alumni
events, assistance with the Atlanta commencement, and other special events. Among those is the Alumni team’s signature event known as the “Mingle.” The concept of a casual, inexpensive, unstructured event that is open to all alumni continues to gain momentum. Mingles have been held in restaurants, bars, country clubs, university sports venues, alumni homes, etc., and have met with excellent reviews from alumni. Mingle locations in 2015-2016 included Nashville, Greenville, Charleston, Chattanooga, Statesboro, Marietta, Athens, Barnesville, and Kennesaw.

The Office of Alumni Services partnered this year with the College Hill Corridor Commission, Mercer’s Office of Campus Life, and Mercer’s Student Government Association to host the Third Annual “Reunion Zero”—a week-long slate of activities designed to engage graduating seniors during the week between final exams and Commencement, just before they become Mercer’s newest alumni. During the week of May 9-12, 2016, 208 students attended at least one event, completed a contact card, and picked up a Mercer Alumni t-shirt. The week culminated with an event on the Woodruff House lawn that featured a buffet dinner catered by The Bear’s Den, beverages from Just Tap’d, and live music by Mercer student duo Abby Henry, CLA ’17, and Alan Kim, BUS ’16.

**New Alumni Chapters**

The Alumni Office staff of five is challenged with meeting the needs of, and maintaining relationships with, potentially 76,000 alumni. Creating a network of Mercer Alumni Chapters seemed to be the best way to satisfy the growing demand by alumni for some Mercer presence and activity in their hometowns. Promotion of volunteer
leadership opportunities began in early 2014. Since then, the opportunities to lead chapters have attracted a surprising number of alumni who were not otherwise engaged with Mercer but who found this volunteer service appealing. Chapters have now been launched in the following 43 cities, and include approximately 2,450 alumni members:

<table>
<thead>
<tr>
<th>Chapter Name</th>
<th>State</th>
<th>Chapter Leader</th>
<th>School/Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Birmingham, AL</td>
<td>AL</td>
<td>Brian Cooper</td>
<td>CLA '01</td>
</tr>
<tr>
<td>Bay Area, CA (SF)</td>
<td>CA</td>
<td>Noah Maier</td>
<td>CLA '13</td>
</tr>
<tr>
<td>San Diego, CA</td>
<td>CA</td>
<td>Quindalyn Gomez</td>
<td>BUS '13</td>
</tr>
<tr>
<td>Washington, DC</td>
<td>DC</td>
<td>Suzanne Wrasse</td>
<td>CLA '10</td>
</tr>
<tr>
<td>Jacksonville</td>
<td>FL</td>
<td>Open</td>
<td></td>
</tr>
<tr>
<td>Gainesville, FL</td>
<td>FL</td>
<td>Nora Kilroy</td>
<td>CLA '96</td>
</tr>
<tr>
<td>Orlando, FL</td>
<td>FL</td>
<td>Del Schwalls</td>
<td>EGR '00</td>
</tr>
<tr>
<td>Ft. Myers, FL</td>
<td>FL</td>
<td>Taylor Garrett</td>
<td>CLA '13</td>
</tr>
<tr>
<td>Tampa, FL</td>
<td>FL</td>
<td>Open</td>
<td></td>
</tr>
<tr>
<td>Ft. Lauderdale, FL</td>
<td>FL</td>
<td>Ed McCluskey</td>
<td>BUSM '82</td>
</tr>
<tr>
<td>Tallahassee, FL</td>
<td>FL</td>
<td>Ben Bush</td>
<td>CLA '98</td>
</tr>
<tr>
<td>Melbourne, FL</td>
<td>FL</td>
<td>Jill Lankford</td>
<td>PEN '16</td>
</tr>
<tr>
<td>Savannah</td>
<td>GA</td>
<td>Jamie Smith Arkins</td>
<td>CLA '98</td>
</tr>
<tr>
<td>Northwest, GA</td>
<td>GA</td>
<td>Jesse Vaughn</td>
<td>CLA '95, Law '98</td>
</tr>
<tr>
<td>Valdosta, GA</td>
<td>GA</td>
<td>Chris Donnelly</td>
<td>CLA '96</td>
</tr>
<tr>
<td>Tifton, GA</td>
<td>GA</td>
<td>Open</td>
<td></td>
</tr>
<tr>
<td>Gwinnett County</td>
<td>GA</td>
<td>Mike Maffei</td>
<td>BUS '91</td>
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<tr>
<td>Woodstock, GA</td>
<td>GA</td>
<td>Bruce Thigpen</td>
<td>CLA '74</td>
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<tr>
<td>Locust Grove, GA</td>
<td>GA</td>
<td>Willie Brown</td>
<td>PEN '12</td>
</tr>
<tr>
<td>Warner Robins, GA</td>
<td>GA</td>
<td>Jamie Dickson</td>
<td>CLA '05</td>
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<tr>
<td>Columbus, GA</td>
<td>GA</td>
<td>Chris Scoggin</td>
<td>CLA '11, MED '13</td>
</tr>
<tr>
<td>Atlanta</td>
<td>GA</td>
<td>Amy Griswold Martin</td>
<td>EGR '05</td>
</tr>
<tr>
<td>Macon</td>
<td>GA</td>
<td>Andrew Eck</td>
<td>EGR '16</td>
</tr>
<tr>
<td>Augusta, GA</td>
<td>GA</td>
<td>Katie Duncan</td>
<td>BUS '04</td>
</tr>
<tr>
<td>Athens, GA</td>
<td>GA</td>
<td>Pam Thompson</td>
<td>CLA '97</td>
</tr>
<tr>
<td>Louisville, KY</td>
<td>KY</td>
<td>David McManus</td>
<td>CLA '84</td>
</tr>
<tr>
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<td>--------</td>
</tr>
<tr>
<td>Boston, MA</td>
<td>MA</td>
<td>Todd Cooper</td>
<td>CLA '93</td>
</tr>
<tr>
<td>Kansas City, MO</td>
<td>MO</td>
<td>Megan Norkunas</td>
<td>CLA, BUS '15</td>
</tr>
<tr>
<td>Asheville, NC</td>
<td>NC</td>
<td>Jim &amp; Kristi Goodrum</td>
<td>CLA '94, CLA '03</td>
</tr>
<tr>
<td>NC Triad</td>
<td>NC</td>
<td>Callie Fleece</td>
<td>MUS '10</td>
</tr>
<tr>
<td>Charlotte</td>
<td>NC</td>
<td>David Neeley</td>
<td>PEN '95</td>
</tr>
<tr>
<td>NC Triangle</td>
<td>NC</td>
<td>Amy Worley</td>
<td>CLA '97, LAW '00</td>
</tr>
<tr>
<td>New York City</td>
<td>NY</td>
<td>Open</td>
<td></td>
</tr>
<tr>
<td>Dayton, OH</td>
<td>OH</td>
<td>Beth Salter</td>
<td>CLA '01</td>
</tr>
<tr>
<td>Philadelphia, PA</td>
<td>PA</td>
<td>Jessica Skinner</td>
<td>CLA '09</td>
</tr>
<tr>
<td>Charleston</td>
<td>SC</td>
<td>Jody Wright</td>
<td>Tift '81</td>
</tr>
<tr>
<td>Greenville, SC</td>
<td>SC</td>
<td>Jackie Baxley &amp; Sarah Cleveland</td>
<td>EGR '98, EGR '99</td>
</tr>
<tr>
<td>Beaufort, SC</td>
<td>SC</td>
<td>Kimberly Denise Brown</td>
<td>CLA '06</td>
</tr>
<tr>
<td>Columbia, SC</td>
<td>SC</td>
<td>Kaci Wilbite Greene</td>
<td>CLA '96</td>
</tr>
<tr>
<td>Nashville, TN</td>
<td>TN</td>
<td>Susan Barkley</td>
<td>EGR '00</td>
</tr>
<tr>
<td>Chattanooga, TN</td>
<td>TN</td>
<td>Valarie &amp; Tray Brantley</td>
<td>CLA '03, LAW '06, BUS'03</td>
</tr>
<tr>
<td>Knoxville, TN</td>
<td>TN</td>
<td>Avani Gala</td>
<td>BUS '08</td>
</tr>
<tr>
<td>Dallas, TX</td>
<td>TX</td>
<td>Peter Chi</td>
<td>BUS '04</td>
</tr>
</tbody>
</table>

Of note this year, Amy Griswold Martin, ENG '05, who leads our Atlanta Chapter, volunteered to organize our first-ever Alumni Letter Writing Campaign. She recruited and organized 163 alumni volunteers who wrote more than 800 personal letters of welcome and encouragement to our incoming freshmen—the Class of 2020. The letters were delivered on Move-In Day, August 20, 2016, on the Macon campus.

**Alumni Travel Program**

The Alumni Office continued offering its Alumni Travel Program for the third year. A small group travelled to the Italian Lakes Region in September 2015, and another to the Waterways of Belgium and Holland in May 2016. All of our travelers have reported back very positive experiences. Promotion began on the next trip, which will be a tour of
Holiday Markets across Europe in December 2016. The target audience for this type of trip is the active, 55+ demographic. AHI Travel, an established international travel company that specializes in educational travel for alumni groups only, leads the tours.

**Partnering With Athletics**

The popularity of Mercer’s football and basketball programs among alumni continues to provide ripe settings for alumni engagement. To take advantage of the large numbers of alumni visiting the campus, the Alumni Office designed and promoted tailgate packages (tents, table, chairs) for purchase online—a service provided to help ensure the best tailgating experience for our alumni, students, community members and other fans. The Alumni Office also provides support to welcome guests to the Zellars President’s Suite in Drake Field House. During basketball season, the alumni and athletics departments partnered to host Alumni Nights for the Macon community, with free tickets and prize drawings, and also a hospitality suite during the SoCon tournament in Asheville, North Carolina.

**Mercer Ambassadors**

The Mercer Ambassador program was founded in 1983 to develop future alumni leadership. Ambassadors are nominated by their peers and selected through a process of written application and panel interviews. They are some of Mercer’s best and brightest students, and they are typically laser-focused on choosing activities to advance their education, careers and interests. After careful selection, they are afforded the privilege of representing the student perspective to our alumni and others within Mercer’s circles of influence. It is our hope that these unique privileges and experiences
contribute to a lifelong dedication to supporting, recruiting and advocating for Mercer. During the 2015-2016 academic year, 29 students served as Mercer Ambassadors, and participated in a total of campus 37 events.

DEVELOPMENT AND FUNDRAISING UPDATE (2015-16 FISCAL YEAR)

Overall University Giving
(Includes Government Support)
$86,900,696.97

Private Gifts
$14,797,926.50

Endowed Gifts
$3,195,782.00

Total Donors
8,378

Alumni Donors
4,540

Lifetime President’s Club Members ($100,000 or more)
318

President’s Club ($1,000 or more)
1,495

Penfield Club ($500-$999)
602
Spires Club ($250-$499)

530

Towers Club ($100-$249)

1,863

Orange and Black Club (up to $99)

3,615

Major Gifts Received

(July 1, 2015 – June 30, 2016 Fiscal Year)

The Exemplary Donors Circle ($500,000 or Above)

Peyton Anderson Foundation
Macon

Eula Mae and John Baugh Foundation
Barbara N. “Babs” Baugh
San Antonio

John S. and James L. Knight Foundation
Miami

James T. and Carolyn T. McAfee Foundation
Carolyn T. McAfee & J. Thomas McAfee, III
Macon

Stamps Family Charitable Foundation, Inc.
Atlanta

Roe and Penny Stamps
Miami

Lettie Pate Whitehead Foundation
Atlanta
The Lamar Plunkett Society ($100,000 - $499,999)

W. L. Amos, Sr. Foundation, Inc.
Bill Amos and Ashley Copelan
Amelia Island, FL

Curtis G. and Elizabeth “Libba” Anderson
Savannah

Barnett Real Properties, Inc.
William T. Barnett
Henderson, NC

Fred K. and Aileen K. Borrish Trusts
Boone, NC

Branch Banking & Trust
Winston-Salem, NC

The Honorable W. Homer Drake, Jr.
Newnan, GA

Five Star Automotive
Charlie and Tammy Cantrell
Macon

Georgia Compassion Project, Inc.
Atlanta

R. Kirby and Joan S. Godsey
Macon

Griffith Family Foundation
Benjamin “Benjy” W. and Teresa Griffith, III
Macon

Chuck and Kathryn S. Hawkins
Macon

William Jennings, Jr. Foundation
W. M. Jennings, III
Hawkinsville, GA
Spencer B. and Gail H. King, III  
Atlanta

Dorothy V. and N. Logan Lewis Foundation  
Macon

J. C. Lewis Foundation, Inc.  
Curtis Lewis  
Savannah

Lilly Endowment, Inc.  
Indianapolis, IN

National Endowment for the Humanities  
Washington, DC

OrthoGeorgia  
Macon

M. Diane Owens  
Atlanta

Henry S. Sauls, Jr.  
Cortez, FL

Phil J. and Alice S. Sheridan Foundation, Inc.  
Chris R. Sheridan, Jr.  
Macon

Estate of Nancy S. Voris  
Atlanta

L. Lin Wood, Jr.  
Atlanta

**Billington Sanders Circle ($50,000 - $99,999)**

Estate of Mary Arnold Binns  
Atlanta

G. Marshall and Jane Butler  
Macon
Community Foundation of Central Georgia  
Macon

Cooperative Baptist Fellowship, Inc.  
Decatur, GA

Georgia Independent College Association, Inc.  
Atlanta

Georgia Pine Level Foundation  
Robert F. Hatcher, Sr. and Robert F. Hatcher, Jr.  
Macon

Kaiser Permanente  
Atlanta

William A. “Tony” and Nancy S. Moye  
McDonough, GA

Pete and Emily Robinson  
Fortson, GA

William L. Woolfolk, Jr.  
Owensboro, KY

**The 1833 Founders ($25,000 - $49,999)**

William H. Anderson, II  
Macon

Patricia S. Burgess Family Foundation, Inc.  
Malcolm S. Burgess, Jr.  
Macon

Frank and Madge Byington  
Roswell, GA

Coca-Cola Company – Matching Program  
Hudson, OH

Dwight and Brenda Davis  
Atlanta
Robert J. Edenfield  
Macon

Georgia Baptist Foundation, Inc.  
Duluth, GA

E. J. Grassmann Trust  
Warren, NJ

Thomas D. Hope  
Macon

Charles H. and Arlene W. Keaton  
Savannah

Thomas M. Kirbo and Irene B. Kirbo Charitable Foundation  
Jacksonville, FL

Kroger Company  
Cincinnati, OH

Macon Civic Club  
Macon

Hewitt D. “Ted” and Marlene A. Matthews, III  
Fayetteville, GA

Sue Mayborn  
Temple, TX

Robert L. and Joanie Moore, Jr.  
Vidalia, GA

Ben S. Moore  
Cleveland, TN

National Philanthropic Trust – USB  
Jenkintown, PA

Joe Sam and Betsy Robinson, Jr.  
Macon

Richard A. “Doc” and Helen S. Schneider  
Atlanta
Edward J. and Linda Schutter, Jr.
Marietta, GA

Second-Ponce de Leon Baptist Church
Atlanta

W. Douglas and Jane Skelton
Macon

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VIII. ENROLLMENT MANAGEMENT

The mission of the Office of Enrollment Management is to recruit, enroll, retain and graduate highly-qualified students at all levels and administer financial aid as needed, whether for traditional undergraduate students, international students, athletes, transfers, graduate students, or adults completing degrees started at other institutions.

The Office of Enrollment Management is composed of the following:

- Traditional Undergraduate Recruitment and Admissions
- Traditional Undergraduate Operations
- Traditional Undergraduate Office of Retention
- Regional Academic Centers/Atlanta Campus Recruitment, Admissions and Data Systems, which includes undergraduate and graduate admissions for:
  - Tift College of Education
  - Stetson School of Business and Economics
  - Penfield College of Mercer University
- Regional Academic Centers/Atlanta Office of Retention
- Regional Academic Centers/Atlanta Operations
- Office of Student Financial Planning
- Office of Admissions Marketing and Communications
- Other University-wide Initiatives as assigned

Primary goals of the Office of Enrollment Management are tied to enrollment and retention numbers, as outlined in other sections of this report. Secondary goals for this
year are as follows: to attain excellence in quality service in every aspect of the enrollment management process; to encourage and promote interdependence among all units and locations of Enrollment Management, as well as across the University; and to support the professional development of each team member. The Enrollment Management team began the year with the annual strategic planning retreat to set goals in accordance with the University’s mission statement and strategic plan. Some, though not all, of the highlights and strategies are articulated throughout this summary document.

**Traditional Undergraduate Recruitment and Admissions Highlights for 2015-2016**

- Decreased scholarship discount rate by two percentage points
- Reviewed an unprecedented number of financial aid packages, a 12% increase over prior year
- Implemented text messaging to further enhance student communication
- Implemented secondary school counselor relations strategy
- Enhanced internal communication with colleges and schools by assigning school liaisons and sending monthly enrollment reports to Deans

**Strategies for 2016-2017**

- Reach admissions budget goal of 875 incoming freshmen by May 1
- Increase academic profile (1120/1310 SAT and 3.85 GPA)
- Increase yield to 28%
- Increase out-of-state recruited student population by two percentage points
- Decrease scholarship discount rate by two percentage points
- Adjust recruitment schedule for early FAFSA
- Provide extensive communication to prospective students, families and University community on the newly-redesigned SAT

### Fall 2016 Data

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshman</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SAT 25th percentile</td>
<td>1110</td>
<td>1100</td>
</tr>
<tr>
<td>SAT 75th percentile</td>
<td>1310</td>
<td>1290</td>
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<tr>
<td>HS GPA</td>
<td>3.81</td>
<td>3.82</td>
</tr>
<tr>
<td>Average ACT</td>
<td>28</td>
<td>27</td>
</tr>
<tr>
<td>Average SAT</td>
<td>1212</td>
<td>1204</td>
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### Fall 2016 Goals vs. Actual

<table>
<thead>
<tr>
<th></th>
<th>Fall 2016</th>
<th>Fall 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshman</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applications</td>
<td>6100</td>
<td>6222</td>
</tr>
<tr>
<td>Admits</td>
<td>3200</td>
<td>3462</td>
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<tr>
<td>Gross Deposits</td>
<td>1013</td>
<td>1120</td>
</tr>
<tr>
<td>Net Deposits</td>
<td>850</td>
<td>875</td>
</tr>
<tr>
<td>Transfer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applications</td>
<td>575</td>
<td>550</td>
</tr>
<tr>
<td>Admits</td>
<td>370</td>
<td>350</td>
</tr>
<tr>
<td>Gross Deposits</td>
<td>170</td>
<td>150</td>
</tr>
<tr>
<td>Net Deposits</td>
<td>125</td>
<td>100</td>
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### Athletes

<table>
<thead>
<tr>
<th></th>
<th>Freshman</th>
<th>Transfer</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseball</td>
<td>11</td>
<td>5</td>
<td>16</td>
</tr>
<tr>
<td>Football</td>
<td>25</td>
<td>24</td>
<td>26</td>
</tr>
<tr>
<td>Basketball</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Men’s Cross Country</td>
<td>5</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Men’s Golf</td>
<td>5</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Men’s Lacrosse</td>
<td>15</td>
<td>11</td>
<td>17</td>
</tr>
<tr>
<td>Men’s Soccer</td>
<td>5</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td>Men’s Tennis</td>
<td>2</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Softball</td>
<td>6</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Sport</td>
<td>Fall 2015</td>
<td>Fall 2016</td>
<td>% Change</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>-----------</td>
<td>-----------</td>
<td>----------</td>
</tr>
<tr>
<td>Volleyball</td>
<td>4</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Women’s Basketball</td>
<td>7</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Women's Cross Country</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Women’s Golf</td>
<td>4</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Women’s Lacrosse</td>
<td>7</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Sand Volleyball</td>
<td>3</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Women’s Soccer</td>
<td>6</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Women’s Tennis</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Women’s Track and Field</td>
<td>3</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>115</td>
<td>102</td>
<td>14</td>
</tr>
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</table>

**Macon Campus Visitation Highlights**

<table>
<thead>
<tr>
<th>Event</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bears on Deck</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>June</td>
<td>58</td>
<td>87</td>
<td>50%</td>
</tr>
<tr>
<td>July</td>
<td>71</td>
<td>83</td>
<td>17%</td>
</tr>
<tr>
<td>Saturday Previews</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>September</td>
<td>258</td>
<td>213</td>
<td>-17%</td>
</tr>
<tr>
<td>October</td>
<td>253</td>
<td>248</td>
<td>-2%</td>
</tr>
<tr>
<td>November</td>
<td>294</td>
<td>356</td>
<td>21%</td>
</tr>
<tr>
<td>January</td>
<td>226</td>
<td>216</td>
<td>-4%</td>
</tr>
<tr>
<td>March</td>
<td>247</td>
<td>273</td>
<td>11%</td>
</tr>
<tr>
<td>Pre-Law Day</td>
<td>31</td>
<td>38</td>
<td>23%</td>
</tr>
<tr>
<td>Health Science Day</td>
<td>146</td>
<td>179</td>
<td>23%</td>
</tr>
<tr>
<td>Engineering Scholarship Challenge</td>
<td>181</td>
<td>196</td>
<td>8%</td>
</tr>
<tr>
<td>Presidential Scholarship Challenge</td>
<td>397</td>
<td>473</td>
<td>19%</td>
</tr>
<tr>
<td>Heritage Scholars Competition</td>
<td>177</td>
<td>212</td>
<td>20%</td>
</tr>
<tr>
<td>Scholarship Program</td>
<td>2015 Applications</td>
<td>2016 Applications</td>
<td>Change</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>-------------------</td>
<td>-------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Business Scholarship Challenge</td>
<td>48</td>
<td>71</td>
<td>48%</td>
</tr>
<tr>
<td>Media Innovation Scholars Challenge</td>
<td>49</td>
<td>44</td>
<td>-10%</td>
</tr>
<tr>
<td>Make it Mercer</td>
<td>439</td>
<td>472</td>
<td>8%</td>
</tr>
<tr>
<td>Lanier Scholars</td>
<td>34</td>
<td>36</td>
<td>6%</td>
</tr>
<tr>
<td>Homecoming</td>
<td>57</td>
<td>33</td>
<td>-42%</td>
</tr>
<tr>
<td>Day And Night</td>
<td>182</td>
<td>202</td>
<td>11%</td>
</tr>
<tr>
<td>Daily Tours</td>
<td>1291</td>
<td>1405</td>
<td>9%</td>
</tr>
<tr>
<td>Saturday Tours</td>
<td>137</td>
<td>121</td>
<td>-12%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4576</strong></td>
<td><strong>4958</strong></td>
<td><strong>8%</strong></td>
</tr>
</tbody>
</table>

**Traditional Undergraduate Operations Highlights for 2015-2016**

- Processed more than 6,000 freshman applications and over 400 transfer applications
- Processed a new record of 3,960 Common Applications
- Processed more than 850 student enrollment deposits

**Strategies for 2016-2017**

- Process applications efficiently and effectively
  - Create new processes for orphan documents to eliminate paperwork sitting in the wrong admissions department
  - Begin evaluating files August 1 and posting and sending decision letters on August 15
  - Introduce new priority application deadline of October 15
Implement the new SAT
  o Develop super scoring policy, concordance table processes, and import templates
  o Analyze new SAT data to develop new admissions requirements, index scores, and scholarship matrix
  o Develop communication regarding the new SAT to be sent to the University community

Traditional Undergraduate Office of Retention Highlights for 2015-2016

➢ Achieved a first-year retention rate of 87.4% for the 2014 cohort
➢ Achieved a 95.4% retention rate from fall to spring semester of the Fall 2015 full- and part-time first-time Macon campus cohort
➢ Achieved graduation rate of 66.28% for the 2010 cohort
➢ Increased summer enrollment by 3% from Summer 2015
➢ Doubled the staff in the Office of Retention by adding a Student Success Counselor
➢ Launched Early Alert component of Starfish Retention Software
➢ Migrated 4-week and mid-term reports to Starfish
➢ Initiated sophomore celebration letter campaign sent on behalf of the six deans
➢ Maintained initiatives created in the inaugural year of the Office of Retention, including:
  o Conducted first-year family survey
  o Provided withdrawal and registration contact to student
  o Analyzed data and created reports to add to the library of Mercer retention

Strategies for 2016-2017

➢ Define vision statement for the Office of Retention
Achieve a first-year retention rate of 88% for the 2015 cohort and 88.5% for the 2016 cohort

- Complement first-year efforts from Academic and Advising Services
- Obtain a list from the Office of University Admissions of those students in 2016 cohort who may be at risk of attrition in order to establish proactive intervention strategies

Achieve a graduation rate of 62.75% for the 2011 cohort

- Determine viable candidates for graduation from the 2011 cohort who are not actively taking classes at Mercer and reach out to them to encourage them to return and earn a degree by August 31, 2017
- Contact advisors to determine validity of students’ checkout terms to improve data accuracy and graduation rate prediction

Achieve retention rate of 91% of Year Two to Year Three for 2015 cohort

Implement Success Scores component of Starfish Retention Software

Implement Degree Planner/Advising component of Starfish Retention Software

Create and implement a First Generation Mentor Program

- Collaborate with the federally-funded TRIO program to create a First Generation (FG) Mentor Program out of the Office of Retention by recruiting FG faculty, staff, and upperclassman volunteers as mentors
- Identify those FG students whom TRIO does not serve and reach out to them as mentees
- Develop resources to aid FG mentors

In collaboration with Academic and Advising Services, orchestrate and develop a comprehensive Sophomore Experience

- Complement second-year efforts from Academic and Advising Services
- Identify research-informed areas of interest to guide planning of Sophomore Experience
- Refine sophomore celebration letter campaign
Assess and document effectiveness of retention efforts
- Quantify results of retention efforts (e.g., Starfish, withdrawal contact, programming) by gathering and analyzing data related to each effort

Recruit current students to attend summer classes at Mercer
- Build a Summer Experience for students enrolled in Mercer’s on campus Summer 2017 classes
- Develop strategy (pricing, student life, and course offerings) to encourage students to enroll in summer classes
- Utilize transient and drop-fail-withdrawal (DFW) data to inform course offerings

Introduce web presence for Office of Retention with the help of University’s Office of Marketing Communications (studentsuccess.mercer.edu)

Design Office of Retention emails with the help of Enrollment Management Marketing and Communications team

Regional Academic Centers / Atlanta Recruitment, Admissions and Data Systems

Highlights for 2015-2016
- Implemented Hobsons Radius CRM, Enrollment Management’s customer relationship management system, for post-traditional undergraduates
- Transitioned successfully from paper application to all online applications
- Redesigned and energized information sessions, creating standardized presentation and new packet of information for distribution
- Maintained at least 35% RSVP-to-attendance rates for every Open House/Preview session
- Implemented regular WebEx information sessions
- Welcomed inaugural cohort of Woodrow Wilson Fellows in a specialized Master of Arts in Teaching for Secondary Education STEM fields in Macon and inaugural cohort of new assistant principals in the Master of Education in P-12 Educational Leadership
Accelerated acceptance and enrollment of more than 30 new students in the newly combined doctoral programs by an entire semester (from Fall to Summer 2016), and expanded flagship graduate program, the Master of Arts in Teaching in Atlanta, to five start opportunities per year from three

Collaborated on new partnerships with several Middle and North Georgia school systems

Increased communication plan to include more sustained outreach via more methods; added text messaging and webinars to information session offerings

Launched English Language MBA program for international students and developed website and admissions process

Implemented Radius CRM for post-traditional undergraduate programs – September 2015

Strategies for 2016-2017

Meet graduate and undergraduate new student enrollment goals for Stetson School of Business and Economics, Tift College of Education, and Penfield College

Achieve average of 75% accept-to-enroll conversion for all centers, increasing from average of 60%

Increase attendance at events from current show rate of 40% to 55% for all programs at all locations

Increase veteran enrollment across all programs by 20% from 144 to 172

Continue to decrease course withdrawals by an additional 10% (increase from current 5% reduction)

Implement community-engaging activities throughout the year and encourage professional development of all Enrollment Management employees

Implement Radius CRM fully for all graduate programs in Stetson School of Business Economics (SSBE), Tift College of Education (TCOE), and Penfield College

Create process by which prospective students receive personalized student success academic plan prior to enrollment that includes transfer credits
processed, plan of courses to complete degree, and financial plan to complete degree

- Develop and implement comprehensive plan to utilize the Transfer Equivalency System (TES) and the Georgia Transfer Articulation Cooperative Services (GATRACS) systems to their full potential
- Utilize the newly approved Technical College System of Georgia (TCSG) articulation agreement and customize agreements by individual program and TCSG schools to further build the relationships and prospect pipeline

Regional Academic Centers/Atlanta Office of Retention Highlights for 2015-2016

- Implemented Advising Week to encourage summer registration
- Planned and implemented the 2016 Summer Professional and Self-Development Academy as a value-added experience for students

Strategies for 2016-2017

- Develop realistic benchmark goals for retention for each major
  - Reinstate the Retention Task Force for the Regional Academic Centers with representation from appropriate departments
  - Meet with a college representative once a semester to review current retention by program
  - Utilize research (from Education Advisory Board and other credible sources) to make quality decisions as it relates to retention of adult students, implement new on-boarding procedures and include personalized success plan for each student
  - Collaborate with Regional Academic Centers Operations team to improve new student orientation
  - Collaborate with Admissions to determine appropriate communication prior to New Student Orientation to promote attendance
- Establish a committee and systematic process for awarding scholarships for the “Stay the Bear” and “Almost There Bear”
  - Implement a scholarship committee for financial assistance programs to meet once per session
➢ Develop rapport with students and promote a servant-leadership culture within the Regional Academic Centers

  o Host a Coffee and Conversation event (in Atlanta, Douglas County, Henry County, Newnan, and Macon) once a session to meet current students

  o Implement a focus group (for Atlanta, Douglas County, Henry County, Newnan, and Macon) to receive feedback/suggestions to improve student satisfaction

  o Include a family activity for the fall “Welcome Back” Week scheduled for the second week of class

  o Group students (first generation, veterans, conditional accepts) to offer these students additional check-ins and support

**Regional Academic Centers Operations Highlights for 2015-2016**

➢ Provided high-quality customer service and support to students, staff, and faculty at all Regional Academic Centers (RACs) and Evening Student Support Centers on the Atlanta and Macon campuses

  o Welcomed and provided support to the Office of Non-Traditional and Evening Services (ONES) as it opened at the Henry County Center to provide enhanced academic, retention, and professional development support services to students at the Henry County and Douglas County Regional Academic Centers (grant-funded by U.S. Department of Education)

  o Rebranded Regional Academic Centers on the Atlanta and Macon campuses as Evening Student Support Centers to emphasize presence/availability to all students taking evening classes at those locations

  o Enhanced Douglas County Regional Academic Center’s landscaping and building appearance with improved lighting, additional outside benches and receptacles, a 25-foot flagpole, ice machine, and new student lounge furniture (resources primarily from the Fred and Eileen Borrish Endowment Fund)

  o Strengthened Mercer’s relationship in Newnan with community partners as an active, participating member of the Coweta County Economic Prosperity Council and the Coweta County Schools Superintendent’s Advisory Committee

  o Expanded student ambassador teams and roles at all center locations. Student ambassadors now play a more interactive role in new student
orientations, registrations, and retention initiatives with person-to-person courtesy calls, emails, and hands-on assistance to students

- Earned recognition for the University as an integral part of the One Henry Economic Alliance, a comprehensive workforce development initiative designed to attract new industries to Henry County and encourage existing industries to expand and optimize local educational and academic opportunities at the Henry County Center and other Mercer locations

- Increased corporate and community awareness of Mercer programs through the One Henry Economic Alliance initiative. Information provided to local businesses led to increased inquiries and a better understanding of Mercer degree programs by corporate leaders

**Strategies for 2016-2017**

- Develop the “Office for Student Success” concept to enhance enrollment recruitment and retention

- Combine Admissions and Operations offices in Regional Academic Centers to become Office for Student Success

- Increase center coordinators’ commitment to student recruitment and retention

- Promote support roles of center coordinators and student ambassadors with timely and scheduled communication with enrolled, admitted, and prospective students

- Utilize standardized training with coordinators and student ambassadors to strengthen assistance to Admissions and Director of Undergraduate Retention, Regional Academic Centers

**Office of Student Financial Planning Highlights for 2015-2016**

- No financial aid findings in A-133 audit for second year in a row

- Created step-by-step online pictorial guide

- Created and posted on website instructive video for Entrance Counseling and Master Promissory Note

- Created forms folder categorized and available on Financial Planning website and in policies and procedures
Updated Verification messaging to include link that takes students directly to the required form

Associate Directors received extensive in-house training and completed multiple National Association of Student Financial Aid Administrators (NASFAA) credentials

Associate Directors earned NASFAA credentials

Implemented new Lettie Pate Whitehead Foundation procedures

Continued relationship-building with Macon Admissions Office which included shadowing

**Strategies for 2016-2017**

- **In-depth training** on student information system upgrades and business processes

- **Personal Development Plans For Individual Staff Members** – As we collaborate on strategic goals as a team, each individual member will have their personal plan for empowering excellence. We all grow together!

- **Quality Conversation Training** – Have best practices training sessions with staff in regards to difficult conversations with students (e.g. SAP status, Pell LEU met, remaining balance, Aggregate Loan limits met etc.)

- **Increased training through NASFAA Credentials**

- **Establish Student Communication Flows for Financial Aid Issues** such as loan defaults and high refund patterns

**Enrollment Management Marketing and Communications Highlights for 2015-2016**

- Created and implemented new traditional undergraduate communication flows for high school sophomore and junior inquiries featuring current students giving advice on relevant topics to high school/college search

- Enhanced traditional undergraduate visitation event marketing by:
  - Improving Saturday Preview “photo stop” experience and quality of personalized postcard follow-up deliverable
o Redesigning daily tour presentation
o Personalizing Saturday Preview visit schedule for each prospect

Created and implemented communication flows in Radius CRM for post-traditional undergraduate and graduate programs in Stetson School of Business and Economics, Tift College of Education, and Penfield College

Revised digital advertising strategy and reconfigured technical programming of campaigns, resulting in:

o 0.62% increase in clicks and 148% increase in click-through rate for search engine marketing campaign

o 290% increase in impressions, 250% increase in clicks, and 15% increase in click-through rate for programmatic display/retargeting campaign

o Addition of new Facebook advertising campaign for six graduate programs

Strategies for 2016-2017

Develop and implement video strategy, to include new traditional undergraduate admissions recruitment video and post-traditional undergraduate admissions recruitment video

Develop sub-brand messaging strategy across all traditional undergraduate, post-traditional undergraduate, and graduate audiences to tailor recruitment marketing and communications to each office while maintaining overall master brand cohesion

Evaluate and adjust current digital advertising mix based on 2015-2016 performance, to include:

- Expansion of Facebook advertising
- Addition of Bing search engine marketing
- Ongoing adjustments to Google search engine marketing to continuously improve performance

Implement advanced search engine optimization (SEO) tactics targeted at Stetson School of Business and Economics, Tift College of Education, and Penfield College websites
Evaluate and revise traditional undergraduate communication flow schedule and content based on:

- Impact of Early FAFSA
- Impact of new student search vendor (Capture)
- New yield strategy
IX. LEGAL AFFAIRS

LITIGATION REPORT

During the previous year, the University was named as a defendant in seven (7) lawsuits. A summary of the background and current status of these cases is provided below.

John Stofer, as Executor of the Estate of Ms. Sally Stofer, and John Stofer and Susan Stofer Chandler, individually, as surviving children of their mother, Ms. Sally Stofer v. Mercer University (State Court of Bibb County)

This is a wrongful death lawsuit filed by the surviving children of Ms. Sally Stofer, a 68-year-old woman who died as a result of injuries sustained in a fall at a “Second Sunday” concert sponsored by the University’s College Hill Alliance on July 13, 2014. The College Hill Alliance had rented Washington Park, a facility of Macon-Bibb County, for the purpose of hosting the concert. When exiting the park via a stairway at the conclusion of the event, Ms. Stofer lost her balance and fell, sustaining serious head injuries from which she never recovered.

The plaintiffs assert that Mercer, as the “occupier” of the Park on the date of the accident, is liable for Ms. Stofer’s injury and subsequent death pursuant to the premises liability statute of the Georgia Code. The suit alleges that the stairway used by Ms. Stofer had a handrail that had been broken off or removed about halfway down, leaving the bottom eight steps without a handrail, and that the stairway was also poorly lit. The plaintiffs assert that Mercer failed to exercise care and diligence and was negligent in
failing to ensure that all stairways were accessible and adequately lighted, and in failing to assign volunteers to be stationed at potentially dangerous areas of the Park.

The plaintiffs seek to recover (a) damages for the pain and suffering endured by Ms. Stofer before her death, as well as all medical, funeral, and other bills associated with the incident; (b) damages for the wrongful death of Ms. Stofer, including the full value of her life, both economic and non-economic, tangible and intangible; and (c) the expenses incurred in advancing this legal action.

Following conclusion of discovery in the case, the University filed a motion for summary judgment, asserting two primary defenses to this claim. First, the University has argued that Ms. Stofer’s knowledge of the hazard was equal or superior that of Mercer’s. At the time of the fall, there was sufficient daylight and the missing handrail was clearly visible. Ms. Stofer had an opportunity to observe the hazard, yet chose to navigate the staircase anyway instead of choosing one of several alternate routes for exiting the park.

A second defense is afforded by the Recreational Property Act, a Georgia statute designed to encourage owners of land to make land and water areas available to the public. To accomplish this purpose, the statute provides that “an owner of land owes no duty of care to keep the premises safe for entry or use by others for recreational purposes or to give any warning of a dangerous condition, use, structure, or activity on the premises to persons entering for recreational purposes.” Given that Mercer did not charge admission for the concert (it was free and open to the public), the University has asserted the defense provided by the statute.
The University’s motion for summary judgment is currently pending before the Court, and oral argument has been scheduled for October 18, 2016. In the event that summary judgment is denied and the case goes to trial, the University will argue that responsibility for damages should be apportioned to Macon-Bibb County for its failure to maintain the park in a safe condition.

The University has Commercial General Liability insurance that will cover any judgment that might result from this lawsuit.

*Sara Kalantari v. Mercer University; Dr. Hewitt Matthews, individually and in his official capacity as Dean of Pharmacy; Dr. C. Lea Bonner, individually and in her official capacity as Assistant Dean of Pharmacy; Dr. Mark Carmon, individually and in his official capacity as Preceptor; and Dr. Tomeka Kim, individually and in her official capacity as Instructor* (United States District Court, Northern District of Georgia – Atlanta Division; Superior Court of DeKalb County)

The plaintiff, a United States citizen of Iranian descent, was a pharmacy student in the doctoral program at the College of Pharmacy and Health Sciences. Throughout her course of study, the plaintiff struggled academically, failing a second year class and being accused of plagiarism during her third year. Several members of the College were concerned that the plaintiff was not grasping the foundational knowledge necessary to practice pharmacy, but despite those observations the plaintiff was allowed to continue her studies.

As part of her fourth year Advanced Pharmacy Practice Experience (“APPE”), the plaintiff participated in a pharmacy rotation at a Rite-Aid Pharmacy in Marietta, Georgia.
Soon after beginning her rotation, the plaintiff’s preceptor recognized that the plaintiff lacked basic pharmacy skills, noting that she provided inaccurate pharmacological information to Rite-Aid’s customers and pharmacists on numerous occasions, and that she was unable to demonstrate basic pharmacy knowledge and skills such as distinguishing between brand name and generic pharmaceutical drugs and counseling patients regarding the proper use of various medications. Ultimately, Rite-Aid informed the College that the plaintiff could not continue the rotation because of patient safety issues. The plaintiff received a failing grade for the rotation. Because the plaintiff had failed two classes (the second year class and the APPE rotation), the University dismissed the plaintiff from the pharmacy program in accordance with academic policy.

The plaintiff alleges that the University unlawfully dismissed her from the pharmacy program on the basis of her national origin and race, and further alleges that the University unlawfully provided her academic information to the Rite-Aid preceptors. In her Complaint, the plaintiff asserts the following causes of action:

• Discrimination and retaliation in violation of Title VII of the Civil Rights Act of 1964, as amended, 42 U.S.C. §§ 2000e et seq. (“Title VII”);

• Discrimination in violation of Title IX of the Educational Amendments of 1972, as amended, 20 U.S.C. §§ 1681 et seq. (“Title IX”);


• Breach of contract and tortious interference with contractual relations; and

• Negligence.

The University filed an Answer denying each of the asserted claims, and also filed a Motion to Dismiss the plaintiff’s lawsuit for failure to state a valid cause of action. On
February 11, 2016, the District Court dismissed the plaintiff’s Title VII, Title IX and FERPA claims with prejudice, but declined to exercise supplemental jurisdiction over the plaintiff’s state law claims.

On February 12, the plaintiff filed a new Complaint for Damages in the Superior Court of DeKalb County, renewing the state law claims that had been dismissed without prejudice by the District Court. In the new complaint, the plaintiff alleged the following “causes of action” against the University:

• breach of contract;
• tortious interference with contractual relations;
• intentional infliction of emotional distress;
• negligence;
• invasion of privacy; and
• negligent supervision.

The plaintiff seeks punitive and exemplary damages in an amount no less than $3,000,000, along with court costs and attorneys’ fees.

The suit is now pending in Superior Court on the University’s Motion to Dismiss the plaintiff’s Complaint. The University has strong legal and factual defenses in this case, and will continue to contest this matter vigorously. While the likelihood of a material loss in this case is remote, the University has Educator’s Legal Liability insurance that would cover any judgment that might result from this lawsuit.

William Trey Thiel, Christie Nicole Thiel, Trevor Evan Thiel, Madison Kate Thiel by next friend, Sherri D. Thiel, and Sherri D. Thiel, as the Administratrix of the
Estate of William C. Thiel, Jr. v. Manmohan Gupta, MD; Manmohan Gupta, MD, PC; Jeffrey L. Stephens, MD; Mercer Medicine, LLC; Victor L. Mills, MD; and Inpatient Consultants of Georgia, Inc. (State Court of Bibb County)

This lawsuit arises from William C. Thiel’s hospitalization at the Medical Center of Central Georgia (MCCG) from January 5, 2013, to January 16, 2013. Dr. Manmohan Gupta, a member of the MCCG’s hospitalist service, was consulted on January 7 to evaluate and treat Mr. Thiel for swelling in his left knee, and Dr. Gupta served as Mr. Thiel’s primary treating physician from January 7 until his discharge on January 16.

On January 10, Dr. Gupta consulted with Dr. Jeffrey Stephens, an infectious disease specialist and a member of the Mercer University School of Medicine faculty. After examining Mr. Thiel for the first and only time on the afternoon of June 10, Dr. Stephens diagnosed Methicillin-Sensitive Staphylococcus Aureus Bacteremia (MSSA) with seeding of the left knee, and ordered IV antibiotic therapy to be delivered to Mr. Thiel on an outpatient basis for a total duration of four to six weeks. On January 16, however, and without consulting with Dr. Stephens, Dr. Gupta changed Dr. Stephens’ antibiotic orders, cancelling the IV therapy and discharging Mr. Thiel on an oral antibiotics regimen. Unfortunately, Dr. Gupta never followed Mr. Thiel as an outpatient, the oral antibiotic was not effective in treating Mr. Thiel’s infection, and Mr. Thiel eventually died from endocarditis that developed when the infection spread to his heart. The plaintiffs’ Complaint asserts that the January 16 order to treat Mr. Theil with oral antibiotics was below the appropriate standard of care and caused his death.
When the lawsuit was originally filed, Dr. Gupta was the only defendant named in the case. In the course of his deposition during discovery, however, Dr. Gupta testified that it would have been his routine and customary practice to discuss a patient with a consulting physician prior to discharge, although he did not specifically remember having done so in this case. This testimony resulted in Dr. Stephens and Mercer Medicine, LLC being added as party defendants in the litigation.

In response to the plaintiffs’ Complaint, the University filed an Answer denying liability for all asserted claims, and affirmatively stating that Dr. Stephens’ January 10 treatment orders were appropriate and within the standard of care and that he was never contacted by Dr. Gupta regarding a change of the discharge antibiotic treatment orders. In separate depositions, Dr. Stephens and Dr. Victor Mills (the hospitalist responsible for writing Mr. Theil’s discharge orders on January 16) both confirmed under oath that Dr. Gupta did not speak with Dr. Stephens regarding a change in the antibiotic order from IV to oral administration.

Subsequently, Dr. Gupta entered into a settlement agreement with the plaintiffs. Given that Dr. Gupta, Dr. Stephens and Mercer Medicine, LLC were each insured for this claim by MAG Mutual Insurance Company, one of the “informal” conditions for the settlement by Dr. Gupta was that the plaintiffs would also drop Dr. Stephens and Mercer Medicine from the lawsuit. Accordingly, on January 15, 2016, the Court issued an Order dismissing Dr. Stephens and Mercer Medicine, LLC from the suit without prejudice. While the dismissal without prejudice technically allowed the plaintiffs a period of six months in which Dr. Stephens and Mercer Medicine, LLC could again be added as party
defendants, this period has now expired, effectively resolving all claims in favor of Dr. Stephens and the University.

_**Ivaylo Borisov v. Mercer University** (Superior Court of Bibb County)

The plaintiff, a citizen of Bulgaria, was in Georgia on a student visa, enrolled in the University’s Master of Science in Engineering program. On March 5, 2015, the University held a Title IX complaint hearing in which the plaintiff was charged with violations of the Student Code of Conduct, including sexual misconduct, alcohol misconduct, physical assault and endangerment, and threatening and harassing behavior. On March 16, 2015, the plaintiff was held to be responsible for all of the charges, and was expelled immediately from the University. The University terminated the plaintiff’s immigration authorization on April 2, 2015, and under immigration regulations the plaintiff was required to leave the country within 15 days following the termination of his student status.

On December 18, 2015, the plaintiff filed suit in the Superior Court of Bibb County, alleging that he had signed a contract to attend school in the Engineering program (which he contended allowed him to continue in the program until completion), and that the University had breached that contract when it expelled him. The plaintiff also contended that the University failed to provide him with a fair and equitable resolution to the sexual misconduct hearing, purportedly by failing to provide an adequate, reliable and impartial investigation. The plaintiff’s suit sought to recover damages for breach of contract, attorneys’ fees and costs of litigation.
The University filed its Answer on February 12, 2016, and served the plaintiff with Interrogatories and Requests for the Production of Documents on March 4, 2016. On March 17, 2016, the plaintiff’s attorneys filed a Notice of Intent to Withdraw as Counsel. On April 12, 2016, the plaintiff voluntarily dismissed his complaint without prejudice, effectively concluding the litigation in the University’s favor.

_Ruby Brown v. The Corporation of Mercer University_ (State Court of Bibb County)

This is a premises liability lawsuit arising from a trip and fall incident on the Macon campus. On September 21, 2013, the plaintiff was attending a baseball game on campus when she tripped and fell due to an allegedly “dangerous and/or defective condition” on a sidewalk. On September 18, 2015, the plaintiff filed suit, seeking recovery of damages for past and future medical expenses, pain and suffering, and attorneys’ fees.

The University has filed an Answer denying liability for all asserted claims, and discovery in the suit is continuing. At this stage in the litigation, there is insufficient information available on which to form an opinion as to the likelihood of an unfavorable outcome.

The University has Commercial General Liability insurance that covers the costs of defense and any judgment that might result from this lawsuit.

_Sharon Diane Turner v. The Corporation of Mercer University_

(Superior Court of Douglas County, Georgia)
This is a premises liability lawsuit arising from a trip and fall incident on the Regional Academic Center campus in Douglasville, Georgia. On the evening of March 24, 2014, the plaintiff was leaving the Douglas County Regional Academic Center when she tripped and fell in the parking lot. On February 12, 2016, the plaintiff filed suit alleging that her injuries were the result of the University’s negligence in not maintaining adequate lighting in the parking lot. The suit seeks seeking recovery of damages for past and future medical expenses, pain and suffering, and lost wages.

The University has filed an Answer denying liability for all asserted claims, and discovery in the suit is continuing. At this stage in the litigation, there is insufficient information available on which to form an opinion as to the likelihood of an unfavorable outcome.

The University has Commercial General Liability insurance that covers the costs of defense and any judgment that might result from this lawsuit.

*Kelsy Cotto v. The Corporation of Mercer University* (*State Court of Bibb County*)

This is a premises liability lawsuit arising from a trip and fall incident on the Macon campus. On April 15, 2014, the plaintiff, an enrolled student, was exiting her residence hall when she tripped and fell due to an allegedly “dangerous and/or defective condition” on the building’s staircase. On April 15, 2016, the plaintiff filed suit alleging that her injuries were the result of the University’s negligence in failing to use ordinary care in remedying or preventing a dangerous condition on the staircase. The suit seeks
recovery of damages for past and future medical expenses, pain and suffering, and costs of litigation.

The University has filed an Answer denying liability for all asserted claims, and discovery in the suit is continuing. At this stage in the litigation, there is insufficient information available on which to form an opinion as to the likelihood of an unfavorable outcome.

The University has Commercial General Liability insurance that covers the costs of defense and any judgment that might result from this lawsuit.
X. UNIVERSITY MINISTER AND DEAN OF CHAPEL

Dr. Craig McMahan has served as the University Minister and Dean of the Chapel since 2005. In this multifaceted role, Dr. McMahan helps both to maintain Mercer’s connection to its founding heritage, anchored in the Baptist tradition, and also to align Mercer’s future aspirations with the best of that tradition in ways that are relevant for the twenty-first century. As University Minister, he attends to the pastoral and spiritual needs within the University. As Dean of the Chapel, he contributes to a variety of programmatic initiatives across the University.

In his role as University Minister, Dr. McMahan oversees and coordinates nine campus ministries that are active on the Macon campus, each offering students distinctive opportunities for worship and fellowship. This year, UKirk, sponsored by the Presbyterian Church in the USA, has joined the cohort of campus ministries that now includes Baptist, Catholic, Episcopal, Methodist, Presbyterian and several interdenominational groups. Perhaps, most notably among these nine is the Muslim Student Association, which provides appropriate prayer space for Mercer’s Muslim students and seeks to foster better understanding of Islam throughout our Muslim and non-Muslim community. Beyond religious groups, the University Minister also offers devotionals and prayers at the New Student Orientation worship service, the Christmas tree lighting, faculty and football team meetings and numerous ceremonial events.

Dr. McMahan’s pastoral role extends to students, faculty and staff who are experiencing personal distress. Often this involves limited counseling or simply
befriending those who are going through difficult times. Sometimes, however, the circumstances are more critical. On February 2, 2016, Mercer student and basketball player Jibri Bryan tragically passed away. The University Minister immediately met with the men’s basketball team and later with the women’s team, offering prayer and support to players and coaches. Dr. McMahan served as university liaison with the family, assisting them in a variety of personal matters. In addition, he organized and conducted a memorial service that many from the Mercer and Macon community attended in Hawkins Arena.

In his role as Dean of the Chapel, Dr. McMahan contributes to a variety of programmatic initiatives that address important contemporary issues from a religious perspective. He assisted in planning and implementing a four-part series, titled Muslims in America, that covered a wide spectrum of religious, social and political topics related to Islam and American culture. He also facilitated a two-part discussion based on the movie *No Greater Love*, designed to bring greater understanding of the plight of military personnel returning home after their wartime deployments. Military chaplain and co-producer of the film Justin Roberts provided firsthand descriptions of the trauma of battle and the enduring challenge of Post-Traumatic Stress Disorder for veterans. In response to this series, Dr. McMahan initiated a gathering of veterans, including Mercer students, faculty and staff, to discuss ways that the University could be increasingly sensitive to the special needs of our veterans. In addition, Dr. McMahan played a leading role in organizing and speaking at annual events such as the Beloved Community Symposium and the annual Leadership and Ethics Forum.
The majority of Dr. McMahan’s time and energy, however, are concentrated on the Mercer On Mission program, which he launched in 2007. This international service-learning program continues to be a signature program of the University and a leading example of Mercer’s Quality Enhancement Plan focus, *Research that Reaches Out*. Appropriately, 2016, the 10th anniversary, was a banner year for Mercer On Mission. A record 183 students and 37 faculty performed high-impact service at 11 sites scattered throughout the developing world.

As evidence of its reach across the University, Mercer On Mission 2016 drew students and faculty from nine of Mercer’s 12 colleges and schools. Several milestones are worth mentioning. The Mercer On Mission prosthetics team fit the 5,000th amputee during its summer program in Vietnam. Vietnamese Prime Minister Nguyen Xuan Phuc, requested a personal meeting with Dr. Ha Van Vo, the professor of biomedical engineering who designed the Mercer Universal Socket Prosthesis, and Dr. Craig McMahan in order to express appreciation for the impact that this project has had on his country. In a subsequent letter, the Prime Minister stated, “The orthopedic and prosthetic mission program of Mercer University is the greatest humanitarian program; it has been superior to any NGOs that have done mission in Vietnam.” The prosthetics program anticipates fitting 2,000 amputees in the coming year. In addition to the program in Vietnam, Mercer On Mission continues to mitigate the environmental and human health hazards associated with gold mining in Ecuador, to operate medical clinics in remote areas of Cambodia and Honduras, to promote access to clean water in Madagascar, to provide educational opportunities for impoverished students in Belize,
South Africa and South Korea, to offer entrepreneurial guidance to widows and orphans in Rwanda, and to design healthcare curricula now being used throughout Tanzania. Perhaps the greatest impact of Mercer On Mission, however, is on our students. This sentiment is clearly expressed by one student who writes, “I could never have dreamed how much this trip would affect me and just how much I would learn.”

Jesse Mercer’s vision of a school that would inspire the soul and inform the mind finds continued and passionate support from the University Minister and Dean of the Chapel.