The Report of the President
to the
Board of Trustees
of
The Corporation of Mercer University

November 11, 2011
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II. PROVOST

Wallace L. Daniel joined Mercer in 2008 as provost and professor of history. The provost’s report on academic initiatives is based on achievements stimulated or encouraged by the Provost’s Office. The report also includes developments in individual colleges and schools, supported by the Provost’s Office, to advance the academic programs of the University. Such developments are aimed at creating attractive, compelling courses of study that are appealing to students. Further, they are intended to strengthen the competencies and perspectives essential to leadership and citizenship in the twenty-first century. To these ends, the following report details the programmatic initiatives supporting the University’s Ten-Year Strategic Plan.

1. New Programs

At the 2010 summer workshop, we discussed current national trends among undergraduate students and established several programmatic goals for the coming academic year. These included (a) environmental biology; (b) social entrepreneurship; and (c) legal studies.

<table>
<thead>
<tr>
<th>Course</th>
<th>College/School/Department</th>
<th>Implementation Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental Biology</td>
<td>College of Liberal Arts/Department of Biology</td>
<td>Fall 2010</td>
</tr>
<tr>
<td>Concentration in Social Entrepreneurship</td>
<td>College of Liberal Arts/Department of Social Entrepreneurship</td>
<td>Fall 2011</td>
</tr>
<tr>
<td>Law and Public Policy</td>
<td>College of Liberal Arts/Department of Political Science</td>
<td>Currently under review by the curriculum committee; faculty vote anticipated in 2011</td>
</tr>
<tr>
<td>Medical Humanities</td>
<td>College of Liberal Arts/Department of Philosophy</td>
<td>To be reviewed by CLA’s curriculum committee in Fall 2011</td>
</tr>
<tr>
<td>Graphic Design</td>
<td>College of Liberal Arts/Department of Art</td>
<td>In development</td>
</tr>
<tr>
<td>Public Relations</td>
<td>College of Liberal Arts/Department of Journalism and Media Studies</td>
<td>In development</td>
</tr>
<tr>
<td>Environmental Studies (minor)</td>
<td>Interdisciplinary Studies</td>
<td>In development</td>
</tr>
<tr>
<td>Web Design (minor)</td>
<td>Collaboration between CLA’s Department of Computer Science and the School of Engineering’s Department of Technical Communication</td>
<td>In development</td>
</tr>
</tbody>
</table>
A particularly noteworthy feature of the programs mentioned above is their interdisciplinary quality. Such programs are taking the lead in breaking down the academic silos that have existed for many years in higher education. These programs are refashioning our undergraduate curriculum in innovative ways that, we believe, speak powerfully to the needs of the twenty-first century.

**New Academic Degrees**

At its November 2010 and April 2011 meetings, the Education Policy Committee of the Board of Trustees reviewed and recommended to the Board the following new academic degrees and certificate programs:

<table>
<thead>
<tr>
<th>College/School</th>
<th>New Academic Degree</th>
<th>Certificate Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eugene W. Stetson School of Business and Economics</td>
<td>Bachelor of Business Administration (B.B.A.) in Accounting (reconstituted)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bachelor of Business Administration (B.B.A.) in Human Resource Management</td>
<td></td>
</tr>
<tr>
<td>College of Continuing and Professional Studies</td>
<td>Bachelor of Science (B.S.) in Informatics</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Master of Science (M.S.) in Organizational Leadership</td>
<td></td>
</tr>
<tr>
<td>College of Liberal Arts</td>
<td>Bachelor of Arts (B.A.) (Concentration in Social Entrepreneurship)</td>
<td></td>
</tr>
<tr>
<td>Tift College of Education</td>
<td>Master of Education (M.Ed.) in Higher Education Leadership</td>
<td></td>
</tr>
<tr>
<td>School of Medicine</td>
<td>Master of Science (M.S.) in Biomedical Sciences</td>
<td>Certificate in Preclinical Sciences</td>
</tr>
<tr>
<td></td>
<td>Doctor of Philosophy (Ph.D.) in Clinical Medical Psychology</td>
<td></td>
</tr>
<tr>
<td>College of Nursing</td>
<td>Master of Science (M.S.) in Nursing Family Nurse Practitioner Track</td>
<td></td>
</tr>
<tr>
<td>Townsend School of Music</td>
<td>Post-Baccalaureate Artist Diploma</td>
<td></td>
</tr>
<tr>
<td>College of Continuing and Professional Studies/McAfee School of Theology collaboration</td>
<td>Master of Divinity (M.Div.) and Master of Science (M.S.) in Organizational Leadership (dual degrees)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Master of Divinity (M.Div.) (Non-Profit Organizational Leadership Track)</td>
<td></td>
</tr>
<tr>
<td>English Language Institute/Eugene W. Stetson School of Business and Economics collaboration</td>
<td>Graduate Business Preparation Program</td>
<td></td>
</tr>
</tbody>
</table>
These ten new and one reconstituted degrees, as well as the certificate offerings, address market demand for such programs. Moreover, they speak directly to our mission as a University, building on and extending the foundational attributes already in existence at Mercer. In addition, four of these new programs are in the field of health sciences, rapidly becoming a growing strength of the University.

**Ph.D. Programs**

<table>
<thead>
<tr>
<th>Type</th>
<th>Date Established</th>
<th>Doctoral Degree</th>
<th>College or School</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research</td>
<td>1988</td>
<td>Ph.D. in Pharmaceutical Sciences</td>
<td>College of Pharmacy and Health Sciences</td>
</tr>
<tr>
<td>Research</td>
<td>2005, December 1</td>
<td>Ph.D. in Educational Leadership</td>
<td>Tift College of Education</td>
</tr>
<tr>
<td>Research</td>
<td>2008, December 4</td>
<td>Ph.D. in Curriculum and Instruction</td>
<td>Tift College of Education</td>
</tr>
<tr>
<td>Research</td>
<td>2008, December 4</td>
<td>Ph.D. in Nursing</td>
<td>Georgia Baptist College of Nursing</td>
</tr>
<tr>
<td>Research</td>
<td>2009, December 3</td>
<td>Ph.D. in Counselor Education and Supervision</td>
<td>College of Continuing and Professional Studies</td>
</tr>
<tr>
<td>Research</td>
<td>2011, April 15</td>
<td>Ph.D. in Clinical Medical Psychology</td>
<td>School of Medicine</td>
</tr>
</tbody>
</table>

**2. Teaching and Learning**

**Post-Graduate Opportunities for Students**

<table>
<thead>
<tr>
<th>Student</th>
<th>Major</th>
<th>Advisor</th>
<th>Recognition/Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trenton White</td>
<td>Global Public Health</td>
<td>Anna Weaver</td>
<td>Gilman International Scholarship</td>
</tr>
<tr>
<td>Abigail Rowswell</td>
<td>Art</td>
<td>Scott Walker</td>
<td>Peace Corps</td>
</tr>
<tr>
<td>Rachel Goossen</td>
<td>Political Science</td>
<td>Steve Brown</td>
<td>Teach for America</td>
</tr>
<tr>
<td>Vanessa Breslin</td>
<td>Chemistry</td>
<td>Adam Kiefer</td>
<td>Goldwater Scholarship Honorable Mention</td>
</tr>
<tr>
<td>Kimberly Campbell</td>
<td>History</td>
<td>Sarah Gardner</td>
<td>SHEAR/Mellon Summer Fellowship</td>
</tr>
<tr>
<td>Jessica Newton</td>
<td>Biomedical Engineering</td>
<td>Sinjae Hyun</td>
<td>NSF Research Experience for Undergraduates</td>
</tr>
<tr>
<td>Kalia Burnette</td>
<td>Biomedical Engineering</td>
<td>Ed O’Brien</td>
<td>NSF Research Experience for Undergraduates</td>
</tr>
<tr>
<td>Arturo Holmes</td>
<td>Biology</td>
<td>Linda Hensel</td>
<td>NSF Research Experience for Undergraduates</td>
</tr>
<tr>
<td>Jaheem Joseph</td>
<td>Biochemistry &amp; Molecular Biology</td>
<td>David Goode</td>
<td>NSF Research Experience for Undergraduates</td>
</tr>
<tr>
<td>Yogi Patel</td>
<td>Biochemistry &amp; Molecular Biology Computational Science</td>
<td>Amy Wiles, Tom Huber, Andrew Pounds</td>
<td>NSF Research Experience for Undergraduates</td>
</tr>
</tbody>
</table>
Altogether, twenty-six students applied for national or international scholarships and fellowships last year and twelve were successful. A complete list of applicants for these national and international scholarships is available from the Provost’s Office.

**Strategies**

Since spring 2009, the Office of National and International Scholarships, directed by Peter Brown, has employed two specific strategies to increase students’ interest and competitiveness:

1. to urge top freshmen (3.5 GPA and above) to include study abroad, undergraduate research, internships, service learning, and Mercer On Mission in their educational agenda, and to think early about the possibility of national fellowships and scholarships

2. to focus active recruitment on sophomores and juniors in the Honors Program and in Mercer Service Scholars, as well as on students engaged in undergraduate research. In 2011-12, these students from 2008-09 will be seniors

Thus, we should be able to tell if the strategy is working or not. One hopeful sign at this point is the heightened interest in the Fulbright Scholarship:

- In 2009-10, we had two applicants (both of whom were successful!).
- In 2010-2011, we had one applicant (who did not make it to the finalist stage).

At this point this year, we have fifteen applicants working on Fulbright applications to South Africa, Panama, Taiwan, Morocco, Brazil, Moldova, Turkey, Spain, Indonesia, and Mexico. The list includes two students who have already won international scholarships: Trenton White (Gilman International Scholarship to Denmark) and Josh Coleman (Rotary Ambassadorial Scholarship to France).
In 2011, to the Undergraduate Research Symposium, organized by Kevin Bucholtz of the Department of Chemistry, the University added a Humanities Symposium, under the leadership of Tom Scott of the Department of History and other faculty members from across the University.

In April 2011, the College of Liberal Arts held the inaugural BEAR Day Research Event. Students made more than 200 presentations.

In addition, the School of Engineering’s Engineering Expo event in April 2011 featured fourteen Honors and Undergraduate Research Projects and fourteen Senior Design Projects.

The number of student presentations continues to grow, and undergraduate research (engaged learning) is becoming a distinctive feature of Mercer University.

In spring 2011, under the sponsorship of the Honors Program, the University published the second annual edition of *Spires*, a journal featuring some of the best of undergraduate research at Mercer.
General Undergraduate Education Reform

The last general education curriculum reform at Mercer took place in 1992-94. The undergraduate programs were long overdue for this review and overhaul.

In the fall of 2010, the General Education Committee prepared a draft plan for general curriculum reform based on essential learning outcomes in the liberal arts and sciences. The plan called for 34-43 credit hours of coursework (23% reduction over the current plan) and a required engagement project that would include service-learning, study abroad, internship, or undergraduate research. The plan led to spirited but collegial discussion at several events, including an open forum at the end of the fall semester. Formal action on the new plan took place at a special CLA Faculty Meeting in February 2011. By a vote of 80 to 3, the CLA faculty adopted the framework for a new general education plan.

Following faculty adoption of the framework and outcomes, departments and faculty teams have begun proposing new and existing courses for the plan based on their adherence to the learning outcomes.

In order to move toward implementation of the new reformed curriculum, Lake Lambert, dean of CLA, appointed two working groups. The first is reviewing the resource implications and reallocations of the curriculum reform. The second, chaired by the dean, is considering the process and faculty development necessary to implement the draft proposal’s ambitious plans for student writing. Both committees, by the end of academic year, have taken concrete steps to implement the new plan. These include:

- a well-defined process for reviewing new and existing courses;
- appointment of a Writing Program Director and a new Writing Program Committee for establishing writing standards and assessing student learning;
- appointment of three new Integrative Studies Coordinators;
- appointment of all faculty to one of three new integrative “teams.”

During the week of May 16-20, CLA held a five-day faculty development workshop relating to the new plan, in which eighty-one CLA faculty members participated. The CLA sponsored a two-day workshop on teaching writing.

Asian Studies

In the fall, Mercer University and the East-West Center signed a memorandum of understanding to support CLA’s emerging Asian Studies program and Chinese language instruction.
Center for Teaching of America’s Western Foundations

Will Jordon and Charlie Thomas, directors of the Center for Teaching of America’s Foundations, in collaboration with University Advancement, submitted a National Endowment for the Humanities Challenge grant proposal for $500,000. If they are successful, the grant could help provide a permanent endowment for the Center. Great Books, a primary component of the Center, continues to evolve into one of Mercer’s distinctive programs.

Bachelor of Science degree in Nursing on Macon Campus

In January 2011, the College of Nursing received University approval to offer nursing on the Macon Campus. On February 24, 2011, the Commission on Colleges of the Southern Association of Colleges and Schools accepted the notification of the University about the program and site. The pro forma projected a Mercer-Macon pre-nursing 2011 enrollment of sixty students. The goal was met.

3. Scholarship and Faculty Development

Provost’s Research Awards. In 2009-10, the Provost, in conjunction with President Underwood, initiated a summer program designed to support the research agendas of junior faculty members. In the 2009-10 academic year, the Provost’s Office provided summer grants of $4,500 each to six junior faculty members with twenty-one-hour teaching loads. Assuming sufficient progress toward their research goals, these selected faculty members would then have the summer grant renewed for a second term. In 2010-11, the number of grants awarded has increased from six to eight. The recipients for 2011-12 are: (1) Natalie Bourdon (CLA, Women and Gender Studies), (2) John Lee (CLA, Physics), (3) Colleen Stapleton (CCPS), (4) Alan McCullough (Music), (5) Mary Raschko (CLA, English), (6) Christopher Macklin (Music), (7) Monica Sawhney (CLA, Global Public Health), and (8) Courtney Cox (SSBE, Economics).

Community Support. In the spring of 2011, the Provost sponsored a series of symposia aimed at providing community and further academic support and encouragement to junior faculty members. The sessions had both academic and social goals, and they accomplished those goals, as measured by the responses of faculty participants.

Opportunities for Scholarship. Teaching and scholarship are interrelated, complementary aspects of classroom instruction and faculty development, and they must be viewed in that way. In 2010-11, many colleges/schools provided additional support for these opportunities, as follows:

A. The College of Liberal Arts

• CLA has made such pursuits primary goals, especially in interdisciplinary fields.
A new Peer Review Committee in the College has developed criteria and reviewed requests for both sabbaticals and course reassignments for the academic year 2010-11. Following new guidelines for scholarship, the dean granted eighteen requests for course reassignment to support scholarship and pedagogical improvements.

- Teachers from across the country, in July 2010, studied the “South’s Cotton Culture” at Mercer University. The institute, hosted by the Southern Studies Program in the College of Liberal Arts, received its funding from the National Endowment for the Humanities.

B. Walter F. George School of Law

- Until the fall of 2010, the Law School did not have a formal mentoring system for junior faculty. In spring 2011, after consulting with the junior faculty (who were uniformly enthusiastic) and others, Dean Gary Simson created and implemented such a system.

- Seeking to make its faculty workshops a stimulant to intellectual debate and faculty scholarship, the Law School invited scholars from other major universities to present their work; three leading scholars have accepted for fall and spring of 2011-12.

- Jennifer Sheppard, associate professor, received the 2010-11 Eisenberg Prize for the best article on appellate practice and procedure from the American Academy of Appellate Lawyers.

C. The School of Engineering (MUSE)

- MUSE expanded its focus on faculty-student research collaboration, and the research model it has developed embraces such collaboration.

- The School of Engineering allocated $1,500 per faculty member to support teaching and research, and $1,500 to each department chair to support student involvement in conferences and professional meetings.

- In the spring of 2011, twenty-two students and ten faculty members participated in the American Society for Engineering Education, Southeastern Regional Conference, in Charleston, S.C., where Mercer’s teams received seven awards for their presentations in the eleven competitions.
MUSE is focused on extending biomedical research, providing minorities with access to undergraduate engineering education, upgrading a computer lab, and supporting high school teachers with robotics applications to stimulate interest in science, technology, engineering, and mathematics.


D. The College of Nursing

The College of Nursing has increased its commitment to grant writing and federal funding. Dean Linda Streit has made these activities a college priority. In 2010-11, the College posted:

- Dean Streit submitted Phase 1 and Phase 2 of an Advanced Education Nurse Traineeship grant in spring 2011. The grant prepares graduate student nurses for working in underserved areas and with underserved populations following graduation. The average grant award is $52,000.

- Dean Streit submitted Phase 1 and Phase 2 of Nurse Faculty Loan Program grant in spring 2011. In 2010, the College of Nursing received the highest award in the southeast ($1.3+ million). The College has submitted a new grant proposal requesting in excess of $1.4 million to support graduate students for 2011-12.

- Laura Kimble, professor and Piedmont Healthcare Endowed Chair, and Kathryn Momary, assistant professor from the College of Pharmacy and Health Sciences, submitted a grant for interdisciplinary study relating to cardiovascular surgery to the National Institutes of Health.

- Dean Streit and staff members from Piedmont Healthcare submitted a quality improvement/patient safety research grant to Hill-Rom/Sigma Tau International Grant. This grant, submitted July 1, 2011, focuses on the implementation of outcomes-based practice and quality within health care institutions.

- To strengthen scholarship, the College of Nursing in 2010-11 developed a new set of expectations for faculty teaching in its expanding graduate programs. The College has committed to employing only new full-time faculty members who
have doctoral teaching qualifications; these faculty members will be required to publish their scholarship and to seek grant opportunities.

E. The College of Pharmacy and Health Sciences

- The College of Pharmacy and Health Sciences has developed a culture in which all faculty members are expected to publish annually and to seek external grants. The product of a deliberate effort by the dean and other leaders to raise the college’s national profile, this research culture is focused on the scholarship of teaching.

- Chalet Tan received the Georgia Cancer Research Award.

- Hailing Zhang received the Georgia Cancer Research Award.

- Pharmacy faculty had twenty pedagogical posters accepted for presentation at the annual meeting of the American Association of Colleges of Colleges of Pharmacy (AACP) in San Antonio, Texas, July 9-13, 2011. This was the highest number of presentations among all pharmacy colleges in the nation.

- Faculty members published fifty-nine peer-reviewed publications and gave 142 presentations at regional, national, or international meetings.

F. The College of Continuing and Professional Studies

- CCPS held its inaugural Faculty and Student Research Conference in April 2011.

4. Increase in Efficiency and Allocation of Resources

<table>
<thead>
<tr>
<th>College/School</th>
<th>Increases in Efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Libraries</td>
<td>Tarver and Swilley Libraries have taken the first steps in improving internal processes by moving to the same journal management platform, Serials Solutions, in 2011. They anticipate moving to sharing the same platform/account in 2012.</td>
</tr>
<tr>
<td>College of Liberal Arts</td>
<td>A primary goal in the College of Liberal Arts is to increase efficiency in academic resource allocation. The College is developing guidelines for use of adjuncts, overloads, class sizes, chair compensation, and overall departmental productivity expectations. In fall 2010, CLA implemented its new policy on adjuncts and minimum class sizes. The College of Liberal Arts plans to reduce the use of overloads by 20% in 2011-12.</td>
</tr>
<tr>
<td>College/School</td>
<td>Increases in Efficiency</td>
</tr>
<tr>
<td>----------------</td>
<td>-------------------------</td>
</tr>
</tbody>
</table>
| School of Engineering | The School of Engineering has upgraded twelve classrooms and one laboratory to multimedia projection systems. The School is developing a plan to use these spaces efficiently and assess improvements in teaching in them.  

Fall enrollment in 2010 included 130 freshmen, when transfer students were added. In the fall, MUSE produced 6,090 hours of engineering courses—the highest level since 2005. Also, 728 hours of graduate credit were offered—the highest ever. The summer of 2011 offered the largest summer school in the School’s history, with 127 undergraduate and 109 graduate students enrolled.  

MUSE opened the Center for Innovation and Entrepreneurship in the fall semester of 2010, whose goal is to promote two-three interdisciplinary projects each academic year that lead to product and process innovations.  

MUSE is also beginning to prioritize the fields in which it has the greatest competitive advantages. |
| College of Continuing and Professional Studies | CCPS has become a university leader in maximizing enrollment, community and professional outreach, and academic program development and outreach.  

This expanded professional outreach is exemplified by the following:  

- Expansion of the Public Safety undergraduate degree program to Newnan in fall 2010  
- Implementation of a Certificate Program in Leadership for Medical Practice in fall 2010  
- Increase in number of courses offered face-to-face, hybrid, and online format—seven additional courses in online format, fall 2010, eight more in spring 2011  
- Implementation of hybrid format for Master of Science in Public Safety Leadership, Forsyth, GA, January 2011  
- Completion of market study for Master of Arts in Liberal Studies degree program to be offered in hybrid format at Douglas County, Henry County, and Macon |
| School of Medicine | The School of Medicine now expects newly hired clinical faculty to cover the cost of their clinical practice salary with clinical work.  

MUSM has opened a new Kidney Center, whose services should be in high demand.  

MUSM has hired an academic program analyst whose chief responsibilities are to assist faculty with locating and securing significant medical grants. |
Online Courses

Despite recent growth in online courses, universities, by now, expected the number of online courses to level off. This has not happened, however, either nationally or at Mercer.

Since 2005, Mercer has offered a small number of faculty members an opportunity to develop online summer courses as part of an effort to boost summer enrollments. Online summer hours have steadily increased as evidenced in the chart below.

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online Summer Enrollment Hours (Macon)</td>
<td>72</td>
<td>231</td>
<td>432</td>
<td>555</td>
<td>742</td>
<td>1,050</td>
<td>1,045</td>
</tr>
<tr>
<td>Online Summer Enrollment Hours (RACs)</td>
<td>0</td>
<td>357</td>
<td>513</td>
<td>801</td>
<td>1,140</td>
<td>1,191</td>
<td>2,232</td>
</tr>
</tbody>
</table>

*data as of June 14, 2011

At the undergraduate level, Mercer may have no intentions of expanding beyond a certain point, but it is clear, nevertheless, that online summer courses are extremely attractive to students. At the graduate level, colleges and schools are including online courses as programs are crafted. In 2011, thirty-seven faculty members expressed the desire to develop an online course for summer 2011, far exceeding the number of slots available for training.

5. Global Education

A. Macon

![All Mercer Participants in Study Abroad, Faculty-led Travel, or Mercer On Mission]

Note: 175 enrollments are thus far recorded for summer and fall 2011. Spring 2012 enrollment data have not yet been collected.
i. Projections and Plans. Preparing students to live and work in a global society has become a *sine qua non* of higher education. Essential to this preparation are international programs that encourage study abroad, as well as the opportunity to interact domestically with students from diverse cultural and intellectual perspectives.

ii. The Case for Programmatic Reform

- Extended study abroad enrollments on the Macon campus showed only modest growth in the last three years (from 24 in 2008-09, 18 in 2009-10, to 28 in 2010-11 undergraduate students).
- In 2010-11, the largest number of students (8) studying abroad for a semester at one site went to Oxford University, where an attractive program has long been in place, but Mercer students also participated in undergraduate student exchanges in Hong Kong, Morocco, Scotland, and Sweden, as well as language programs in Spain and France.
- If semester enrollments are to increase significantly over the next several years and if students are to be prepared to live in an interdependent world, programmatic reform of international programs, particularly on the Macon campus, would seem essential.

iii. Immersion Programs in the Developing World. Student trends over the last four years—and especially the rapid growth and attractiveness of Mercer On Mission during this period—offer compelling reasons to rethink Mercer’s international education program. The development of several well-focused immersion programs in the developing world would be a first step toward reformulating international programs, with several additional changes to follow. This first step outlined below would (1) nicely compliment Mercer On Mission, and (2) enable students to return to the frontiers of twenty-first century globalization for a full semester to places where the future is likely to be written.

- The restructuring of the semester study abroad program should be coordinated with general education reform, which focuses on experiential learning and has a required course, INT 301 Engaging the World. The new general education program will commence in fall 2012.

iv. Recasting the Models for Study Abroad. The Director of International Programs
in Macon, in collaboration with the dean of CLA, is developing several new models for study abroad, as follows:

<table>
<thead>
<tr>
<th>Location</th>
<th>Proposed Program</th>
<th>Anticipated Launch Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Latin America (Brazil and possibly Chile)</td>
<td>12-credit hour program focusing on language, culture, and business</td>
<td>2012-13</td>
</tr>
<tr>
<td>Ricks Institute in Liberia</td>
<td>Semester-long study abroad program to include service-learning</td>
<td>2012-13</td>
</tr>
<tr>
<td>Chateau de Portales in Strasbourg, France</td>
<td>Semester-long study abroad program focusing on politics, economics, history of the European Union, and may include French language study</td>
<td>Proposal to be submitted for 2012-13</td>
</tr>
<tr>
<td>Nanjing University in China</td>
<td>Mandarin Language Summer Institute</td>
<td>Summer 2012</td>
</tr>
<tr>
<td>South Africa</td>
<td>Semester-long study abroad program</td>
<td>TBA</td>
</tr>
<tr>
<td>India</td>
<td>Semester-long study abroad program</td>
<td>TBA</td>
</tr>
</tbody>
</table>

v. International Students in Macon. International students are rapidly becoming a significant component of the student population at Mercer, and their numbers are expected to increase substantially in the coming years.

- **Retention of international students must become a priority.** The Office of International Programs has taken the lead to improve Mercer’s retention of international students. To this end, in coordination with CLA, a special English 108 course, a “writing laboratory” and co-requisite to FYS 101, for non-native speakers has been created. The course began fall 2011.

- **Opportunities for dialogue and integration into student body.** The Coordinator for International Students and Scholars has launched two programs aimed at integrating Mercer’s international students with American students: (1) a mentoring program that pairs American undergraduates with new international students; and (2) a weekly coffee hour for international and American students.

B. Atlanta

i. Tift College of Education and Study Abroad

- TCE is expanding its relationship with Ricks Institute in Liberia. During summer 2011, TCE selected twelve students (out of thirty-three applicants), the most students it has ever had participate in this Mercer On Mission experience.
• TCE is engaged in a second study-abroad experience in summer 2011 for graduate education students in the Atlanta region. A faculty member and her students (8) traveled to Argentina to conduct comparative studies of culture and the educational systems.

ii. English Language Institute. The English Language Institute (ELI) experienced the largest increase in enrollment in Mercer’s history. For the last two sessions of the year, over 200 students have been enrolled in the ELI. The large increase was due to more students from the Middle East, and while the majority of students are from Saudi Arabia, the Institute also has students from the U.A.E., Jordan, Lebanon, Libya, and Mauritania. In recent years, the Institute has experienced an increase in students from mainland China.

<table>
<thead>
<tr>
<th>AY</th>
<th>Summer</th>
<th>Fall</th>
<th>Winter</th>
<th>Spring</th>
<th>Summer</th>
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<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
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<tr>
<td>2003-2004</td>
<td>58</td>
<td>61</td>
<td>57</td>
<td>52</td>
<td>50</td>
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<tr>
<td>2004-2005</td>
<td>68</td>
<td>62</td>
<td>86</td>
<td>91</td>
<td>101</td>
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<tr>
<td>2005-2006</td>
<td>71</td>
<td>86</td>
<td>98</td>
<td>95</td>
<td>101</td>
<td>96</td>
</tr>
<tr>
<td>2006-2007</td>
<td>87</td>
<td>100</td>
<td>101</td>
<td>109</td>
<td>110</td>
<td>105</td>
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<tr>
<td>2007-2008</td>
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<td>109</td>
<td>108</td>
<td>95</td>
<td>112</td>
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<tr>
<td>2008-2009</td>
<td>114</td>
<td>98</td>
<td>114*</td>
<td>106</td>
<td>107</td>
<td>115</td>
</tr>
<tr>
<td>2009-2010</td>
<td>102**</td>
<td>101</td>
<td>111</td>
<td>112</td>
<td>120</td>
<td>124</td>
</tr>
<tr>
<td>2010-2011</td>
<td>113</td>
<td>127</td>
<td>169</td>
<td>175</td>
<td>215</td>
<td>201</td>
</tr>
</tbody>
</table>

*number of students from this term is unclear due to registration procedural problems
**Second session of summer 2010 rose to 114 students; a large number of students completed the program immediately before the summer session in summer 2009.

iii. Immediate Goals and Initiatives for Atlanta International Programs

- Increase international enrollments, especially in the ELI and work with the Stetson School of Business and Economics to promote business offerings to qualified international students.

- Work with undergraduate programs to encourage ELI students to attend Macon undergraduate programs and to develop a strategy for year-long approach.

- Become an approved government-sponsored site for students from Kazakhstan and at least one more country.

- Sign at least two additional agent agreements in Brazil, Colombia, Ecuador,
Thailand, and Vietnam.

- Continue to work closely with the Iraq Scholarship program to bring qualified Iraqi scholars to various Mercer programs.
- Work with the dean of CCPS to promote the college to government-sponsored students.
- Develop two summer language / study-abroad programs that will be promoted for all Atlanta campus students.

6. Entrepreneurship / Innovation

- **The School of Engineering opened the Center for Innovation and Entrepreneurship.** When fully operational, the Center aspires to support two to three interdisciplinary projects each year that lead to product and process innovations. Equipment is currently being installed to support rapid prototyping technology. In addition, an initiative with the College Hill Alliance led to the formation of the “Knowledge, Innovation, and Entrepreneurship” alliance—a project to bring ready-to-hire technology companies into the Macon area. The School of Engineering also became a sponsor of the Georgia FIRST robotics competition and participated in the regional event in Atlanta.

- **The School of Music held a series of “Think Tank” meetings in Dallas, Atlanta, and Nashville.** The meetings brought together an ecumenically diverse group of church musicians to develop a comprehensive vision for graduate church music education. The School expanded Mercer’s influence and reached out to a broader ecumenism.

- **Tift College of Education explored new program opportunities in the “Northern Arc” region.** TCE admitted its first cohort in spring 2011 and a second cohort in the summer, which increased its presence in the Northern Arc region. TCE also expanded Ed.S. opportunities in Douglas and is in the process of doing the same in Newnan. In addition, the Ph.D. program in Curriculum and Instruction continues to grow. TCE elected to begin Cohort III in its Ph.D. program this summer, instead of the planned opening in the fall, and thirty to thirty-five new doctoral students enrolled.

- **College of Continuing and Professional Studies has become one of the most entrepreneurial and innovative academic units in the University.** CCPS’s expansion into multiple regional centers—Newnan and Forsyth—and its development of
programs in the Douglas, Henry County, and Macon centers, its expansion of hybrid
course offerings, and its efforts to reach into new student markets are impressive
achievements. Enrollment for spring 2011 represented a 14.6% increase over the same
period last year and the highest enrollment in the College’s history.

7. Development of a Culture that Supports Leadership and Citizenship in a
Democratic Society

Since the beginning of the American Republic, an educated and well informed citizenry
has been a signature feature of democratic society. As John Dewey would later point out,
unless each generation of young people is prepared to participate in a democratic political
order, democracy would soon lose its cardinal elements. Former Harvard University President
Derek Bok has underscored the large responsibilities American universities have to civic
education: “Since the public schools are unlikely in the foreseeable future to prepare students
adequately for citizenship, the role of colleges has taken on a special significance” (Bok, Our
Underachieving Colleges: A Candid Look at How Much Students Learn and Why They Should
have argued, however, this subject is seriously neglected on most university campuses.

Thus several new initiatives that David Gushee and others spearheaded are particularly
noteworthy:

Mercer University Center for Theology and Public Life, founded and directed by
David Gushee, Distinguished University Professor of Christian Ethics, came into existence in
the fall of 2010, and organized two major campus events.

- The first, co-sponsored by McAfee School of Theology, held in October 2010, focused
  on Latino Protestant Christianity and public engagement in the United States.
- The second, held in conjunction with the LEAP Conference, held in March 2011, dealt
  with youth and poverty in Macon.

David Gushee, Mary Alice Morgan, Doug Pearson, and Craig McMahan organized
“Lyceum: A Crossroad for Intellectual Discussion, Education, and Action,” scheduled to begin in
fall 2011. The Lyceum endeavors to create a “central structure for planning major interschool or
university-wide events related to morally transformative learning, service, and student life.”

- Planned events included a symposium on Alexis de Tocqueville (spring 2011), the
  conference on poverty (spring 2011), Faith on Capitol Hill (fall 2011), and others.
Summary

2010-11 has been an unusually strong year, especially in terms of teaching and learning, the strengthening of scholarship and research initiatives, developing distinctive new programs, and enhancing interdisciplinary courses of study. Several other foundational elements were put in place that should yield significant results as they continue to gain traction. These include post-graduate opportunities for students, global education, and a dynamic faculty/student culture that enhances leadership and citizenship in a democratic society.

When eighteen months ago, we attempted to identify the distinctive elements of a Mercer education, in the academic realm these distinctive features are beginning to stand out: (1) Mercer On Mission, (2) Great Books (the extensive use of primary sources in all fields), (3) Health Sciences, (4) engaged learning (which includes global studies, extending from the community to the world, and service learning), and (5) leadership (preparing students for leadership and roles of responsibility, whether in the professions, law, education, the ministry, the laboratory, government, or in other vocations). Threaded through each of distinctive features are certain skills and qualities that that we strive to develop in our students and in ourselves: communication skills, problem solving, an emphasis on learning and discovery, and care for all of God’s creation.
A. Academic and Advising Services

Dr. C. Jay Pendleton, vice provost and director, oversees Academic and Advising Services as well as the Academic Resource Center.

Pre-Health Programs

This past year, fifty seminars or workshops were held for pre-health students emphasizing a variety of topics relevant to students studying for professional programs. Approximately 740 students attended sessions addressing areas ranging from the medical school application process to exploring the Mercer guaranteed admission programs to exploring pre-health professions in general. Practice exams were offered for the GRE, MCAT, PCAT, and LSAT, along with workshops on interview skills and writing a personal statement.

A student handbook for each pre-health track was developed and posted on the office Web site. With this, students are provided with the most up-to-date information regarding their program requirements.

After a lengthy process, the Mercer chapter of Alpha Epsilon Delta was chartered this past year. AED is a national honor society recognizing academic excellence in the pre-health professions and has forty-three members after only its first year.

Faculty Advisor Development

To help orient faculty to the new campus information system, CampusVue, the office designed training materials for faculty advisors. Four workshops were held during the summer and early fall, and a Quick Guide to CampusVue was developed and distributed, and serves as a valuable resource to faculty using the new system.

To recognize the outstanding work of faculty who advise first-year students, an Advising in Excellence award was established. Students were invited to nominate an advisor and provide a letter of support for the nominee. Dr. Miranda Pratt, professor of Psychology in CLA, received the award.

Honors Program

The attempt to establish an Honors living-learning community in Roberts Hall met with mixed results this past year, due largely to the logistics of housing new students. The original design of the community included only first-year Honors students and a pre-med floor housed in the facility that would be updated to include a classroom, kitchen, and lounge. With the large influx of male students, however, providing these facilities was not an option. Despite having to
relinquish common areas for private rooms and include non-Honors students in the residence hall, the majority of first-year Honors students were housed in Roberts and found living together a positive experience.

The second edition of Spires, the undergraduate research journal that the Honors Program published, was released in spring 2011. In addition to being distributed to faculty, staff, and students, copies were mailed to Provosts at a variety of colleges and universities.

**New Student Orientation**

In January 2011, sixty-three transfer students attended a spring orientation encompassing advising and registration. During the summer, four sessions were held for new students with approximately 500 students and 1,030 guests attending. Both students and parents were asked to evaluate their orientation experience, and indicated a high level of satisfaction, with students and parents reporting an average satisfaction score of 4.54 on a 5-point scale.

**Joint Enrollment**

The office completed a successful first year of implementing Mercer’s new joint enrollment program. The program was created in hopes of attracting local area high school students to Mercer as full-time students upon their high school graduation. Six local high school students enrolled in two courses per semester at Mercer and, for the 2011-12 year, eight students are enrolled from two local high schools.

**Phi Eta Sigma**

The office continued the tradition started in 1932 of inducting students into the Mercer Chapter of Phi Eta Sigma National Honor Society, a society that recognizes the academic excellence of first-year students. Students must have a 3.5 GPA in order to be eligible for membership. The induction ceremony was held in September 2010 for those students who met eligibility requirements from the previous school year, and 166 new students were inducted into the organization for fall 2011.

**Academic Resource Center (ARC)**

**Supplemental Instruction and Peer Tutoring**

The Academic Resource Center’s Supplemental Instruction (SI) program provided peer-guided study sessions for four new courses during 2010-11 in response to a request from the School of Engineering. In fall 2010, an entirely new arm of the SI program was piloted for Engineering courses, and six SI Leaders conducted sessions for introductory courses in Statics,
Thermodynamics, and Dynamics. Engineering faculty evaluated the success of this intervention and presented the paper “Introducing Supplemental Instruction to Mercer University Engineering Curriculum” at the 2011 ASEE Southeast Section Conference. In spring 2011, the SI program was expanded to support MAT 192 Calculus II as well. Upon request, the ARC Administrative Coordinator provided instructors with weekly SI attendance reports this year. Ms. Emmilee Mercer also improved the end-of-semester grade comparisons in order to provide more finely graduated snapshots indicating the efficacy of the SI program for individual sections and courses.

Following the successful expansion of the SI program in 2010-11, pilot programs in Psychology and English were implemented for fall 2011. Thirty-nine SI Leaders were recruited to run group study sessions for courses in chemistry, economics, English, math, physics, psychology, and engineering.

Student attendance in the peer tutoring lab also increased during 2010-2011. There were approximately 2,600 visits to the peer tutoring lab over the course of the academic year, an increase of 14% over the previous year. Working closely with foreign languages faculty, the ARC Assistant Director successfully recruited tutors who helped quadruple the assistance provided to students enrolled in Chinese, French, German, Latin, and Spanish courses.

Higher summer enrollments have increased demand for peer tutoring during summer sessions, and tutoring for chemistry was added for the first summer session of 2011. Also, three tutors served as Christianity, algebra, and political science tutors for the Freshman Summer Program, and Stephanie Mooring, assistant director, managed the College Study Skills course for thirty-eight Summer Program attendees.

**Regional Academic Centers**

The Academic Resource Center (ARC) tutoring programs in Atlanta, Douglas County, Eastman, Henry County, and the Macon Regional Academic Center developed new workshops in response to student and faculty requests. Also, the ARC Director worked with the Writing Coordinator in the College of Continuing and Professional Studies to implement a Student Intake/Tutor Review process to help students, tutors, and instructors work together to achieve improved student writing. These enhancements to the tutoring program, together with the strategic hiring of a peer tutor, a recent alumna, and an experienced Writing Center professional, helped the ARC achieve a satisfaction rate of 91.7% in 2011 (increased from 81.5% in 2010) on the Regional Academic Center student satisfaction survey.

The Online Writing Lab (OWL) adapted to two significant changes during the past year. First, the OWL client base changed when the Georgia Baptist College of Nursing greatly
reduced the number of writing assignments that nursing students were required to submit to the OWL. Second, the platform for the OWL was updated on very short notice. The Student Intake/Tutor Review form helped OWL tutors adapt to their new client base, and Stephanie Mooring shepherded the OWL tutors through staffing and system changes.

To ensure that the ARC could recruit student workers to fill requests for increased services, ARC full-time staff focused on improving the student worker experience. This focus produced opportunities such as career workshops, new mentoring assignments, and marketing activities that increased student enthusiasm for the ARC mission.

Division Programs

The aforementioned synopsis highlights only a few of the division’s new initiatives and current programs. In addition to these programs, the division continues to provide ongoing academic advising and serves as a resource for faculty and students. The unit provides academic support programs for second year students as part of its Sophomore Signature initiative, and coordinates academic intervention programs for all students.

In addition to sustaining excellence in the delivery of academic support programs this year, additional goals for the year include providing training for faculty on the College of Liberal Arts’ new general education curriculum and updating all relevant student materials, expanding advisor training, and conducting a review of the Honors Program.

Furthermore, the ARC will evaluate the success of the expansions to the SI program and work with faculty to implement their proposals to tailor SI to reinforce new instructional models. Real-time reporting of SI attendance using Google Docs will be piloted, and the SI Mentoring program will offer increased leadership development training to senior SI Leaders. ARC tutors will receive regularly scheduled training and a particular focus on how to tutor non-native speakers will be added to the training libraries.
B. Administration and Special Programs

Dr. Marilyn Mindingall has moved from the University Registrar position back to the Office of the Provost full time. She serves as senior vice provost for administration and special programs. In this new role, Dr. Mindingall promotes the academic priorities of the University through the administration of allocated resources to enhance teaching, learning, and scholarly activity; through the facilitation of faculty recognition and continued educational opportunities for faculty; through the coordination of undergraduate cross college/school curricular planning; and through the maintenance of traditions of the University through the planning and implementation of signature events. Dr. Mindingall is the chair of the University Undergraduate Curriculum Committee. She also works in tandem with Ina Vaughns, administrative coordinator, to plan and implement the yearly bookend events of Fall Convocation and the Macon Commencement Ceremonies. Additionally, Dr. Mindingall administers the selection of faculty for a number of awards and opportunities, including the Innovations in Teaching Award, the Hendricks Award, Governor's Teaching Fellows, and the Academic Initiatives Monetary (AIM) Fund. All of this work speaks to several university goals related to recruiting, developing, and retaining talented faculty; further enhancing the learning environment; and raising the academic profile of the University by establishing centers of excellence.

The AIM Fund was established in 2007 to encourage faculty collaboration to establish distinctive, national centers of excellence. The AIM Fund provides seed grants at three progressive levels. The Feasibility Study is a one-year grant for a maximum of $35,000. The Pilot Project is a two-year grant for a maximum $200,000 over two years. The Emerging Center is a three-year grant for a maximum of $600,000 over three years. The Pilot Project and the Emerging Center are subject to annual renewal.

Besides fostering collaboration among the colleges and schools, enhancing the learning environment for Mercer students, and making a significant contribution to teaching and scholarship at a national level, a major criterion for AIM funding is self-sustainability. Each project must show promise of becoming financially self-sustaining.

To date, the AIM Fund has awarded eleven grants including renewals and progressions. One project, The Center for the Teaching of America’s Western Foundations, has progressed from a Feasibility Study (2008-09), to a Pilot Project (2009-10 and 2010-11), to an Emerging Center (2011-12).
AIM Funding for 2011-12 has been awarded to two projects. The Center for the Teaching of America’s Western Foundation, led by Dr. Will Jordan and Dr. Charlotte Thomas in the College of Liberal Arts, is funded at the Emerging Center level. This center is dedicated to studying and teaching the importance of the Western intellectual and cultural heritage of the American political order and way of life. The center promotes the use of core texts to spark conversations about citizenship, faith, and reason, and the value of political, economic, and religious freedom. The mission of the center is accomplished through lecture series; Great Books conferences; reading groups comprised of faculty, students, and community members; faculty and student fellowship awards; publications; residential summer seminars in Great Books for high school teachers; residential summer seminars in Great Books for high school students; and summer study abroad for Mercer students.

Dr. Leslie Taylor in the College of Pharmacy and Health Sciences leads the second project, which is funded at the Feasibility Study level. The project titled Conducting an Interprofessional Fall Reduction Program and Exploring the Development of a University Center for the Proposal of Healthy Aging. This project addresses a need concerning older adults who desire to live in their own homes as long as possible. One of the biggest threats to remaining at home is a fall that results in injury. This project is a collaborative effort among the Centers for Disease Control and Prevention (CDC), Georgia’s Area Agencies on Aging, Georgia County Senior Services Departments, and Mercer’s educational programs that advocate for healthcare and healthy aging (e.g., Medicine, Nursing, Pharmacy, Physical Therapy, and Public Health). At the Feasibility Study level, this project seeks to (1) conduct and evaluate an interprofessional community-based fall reduction program, and (2) explore the feasibility of developing an interdisciplinary Center for the Promotion of Healthy Aging at Mercer University.
C. The Center for Theology and Public Life

Dr. David P. Gushee, Distinguish University Professor of Christian Ethics in the James and Carolyn McAfee School of Theology, serves as the director of the Center for Theology and Public Life. The Center was launched in fall 2010. In February 2011, the Center helped to fund the Beloved Community symposium on racial reconciliation in Macon. In March 2011, the Center co-sponsored the Local Engagement Against Poverty (LEAP) conference, also in Macon. Dr. Gushee offered a major address at that event as well.

Although Mercer’s Quality Enhancement Plan (QEP) officially ended in 2010, Dr. Gushee decided to continue to lead the effort forward under the rubric of the Center. For a number of years, the QEP worked toward advancing interdisciplinary and interschool ethics education for students from the many different academic programs on the Atlanta campus. In February 2011, a QEP-related event included two faculty speakers and a case study on ethical issues related to clinical drug trials.

During 2010-11, Dr. Gushee worked with partners in Macon and Atlanta to launch the Mercer Lyceum initiative. For a complete description, see http://lyceum.mercer.edu. Mercer Lyceum is a voluntary cooperative effort among many Mercer units to work together and to channel existing lectures and events across the Mercer University community around a single theme. For the first two years, that theme is “Rebuilding Democracy.” Programs centered on this theme are focusing on promoting civic literacy and improving the health of American democracy. The events associated with this theme are too numerous to name but can be accessed on the Mercer Lyceum Web site.

The Center itself hosted young Washington leaders Joshua Trent and Katie Paris for a day in Atlanta focusing on “Christian Faith, Moral Values, and Public Service,” with a special focus on health care reform. The October 4, 2011 event was the major initiative for fall 2011.

January 2012 will witness major events in both Macon and Atlanta on the quest for common ground on abortion. The Center is also co-sponsoring well-known theologian Brian McLaren for lectures in Atlanta at McAfee School of Theology in February 2012. In all likelihood, the Atlanta tradition of interdisciplinary ethics lectures will continue in March with a possible Saturday event on how the U.S. military teaches ethics. Finally, the director is working with the Cooperative Baptist Fellowship to plan and co-host an April 2012 conference on sexuality and covenant. This will be the major event of the spring.
D. The Institute of Life Purpose

The Institute of Life Purpose (ILP) was created in July 2009. The director of the Institute is Dr. Scott Walker. Formed to help Mercer students better clarify and define their unique sense of life-dream and purpose, ILP has now been in operation for one full academic year. During this year important goals were achieved and are detailed in this report.

Service First

Service First is in its second year of operation. Formed to connect Mercer graduates with opportunities to be involved in one year of international service following their graduation, the program is burgeoning. In two short years, thirty-three Service First volunteers representing the College of Liberal Arts, the College of Education, and McAfee School of Theology have served in eight countries: Thailand (13), China (12), Korea (3), Liberia (1), Hungary (1), Czech Republic (1), Philippines (1), and Bread for the World in Washington, D.C. (1).

Most graduates have served as teachers in elementary schools, high schools, seminaries, English language institutes, and youth programs. Currently Service First is considering opportunities for graduates of the School of Engineering to serve in projects that focus on water purification and environmental issues. Other promising conversations relate to service in public health, orphan care, and disaster relief.

Service First has also recently been tasked to further involve Mercer graduates in Peace Corps, Teach for America, and AmeriCorps. One Service First volunteer, Abby Rowswell, taught English in China last year and is now serving with the Peace Corps in Africa for two years.

The purpose of Service First is to teach Mercer graduates important aspects about life and human need that cannot be taught in a classroom. Increasingly, university students must receive “an international education” if they are going to lead lives of contribution in a rapidly merging and inter-connected world.

Mark Young (CLA 2010) recently returned from teaching English to public school teachers at the University of Beijing. He is now studying at the prestigious New York University Law School. Reflecting on his experience in China, Mark said, “I like to be around people, and I like to help people learn things and that’s something I realized while teaching in China. The people over there genuinely wanted to learn English and were happy to have the opportunity. To give them that opportunity and to help them achieve their goal was a very fulfilling job and it’s something I really enjoyed. It inspired me to make an effort to pursue teaching as a law professor after law school.”
Service First enables Mercer graduates to discover the world, discover themselves, and discover human need that is worthy of their life-long commitment and contribution.

**Journey to Adulthood**

Journey to Adulthood is a new educational program offered by the Institute of Life Purpose for high school seniors and their parents. Premiered this year at Brookstone School in Columbus, Georgia, this six hour seminar helps high school graduates and their parents anticipate and understand important developmental dynamics that university students encounter as they transition into adulthood. Parents and seniors are also introduced to the unique and excellent educational opportunities that are offered to students at Mercer University.

Following this seminar, a Brookstone administrator wrote to President Underwood, “Over seventy percent of our parents of seniors attended the parent/student Journey to Adulthood meeting. The interest was incredible! One father commented to me that the program was the best he had ever been to at Brookstone...“The representation of Mercer was wonderful.”

It is anticipated that Journey to Adulthood will be presented in five select high schools in Georgia during 2011-2012.

**Teaching and Instruction**

Dr. Walker is currently teaching three courses at Mercer University: FYS 101, Composing the Self, FYS 102 Engaging the World, and Senior Capstone Vocation. The Institute is projecting the design of two additional courses, Biography: Learning from Great Lives and Human Growth and Faith Development.

In addition to teaching semester length courses, The Institute of Life Purpose is actively working with Freshman Orientation, Sophomore Signature Program, Residence Assistance Training, First Year Seminar, Mercer Service Scholars, and the Faculty Mentoring Program to conduct individual classes, seminars, lectures, and retreats.

**Counseling and Guidance**

Dr. Walker is actively engaged in counseling with individual students. Personal conversation and guidance with Mercer students is essential to the work and purpose of the Institute of Life Purpose.
E. International Programs

Dr. Eric Spears serves as the director for the Office of International Programs. In 2010, Thomas Tyner became the first director of International Programs in Atlanta.

International Programs—Atlanta

The English Language Institute (ELI) experienced the largest increase in enrollment in Mercer history. For the last two sessions of the year, over 200 students have been enrolled in the ELI. The large increase came from students from the Middle East, and although the majority are from Saudi Arabia, ELI also has students from the United Arab Emirates, Jordan, Lebanon, Libya, Iran, and Mauritania. The institute has also seen an increase in students from mainland China.

Most of the marketing this academic year was focused on the Middle East and China, the two countries that have the greatest potential and the greatest results. The number of agents in China has increased from two to over nine, and they continue to work closely with the foreign missions in Washington, D.C. In 2011, Mercer signed an agreement with the Ministry of Higher Education of Kuwait to accept top students who will need ELI in Atlanta, then Pre-Pharmacy in Macon, and then Pharm.D. in Atlanta. Mercer expects to receive two to four of these students beginning every October. International Programs is also exploring new opportunities to promote graduate business programs to government sponsored students.

In addition to curricular additions to the ELI, the program is working on two projects that would help diversify the student population. The first project is with Isik University in Istanbul, Turkey. Isik is a private, secular university in Turkey that provides English-medium instruction in various fields to over 10,000 students. Every year, between 500-1,000 students must first take intensive English training in the “prep” year before beginning their regular academic programs. With the approval of Isik’s president and board of trustees, Isik is sending a representative to Mercer this coming year to sign an agreement for Mercer to host around fifty students in the ELI throughout the academic year. The second significant project is to become a host institution for the Government of Kazakhstan’s Government Scholarship students.

In addition to growing in size, the ELI continues to develop an international reputation. This past year, the ELI was accepted into membership to the Consortium of University and College Intensive English Programs (UCIEP). Director Thomas Tyner was nominated to be on the executive board of UCIEP for communications. UCIEP is the oldest and most prestigious association of English programs in the United States, and membership in this organization has
not only increased inquiries this year, but also brought in diverse applications from around the world.

**International Programs—Macon**

The retention of international students and the increase of study abroad enrollment were the Office of International Programs’ (OIP) two major objectives in 2011. Both endeavors are closely coordinated in tandem with International Admissions’ aggressive student recruitment plan and the University’s ten-year strategic study abroad plan, which has the objective to send fifty percent of undergraduate students abroad. The OIP in Macon continues to play an instrumental role with the management of the J-1 visa exchange visitor program for the School of Medicine’s post-doctoral research program in Savannah. The OIP also coordinated the Consortium for Global Education’s (CGE) annual international meeting on the Macon campus in September 2011. Forty-one Baptist institutions in the United States and another dozen global partners with the consortium convened to share international education strategies, explore global opportunities, and develop new programs.

**International Student Retention**

Macon’s total international enrollment has increased over the past three years. There were fifty-six foreign students in 2008, and as of August 2011, a total of ninety-three international students were enrolled on the Macon campus. This growth over a three-year period is a result of a University-wide effort by International Admissions, the English Language Institute, and OIP to attract foreign students to Macon’s programs. Macon’s international student population can be dissected in the following way. Seventy-nine international students are undergraduate degree-seeking students on F-1 visas. Five students are on undergraduate student exchanges on the J-1 visa program. An additional two students are on a special J-1 visa for the Artist’s Diploma program in the Townsend School of Music. An additional seven graduate students are on F-1 visas in public health and engineering.

The challenge for OIP is to provide the right balance of academic support for this growing student segment. Admitting foreign students is only one aspect of successful long-term internationalization. The retention of international undergraduate students, in particular, must be an integral part of the Macon campus’ global plan. International student retention not only makes the return on investment with recruitment advantageous, but also reinforces the academic objective to internationalize the undergraduate curriculum and global experiences. Academic English continues to be a significant challenge for students in core courses, such as First Year Seminar, Engineering 108, and other content-based classes. These students have demonstrated an acceptable English proficiency for admission, but are challenged by advanced
written communication and academic rhetoric. The OIP and the College of Liberal Arts are jointly taking a pro-active stance through the offering a special section of English 108 for non-native English speakers. This form of academic support is designed to bolster students' academic performance in First Year Seminar and Engineering 108. The Office of International Programs and the College of Liberal Arts will assess this course’s learning objectives and the retention of foreign students between the Fall 2011 and Spring 2012 semesters.

Study Abroad

Macon’s study abroad enrollment has suffered a drop in enrollment over the past couple of years. A record 174 students went overseas in 2008-09 but this enrollment fell to 116 students in 2009-10. Macon’s undergraduate participation has increased, however, to 152 enrollments in 2010-11. These duplicated numbers can be broken down in the following manner. Twenty-eight students studied abroad for a semester last academic year, with a majority enrolling in the Oxford Overseas Study Course in England. Another fifty-nine students participated in traditional faculty-led (short-term) study abroad programs. An additional sixty Macon students were registered in a Mercer On Mission program. Five students studied languages and did internships in France, Spain, and Australia. The Macon OIP provided academic support to approximately forty additional students from the College and Continuing and Professional Studies and other the graduate and professional programs on the Atlanta campus. For more information about Mercer On Mission experiences, refer to the University Minister and Dean of Chapel’s report near the end of this document.

Two hundred forty-three students are expected to go abroad in fall 2011, spring 2012, and summer 2012. Thirteen students are studying abroad in the Fall 2011 semester; nine of these individuals are in Oxford, England. Ten to fifteen students are anticipated to go abroad for the entire Spring 2012 semester. In addition, thirty-one students are projected to do spring break abroad experiences with Macon faculty. Another seventy-three students are expected to participate in summer faculty-led programs in 2012. Mercer On Mission anticipates having a total of 120 students in its programs next summer although a portion of these students will not be Macon undergraduate students.

Three study abroad initiatives are underway to augment the Strategic Plan’s number of students having an international experience prior to graduation. First, the OIP and the Office of the Dean in the College of Liberal Arts are combining funds to support three to four faculty-led study abroad seed grants in spring 2012. The objective is to provide Mercer undergraduate faculty with travel funds to establish new spring break abroad experiences that will be offered in 2013. The national student trend is to opt for short-term study abroad programs. An
international travel experience over the spring break as a component of the semester-long course is an attractive and cost-effective means for students in pre-professional tracks, who do not have the time to do an optional semester study abroad program.

Second, OIP is establishing a semester-long program at the Chateau de Portales in Strasbourg, France. This semester experience will launch in the 2012-2013 academic year and focus on Europe in transition. Particular attention will be given toward European integration through a cross-disciplinary set of courses from business, economics, history, geography, international affairs, and sociology. The medium of the program will be in English although students will have the option to study French as a foreign language. This program is being developed in partnership with Customized European Experiences Abroad (CEPA) and the Ecole de Management at the University of Strasbourg.

The third endeavor is to establish a semester program in Latin America, with a two-country focus on Brazil and Chile. This program will also be in the medium of English, but it also will provide students with communicative language courses in Portuguese and Spanish. The program’s theme will focus on Latin American culture and society and the political economy of the Southern Cone. The semester program will be divided into two eight-week experiences. The first half of the program will take place at a Brazilian university, possibly the Universidade Federal do Espirito Santo. The second half of the program will take place at an undetermined Chilean university or language program. The program is scheduled to launch in 2012-13.
Dr. Marc A. Jolley serves as the director of Mercer University Press (MUP). The Press had many Award-Winning Books in 2010-2011:

Terry Kay, author of *Bogmeadow’s Wish, The Book of Marie*, and the forthcoming *The Greats of Cuttercane*

Lifetime Achievement Award by the Georgia Writers Association

Philip Lee Williams, *The Flower Seeker: An Epic Poem of William Bartram*

1. Books & Culture Book of the Year Award Winner
2. Georgia Author of the Year Award for Poetry

Larry McSwain, *Loving Beyond Your Theology: The Life and Ministry of Jimmy Raymond Allen*

Georgia Author of the Year Award for Biography

Toni Anderson, “*Tell Them We Are Singing for Jesus:*” *The Original Fisk Jubilee Singers and Christian Reconstruction, 1871-1878*

Georgia Author of the Year Award for History


Winner of the Preaching Magazine Book of the Year

David Filingim, ed., *Georgia Cowboy Poets*

Winner of 2011 Will Rogers Medallion Award. The Will Rogers Medallion Award is presented each year to those books that represent an Outstanding Achievement in the publishing of Western Literature. “They are books that exemplify outstanding excellence in content and design with an enduring quality that preserves and celebrates the history and spirit of the West and the memory of Will Rogers.”

Dorinda Dallmeyer, ed., *Bartram’s Living Legacy: The Travels and the Nature of the South*, artist Philip Juras

Finalist of Nature Book of the Year by Foreword Magazine

**Thirty-Seven New Books were published**

**Books Published July—December 2010**

Philip Lee Williams, *The Flower Seeker: An Epic Poem of William Bartram*

John Killinger, *Hidden Mark: Exploring Christianity’s Heretical Gospel*
Robert Millett, *By What Authority? The Vital Questions of Religious Authority in Christianity*
George Tooze, ed., *Letters of Emily Judson*, Volume 2
James Dawsey, *Peter’s Last Sermon: Identity and Discipleship in the Gospel of Mark*
David Schaeffer, *Five Big Mountains: A Regular Guy’s Guide to Climbing Kilimanjaro, Aconcagua, Vinson, Elbrus, and Orizaba*
Guy Story Brown, *Shakespeare’s Philosopher King: Reading the Tragedy of King Lear*
Ferrol Sams, *Christmas Gift!*
Jamie Lorentzen, *Sober Cannibals and Drunken Christians: Melville, Kierkegaard, and Tragic Optimism in Polarized Worlds*
Mathew Lon Weaver, *Religious Internationalism: The Ethics of War and Peace in the Thought of Paul Tillich*
John Fair, *The Tifts of Georgia: Connecticut Yankees in King’ Cotton’s Court*
L. Lamar Nisly, *Wingless Chickens, Bayou Catholics, and Pilgrim Wayfarers: Constructions of Audience and Tone in O’Connor, Gautreaux, and Percy*
George Winston Martin, “I Will Give Them One More Shot”: Ramsey’s First Regiment Georgia’s Volunteers
Merigala Gabriel, *Subjectivity and Religious Truth in the Philosophy of Søren Kierkegaard*

**Published Spring 2011**

Wendy Piper, *Misfits and Fauns: Religion and Romance in Hawthorne and O’Connor*

Steven J. Overman, *The Protestant Ethic and the Spirit of Sport: How Calvinism and Capitalism Shaped America’s Games*

Scott Bryant, *The Awakening of the Freewill Baptists: Benjamin Randall and the Founding of an American Religious Tradition*

Richard M. Coffman, “Going Back the Way They Came:” The Phillips Georgia Legion Cavalry Battalion

Terry Kay, *Bogmeadow’s Wish*

Henry David Thoreau, *Walden*, with an introduction by Sam Pickering
Ed Grisamore, *Never Put a Ten-Dollar Tree in a Ten-Cent Hole…and Other Stories*

Jackie K. Cooper, *Back to the Garden: The Goal of the Journey*

Sam Pickering, *A Tramp’s Wallet*, April

John Lane, *Abandoned Quarry: New and Selected Poem*

Marly Youmans, *The Throne of Psyche: Poems*


Helen Dare and Simon Woodman, *The Plainly Revealed Word of God? Baptist Hermeneutics in Theory and Practice*

George Tooze, ed., *Letters and Writings of Emily Judson*, Volume 3

Scott Culpepper, *Francis Johnson and the English Separatist Influence*

Lee Canipe, *A Baptist Democracy: Separating God and Caesar in the Land of the Free*

John D. Fowler and David B. Parker, ed. *Breaking the Heartland: The Civil War in Georgia*, April


**Special Projects**

*Smart Government: Bureaucracy with a Business Brain* (published for the Sonny Perdue appointed Commission for a New Georgia)

Chuck Leavell with J. Marshall Craig, *Growing a Better America: Smart, Strong, and Sustainable*

**Books for Fall 2011**

1. Terry Kay, *The Greats of Cuttercane*
2. Kevin Cantwell, ed., *Writing on Napkins at the Sunshine Club: An Anthology of Poets Writing in Macon*, Foreword by David Bottoms
3. William L. Self, *Surviving the Stained-Glass Jungle*
4. Philip Lee Williams, *The Divine Comics*
5. Tony Chute, *Father Mercer*
7. Lisa Alther, *Washed in the Blood*
8. Jackie White, *The Greatest Champion that Never Was: The Life of W. L. “Young” Stribling*
11. Jolly Sharp, “Between the House and the Chicken Yard”: The Masks of Flannery O’Connor
12. Terry Cooper, Don Browning and Psychology: Interpreting the Horizons of Our Lives
13. Ronald M. Green, Kant and Kierkegaard on Time and Eternity
15. Bruce Gourley, Diverging Loyalties: Baptists in Middle Georgia during the Civil War
16. Robert E. Wilder, Gridiron Glory Days: Football at Mercer, 1892-1942
18. Gerald Borchert, Jesus of Nazareth: Background, Witnesses, and Significance

Mercer University Press Book Awards

These awards are a new initiative of the Press to (1) raise the profile of the University, (2) to secure quality manuscripts for publication, (3) to promote the art of writing, and (4) to increase the profile of the Press in the South and the nation.

This year’s winners are (and will be published in spring 2012):

The Ferrol Sams Award for Fiction:
Marly Youmans, A Death at the White Camelia Orphanage

The Adrienne Bond Award for Poetry:
Seaborn Jones, Going Farther into the Woods than the Woods Go

The Will D. Campbell Award for Creative Nonfiction:
Kathy Bradley, Just Breathing and Walking Around

—Winners to be announced annually at the Mercer University Authors Luncheon.
G. Office of Institutional Effectiveness

The Office of Institutional Effectiveness (OIE), led by Dr. Whitney McMath, vice provost for Institutional Effectiveness, combines accreditations, assessment, planning, and institutional research into one unit. Dr. Barry Jenkins, who previously led OIE, retired in June 2011.

Office Activities

- The Office submitted Mercer’s Fifth-Year Interim report to the Commission on Colleges, Southern Association of Colleges and Schools (SACS). This report was a mini-compliance audit that addressed fourteen standards, from providing data that show the institution has adequate faculty numbers, facilities, and resources to discussing how Mercer assures student learning outcomes are met. This report also included a synopsis of Mercer’s Quality Enhancement Plan, a five-year endeavor to improve student learning in the areas of ethics, leadership, and service. The interim report is a crucial part of maintaining the University’s regional accreditation.

- OIE has also played an integral part in keeping Mercer in compliance with the increased federal regulations of higher education. In 2008, the Higher Education Opportunity Act was enacted to reauthorize the 1965 Higher Education Act. These regulations require colleges and universities to disclose certain information, so students and other vested audiences will have the information they need to make informed decisions. OIE was responsible for gathering in one location all the information Mercer must disclose and for ensuring that it remains updated. For 2011, the Office has been heavily involved in the recent federal regulations pertaining to Gainful Employment and State Authorization.

- OIE assisted in the accreditation processes for the following programs:
  - Townsend School of Music, self study to the National Association of Schools of Music, spring 2011
  - Master of Science in Community Counseling, report to the Council for Accreditation of Counseling and Related Educational Programs, March 2011

- Ms. Sarah May, director of Institutional Research, and Ms. Cindy Glance, research analyst, have contributed substantial personnel hours toward launching the new
Enterprise Resource Program (ERP) that contains all of Mercer’s information. This increased workload is on top of their regular functions in Institutional Research.

- Similarly, Ms. Tracey Baham, director of University Assessment, has spent considerable time assisting in the new content management system that will house all of Mercer’s Web content. The hope is that, once the new content management system is running, departments will be better able to update and maintain their individual Web sites with fresh and relevant content.

- In fall 2010, Mercer University through the OIE administered the Global Perspectives Inventory to seniors. This survey is intended to measure a student’s perspective on global issues with an emphasis on the importance of cultural influences. The results are compared with those of over seventy other institutions in the country. In general, Mercer’s results are slightly below the average for college seniors in the U.S.

The Office of Institutional Effectiveness continues to assist the University in its strategic planning and assessment processes. OIE regularly maintains external reporting requirements, including Integrated Postsecondary Education Data System (IPEDS), Higher Education Data Sharing (HEDS) Consortium, college guide data requests, and the Common Data Set. The Office continues to assist in conducting surveys, both external (such as the National Survey of Student Engagement) and internal (such as satisfaction surveys for Mercer’s departments). Finally, the Office is happy to provide any data to help senior administration make informed decisions.
H. Office of the Registrar

Ms. Lucy Wilson was recently appointed as the new University Registrar. She has served in the Registrar’s Office twenty-three years. The focus of the Office of the Registrar moved from the Enterprise Resource Planning (ERP) project into implementation of CampusVue for the University. The deadline for completing the student information portion, CampusVue Student, was extended from November 2010 to March 2011. The registrars worked to track the outstanding issues as they related to data conversion and to office process testing and widely introducing the new system to the Mercer community. Communication, testing, and training plans were established to coordinate with the go-live implementation in March 2011.

The Registrar, University Marketing and Communication, and Information Technology developed a distinctive look for communication and training for CampusVue and MyMercer for students and faculty, and launched a Web site for this purpose. This Web site is dedicated to keeping the Mercer community abreast of all it needs to know about the change to the new system and is dedicated to displaying all of the training materials. Information and training is segmented into three groups: (1) students, (2) faculty, and (3) administration/staff. Various training formats included Web-based tutorials, step-by-step information sheets/guides related to specific tasks, and face-to-face training and lab work. Individuals were able to determine for themselves the type(s) of training they required after they viewed a video demonstration specific to their group. The Registrar Team scripted demonstrations and outlined terminology, basic navigation, and at least one example of a specific task relevant to the group. The Registrar’s office continues to produce and modify user guides for the academic community and works with IT to ensure that users have proper access to the new CampusVue system.

CampusVue Student is an integrative system that requires much more communication among the academic units and the administrative units of Admissions, Financial Planning, Registrar, and Bursar. This integrative system warrants increased communication in the development and change in the University’s academic programs as well as in assisting students to move more efficiently through the Mercer life cycle. Business processes have been and continue to be developed and documented. Students were advised and registered for summer and fall 2011 using the CampusVue system. Beginning with summer terms, faculty employed the new method for roll reconciliation through MyMercer or in Vue.
I. Office of Service-Learning

The primary function of the Office of Service-Learning, under the direction of Senior Vice Provost Mary Alice Morgan, is to support faculty in developing service-learning as a *signature pedagogy* at Mercer. Service-learning brings academic learning together with service to the community in order to benefit both students and community partners. Mercer On Mission is the international arm of Mercer’s service-learning programming, and MerServe: Mercer Center for Service-Learning is the domestic or local arm.

The academic year of 2010-11 has brought several advances for this office, which has now completed its third year of operation.

**LEAP (Local Engagement Against Poverty) Initiative:** In 2009, *Forbes* magazine named Macon as one of the ten most impoverished cities in the nation. Four Mercer Service Scholars (see below) responded to the community’s economic distress by making a commitment to mobilize the student body in contributing 10,000 hours of service to relieve or alleviate poverty within the community. Their effort began in February 2011 with Service Saturdays during which students worked with Habitat for Humanity, Rebuilding Macon, the National Coalition Against Homelessness, the Macon Rescue Mission, Rainbow House, the Salvation Army, Façade Squad, and Volunteer Macon. Students completed 3,000 hours of service in three months. The initiative continues, with the most recent event being a combination of Mercer’s traditional Be a Good Neighbor, LEAP, and the President’s Interfaith and Community Service Campus Challenge.

**LEAP Conference:** To help the student body understand the day-to-day dynamics and hardships of poverty—especially the poverty of the working poor—Mercer Service Scholars collaborated with the Office of Service-Learning in organizing a week-long LEAP conference (March 17-26, 2011). The conference was designed with three goals in mind:

- To create a campus-wide conversation about the question of Who is my neighbor? and our responsibilities to one another, locally and globally.
- To include experiential events that build compassion as well as intellectual understanding.
- To embolden students to take action to combat poverty.
The conference was enormously successful in meeting these goals.

In the lead-up to the conference, faculty embraced the initiative, assigning suggested readings in courses; sponsoring a six-part lecture series through the Political Science Department on “Ending Poverty at Home and Abroad: Creative Solutions to a Complex World”; bringing over 20 community leaders and agencies to speak at the Leadership MU workshops sponsored by the Division of Student Affairs; and focusing on the theme of church responses to urban poverty in the annual Beloved Community conference.

The conference included the following events, all of which were at near-capacity attendance:

- A “poverty simulation” in which students experienced the lives of the working poor through a professionally facilitated simulation that included such events as losing a job, applying for Temporary Assistance for Needy Families, pawning possessions, not having money to buy a child school materials.
- Addresses by theologians and activists: Jason Fileta, director of the Micah Institute at New York Theological Seminary; Dr. David Gushee, Distinguished University Professor of Christian Ethics at Mercer University; and Adam Phillips, faith relations manager of the ONE Anti-Poverty Campaign.
- A panel discussion on the causes of poverty in Macon that included representatives from education, city government, the prison system, and a political scientist who advised former Governor Zell Miller in anti-poverty policies in Georgia.
- To know more about LEAP, see http://leap.mercer.edu/.

**Mercer Service Scholars:** Each year, fifteen academically high achieving, service-minded students are selected to enter the Mercer Service Scholars (MSS) program. This four-year program prepares students for civic leadership through academic courses and direct service to the community, locally and abroad (through Mercer On Mission). There were three classes (forty-six students) in MSS during the 2010-11 school year.

Under the leadership of director, Dr. Chris Grant, the MSS program continues to grow in impact on the Macon campus undergraduate student body and within the Macon community. In addition to leading the LEAP initiative, MSS students have completed projects such as: raising $10,000 in order to purchase a cement mixer and truck for the Fuller Center for Housing in La
Florida, Peru; tutoring students at a Title I elementary school; and interviewing twenty-one
elected officials and leaders in the Macon community to map the challenges that the community
faces and to understand potential problem-solving strategies. MSS will use the results of this
analysis (called the Deciders Project) to inform future projects.

    Each year, rising juniors in the MSS program participate in Mercer On Mission. This
year, students traveled to Armenia and the Republic of Georgia, where they worked with the
Fuller Center for Housing helping to complete two houses (in the process, manually moving
three tons of concrete).

    Altogether, MSS students completed 9,044 hours of service and leadership activities (an
average of 197 hours per student) during the 2010-11 school year.

    In addition to being leaders on campus, the MSS students are scholars. The students’
cumulative GPA for 2010-11 was 3.563 (compared to 3.03 for the general student body). In
addition, MSS student, Student Government President, and Global Health major, Trent White,
was awarded a Gilman scholarship to support his work on international health policies.

**National Profile of Service-Learning:** Increasingly, the high quality and significance of
Mercer’s work in service-learning is recognized nationally, as evidenced by the presentations
that Senior Vice Provost for Service-Learning Mary Alice Morgan is invited to give. During
2010-11, Dr. Morgan made the following invited presentations:

- **Keynote Address:** Martin Luther King, Jr. Symposium sponsored by the Undergraduate
  Research Opportunity Program, University of Michigan–Ann Arbor. (600 attendees)
- **Panelist:** Research and Activism. Association of American Colleges and Universities
  national conference, San Francisco.
- **Presentation:** Hart Leadership Program of Sanford School of Public Policy, Duke
  University.

    In addition, Dr. Morgan serves on the Executive Board of the Gulf South Summit, the
university service-learning professional association for the twelve-state Southeast region.
J. Research and Graduate Studies

The Office of Research and Graduate Studies reports to the Provost. The office was formed by President Underwood in 2007 and is under the charge to create and expand research opportunities and graduate programs across the university. D. Scott Davis, senior vice provost for research and dean of graduate studies, oversees these University functions. Highlights for the 2010-11 academic year include:

1. Hired faculty with robust research agendas. As such, the annual number of external grants submissions has increased by more than 300% over the last four years.

2. Aggressively expanded Mercer’s post-doctoral program.

3. All new hires at the associate or professor level must have current federally sponsored funding.

4. Initiated a M.S. in Biomedical Sciences on the Macon and Savannah campuses in the School of Medicine. The master’s program will transition into a doctoral program once enrollments begin to grow.

5. Built a very generous indirect cost distribution policy to not only incentivize faculty, but also to allow the deans flexibility to have seed money to focus on developing projects.

Funding for research from external sources continues to increase as the initiatives mentioned above are implemented. Mercer uses the National Science Foundation (NSF) Research and Development (R&D) Expenditure calculations to compare and report institutional funding levels. Below are the annual expenditure values for the University since 2007.

**NSF R&D Expenditures for Mercer University**

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>$18,096,000</td>
</tr>
<tr>
<td>2008</td>
<td>$19,624,000</td>
</tr>
<tr>
<td>2009</td>
<td>$21,858,000</td>
</tr>
<tr>
<td>2010</td>
<td>$27,298,000</td>
</tr>
</tbody>
</table>

As can be seen from the listed expenditure data, the University is experiencing a sustainable increase in funds (both external and internal) that are dedicated to research.

**Headcount of Doctoral Students at Mercer University**

The number of doctoral students at the University is increasing. The table on the following page displays the currently enrolled doctoral matriculates.
Seed Grant Program

In 2007, the Provost’s Office and the Office of Research began a Seed Grant Program to provide faculty with small grants of typically $3,000–$5,000 to support preliminary funding for projects. This preliminary or starter funding is meant to stimulate projects that could then be further developed into a proposal to an external funding agency. Below is a five-year summary of the Seed Grant program.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2007-08</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Amount of Awards</td>
<td>$122,105</td>
<td>$152,147</td>
<td>$138,895</td>
<td>$119,500</td>
<td>$124,816</td>
</tr>
<tr>
<td>Number of Awards</td>
<td>26</td>
<td>37</td>
<td>38</td>
<td>38</td>
<td>30</td>
</tr>
</tbody>
</table>

During the four-year period, $532,647 was awarded to 74 faculty through 139 Seed Grants (Average grant = $3,832). The table below summarizes the external funding proficiency as a result of this program.

Four-Year Cumulative Data of External Grants from Seed Grant Recipients

<table>
<thead>
<tr>
<th>4 Year Data</th>
<th>Submitted</th>
<th>Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$39,373,979</td>
<td>$4,510,074</td>
</tr>
<tr>
<td>Number of Grants</td>
<td>241</td>
<td>67</td>
</tr>
<tr>
<td>Average Value</td>
<td>$163,378</td>
<td>$67,315</td>
</tr>
<tr>
<td>Funding Rate</td>
<td>27.8%</td>
<td></td>
</tr>
<tr>
<td>Grants Submitted per Seed Grant</td>
<td>1.7 Grants</td>
<td></td>
</tr>
</tbody>
</table>

From this data, on average, each Seed Grant ($3,832) corresponds to $283,266 in grant submissions and $32,447 in grants awarded (847% return on investment).

Mercer Undergraduate Biomedical Scholars Program (MUBS)

This program is a multi-collaborative, interdisciplinary initiative that places gifted undergraduates in research programs with science faculty in the College of Liberal Arts partnered with faculty in the College of Pharmacy and Health Sciences and the School of Medicine. Forty-one Mercer students have participated in research projects, such as the
synthesis of new steroids for the treatment of breast cancer; the exploration of selective receptor modulators in a model of depression; structure, function, and evolution of cell adhesion proteins in Monosiga Brevicollis; and the role of hyaluronan oligosaccharides in breast cancer treatment. Mercer is developing a significant culture of undergraduate research through the support of highly visible programs, integration of research into the undergraduate curriculum, and development of necessary administrative infrastructure.

In April 2011, the inaugural Breakthroughs in Engagement Arts and Research (BEAR) Day was held to showcase undergraduate student scholarship in a variety of different venues. The event included a poster symposium, oral presentations, student art show, keynote speaker, and travel awards for top students to present at regional or national meetings. More than 260 undergraduates presented scholarly work, and the event was widely attended by students and faculty. The Undergraduate Research Symposium was established in 2006, and 2011 was the first year the event was renamed to BEAR Day, culminating multiple disciplines into a daylong celebration. Further, 2011 was the first year that faculty voted to reschedule classes on BEAR Day and to require students to attend the daylong celebration of undergraduate research and scholarly activities.

Speaking to the importance that faculty place on undergraduate research, in spring 2011, CLA faculty approved a general education reform to include undergraduate research as part of the student engagement component. In addition, CLA established a student engagement committee to advise the general education committee on this reform.

In the Provost’s Office of Research several initiatives and infrastructure changes have been implemented to support increased undergraduate research. In fiscal year 2010-11, the office funded $40,000, through Seed Grants, to support twelve undergraduate faculty in their research agendas. The office also provided travel funds for sixty-two undergraduates to present their work at regional or national meetings. The Mercer University Biomedical Scholars Training Program supported seven undergraduates to conduct biomedical research full-time for ten weeks during summer 2011 in the Departments of Biology and Chemistry, as well as the School of Medicine and College of Pharmacy and Health Sciences. Further, the Office of Research added Dr. Kevin Bucholtz, Department of Chemistry, as the director of undergraduate research. Bucholtz’s role is to support current undergraduate programs, as well as to identify and develop new initiatives related to undergraduate research. These initiatives include identifying funding opportunities and helping to secure new external funds to support undergraduate research.
K. Student Affairs—Macon Campus

Led by Dr. Douglas Pearson, the vice president and dean of students, the Division of Student Affairs consists of eleven departments: Campus Life, Career Services, Counseling and Psychological Services, Disability Support Services, 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 extra-curricular programming that complements the academic mission of the University.

A number of highly successful programs and initiatives took place during the 2010-11 academic year. Among them were:

**Student Life:** With the ongoing goal of creating a vibrant active campus environment, 23,630 participants attended 96 programs offered by the Office of Campus Life; 1,408 participants attended 327 community-building programs offered by Residence Life. Approximately 1,000 students participated in Bear Fair (campus involvement opportunity) and 132 active student organizations were registered during the year. Key events during the year were Bearstock (outdoor concert with approximately 3,000 participants), movie nights (with approximately 2,974 participants), and a Live on the Lawn performance (with approximately 500 participants). With the goal of increasing support for University athletic events, there was an increase in sporting related social programming, such as A-Sun Tailgate events (400 participants), Mercer Madness (600 attendees), and Homecoming Bonfire (900 attendees). Recreational Sports and Wellness continued to grow in the area of intramural sports with approximately 900 games played last year involving 8,000 participants, making this one of the most active areas of student life.

**Student Services:** The division continued to provide stellar programs and services to Mercer students, providing support to 134 registered disabled students through the Office of Disability Services, 261 students through the Office of Counseling and Psychological Services, and 716 individual contact hours/ 136 class presentations/ 165 employer visits/ 436 internships through the Office of Career Services. Housing and Residence Life provided housing to 1,569 students in the fall and 1,543 students in the spring, and the Student Health Services provided physician care to 1,217 students and nursing care to 1,901 students.

**Completion of Southern Association Colleges and Schools Program Review:** The Division of Student Affairs underwent an extensive self-study during spring 2010, bringing in two
outside consultants to evaluate Student Affairs services: Ms. Connie Carson, vice president for student life at Furman University, and Mr. Harold Holmes, associate vice president for student life and dean of students at Wake Forest University. This massive undertaking involved both the Atlanta and Macon campuses and resulted in fourteen recommendations for improvement of services in Macon being indentified and seven for the Atlanta campus. Recommendations under the division’s control have already been implemented and ones outside of the division’s control (i.e., that involve budgetary or expansion of positions) are being evaluated.

**Review of Sexual Assault Policies and Procedures:** During summer 2010, a task force of students, faculty, and staff reviewed the University’s response to sexual misconduct violations. This committee put forth eleven recommendations, which are in the process of being implemented.

**Expansion of Club Sport Programming:** In an effort to improve club sports at Mercer, three actions were taken during the 2010-11 academic year: (1) staff visited Furman University to evaluate its nationally competitive club sport program and to identify ways to improve the current program; (2) new club sports rules and policies involving expansion, oversight, and safety were implemented; and (3) Mercer hosted two competitive club sport events. In March 10-12, 2011, Mercer hosted the national Wrestling Association tournament, consisting of seventy-seven teams from across the country on site. On April 16, 2011, Mercer hosted the Southeastern Collegiate Cycling Conference regional cycling competition consisting of 155 cyclists from twenty-three schools across the Southeast.

**Development of Lyceum:** Working with staff from the Provost Office, the Center for Theology and Public Life, and the Religious Life Center, Student Affairs helped create and implement the “Lyceum concept” (an integration of academics, service, and co-curricular life around a specific theme). The theme for 2011-2013 will be “Rebuilding Democracy.” The various departments will coordinate programs and resources in an effort to educate and energize students about civic engagement.

**Community Events:** In the effort to improve attendance, this year’s Bearstock (an all-day music festival open to the public) was moved to Tattnall Square Park. The event, held on April 16, 2011, had more than 3,000 people in attendance (a thirty-five percent increase from 2009) and the number of food and novelty vendors also increased. In addition, Campus Life and Advancement worked together with Red Light Management in Nashville to promote national recording artist Luke Bryan’s Macon concert. This collaboration resulted in the funding of a $3,000 scholarship for a Mercer student from a Georgia farm family. Plans are underway to build on that success again for fall 2011.
Connell Student Center Renovation: This summer, staff from Campus Life worked closely with ARAMARK Food services to renovate and improve the appearance of the Connell Student Center – transforming the dated building into a more lively and welcoming building by updating the colors, adding modern art, and replacing black and white photos with contemporary photos of Mercer students.

Addition of new federal grant: Mercer received a Student Support Services (SSS) grant worth $1.1 million over five years from the U.S. Department of Education. The SSS grant will provide services that promote the retention and graduation of 140 Mercer University undergraduate students who are first generation college students, Pell Grant eligible students, and/or disabled students. The services the grant can provide are freshmen scholarships, academic advising, tutoring, mentoring, counseling, financial aid counseling, cultural activities, and graduate/professional school counseling.

New Staff

The Division of Student Affairs recruited five highly qualified staff members during the 2010-11 year:

- Brent Meyer, assistant director for Counseling and Psychological Services
- Jill Boatright, assistant director of Career Services
- Kaye Miller, health center nurse
- Ellyn Couillard, Student Support Services counselor
- Melinda D. Robinson, Student Support Services counselor

Goals 2011-12

The Division of Student Affairs identified a number of goals for the upcoming year. The following are a select few from the long-term plan:

- Continued Enhancement of the Residential Character of the Institution: Housing and Residence Life will solicit input from students and evaluate the possible development of two new themed housing floors with the goal of increasing satisfaction and student retention.

- Lyceum Implementation: The Office of the Vice President for Student Affairs, Minority Affairs, and Campus Life will work closely with Mercer’s academic units to host a program on race and politics during the spring to tie into the Lyceum of “Rebuilding Democracy.” The Office of the Vice President for Student Affairs will also work closely with the Student Government Association and the various student political organizations
to host voter registration drives.

- Development of Outdoor Programs: The Office of Recreational Sports and Wellness will coordinate two outdoor adventure programs per semester to address student interest in this area and enhance retention.

- Organizational Linking: The Office of Residence Life and Campus Life will collaborate to implement a student interest survey that proactively matches students to organizations they are interested in with the goal of enhancing integration of new students into campus life.

- Connell Student Center Renovation: A committee of divisional representatives and outside agencies will continue to build on the success obtained this year in renovating the student center and propose plans to senior administration about next steps in revitalizing this critical student area.

- Implementation of new Title IX regulations: The Division is working closely with Legal Counsel and Human Resources to implement new regulations and procedures in order to ensure compliance with Title IX.
L. New Faculty

Faculty members are integral parts of Mercer University’s academic operations. The table below lists the new faculty who joined the institution for the 2011-12 academic year.

<table>
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<tr>
<th>College of Liberal Arts</th>
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<tbody>
<tr>
<td>Garland Crawford, Ph.D.</td>
<td>Assistant Professor of Chemistry</td>
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<tr>
<th>Walter F. George School of Law</th>
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<tr>
<td>Jessica R. Feinberg, J.D.</td>
<td>Assistant Professor of Law</td>
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<tr>
<td>Adam Lamparello, L.L.M.</td>
<td>Visiting Professor of Law</td>
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<tr>
<td>Sidney Leighton Moore, J.D.</td>
<td>Visiting Professor of Law</td>
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<tr>
<td>Mary Helen Moses, J.D.</td>
<td>Visiting Professor of Law</td>
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<tr>
<th>College of Pharmacy and Health Sciences</th>
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<tr>
<td>J. Philip Bowen, Ph.D.</td>
<td>Professor</td>
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<td></td>
<td>Department of Pharmaceutical Sciences</td>
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<tr>
<td>Ayyappa Chaturvedula, Ph.D.</td>
<td>Visiting Research Assistant Professor</td>
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<td></td>
<td>Department of Pharmacy Practice</td>
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<tr>
<td>Elizabeth A. Dickerson, M.D.</td>
<td>Clinical Assistant Professor</td>
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<td></td>
<td>Department of Physician Assistant Studies</td>
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<tr>
<td>Amy Grimsley, Pharm.D.</td>
<td>Clinical Assistant Professor</td>
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<td></td>
<td>Department of Pharmacy Practice</td>
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<tr>
<td>Ann M. Lucado, PT, Ph.D., CHT</td>
<td>Assistant Professor</td>
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<td></td>
<td>Department of Physical Therapy</td>
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<tr>
<td>Nancy McLaughlin, PA-C, MPAS</td>
<td>Clinical Assistant Professor</td>
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<tr>
<td></td>
<td>Department of Physician Assistant Studies</td>
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<tr>
<td>Timothy J. McMahon, PT, OCS, COMT, CertSMT</td>
<td>Clinical Assistant Professor</td>
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<td></td>
<td>Director of Physical Therapy Clinic</td>
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<td></td>
<td>Department of Physical Therapy</td>
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<tr>
<td>Ellen Perlow, PT</td>
<td>Visiting Clinical Instructor</td>
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<td></td>
<td>Department of Physical Therapy</td>
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<tr>
<td>Heather Schmidt, M.S., PA-C</td>
<td>Clinical Assistant Professor</td>
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<td></td>
<td>Department of Physician Assistant Studies</td>
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<tr>
<td>David W. M. Taylor, PT, DPT</td>
<td>Clinical Assistant Professor</td>
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<td>Department of Physical Therapy</td>
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<tr>
<td>Annesha White Lovett, Ph.D.</td>
<td>Assistant Professor</td>
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<td>Department of Pharmacy Practice</td>
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<tr>
<td>Joseph Yonke, M.P.H., MSBS, PA-C</td>
<td>Clinical Assistant Professor</td>
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<td></td>
<td>Department of Physician Assistant Studies</td>
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</tbody>
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School of Medicine

Randolph S. Devereaux, Ph.D., M.S.P.H.  Assistant Professor
   Assistant Preceptor Program Director
   Department of Community Medicine (Macon)

J. Paul Gallant, Ph.D.  Associate Professor
   Clinical Director
   Master of Family Therapy Program

Qihai (David) Gu, M.D.  Assistant Professor of Physiology
   Division of Basic Medical Sciences (Macon)

George H. Hart, M.D.  Assistant Professor of Medicine
   Division of General Internal Medicine

John C. Hawkins, M.D.  Associate Professor of Medicine
   Division of General Internal Medicine

Suzie C. LaMarca, M.P.H.  Instructor
   Department of Community Medicine

T. Philip Malan, Jr., Ph.D., M.D.  Dean, Savannah Campus
   Vice Dean, School of Medicine
   Professor of Anesthesiology

Andrea S. Meyer, Ph.D., LMFT, CFLE  Assistant Professor
   Marriage & Family Therapy Program
   Department of Psychiatry & Behavioral Sciences

Prakash E. Sankaranarayanan, M.D.  Associate Professor of Physiology
   Division of Basic Medical Sciences (Macon)

Maryam Sedghi, M.D.  Clinical Assistant Professor
   Department of Family Medicine

Laura Silo-Suh, Ph.D.  Assistant Professor
   Division of Basic Medical Sciences (Macon)

Josh D. Simmons, M.D.  Instructor of Medicine
   Division of General Internal Medicine

Lisa B. Snellgrove, M.D.  Assistant Professor of Medicine
   Assistant Residency Program Director
   Division of General Internal Medicine

Ajay Srivastava, M.D.  Assistant Professor of Medicine
   Division of Nephrology

Mark J. Swanson, Ph.D.  Assistant Professor of Genetics
   Division of Basic Medical Sciences

Eugene W. Stetson School of Business and Economics

William Brent Carper, Ph.D., CPA  Visiting Professor of Accounting

Sharon Seay, Ph.D.  Associate Professor of Accounting
Tift College of Education
Mary Nell McNeese, Ph.D.  Associate Professor
Teacher Education Program (Macon)

Georgia Baptist College of Nursing
Lanell Marie Bellury, RN, Ph.D., AOCNS  Associate Professor
Karen Maxwell, M.S.N., RN-BC  Clinical Assistant Professor

College of Continuing and Professional Studies
Kevin A. Freeman, Ph.D.  Visiting Assistant Professor of Counseling
Department of Counseling and Human Sciences

University Libraries (Division of Library Services)
Hannah Knott Rogers  Assistant Professor
Monroe F. Swilley Library
III. ACADEMIC PROGRAMS

A. College of Liberal Arts

Dr. Lake Lambert serves as the dean of the College of Liberal Arts. Enrollment in the College for fall 2011 was relatively steady with student interests still weighted to the sciences. The top five majors in the College are biology, undecided, psychology, biochemistry, and chemistry. Additional areas of current enrollment strength are English, political science, and computer science. New programs in global health, environmental biology, environmental studies and policy, and a concentration in philosophy, politics, and economics are also off to good starts.

One of the most challenging tasks in higher education is revising the core curriculum, usually known as “general education.” While many efforts prepared for change, the College’s faculty began reform efforts in earnest in fall 2010 and continued throughout the 2010-11 academic year. Efforts will continue throughout academic year 2011-12, and the faculty plan to implement the new curriculum for the new first-year class entering in fall 2012. As currently outlined, the plan redoubles the College’s efforts to teach writing skills, and Dean Lambert recently appointed the College’s first Writing Program director to guide this new curricular emphasis. The plan also expands interdisciplinary study through focus on the human self, local and national communities, and the world. By reducing the size of general education, the plan will also result in expanded opportunities for students to pursue double majors and additional minors.

The only new curricular development in the past year was the adoption of a new Bachelor of Arts major in Social Entrepreneurship. This new major replaces the Program in Leadership and Service with a focus on seeking market-based solutions to pressing social problems. Many new program areas (majors and minors) are currently under development, and Dean Lambert has asked the faculty to consider a new curriculum framework and program review process for all academic programs in the College.

One of the most exciting new developments in the life of the College was BEAR Day (Breakthroughs in Engagement, Arts, and Research) in April 2011. With over 300 students participating, the College faculty cancelled classes for a full day of poster presentations, research reports, and artistic displays. Faculty evaluated all entries, and awards were presented at the luncheon immediately following the April Trustees’ meeting. BEAR Day
consolidated similar programs in the humanities, social sciences, natural sciences, and arts, and indicates the growing importance of undergraduate research as a signature program of the University. Plans are already underway for BEAR Day in April 2012, which will likely include participation from the School of Engineering and other undergraduate programs.

Under the leadership of a new dean, the College has adopted several new policies related to course scheduling, budgets, and the use of part-time faculty. Important results of these efforts have been significant decreases in the need for faculty to teach extra classes, decreases in the use of part-time or “adjunct” faculty, and opportunities to increase resources for faculty scholarship, including eleven CLA faculty with sabbaticals in 2011-12 and seventeen faculty with reduced teaching loads to pursue special scholarly and pedagogical improvement projects.

Considerable efforts have been made to improve CLA facilities and improve classroom and lab resources. A major air conditioning upgrade to the Willet Science Hall was completed in May 2011, and other improvements were made in Ryals, Ware, Groover, and Wiggs Halls. In addition, classroom technology upgrades have been completed or are underway in Willet, Knight, Wiggs, Ryals, and Ware Halls, and a new room for research animals is almost complete in Willet Hall. A new Academic Resources Committee for the College will identify and prioritize additional areas for classroom and lab improvements to ensure that students have access to the best possible learning environments.

Current CLA students and graduates continue to distinguish themselves. Two CLA alumni, Abigail Roswell (Art) and Bryant Harden (Political Science) were accepted into the Peace Corps, and Rachel Goosen (Political Science) and Michael Amil (Women and Gender Studies) were accepted into the Teach for America program. Current students Arturo Holmes (Biology), Jaheem Joseph (Biochemistry and Molecular Biology), Yogi Patel (Biochemistry and Computational Science), Grant Geist (Chemistry), and Chris Kirkland (Math and Computer Science) participated in summer research experiences for undergraduates sponsored by the National Science Foundation. Kim Campbell (History) received a SHEAR/Mellon Fellowship for summer research at the University of Pennsylvania, and Trenton White (Global Public Health) received the Gilman International Scholarship. Mercer’s student newspaper, The Cluster, was recognized as third in the nation for overall excellence by the Society of Collegiate Journalists. May 2011 graduates were also accepted into many respected graduate and professional schools.

Scholarship by CLA faculty also remains strong. Dr. Eric Klingelhofer, professor of History, published Castles and Colonists: An Archeology of Elizabethan Ireland, and he edited
First Forts: Essays on the Archeology of Proto-Colonial Fortifications. Dr. Anna Silver, associate professor of English, published The Ninety-Third Name of God, a new book of poetry. Dr. Craig Byron, assistant professor of Biology, published articles in both The Anatomical Record: Advances in Integrative Anatomy and Evolutionary Biology and the Journal of Morphology. Articles by Dr. David Davis, assistant professor of English, were published in Mosaic: A Journal of Interdisciplinary Studies and the Southern Literary Journal. The book Rights-Based Approaches to Public Health included a chapter by Dr. Monika Sawhney, assistant professor of Global Health, and the journal History Research included an article by Mr. Jay Black, assistant professor of Journalism. Drs. Brian Rood, associate professor of Environmental Studies, and Bridget Trogden, associate professor of Chemistry, jointly published an article in The Journal of Chemical Education, and Dr. Kevin Bucholtz, associate professor of Chemistry, published in the same journal. Dr. Jeffrey Hugdahl, associate professor of Chemistry, co-authored an article in Main Group Chemistry, and Dr. Paul Lewis, associate professor of Christianity, authored an article in Tradition and Discovery. In addition, CLA faculty made over fifty presentations or exhibits at scholarly meetings in 2011.

Drs. Kevin Bucholtz and Bridget Trogden of the Chemistry Department were awarded tenure and promoted to the rank of associate professor in 2011. Dr. Alan Smith of the Biology Department was promoted to the rank of professor. The College welcomed Dr. Garland Crawford as a new faculty colleague in the Chemistry Department in fall 2011. Dr. Crawford is a Mercer alumnus who previously served on the faculty of Bloomsburg University in Pennsylvania and as a post-doctoral research fellow at the National Institutes of Health.
B. Walter F. George School of Law

Admissions

For the fall 2011 entering class, the law school received 1,459 applications and enrolled 149—a number very much in keeping with the law school’s enrollment goal. The entering students’ median LSAT score was 155, and their median undergraduate grade point average was 3.40. On the basis of strength of entering credentials, Mercer awarded forty-six scholarships to first-year students for a total of approximately $1.1 million. Women are 46% of the first-year class, and minorities are 18%. The first-year students are from fourteen states, with Georgia providing by far the most and with Florida and South Carolina a distant second and third. The students attended sixty-eight different undergraduate schools, with more coming from the University of Georgia than any other school. Currently, the law school has a total student body of 440 students.

Employment Statistics for the Class of 2010

As required by the National Association for Law Placement and the ABA, the law school submitted in late February 2011 a report on employment of the Class of 2010 nine months after graduation. Of the graduates, 91.17% were employed or in school as of the reporting date, and the average starting salary was $58,863.00. Of those employed, 61.21% were in private practice, 12.93% in judicial clerkships, 11.21% in other federal or state government employment, 6.03% in business, and 6.90% in public interest.

Georgia Bar Results

The pass rate for Mercer graduates who took the bar exam for the first time in July 2010 was 92.7% (102 out of 110). The pass rate for all Mercer graduates, whether or not taking the bar for the first time, was 88% (103 out of 117). The pass rates for first-time takers from the other Georgia law schools ranged from a high of 96.6% for the University of Georgia to a low of 59.5% for John Marshall.

Legal Writing Conference

The legal writing faculty hosted a two-day Southeast Regional Legal Writing Conference in April 2011. The conference featured a keynote address by, and a panel discussion on the scholarship of, Martha Fineman, the Robert W. Woodruff Professor of Law at Emory University. Professor Fineman’s most recent book is *The Autonomy Myth: A Theory of Dependency*.

National Rankings

In the 2011 *U.S. News and World Report* rankings, which were released in March 2011,
the Legal Writing Program placed first nationally. In the overall law school rankings, the law school remained in the third of the rankings’ four tiers.

**Faculty News**

Joe Claxton retired at the end of the 2011 spring semester after thirty-nine years on the faculty. He was honored with the Meritorious Service Award at Law Day, and the University appointed him professor of law emeritus as of July 1. In fall 2011, Jack Sammons moved from full-time to half-time. Linda Berger, who joined the faculty in 2008 from Thomas Jefferson in San Diego, left Mercer and returned westward to University of Nevada, Las Vegas. Jessica Feinberg, who graduated several years ago with an outstanding record from Washington University School of Law and has continued to distinguish herself, joined the faculty in July as assistant professor of law.

Effective July 1, 2011, Sue Painter-Thorne and Karen Sneddon were approved for tenure; Monica Armstrong was approved for promotion to associate professor; and Scott Titshaw was approved for contract extension and promotion to associate professor. Professor Linda Jellum is spending Fall 2011 semester on leave as a visiting associate professor at Florida State. Then, in the spring, she will spend the first of three consecutive semesters on leave in Washington, D.C. as deputy executive director of the Association of American Law Schools. Professor Michael Sabbath is on leave for the 2011-12 academic year as a visiting professor of law at the University of Georgia, and Professor David Hricik is doing the same at John Marshall. Professor David Ritchie will be on sabbatical leave Spring 2012 semester. He plans to complete a book on Justice Thurgood Marshall’s judicial writings.

The law school faculty members continue to be active as scholars and speakers. Over the past year or so, they have authored various books, book chapters, law review articles, essays, and book reviews. The faculty regularly speak throughout the country. They also hold a variety of leadership positions, most notably in the American Bar Association, Association of American Law Schools, State Bar of Georgia, Southeastern Association of Law Schools, and Society for American Law Teachers.

**Law Day 2011**

The Law School’s annual Law Day celebration took place on March 25, 2011. The keynote speaker was Professor Nadine Strossen, the president for many years of the American Civil Liberties Union and a prolific and highly respected civil liberties scholar. The Outstanding Alumnus Award was given to Thomas W. “Tommy” Malone, Law ‘66. The Alumni Meritorious Service Award went to Federal District Judge Marc T. Treadwell, Law ‘81, and the Meritorious
Service Award went to Mercer Law Professor Joe Claxton. The Manley F. Brown Distinguished Adjunct Professor Award was given posthumously to Judge Walker Johnson, Jr. and David Higdon. Law Day activities also included the Annual Meeting of the Alumni Association and the final round of the Lawson Moot Court Competition, which annually determines the recipient of the King & Spalding Cup.

**2011 Commencement and Hooding**

The law school’s 2011 commencement and hooding ceremony took place on May 14, 2011, at 10:00 a.m. in the University Center. The keynote speaker for graduation was Judge Karen Nelson Moore of the U.S. Court of Appeals for the Sixth Circuit. Provost Wallace Daniel awarded Judge Moore an honorary Doctor of Laws (LL.D.) degree. After commencement, a reception was held in the law school building for the graduates and their families and friends.

**National Criminal Defense College**

Under the leadership of Professor Deryl Dantzler, the National Criminal Defense College continues to flourish. In two 2-week sessions in the summer of 2011, NCDC provided invaluable instruction to approximately 200 criminal defense attorneys from across the country.

**Student Advocacy Successes**

As student interest in trial and appellate advocacy continued to grow, students entered their highest number of mock trial and moot court competitions yet. Although a first-place finish in a national competition did not come until late in the 2010-11 academic year, the year was marked by numerous strong team and individual performances. The law school also became the first in the nation to host a national moot court competition focusing on ethics and professionalism. That competition in fall 2010 attracted more than a dozen teams from elsewhere, and the second such competition is set for fall 2011.

**Law Review Symposium**

This fall, the *Mercer Law Review* will host its annual symposium. This year’s theme is “Citizenship and Civility in a Divided Democracy: Political, Religious, and Legal Concerns.” The symposium is co-sponsored by Mercer University’s Center for Theology and Public Life, Center for the Teaching of America’s Western Foundations, and Phronesis Project for the Exploration of Character, Practical Wisdom, and Professional Formation.
C. College of Pharmacy and Health Sciences

Dr. Hewitt W. “Ted” Matthews continues as dean of the College of Pharmacy and Health Sciences (COPHS). With the emergence of the Physician Assistant (PA) and Physical Therapy (PT) programs, the College of Pharmacy and Health Sciences continues to bring recognition and honor from faculty and student achievements. All programs thrive with a robust applicant pools and matriculating classes. New staff joined the college to enhance its presence in the health sciences community as well as on campus. To continue the theme of a “tradition of excellence,” pharmacy faculty took the bold step to approve increasing the number of pre-pharmacy hours to ninety for the entering class of 2012. This change will allow the Pharm.D. curriculum to become more patient-centered. A physical therapy clinic was established on site. The clinic allows students to see first-hand the care of patients in a clinic setting as well as serve the community by offering PT services. In the PA program, students will use the SimMan® patient simulator in their training to diagnose medical conditions.

College, faculty, and student highlights for January 1 – December 31, 2011 are as follows:

College Highlights

- Hired a senior director for communications and marketing.
- COPHS awarded 183 degrees—146 Pharm.D. degrees, including 10 Pharm.D./MBA degrees, 7 Ph.D. degrees, and 30 Master of Medical Science degrees at the May 14, 2011 commencement ceremony.
- The spring 2011 enrollment was comprised of 597 Pharm.D., 31 graduate, 113 physician assistant (PA), and 28 physical therapy (PT) students for a total enrollment of 739. An additional 50 students will enroll in the PA program beginning January 2012.
- As of September 15, 2011, faculty have submitted twenty-one grant proposals for a total of $5.4 million with eighteen awarded for $1.36 million. More than $8.8 million in grants are pending, which includes some proposals submitted in 2010.
- A residency in Neurologic Physical Therapy was established between Mercer University and The Shepherd Center in Atlanta, Georgia.
- The PA Class of 2011 achieved a 100% pass rate for first-time test takers on the Physician Assistant National Certifying Exam (PANCE), surpassing the national
average.

- Faculty approved to increase the admissions prerequisite of ninety pre-pharmacy hours.
- More than forty high school students participated in the College’s Summer Scholars Program. The three-day event included activities in the compounding lab and workshops in pharmacy ethics, drug identification and patient care, as well as a pharmacy-related field trip.
- COPHS and Dean Matthews were featured in an article in the August 2011 edition of Georgia Trend magazine.
- Thirty (23.6%) Pharm.D. graduates from the class of 2011 accepted postdoctoral residencies/fellowships.
- News items appearing in the Atlanta Journal Constitution’s health care insert, PULSE, include a feature on the PT program, the PA students’ challenge bowl victory, and faculty recognitions and research awards.
- Certificate programs were renamed Focus Areas in the areas of Contemporary Compounding, Academic Pharmacy, Medication Therapy Management, Pharmacy Based Immunization Delivery, Community Pharmacy Ownership, Geriatric Pharmacy Practice, and Leadership in Pharmacy.
- In partnership with Total Therapeutic Management, Inc., a new Patient-Centered Outcome Residency Training (PCORT) Program was established for 2011-12.
- Two new centers, the Center of Drug Design and the Center for Pharmacometrics, are planned for the 2011-12 academic year.
- A new student advising portal has been implemented to augment faculty advising/mentoring.
- A new Simulation Lab for Pharm.D. students was constructed and implemented fall 2011.

**Faculty Highlights**

- Alyssa LaForme Fiss was named the 2011 recipient of the American Physical Therapy Association’s “Emerging Leader” Award.
- The PA program achieved full, five-year accreditation from Accreditation Review
Commission on Education for the Physician Assistant.

- Three faculty members in the Department of Pharmaceutical Sciences have received National Institutes of Health (NIH) funding and several NIH grants are pending.
- Nader Moniri was selected as an American Association of Colleges of Pharmacy (AACP) Academic Leadership Fellow.
- Kathryn Momary received the AACP New Pharmacy Faculty Research Award for her project titled “Contribution of CYP2C19 Genotype and Smoking Status on Clopidogrel Responsiveness.”
- Laurel Ashworth was selected as a fellow in the 2011-12 Governor’s Teaching Program, and is the vice chair of the Drug Utilization Review Board of the Georgia Department of Community Health.
- Lisa Lundquist was selected as one of seventy-five faculty/student recipients for the 2011 AACP Wal-Mart Scholars Program.
- Seven pharmacy faculty are members of journal editorial review boards.
- Michell Butler was selected as a member of the 2011-12 AACP Professional Affairs Committee.
- Ashish Advani was named to the 2011 Specialty Pharma Journal Advisory Board, the Academy of Managed Care Pharmacy (AMCP) Educational Affairs Committee for 2011-12, and editor for Princeton Review: Cracking the PCAT.
- Joseph Dye was named member of AMCP Program Planning and Development Committee for 2011-12.
- Melissa Chesson was appointed to the American Society for Health-System Pharmacists (ASHP) New Practitioners Forum Membership and Outreach Advisory Group for June 2011 through June 2012.
- Christine Klein was named member and reviewer of Good Laboratory Practices On-line Course Planning Committee for the Centers for Disease Control.
- Chalet Tan received the 2010 Scientific and Technology Achievement Award (Level III) from U.S. Environmental Protection Agency for the development of innovative and novel approaches for assessing risk due to chemical exposures using metabolomics.
Student Highlights

- Pharm.D. student Jill Augustine was chosen for the AACP Wal-Mart Scholars Program. Jill was also selected to receive the American Pharmacists Association Student Leadership Award.

- Pharm.D. students Ashlyn Bozeman and Erin Woodard were among only five students selected nationally to receive Zada M. Cooper Scholarship awards by the Kappa Epsilon Foundation.

- Third-year Pharm.D. students Neelam Patel and Kelly O’Neal were chosen to complete a five-week Advanced Pharmacy Practice Experience with Proctor & Gamble, and April Britt Sheppard was selected by the Centers for Disease Control during the 2011-12 academic year.

- Austin Tull was selected for a two-year term on the National Student Leadership Council of the National Community Pharmacists Association.

- Second-year student Geoffrey Turner was selected by the Georgia Pharmacy Association’s Academy of Independent Pharmacists and the Georgia Pharmacy Foundation for the Sid Anderson Community Pharmacy Internship.

- PA students Arlene Salmon, Matt Swiatowicz, and Chris Thomas won the 2011 National Challenge Bowl at the American Academy of Physician Assistants’ (AAPA) national convention.

- PA students Michelle Pollitt and Laura Jansen are on the ten-member AAPA national student Board of Directors.

- PA student Tim Wombacher received the Georgia Association of Physician Assistants’ Student of the Year award.

- PT students last year had a 100% pass rate on the year-one comprehensive examinations.

- PT student Rose Burgett was awarded the “Outstanding Core Ambassador for the Student Assembly” at the American Physical Therapy Association annual conference.
D. School of Medicine

In 2011, Mercer University School of Medicine (MUSM) celebrates its twenty ninth anniversary. MUSM began in 1982 with twenty-four students. Presently the school accepts one hundred students per class, sixty in Macon and forty in Savannah. According to the Georgia Board of Physician Workforce, only one third of Georgia’s medical school graduates stay in Georgia to complete their residency training. MUSM is no exception in that for the Class of 2011, only 31% of the graduates stayed in Georgia for their residency training. However, of all of the graduates of MUSM since the beginning, 63% have decided to practice in Georgia after completing all of their training. Of this number, 83% practice in medically underserved areas of Georgia.

Savannah Campus

On August 11, 2008, the inaugural class of thirty first-year students began their course of study, beginning a four-year school in Savannah on the campus of Memorial Health University Medical Center. This inaugural class will have its graduation exercises in Savannah on May 5, 2012. The leadership for the four-year school in Savannah follows:

1. William Bina, M.D., M.P.H. is the dean for both campuses.
2. T. Philip Malan, M.D., Ph.D. is the Savannah Campus dean and joined the University on July 1, 2011.
3. Tina Thompson, Ph.D. continues as associate dean for academic affairs for the Savannah campus and is the elected chair of the Curriculum and Instruction Committee.

Accelerated Curriculum Track for Family Medicine

MUSM has instituted an innovative three-year accelerated medical school curriculum track that culminates in the M.D. degree and prepares students for early entry into a standard three-year family medicine residency curriculum in affiliated Family Medicine (FM) programs at either campus. The implementation date is set for July 2012 for the Class of 2015.

This accelerated curriculum builds upon the strengths of the MUSM problem-based curriculum with clinical experiences and community medicine activities built into the preclinical curriculum and reinforced through clerkships plus selective and elective experiences. The students in this program will participate in activities during their three-year curriculum to acquire the necessary knowledge and skills to be fully qualified and excellent primary care physicians. This accelerated track is designed to:

1. increase the number of medical students choosing a career in family medicine, to
provide patient-centered care especially in underserved areas;

2. enable a seamless transition from undergraduate to graduate medical education; and

3. provide more efficient training of primary care physicians with less financial burden.

**Columbus Campus**

Planning is underway to develop a clinical campus in Columbus, Georgia, modeled on its current programs on the Macon and Savannah Campuses. The clinical campus partners are Columbus Regional Health System and Saint Francis Hospital. Up to twelve third-year medical students would begin in July 2012 and complete all their requirements for graduation in Columbus.

**Search for New Basic Science Faculty**

Five basic science positions were filled on the Macon Campus. Recruitment is proceeding for one additional position in Savannah in microbiology to join the faculty in July 2012.

**Master of Family Therapy Program**

The third years’ enrollment for the MFT program on the Piedmont campus in Atlanta exceeded expectations as twenty-five new students began their studies; total enrollment is now fifty-one students. The combined Macon and Atlanta MFT enrollment is ninety-four students. Dr. Steve Livingston is program director of the Marriage and Family Therapy program on both the Macon and Atlanta campus and is supervised by Dr. Mel Strozier, chair of the Department of Psychiatry and Behavioral Science. The program has full accreditation with COAMFTE. Mercer offers the only COAMFTE-approved program in Atlanta.

**Master of Science in Anesthesia Program**

The program is fully accredited through 2018. Sheree Wolfenden, J.D., C.R.N.A. is the program director; she has been a practicing as a Certified Registered Nurse Anesthetist at the Medical Center of Central Georgia and program faculty member since December 2005. The Medical Center of Central Georgia decided to end its affiliation agreement with MUSM effective August 2011. As a consequence, no new admissions to the program are being accepted. Teaching out the curriculum for students already enrolled will continue through December 2012.

**Master of Public Health**

This program’s leadership continues with Nannette Turner, Ph.D., M.P.H. as the program director. The MPH program’s enrollment met budget expectations. Thirty-two students
were admitted into the program for fall 2011. The MPH program has a Council on Education for Public Health accreditation site visit scheduled for November 14-15, 2011. The accreditation self-study was completed and submitted this summer. Expansion planning to Atlanta for both master’s and doctoral degrees will be initiated formally once the accreditation review is complete.

**Ph.D. in Clinical Medical Psychology**

This program was also approved by the Board of Trustees during the last academic year. The University notified the Southern Association of Colleges and Schools, Commission on Colleges of the program. Approval is pending submission of a prospectus. This program’s leadership search was completed this summer with the naming of Steven Hobbs, Ph.D. as the program director. Dr. Hobbs joined Mercer in September 2011. The first students are expected to matriculate in August 2012.

**Early Admission**

The early admission selection process for the 2012 entering medical student class will soon be complete. There were 106 applicants for early admission, a slight increase from last year. Overall, there have been over 600 total applicants to date, and MUSM expects to have more than the 853 from last year.

**Guaranteed Admission Track**

This track continues to be successful. Four of the six senior Guaranteed Admissions Program (GAP) students are applying to medical school. Two applied in the early admission process, two in the regular pool of applicants. Of these four students, three are eligible to matriculate through the GAP Program; the fourth did not meet the MCAT requirement. The other two are not eligible because of academics.

Four candidates have entered their junior year in the undergraduate program and will take the MCAT at the end of 2011, in preparation of entering MUSM in 2012. There are five in the sophomore year and ten in this year’s freshman class. Several who were in the first two classes have not been able to maintain the minimum GPA requirements to remain in the program, but they are continuing their undergraduate careers. All of them are legal residents of the state of Georgia and understand the school’s mission. The students are faithfully attending required meetings and participating in numerous extracurricular activities. The students continue to receive mentorship from current medical school students and advising from medical school admissions personnel as well as the University’s pre-health advisor.
Committees

The Curriculum and Instruction Committee (CIC) conducts a periodic review of all medical student curricular components every three years. Additionally, it is currently beginning the implementation of changes for the third- and fourth-year clinical curriculum.

An Office of Professional Practice has been developed as part of the Dean’s Office. This group of faculty physicians will focus on professionalism and bioethics issues initially and then broaden its scope to include health policy plus law and medicine topics.

Research

Growth of the research enterprise is an on-going priority. The school is collaborating with the Provost’s Office to encourage, enhance, and grow mutually beneficial research with Mercer’s two major clinical education partners, the Medical Center of Central Georgia and Memorial University Medical Center. Wayne Glasgow, Ph.D., associate dean for research has an additional appointment as Basic Science Laboratory director for the Anderson Cancer Institute on the Memorial Health campus in Savannah. Over the last four years, MUSM researchers have submitted an increasing number of proposals annually. Their success is demonstrated by an increasing amount of awards from $1,301,313 in 2007; $1,447,881 in 2008; $1,921,384 in 2009; $2,329,517 in 2010; and $3,228,736 in 2011.

Funding Issues

A continuing problem facing MUSM is the lack of adequate funds to provide scholarships to medical students and to increase the MUSM endowment that can provide a flow of funds to defray some of the expenses of students. The 2011 graduating class owed an average of $197,436 which is slightly above the national average for private medical schools. MUSM and the LCME continue to be concerned with student indebtedness.

During the current fiscal year, the State of Georgia has reduced its funding for medical student education by 8% from two years ago. Budgeted funding for this fiscal year was the same as that in the previous year. MUSM has been advised to plan for at least a 2% reduction in the school’s allocation this fiscal year. The effective reduction is $440,000. The cumulative deficit in state funding over the past several years is nearly $5 million.

The implementation of any level of reduction during the current year is again especially difficult to execute as contractual agreements with faculty members and student tuition rates were put in place in May 2011 for this fiscal year. The paramount impact of this reduction is that the School of Medicine may potentially be unable to maintain its mission to educate physicians to meet the primary care and health care needs of rural and underserved Georgia. Overall, the
continuing impacts require the School to reduce internal scholarship awards to medical students, minimize professional travel for faculty members, defer physical plant improvements, postpone planned educational technology enhancements, and consider larger tuition increases.
Dr. D. Scott Davis, senior vice president for research and dean of graduate studies, has assumed administrative responsibilities for the Eugene W. Stetson School of Business and Economics (SSBE). For the fourth consecutive year, SSBE has been recognized as one of the top 300 Business programs in the nation by the Princeton Review. The top 300 business schools in this book are based on the Princeton Review’s high opinion of their academic programs and offerings, as well as the review of institutional data collected from the schools. Also considered were the candid opinions of current students, who rate and report on their campus experiences at their schools.

Enrollment trends in SSBE have begun to stabilize after a number of years of a declining student population. Summer 2011 saw the first increase in credit hour production in six years. In addition, the fall semester of 2011 enrollment profile for SSBE also showed an increase in student population, reversing a trend of waning enrollments since 2007. New academic initiatives were created, and existing programs were enhanced to differentiate the Mercer experience from other regional competitors.

In an effort to expand program offerings and gain access to the largest employer in the Middle Georgia area, SSBE has created an M.B.A. program specifically catered to civil engineers at the Robins Air Force Base. Courses are taught on the Macon campus. The tuition structure has been established in accordance with federal tuition reimbursement policies. The program has been incredibly successful to date. In fall 2011, SSBE ushered in its first cohort of approximately thirty students from the Robins Air Force Base. Through on-base information sessions, approximately sixty potential students showed interest in enrolling for fall 2012. Based solely on the quantity of engineers on the base, the degree of turnover in the employment of these engineers, and the nature of the tuition reimbursement program, the School believes that this program has the potential to be successful for many years to come. However, given that there are no barriers to entry for potential competitors, the program must be of the highest quality to preserve its place as the primary provider of educational services.

As business continues to expand globally, market interest in the Executive MBA program increasingly focuses on international business with course offerings in international marketing, management, and economics. This 2011 cohort travelled to Shanghai and Beijing while the 2010 cohort travelled to Brazil and Argentina. This year’s class includes three international executives: one from China, one from India, and an Egyptian physician. Also, as C-level executives continue to look for competitive strategy through education, they also are looking for
personal marketability and growth. In response to this, the E.M.B.A. program includes for the first time this year executive career coaching, offering one-on-one development of the skills to enrich and enhance the executive student’s professional acumen.

SSBE is currently recruiting a second cohort for the Virtual Professional M.B.A. (V.P.M.B.A.) degree program. The inaugural cohort that began in January 2011 was composed of thirty-five students. The sixteen-month cohort program is for persons with at least four years of managerial or supervisory experience (in any industry) and connects students and faculty in Atlanta, Macon, and Savannah through a virtual-learning environment. The program blends the current PMBA’s thematically and functionally integrated curriculum model with virtual classroom technology, allowing students across the state to study as one group via technology while providing the convenience of attending class at their local Mercer campus.

Three years ago, Mercer University secured a $1 million grant from BB&T to support endeavors in the area of economic education. The APGAR Foundation granted Mercer additional funds. Through the generous support of these organizations, SSBE established The Center for Undergraduate Research in Public Policy and Capitalism. Through the Center, faculty and students have been able to broaden their understanding of economic aspects of public policy issues via numerous platforms of engagement. Highlights of Center activities include:

- Student/faculty collaborative research grants
- Guest speaker series
- Corporate reading groups
- Book purchases for junior and senior economics majors
- Support for faculty affiliates
- Travel support for students and faculty

The Center for Undergraduate Research in Public Policy and Capitalism has already impacted the lives of many students. For example:

- George Crowley received a distinguished scholar fellowship at West Virginia University. He is well published in his area of study and has earned his Ph.D. in economics. He is currently a part of the Troy University faculty in Alabama.

- Whitney Douglas received a full stipend to study economics at Florida State University. She completed her Ph.D. in economics two years ago and is currently a part of the
University of South Florida (St. Petersburg Campus) faculty.

- Sara Becker received a full stipend to study economics at George Mason University. She is currently completing her education, and the School anticipates that she will compete well for university employment.

- Alice Crisp received a Koch Fellowship at Florida State University. She has just started the economics program, and SSBE holds very high expectations for her future prospects in graduate school and beyond.

Dr. Linda Brennan, professor of management, completed the first SSBE sponsored Mercer On Mission experience. Dr. Brennan oversaw an immersion in the Dominican Republic in summer 2011. This project focused on economic development at the “base of the pyramid,” the poorest socio-economic group, estimated to be the 2.5 billion people who live on less than $2.50 (U.S.) per day. Following The Base of the Pyramid Protocol™, the long-term goal is to engage in the development of sustainable business models. The initial phase, referred to as “Opening Up,” is a non-business specific immersion, characterized by dialogue, collaboration, and humility. This phase intends to identify local needs, capabilities, and business opportunities, and to make suggestions for next steps and prospective corporate sponsors. In addition, students performed service projects in the host community, including hosting a summer camp for local children. Dr. Anitha Manohar, assistant professor of finance, is in the early planning stages of a trip to Bangalore, India with a potential area of emphasis in microfinancing and global health.
F. School of Engineering

Dr. Wade H. Shaw joined the School of Engineering (MUSE) in June 2009 as dean and the Kaolin Chair of Engineering. The MUSE strategic plan consists of three interrelated activities: building the enrollment, establishing a healthy research capability, and providing opportunities for engagement for students and faculty. The past year has been a successful, but turbulent year as problematic software has been introduced into Mercer, as economic pressures influence recruiting and admissions, and as staff levels decline.

School Highlights

• In 2011, seventy undergraduates and thirty-eight graduate students received their degrees from the School of Engineering. Mr. James A. Lockwood, a student in Industrial Engineering, was awarded the Louie D. Newton General Excellence Medal.

• Opening day enrollment for fall 2011 included 394 undergraduates and 144 graduate students—a 3.7% decrease from 2010. Fall 2011 term welcomed ninety-two freshmen and twelve transfer students. Summer school this year netted 911 semester hours of awarded credits—the largest ever and a 33% increase over last year. The Engineering Scholarship Challenge event in November 2010 was quite successful and generated about twenty freshmen who would not have considered Mercer otherwise. Offers were made to eighty-nine students, yielding $2.2 million in value. This event continued in October 2011, and over 9,000 invitation letters were mailed to high school counselors and teachers.

• The National Engineering Advisory Board (NEAB) met in October 2010, April 2011, and early November 2011. Mr. Chris Sheridan is currently serving as the chair.

• In the last year, MUSE lost four staff members and was approved to replace two. One faculty position was lost in electrical engineering. Student workers are being used to support operations.

• National engineering accreditation continues to be a critical objective. MUSE started an assessment of its educational objectives, which will involve extensive surveys of alumni and employers.

• The School of Engineering has supported the construction of the KITE Alliance, an organization designed to promote innovation and job growth in Macon, and serves as the lead academic unit at Mercer to promote entrepreneurial activities.

• The School of Engineering is an official sponsor of the Georgia Regional FIRST
Robotics competitions in Atlanta and Warner Robins.

- Dean Shaw is an inaugural member of the Georgia Consortium of Engineering Schools (GCES). This group consists of the five deans of engineering in Georgia who meet twice per year to discuss engineering education within the state. Mercer hosted the October 2011 meeting.

- In the summer of 2011, three Mercer On Mission teams included four engineering faculty. Dr. Laura Lackey worked with a team to support communities in Ethiopia. Dr. Ha Vo returned to Vietnam with Dr. Edward O’Brien to provide prosthetic devices designed at MUSE to people who needed artificial limbs. Dr. André Butler visited Malawi to provide environmental engineering support for power generation.

- Associate Deans Mike Leonard and Aaron Collins continue to provide outstanding leadership to sustain and grow academic programs.

- Dr. Sinjae Hyun accepted the role of director of student research for MUSE and will lead efforts to promote undergraduate research, internships, summer research experiences, thesis projects, and graduate school.

- Dr. Phil McCreanor is leading the Honors Program as the School expands its efforts to challenge its most gifted students.

- Dr. Marj Davis is on sabbatical in fall 2011 to complete a book, and Dr. Helen Grady is scheduled for sabbatical in the spring of 2012 to teach at a German university.

- Dr. Donald Ekong and Dr. Anthony Choi continue to use a grant from the Boeing Corp. to offer a summer workshop on robotics to high school teachers.

- School of Engineering faculty continue to submit research proposals, publish papers, lead student theses and senior design projects, and participate in a myriad of academic activities. Mercer is fortunate to have such an amicable and dedicated group of engineering faculty.

- The Spring 2011 Engineering Expo (April) was a particular success with over forty-five student poster presentations and the annual freshman design competition.
G. James and Carolyn McAfee School of Theology

The James and Carolyn McAfee School of Theology, led by Dr. Alan Culpepper as dean, continues to grow and mature, while laying the foundations for new growth and opportunities in the next several years. The McAfee School of Theology has completed its fifteenth year and is now beginning its sixteenth year of classes. This year promises to bring new developments that will deepen and extend its programs.

1. **Enrollment.** The McAfee School of Theology had a spring M.Div. enrollment of 230 students. Sixty-one students graduated in May 2011 (49 M.Div. students, 8 M.A.C.M., and 4 D.Min. students), and 63 new M.Div. students enrolled this fall. The fall 2011 enrollment is 241 M.Div. students and 20 D.Min. students for a total of 261 students.

2. **Faculty and Staff.** McAfee continues to experience great stability in its faculty and staff. No one left or retired this year, and no new appointments were made. Drs. Larry McSwain and Ron Johnson have announced their plans to retire at the end of 2011. Drs. Nancy deClaisse-Walford and Denise Massey are on sabbatical leave this fall. The School plans to fill one of these positions January 1, 2012 and the other July 1, 2012.

3. **Endowment.** The School’s endowment reached $13,670,093 as of fall 2010.

4. **Alumni.** After thirteen graduations, McAfee has 428 M.Div., 8 M.A.C.M., and 22 D.Min. alumni. The School is aware of the placements of 303 of the M.Div. graduates. A total of 192 are in congregational ministry: 68 are pastors and 124 are associate pastors or serve in staff positions. Another 50 are in church-related positions (campus ministers or chaplains), 8 are missionaries, 4 work for the Cooperative Baptist Fellowship, and 23 are in social services. Seventeen are pursuing Th.M. or Ph.D. studies, and another nine are engaged in Education.

5. **Revision of Master of Divinity and M.A.C.M. curriculum.** In September 2011, the Theology faculty adopted the first phase of a revised curriculum of the M.Div. degree. While retaining the requirement of ninety hours for the degree, the revised curriculum reduces the core of required courses from seventy to forty-five hours, and gives students who have taken undergraduate religion courses the option of waiving introductory courses and moving directly into more advanced courses. In addition to the core, students are required to take eighteen hours of prescribed electives, fifteen hours of track electives, and twelve hours of free electives.

6. **Library.** The Swilley Library reported a total of 57,780 volumes in the Theology collection in September 2010. The continued growth of this collection is vital for the accreditation and the excellence of the academic programs in Theology. The University can be proud of the service rendered by the Library staff in this effort.
7. **Master of Arts in Military Chaplaincy.** McAfee and the College of Continuing and Professional Studies are collaborating on the development of a joint degree program for Theology students who aspire to become military chaplains. This thirty-hour degree will require courses in Counseling; World Religions; War and Pastoral Care for Families; Substance Abuse; War, Peace, and Reconciliation; Physical, Psychological, and Sexual Violence; and Clinical Practice.

8. **Center for Teaching Churches.** This Center, which is supported by a Lilly Endowment grant, seeks to engage partner churches more fully in preparing ministers for congregational ministry, offers support to recent graduates moving into full-time positions in ministry, and serves as a resource for ministers and congregations. It is the only Center of its kind that establishes a link between Baptist churches and a school of theology. The School of Theology is undertaking a campaign to raise $4 million to endow this center in perpetuity. As of September 1, 2011, fifteen alumni are participating in the Center for Teaching Churches program with supporting churches where they are serving in full-time ministry positions.

9. **Course offering in Henry County.** This past year, seventy-two students took theology classes at Mercer’s Regional Academic Center in Henry County. The two theology courses being taught at Henry County this fall have a combined enrollment of thirty-one students.

10. **Events.** Fall 2011 was filled with significant events: the fourth annual D. Perry and Betty Ginn endowed lectures on “Christian Faith and Modern Science” (Sept. 20-22), the Mercer Preaching Consultation, St. Simons Island (Sept. 25-27), and the third annual Peter Rhea and Ellen Jones New Testament Lectures (Bishop N. T. Wright, Nov. 9). Brian MacLaren will give the William L. Self Preaching Lectures, February 27-28, 2012.

The McAfee School of Theology continues on a path of fidelity to its mission and strength in its programs. This year is a year of laying foundations for new directions: the appointment of two new faculty members, adoption of a revised curriculum for the M.Div. degree, seeking approval from the Florida Department of Education for Mercer to offer courses in Orlando, development of a joint M.A. in Military Chaplaincy, and the graduation of the School’s 500th graduate in May 2012.
H. Tift College of Education

Dr. Carl Martray serves as the dean of the Tift College of Education.

Enrollment and Program Updates

Although the Tift College of Education did not realize an increase in enrollment in the 2010-11 academic year, it remains the largest college within Mercer, and enrollment remains fairly stable, in spite of economic issues that many of the college’s non-traditional students face, unclear legislative action related to salary incentives for teachers and administrators, and continued publicity pertaining to the job market. It should be noted that over one-third of the current teaching force is eligible for retirement and that, as the economy stabilizes, there could be significant retirements, creating another massive teacher and school administrator shortage. The college is beginning to realize enrollment increases in the new Regional Academic Center in Newnan and projects additional expansion of programs at this Center.

Programs at the Ph.D. level continue to experience quite a bit of success, with Ph.D. students currently enrolled in the Educational Leadership and Curriculum and Instruction programs. The newest of these, the Ph.D. in Curriculum and Instruction, has now enrolled its third cohort of twenty-nine students in Macon and Atlanta and has just forwarded a proposal concerning the expansion of the program into the Savannah market, possibly in fall 2012. Other graduate programs at the master’s and specialist level for practicing educators are quite robust and the new M.Ed. in Higher Education Administration has gotten off to a good start this fall semester. The one graduate program that has experienced a decline in enrollment is the Master of Arts in Teaching program in Atlanta, although this remains a very large, viable program. The initial certification programs at the graduate level (MAT for teachers and Education Specialist for school leaders) seem to be the programs most susceptible to economic pressures, recent legislation, and the Professional Standards Commission certification regulations.

Special Projects in Support of Academic Programs

In June 2011, the Tift College of Education made its second trip to Liberia, through the Mercer On Mission program. Dr. Emilie Paille, Dr. Richard Wilson (from the Department of Christianity in CLA), and twelve education students traveled to the Ricks Institute for a three-week experience working with the teachers and students. The College’s trip to Liberia has fast become one of the most popular Mercer On Mission programs, with over thirty applicants for the 2011 trip. The work of the Mercer faculty and students in Liberia was spotlighted in a recent
article about literacy abroad in *The International Educator*, a publication of the Association of International Educators. The College is committed to continuing this partnership with Ricks Institute and plans to make its third trip in the summer of 2012. These annual Mercer On Mission projects will provide the foundation for a more extensive relationship with Ricks faculty and students. As this report is being written, the College is preparing for its annual Board of Visitors meeting, which will feature the growing partnership with Ricks Institute and will invite the Board members to become actively involved in its support. In addition, the student organization (MEIA – Mercer Educators in Action) has adopted Ricks Institute as its fundraising project for the 2011-12 academic year.

Tift College of Education is a partner in the recently funded Georgia Race to the Top Innovation Fund project, KIPP Teacher Fellows Program. The College joins Georgia State University in partnering with KIPP of Metro Atlanta in developing and implementing a model induction program for new teachers. KIPP (Knowledge is Power Program) is a national network of public charter schools dedicated to preparing students in underserved communities for success in college and in life. Kaye Thomas, director of the Office of Field Placement, and Dr. Susan Malone, associate dean, will take the lead on the College’s involvement in the project, which will provide opportunities for selected Tift College of Education candidates in middle school certification programs to participate in a year-long residency at a KIPP Metro Atlanta school during their final year of preparation and will position them to compete for an additional year of induction support as KIPP Teacher Fellows. College faculty and graduate students will also have research opportunities in settings that have been recognized as among the highest performing non-selective middle schools in the state, serving a population that is more than 50% low-income.

Under the direction of Dr. Ashley Briandi, Holistic Child majors in Tift College of Education have partnered with the Tubman African American Museum and Burdell-Hunt Elementary School to participate in the Tubman Museum’s John Oliver Killens Workshops, which provide authentic, hands-on, thematic learning experiences for the elementary students and teacher education candidates in attendance. The goals of the workshops are to help selected underperforming third and fifth graders from Burdell-Hunt with reading and math by partnering those students with Holistic Child majors from Mercer and to help future teachers learn how to use a museum as an educational resource. The themes of the workshops are African-American Inventors, The Five Senses, Dr. Martin Luther King, Jr., College Visit Day, and the Pan-African Festival.
Highlights of Faculty and Student Accomplishments/Awards

Tift College of Education faculty continue to make significant contributions to the profession at the local, state, and national levels. Dr. William O. Lacefield, mathematics education professor on the Atlanta campus, was the 2010-11 recipient of Mercer’s Joe and Jean Hendricks Award for Excellence in Teaching. Dr. H. Anne Hathaway and Bruce Sliger served on state task forces for the development of standards for new certification areas (Instructional Technology, Curriculum and Instruction, and Teacher Leadership). Dr. Margie W. Jones serves as a University partner on a Georgia Department of Education Special Education Teacher Induction Pilot Project. Dr. Jabari Cain was chosen by Apple, Inc. as a member of its prestigious Apple Distinguished Educator program. Dr. Ron Knorr developed and presented a webinar on the prevention of bullying to a national audience of educators and parents for Kappa Delta Pi. A statistic created by Dr. Justus Randolph has been named (Randolph’s kappa) and has been used frequently in a variety of disciplines. To date, it has been used in forty-two peer-reviewed articles and, according to an online calculator for using Randolph’s kappa, has been used over 420,000 times. Dr. Karen Swanson continues to serve as editor of the Research in Middle Level Education Online Journal, an international peer-reviewed research journal published by the Association of Middle Level Education (AMLE) and housed in the Tift College of Education at Mercer University. She also was appointed to the Research Advisory Committee of AMLE and was chosen to serve as a team member representing the National Middle School Association in a meeting with the U.S. Department of Education to discuss middle level issues and concerns.

The quality of TCE’s graduate programs has been showcased through numerous graduate student presentations and publications and through several national awards received by students in the Ph.D. programs. Kenneth Whaley, a Ph.D. candidate in the Curriculum and Instruction program, received the 2011 Graduate Student Scholar Award from the Association of Independent Liberal Arts Colleges of Teacher Education (AILACTE). Victoria Dodd, also from the Ph.D. in Curriculum and Instruction program, was the recipient of the International Reading Association Teacher as Researcher Award. Torian White was selected for 2011 Class of Emerging Leaders by the Association for Supervision and Curriculum Development (ASCD). Graduates of our Educational Leadership program continue to populate leadership positions in the schools systems throughout Georgia, and Dr. Jean Walker, a 2010 graduate of the Ph.D. in Educational Leadership program, has been named as the vice president for education, United Way of Metropolitan Atlanta. Mercer’s investment in doctoral programs in the Tift College of Education is yielding extremely positive results.
I. Georgia Baptist College of Nursing

Georgia Baptist College of Nursing continues to offer a comprehensive nursing education, which now includes: a pre-licensure program, advanced track for RNs to receive a bachelor’s degree, three options for master’s level specialty, and two types of doctoral degree programs. Under the leadership of Dr. Linda A. Streit, the College continues to increase refereed publications, as well as conference presentations. In addition, students remain exemplar models of professional nursing leaders across the country. Opening day student enrollment for Fall 2011 semester was 355. The new cohort of entering undergraduate nursing students was 136 and included twenty Mercer-Macon pre-nursing students, who transitioned from the Macon campus to the Mercer-Atlanta campus to begin nursing coursework. Graduate program enrollment increased from 35 students Fall 2010 semester to 75 students Fall 2011 semester. The 2011-12 academic year offers a new occasion for celebrating as the College of Nursing commemorates 110 years of educating nurses.

A total of thirteen students are currently enrolled in D.N.P. degree program coursework. This rigorous, clinically-based curriculum prepares post-master’s nurses to focus on one of three major categories of practice: (1) direct care for individual clients, (2) health care for aggregates, communities, and populations, and (3) management of health care through roles in administration, policy development, and quality assurance. Students in the D.N.P. degree program build upon the foundation of advanced nursing skills to prepare nurses for leadership roles in health care delivery and to propose solutions for the improvement of health care outcomes for individuals and for society. The College continues to invest in online learning technology, which provides synchronous sessions of learning and allows students to participate in coursework with minimal travel to campus. The D.N.P. degree program is currently undergoing initial accreditation review by the College on Collegiate Nursing Education (CCNE), and a site visit will be held November 9-11, 2011. The maximum accreditation timeframe for initial program accreditation is five years. The B.S.N. and M.S.N. degree programs are accredited through 2019. The Doctor of Philosophy (Ph.D.) in nursing does not undergo an accreditation review.

The College continues to emphasize the importance of developing future leaders within the nursing profession and maintains full student body membership in the National Student Nurses Association (NSNA). In 2010, one undergraduate student (Laura Lunsford) served on the Board of Directors for NSNA. Megan Seston, class of May 2012, currently serves on the NSNA Board. The NSNA 2011 annual convention was held in Salt Lake City, Utah and, despite
the distance, the College was well represented with over twenty students and three faculty in attendance. Jaime Benator, class of May 2011, received the Army Nurse Corp Spirit of Nursing award. This competitive national award is made to one nursing student in the nation; she is the second recipient from Georgia to ever receive this award, and both recipients attended Georgia Baptist College of Nursing. Maggie Adamack (current senior) serves as president of the Georgia Association of Nursing Students (GANS), and seven other GBCN students serve on the GANS Board.

A total of 206 pre-licensure undergraduate nursing students completed the program during 2010-11. As of September 2011, 98% of the May 2011 graduating class completed and successfully passed the National Council EXamination for Registered Nurses (NCLEX-RN). The current College pass rate for NCLEX-RN for the last 206 graduates is 97.1%. For the past four years, Mercer nursing baccalaureate graduates have maintained a licensure examination overall annual pass rate of 95% or better; well above the National BSN pass rate of 89.49% (2009), and notably higher than nearby contending schools’ four-year averages: Brenau University, 80%; Clayton State University, 88%; Emory University, 93%; Kennesaw State University, 93%; Georgia Health Science (formerly Medical College of Georgia), 87% (Source: Georgia Board of Nursing).

The College of Nursing continues to receive a significant number of applications for nursing admission. However, the number of applicants meeting admission criteria remains between 30-35% of all applicants. Twenty-four percent of all applicants were accepted to the program, yielding 135 newly enrolled students. Fifty-two students hold previously earned four-year degrees, and three students hold graduate degrees. The age range is 19-59 years old, with an average age of 26 years; ten male students are included in the fall 2011 admission class.

The College received official notification of continuing approval from the Georgia Board of Nursing. Following a March 21-22, 2011 visit from the Georgia Board of Nursing, the College received ten commendations for the undergraduate program. The visit from the Board represents a regular, every four-year, visit, but an additional focus was an evaluation of the upper two-year nursing curriculum plan, which began Fall 2009 semester. Graduates in the December 2010 class represent the last graduates from the three-year upper division nursing curriculum plan.

The College of Nursing continues to contribute to University agendas, such as Mercer On Mission, research initiatives, and Academic Initiatives Monetary Fund for Research (AIM Fund). Five nursing students and one nursing faculty member participated in a twenty-one-day
visit to Cambodia. During the mission trip, students were challenged to learn about the country, as well as social and health-related issues. Several faculty received an institutional grant (AIM grant) to investigate an elderly fall prevention program, referred to as UPRIGHT. Three nursing faculty completed Mercer seed grant funding to support their research efforts. The College submitted another R-21 National Institutes of Health (NIH) project grant. At the time of this writing, an award decision has not been made. The College remains committed to contributing to the scientific base of nursing, as well as clinical sciences. Dr. Linda Streit submitted a Nurse Faculty Loan Program (NFLP) grant, yielding over $413,815 from the Department of Health and Human Services Health Resources Services Administration (HRSA) Nurse Faculty Loan Program (NFLP) and $17,833 from HRSA Advanced Education Nurse Traineeship (AENT) grant for 2011-12. The NFLP grant supports graduate students who commit to academic teaching upon graduation, and the AENT grant supports nurses in advanced education programs who will work to serve the underserved.

The following represents a select listing of publications and nursing faculty accomplishments:

**Publications**


**Presentations**


Nursing Education annual meeting. Savannah, GA. Keynote address.


- Keeley, A. C. & Troyan, P. J. (2010). *Career persistence in baccalaureate prepared acute care nurses*. Piedmont Hospital, Harvest of Knowledge, Atlanta, GA. Poster presentation.


Grants Submitted / Funded


• Stephenson, W. B. (2010). “The experiences of obese African American women as they have utilized healthcare services: The influence of their experiences on utilization of preventive healthcare services that detect breast and gynecological cancers,” ($3,000) Mercer Seed Grant.

Appointments / Service

• Lanell M. Bellury – Member of the Nominating Committee for Metro Atlanta Chapter of the Oncology Nursing Society

• Virginia “Dare” Domico – Manuscript Review Board for the Journal of Neuroscience Nursing

• Freida Fuller – Accreditation Evaluator for the Council on Collegiate Nursing Education

• Susan Gunby – Member of the Georgia Board of Nursing Education Committee and the Advisory Education Committee; Georgia Center for Oncology Research and Education; Manuscript reviewer for the Journal of Nursing Scholarship and Nursing Outlook

• Elaine Harris – Palliative Care Planning Team Member for Atlanta Medical Center Intensive Care Unit; Ethics Committee Member for Portsbridge Hospice, Atlanta, GA

• Helen Hodges and Tanya Sudia-Robinson – Both serve on the grant review panel Health Resources and Services Administration (HRSA), Division of Nursing, Nursing Education, Practice and Retention (NEPR) grants Objective Review Committee (ORC), Bethesda, MD

• Helen Hodges – Serves on the Manuscript review panel for the Journal of Advanced Nursing, Journal of Nursing Education; Reviewer for Lippincott Williams and Wilkins

• Laura Kimble – Manuscript reviewer for: Applied Nursing Research; Heart & Lung;
Research in Nursing and Health

- Linda Streit – President of the Georgia Association of Nursing Deans and Directors; AACN Leader Development Ad-Hoc Webinar Planning Group; Ethics Committee Member for Northside Hospital
Enrollment Increases

The College of Continuing and Professional Studies (CCPS) is pleased to report enrollment increases in its programs for the Fall 2011 semester. This is the fourteenth consecutive increase in enrollment when compared with the same period from the previous year and represents the highest enrollment since the formation of the College in 2003. The preliminary Fall 2011 session enrollment of 1,257 and the consecutive increases support the success measures of the College’s strategic plan and, in particular, the goal of maximizing student enrollment and retention/success in the College.

Retention of CCPS transfer students through graduation remains high at 70% when compared with statistics typically reported for adult learning degree programs. The College attributes its ability to retain students at a higher than average rate to a variety of factors, including intrusive academic advising by full-time faculty, placement of students in courses based upon proficiency testing, the availability of for-credit foundational writing and mathematics courses, support from the Academic Resource Center, a phased general education writing program with linked courses, enrollment consisting primarily of transfer degree-completion students, and excellent curriculum, instruction, and scheduling tailored to the needs of working adult learners.

New Program Development, Program Revision, Online Format Development

The College added two new programs this fall, and both include tracks supportive of the health sciences. Building on its long standing undergraduate program, the College launched a Master of Science degree in Organizational Leadership on the Atlanta campus with thirteen students. The new graduate degree program’s three tracks—leadership for the healthcare profession, organizational development and change, and nonprofit leadership—attracted professionals with diverse backgrounds, including physicians. The new Bachelor of Science degree program in Informatics, which includes courses in mathematics, data acquisition, statistics, and information technology, offers tracks in Web design and human computer interaction, health information technology, and general informatics and exceeded targeted enrollment for Fall 2011 session with nineteen students.

Several new degree programs are in development as part of the current year strategic plan. They include a Master of Arts in Liberal Studies with communication, global, and social change emphases, a Master of Science in Human Services with applied gerontology and child
services emphases, and new Certified Rehabilitation Counselor, Substance Abuse Counselor, and Military Chaplaincy offerings related to the Counseling graduate program. The Public Safety faculty is considering a request for site expansion to the Department of Pardons and Parole offices in Atlanta, and the organizational leadership faculty is considering expansion of its graduate program to the Macon campus to serve additional employees at Robins Air Force Base. The College is exploring ways of making a Mercer education more accessible to active members of the military and to veterans.

To increase access of working adults to a Mercer education, each of the College’s four departments added significantly to its portfolio of online and hybrid course offerings. The College is moving closer to its goal of being able to offer the Atlanta and Centers’ general education programs in online format, making a Mercer education more accessible to working adults interested in all Center and Atlanta undergraduate degree programs. Hybrid and online course development will continue this year with an emphasis on writing courses.

In her brief time with the College, Kelly Jones as instructional designer has developed a fully online orientation to online learning at Mercer University consisting of interactive orientation modules and podcasts. She will soon initiate an online learning readiness test for students. Faculty in the College remain committed to ensuring that each online course reflects Mercer’s high standards, maintains a distinctive quality, encourages faculty-student and student-student interaction, and involves students in the process of learning.

The College will recruit for a new faculty position to be filled this year and to be shared with the University’s English Language Institute (ELI). The individual who fills this position will teach and assume leadership of the College’s Bridge program and be tasked with the goals of maximizing its effectiveness in preparing participating ELI students for degree programs throughout the University and encouraging ELI students to remain at Mercer.

The College continues to offer workplace development certificate programs in Executive Leadership, Public Safety Leadership, Leadership for the Medical Practice, and Substance Abuse Counseling. This is the fifth year the College has offered the Certificate in Executive Leadership program for employees of the CDC, and this year the contract supports four separate training programs. The Certificate in Substance Abuse Counseling has been revised to offer more modules in online format and is offered this year to employees of the state of Georgia’s Department of Corrections. For the first time this year, the College will offer non-credit leadership training to employees of Wyle Laboratories, Inc. in Warner Robins, Georgia. The strategic plan for 2011-12 includes development of technology-related certifications related to the new Informatics program.
The College is conducting program reviews of the undergraduate degree program in Liberal Studies and all the undergraduate and graduate programs in Public Safety. Robert Shoenberg, senior fellow for the Association of American Colleges and Universities (AAC&U), is serving as the external reviewer for the liberal studies program. Phyllis McDonald, associate professor and director of research, and Dit Talley, intelligence analysis program coordinator, from the Johns Hopkins Center for the Study of Preparedness and Catastrophic Event Response (PACER) are serving as external reviewers for the Public Safety programs. Following a review of recommendations, the faculty will revise as appropriate to strengthen the majors.

The College is conducting a review of the General Education program offered for all colleges/schools in the Regional Academic Centers and Atlanta. Dr. Shoenberg, co-author with Carol Schneider of the groundbreaking publication, *Contemporary Understandings of Liberal Education*, will assist the General Education Revision Committee as part of his service to the College this fall.

**University, College, and State Recognition of Faculty**

Dr. Caroline Brackette, assistant professor of counseling, was the recipient of the College of Continuing and Professional Studies Award for Excellence in Teaching. Dr. Brackette recently volunteered through the American Counseling Association and the American Red Cross to assist displaced and distressed victims of Hurricane Irene in North Carolina. Kelly Jones was named a State of Georgia Governor’s Teaching Fellow. Dr. Michelle Frey, adjunct faculty member in counseling, received the College-wide Award for Excellence in Teaching by an adjunct faculty member.

Dr. Kyra Osmus received the first Adam Milani Disability Award for her tireless and effective work to assist students with disabilities in the College. Dr. Diane Clark, assistant professor of counseling, was elected President-elect of the Licensed Professional Counselors Association in Georgia. Dr. Sabrina Walthall, assistant professor of science, was selected to participate in the ASM/JGI Bioinformatics Institute: Incorporating Bioinformatics Research in Undergraduate Education held in Washington, DC. Dr. Laurie Lankin, professor of human sciences, was named College Relations Coordinator for the Georgia Society of Human Resource Management (SHRM).

**Global Outreach**

**Mercer On Mission**

Dr. Zipangani Vokhiwa, assistant professor of science, and Dr. André Butler, associate
professor of environmental engineering, led twelve students on a Mercer On Mission to Malawi for summer 2011. The team was hosted by the Zomba Theological College and the National Herbarium and Botanical Gardens of Malawi in Zomba. The team (1) installed a solar water pump and established a vegetable garden and orchard at Chuluchosema orphanage near Ulumba in Zomba, (2) planted indigenous trees at Kanjedza Tree Nursery Community project near Lake Chilwa, and (3) visited orphans and distributed medical supplies and clothes at Mangochi Orphanage.

Dr. Fred Bongiovanni and Dr. Tim Craker will lead a Mercer On Mission to Guatemala during summer 2012. Dr. Don Redmond and Dr. Sabrina Walthall will lead undergraduate and graduate students on a study trip to Leiden, the Netherlands, during which counseling graduate students will study narrative therapy and undergraduate students from science courses will study memory and brain function.

**Faculty and Student Outreach to Haiti**

With support from the Cooperative Baptist Fellowship and Dr. Craig McMahan, Dr. David Lane, professor of counseling and coordinator of the Ph.D. degree program in Counselor Education and Supervision, continued the College’s outreach to Haiti. Dr. Lane and Dr. Reid Doster, coordinator of the Cooperative Baptist Fellowship of Louisiana and a Licensed Professional Counselor, assessed the counseling, mental health, and emergency response needs of earthquake victims and developed linkages that would support post-trauma counseling. Dr. Lane returned to Haiti along with Dr. Kenyon Knapp, associate professor of counseling and assistant dean for graduate programs, and three students, two from the College of Continuing and Professional Studies and one from the School of Medicine’s program in public health. Dr. Lane and Dr. Linda Foster, assistant professor of counseling, returned to Haiti to extend the reach of the College’s Haitian relief project and to assess the effectiveness of last year’s intervention.

**Students and the Counseling Profession in Italy**

In May, Dr. Linda Foster and six Clinical Mental Health Counseling graduate students traveled to Italy to study the counseling profession in that country and participate in A Counselor’s View of Italy International Counseling conference in Regello.

**World Innovation Summit for Education (WISE)**

Dr. Hani Khoury, professor of mathematics and chair of the Department of Mathematics, Science, and Informatics, has been invited to participate in the World Innovation Summit for Education (WISE), as a guest of the Qatar Foundation for Education, Science, and Community Development. The theme for this year’s summit is “Building the Future of Education.”
University Oral Communication Pilot

Dr. Thompson Biggers, associate professor of communication, is leading the University’s oral communication assessment pilot project. A sample of faculty members in the College of Continuing and Professional Studies learned to use an oral communication assessment rubric that Dr. Biggers designed to evaluate formal public speaking and to assist students in developing competency in communicating effectively orally. Additional full-time and adjunct faculty members will learn to use the rubric during the current academic year. Using the rubric, the faculty is assessing the effectiveness of the strategy in improving the public speaking ability of their students.

Faculty and Student Professional Activity

The College held its first Faculty and Student Research Conference in April 2011 on the Atlanta campus. Dr. Stephen Morgan, professor of chemistry and biochemistry at the University of South Carolina, was the keynote speaker for the conference, which included papers presented by undergraduate and graduate students and faculty. Dr. Kenyon Knapp coordinated the initiative that will expand this year to include students, faculty, and staff from other Mercer units. The following is a sample of faculty and student professional activity. For more details, refer to News@Mercer.

Department of Counseling and Human Sciences

- The first-year Counselor Education and Supervision Ph.D. students presented at the annual Georgia Licensed Professional Counselors Association meeting in Savannah.
- Dr. Kevin Freeman, visiting professor of counseling, presented on epigenetics and its implications for mental health at the Licensed Professional Counselors Association state conference in Savannah.
- Dr. Donald Redmond, assistant professor of counseling, presented on the topic of quantitative versus qualitative research at the International Journal of Arts and Sciences Conference held in Prague in June.
- Dr. Karen Rowland, assistant professor of counseling, presented “Training and Supervising School Counseling Students” at the Scholarship of Teaching and Learning International Conference.
- Twenty-three counseling graduate students had their submissions accepted for presentation as poster sessions at the Georgia School Counselors Association 2010 conference, “Empowering Students to Imagine, Believe, and Achieve.”
Dr. Linda Foster will chair the Multicultural Standards Revision Task Force for the Association for Assessment in Counselor Education. She will present an invited session, “Diversity in Clinical Assessment: Considerations, Trends, and Standards,” at the American Counseling Association 2012 Conference and Exposition.

Dr. Kenyon Knapp and Dr. Art Williams, professor of counseling and chair of the Department of Counseling and Human Services, served as leaders for the Georgia Crises Consortium’s Mass Casualty Table Top Exercise with the Georgia Department of Behavioral Health and Developmental Disabilities.

Dr. Kyra Osmus, professor of human services, served as conference chair for the 36th annual Southern Organization for Human Services conference held at Mercer’s Macon campus.

Dr. Marna Burns, associate professor of Human Services and Human Services program coordinator, is serving as special editor for the fall 2011 edition of the journal, Human Services Today, focused on technology in human services.

**Department of Leadership Studies**

- Dr. Larry Stewart, associate professor of Public Safety Leadership, has been nominated by Governor Deal to serve as the Director of the U.S. Selective Service for Georgia.

- Dr. Richard Bohannon, department chair and associate professor of Organizational Leadership, Dr. Laurie Lankin, and Dr. Priscilla Danheiser presented a leadership seminar to participants of the Georgia Society of Human Resource Management Retreat in Macon. Three human resources administration and development students participated.

**Department of Liberal Studies**

- Dr. Margaret Eskew, associate professor of English, developed and implemented the first MLK Day Freedom Lecture at Mercer with Sister Helen Prejean as the keynote speaker

- Students enrolled in Dr. Melanie Pavich’s (assistant professor of interdisciplinary and historical studies, and writing coordinator) History of African Americans in Georgia class spent the summer investigating Douglas County and collecting oral histories and genealogical records. The project was a unique collaboration with artist Lynn-Marshall Linnemeier, who used the research to commemorate the county and its people in artistic
works exhibited at the Douglas Regional Academic Center as part of the 2011 National Black Arts Festival. As part of the Chautaqua Lecture Series at the Coastal Georgia Historical Society, Dr. Pavich presented “Plantation Families and Friendships: The World of the Couper and King Women.”

Department of Mathematics, Science, and Informatics

- Dr. Colleen Stapleton, associate professor of science, received a renewal of her Provost’s Summer Research Grant supporting research with the Corning Museum of Glass.

- Dr. Greg Baugher received a Provost’s Seed Grant for his research related to a summer immersion program for students in mathematics.

- Dr. Hani Khoury and Dr. Sabrina Walthall, assistant professor of science, delivered two-week workshops in mathematics and science content to elementary teachers from Crawford, Jones, Monroe, and Peach counties in Georgia.

- Dr. Charles Roberts, associate professor of mathematics, presented “Adding Equity in Mathematics Education: The Need for Aggressive Action,” at the National Council of Teachers of Mathematics in Indianapolis.

Board of Visitors

The University established a Board of Visitors for the College of Continuing and Professional Studies and the initial meeting was held in fall 2010. The Board consists of leaders in the fields related to the undergraduate and graduate programs of the College. The second meeting occurred October 24, 2011, which had not passed at the time of this writing.
K. Townsend School of Music

The Townsend School of Music has experienced, perhaps, its most impressive year of accomplishments and critical acclaim. The creative and visionary administrative team includes Cindy Hill, new marketing director; Janet Jarriel, special consultant for development; Patty Crocker, administrative assistant to the dean; and Dean John Dickson. The 2011 concert season continues to feature artists of global acclaim and musical diversity. Spring 2011 featured Maestro Robert Spano, conducting the Center for Strings Orchestra in a week festival, as well as classical Indian music presented by Tabla Ecstasy. The Fabian Series has attracted some of the nation’s best string chamber groups including the Ehnes and Orion quartets. Internationally recognized male chorus, Chanticleer, returned for the 10th Anniversary Celebration of the McCorkle Music Building and a Grand Christmas at Mercer rounds out the concert year at The Grand Opera House. Concerts are now regularly filled to capacity by local arts supporters, and the beautiful concert calendar has been applauded in The Macon Telegraph and Macon Magazine.

Administration

The academic administrative team that includes Associate Dean for Recruiting and Admissions Stanley Roberts, Director of Undergraduate Studies Douglas Hill, and Director of Graduate Studies David Keith has been instrumental in refining the infrastructure of the School. The result has been greater collegiality among faculty, improved student advising, better systems for student recitals, and an overall spirit of cooperation and community among students, faculty, and staff.

Finances

Townsend School of Music continued to make fundraising progress in fiscal year 2010-11. While the efforts to cultivate the small alumni base are slow, the total annual fund giving by alumni was up, and the number of gifts also increased. A second endowed gift from Ruth Anne Rich, the Helen Wall Rich Endowed Professorship in Keyboard Performance, in the amount of $250,000 was received, making it the fourth endowed professorship or chair in the past three years. Efforts to complete the Robert Parris Scholarship in Music are ongoing with approximately half of the funds in place. The Steinway Initiative received $100,000 for a new grand piano for Fickling Hall and several smaller donations have been received of approximately $35,000.

Building on momentum from the endowed gifts given by Genelle and Mansfield Jennings...
and Jo Phelps Fabian, the McDuffie Center for Strings received numerous gifts toward the Annual Fund in addition to two estate gifts. Another substantial gift was designated for the creation of a Web site for the McDuffie Center as well as other projects for the 2011-12 fiscal year. Total gifts approached $100,000. Future estate gifts represent more than $1 million.

Advisory Board and Alumni Relations

Dean Dickson and Ms. Jarriel developed The Friends of Music Advisory Board for TSM. The Board continues to review the accomplishments of the young School, address strategic plans and vision, and assist with special projects such as the Steinway Initiative. The Alumni Board met in April and took as a project the weekend celebration for the 10th Anniversary of the McCorkle Music Building. Alumni have been invited for a weekend celebration of ensemble concerts and dinner together. The alumni e-newsletter continues to update and connect alumni with the School.

Enrollment

The music faculty again focused priority attention on recruiting. One hundred percent of the faculty actively recruited select students through phone calls, teacher contacts, recitals, and written communications. The result was a very strong number of prospective music majors who came to the Mercer campus to audition. The level of musical and intellectual artistry was particularly high, and TSM welcomed a record freshman class numbering twenty-nine new students. Fall 2011 enrollment includes 82 undergraduates (29 freshmen), 15 graduate students, and 2 Artist Diploma students for a total enrollment of 99 students. TSM is increasingly attracting more international and ethnically diverse students. Graduate majors now include strings, voice, trumpet, organ, conducting, and church music. With the largest freshman class in music school history and having graduated 15 undergraduates and 5 graduates last spring 2011, the School anticipates building upon this large freshman class and increasing total enrollment to 110 in 2012 and 115 in 2013.

Curriculum

In spring 2011, TSM completed its self-study document for the NASM accreditation review. A site-team spent two days reviewing all aspects of the curriculum, facilities, faculty, students, and goals. NASM commended almost every area in the team’s summative report. Final response to the review committee’s suggestions and directives was sent to NASM in October 2011 with anticipation of a ten-year renewal accreditation.

The Artist Diploma Certificate, which the Board of Trustees approved at the April 2011 meeting and the Southern Association of Colleges and Schools, Commission on Colleges
approved in May 2011, has enrolled two students. The AD program will attract exceptional post-baccalaureate artists who want to further improve their musical artistry. This is especially attractive to international students.

A sub-committee is presently preparing a proposal for a new undergraduate degree, the Bachelor of Musical Arts. This degree is a multidisciplinary or interdisciplinary program that is intended to prepare students for careers in musical performance while developing a secondary area of emphasis outside of music. For TSM students, the secondary area focuses on an “entrepreneurial package” of business, psychology, marketing, and arts management that will prepare musicians to be 21st century entrepreneurs.

Facilities and Equipment

Although the Townsend School of Music has resided in the McCorkle Music Building for the past nine years, growth in student body and faculty has created space issues. Enrollment has doubled since entering the “new” facility that is now ten years old. With only one dedicated classroom and an insufficient number of faculty studios and practice rooms, the School has increased its use of Newton Chapel and the Annex for additional space.

The two-year project for development of a faculty lounge in the same space as the Fickling gallery has been completed. Funds are being raised from outside sources for the furnishings. Much needed conference tables for board, faculty, and donor meetings as well as lounge furniture for faculty meeting space are now in place.

The most immediate challenge for TSM is replacing its piano fleet. Toward the goal of becoming an “All Steinway School,” TSM has raised approximately $130,000 of the $1 million cost.

Centers and Institutes

The Robert McDuffie Center for Strings is the flagship program of the music school. The Center now stands at approximately $4 million in endowment with some newly anticipated gifts on the horizon. Present enrollment stands at twenty-two students with eight students entering this year. The 2012-13 year should reach the enrollment cap of twenty-six students.

The Townsend-McAfee Institute for Church Music hired Dr. David Keith as institute director, graduate studies director, and associate professor of Church Music in fall 2010. Highlights from his first complete year include a very successful internship program for graduate church musicians and a summer symposium, “Interlude,”—a renewal retreat for twenty-two ministers of music.
External Outreach

Townsend School of Music continues with the Fickling Hall Recital Series for 2011-12 in which more than sixty musical events by faculty, student ensembles, and guest artists will be presented. Additionally, the new Fabian Strings Concert Series, named for patron Jo Fabian, features a remarkable array of global string artists. Highlights for this coming season include National Public Radio’s broadcast of From the Top. The beautiful concert brochure was included in Macon Magazine, which has a readership of more than 16,000.

The School remains committed to external programs that offer service to the community through educational outreach and recruitment, such as the Mercer/Macon Youth Symphony Orchestra (approximately eighty players), the Mercer Children’s Choir (approximately eighty singers), and coming off a most successful first season, Mercer’s “masterworks chorus.” This chorus is a merger of the Choral Society of Middle Georgia and the University Choir, and is conducted by the dean.

One Musicale was held at the Woodruff House featuring David Halen and Christopher Rex. More than fifty arts patron were present for an evening of music and celebration of Mercer’s TSM.

The dean continues to serve on the search committee for the new Macon Symphony Orchestra conductor. This post will be shared with Mercer and will include the conductorship of the University Orchestra. Four outstanding guest conductors have been invited to conduct the MSO and the Mercer University Orchestra.

Faculty

Two world-renowned new adjunct professors have been added to the Center for Strings faculty: (1) Hans Jurgen Jensen, cellist and professor at Northwestern University in Chicago and (2) Lawrence Dutton, violist of the highly acclaimed Emerson String Quartet.

Ian Altman

Ian Altman performed five solo recitals at Valdosta State University, University of Georgia in Athens, Atlanta Perimeter College, and Mercer University. Programs included the Liszt “Sonata” as a tribute to Liszt's Bicentennial Year, and Georgia composer Bill Rea’s “A Dissimulation of Birds.” Dr. Altman recorded all concerts for the Choral Society of Middle Georgia, The Macon Symphony, The International Conductors Workshop, and The Young Artists’ Harp Seminar (audio and video). He also recruited two new pianists for the University.

Monty Cole

Monty Cole’s activities included performing as principal clarinet with International
Conductors Workshop Orchestra, Macon Symphony Orchestra, and Ocmulgee Symphony throughout Georgia. He organized a series of saxophone workshops and master classes for guest artist Dr. Matthew Patnode, who also traveled with Dr. Cole, Mercer students, and faculty to Costa Rica where he and the students performed at the conservatory and at the National Museum.

**John Dickson**

Dean Dickson continues his role as artistic director of the professional chamber ensemble, *Coro Vocati*, based in Atlanta. He served as guest conductor and lecturer for the Presbyterian music weeks at Montreat, NC. Founder and conductor of the C. S. Lewis Choral Institute, Dr. Dickson conducted the Institute Choir in the Oxbridge triennial event summer 2011. Concerts included performances with the Oxford City Orchestra in the Sheldonian Theatre, Oxford, as well as evensong services and other concerts at Ely Cathedral and the university churches of Oxford and Cambridge. He conducted several choral workshops with Georgia high school choirs and Georgia State University. He is guest conductor for the California ACDA Honor Choir in November 2011. As conductor of the Choral Society and University Choir, he conducted the Durufle *Requiem* in the spring and will conduct two concerts this fall.

**Carol Goff**

Carol Goff presented an art song recital with soprano Leah Partridge as part of the Opera Roanoke Recital Series in Roanoke, VA. A collaborative recital with guest artist Matthew Patnode, saxophone, featured twentieth century works. Dr. Goff collaborated with many guest singers at the regional Classical Singer auditions held at Mercer. Choral collaborative work included concerts with the Mercer Singers, Choral Society of Middle Georgia, and *Coro Vocati*. Choral work for the year culminated in the Russia choir tour with the Mercer Singers. Additional voice recitals included collaboration with Dr. Rich Kosowski, tenor, in a spring faculty recital and with Jasmine Habersham, soprano, as part of the Music and the Arts Series for the Douglass Theatre’s 90th anniversary celebration.

**Douglas Hill**

Dr. Hill performed in the Mercer Faculty Brass Quintet, which was featured at the Savannah GMEA state conference. Dr. Hill presented rehearsal clinics and adjudicated high school bands and orchestras at the Festivals of Music held at McEachern High School in Powder Springs, GA. Drs. Hill, Cole, and Reddick performed with Mercer Wind Ensemble members on a performance tour to San Jose, Costa 125th Anniversary of the National Museum in downtown San Jose, TX.
David Keith

Dr. Keith’s created a graduate Church Music Practicum in Dallas, where graduate Church Music students were in residence at Wilshire Rica in May 2011. Chamber ensemble performances were presented at the San Jose Conservatory of Music and the Baptist Church in Dallas. He prepared all Mercer Orchestra concerts for guest conductors; conducted the Mercer Orchestra at the Governor’s Mansion and at the prayer service for the Inauguration of Governor Nathan Deal. He served as artistic consultant for the Macon Symphony Orchestra. He will serve as keynote speaker for the National Meeting of Lord's Day Alliance at Vanderbilt University where he will speak on the “Holiness of God as reflected in music and the arts.” Dr. Keith hosted and administrated Interlude—a renewal retreat for mid-career church musicians, and he worked with the Cooperative Baptist Fellowship church musicians for a youth choir festival.

Richard Kosowski

Dr. Kosowski’s sang the role of the Evangelist, including the arias, in J.S. Bach’s *Johannes-Passion* in Kansas City, MO. He was tenor soloist with the Griffin Choral Artists; performed a chamber recital with Mary Beth Kosowski and Dr. Carol Goff at St. Joseph Catholic Church and for Macon Morning Music Club; and was a featured soloist in Atlanta for *An Act of Love*. Additionally, he sings in the professional chorus *Coro Vocati*. As music director of the Mercer University Children’s Choir, he led concerts at the Cherry Blossom Festival, on Mercer Opera’s *Cherry Blossom Magic*, the spring concert at Vineville United Methodist Church, and he led a fourteen-state tour to Boston, MA; Providence, RI; Washington D.C.; Richmond, VA; and Winston-Salem, NC. He serves as Chair of the Macon Symphony Orchestra Education Committee and was elected to the MSO Board. This past summer, he traveled to Oxford and Cambridge, England for the C.S. Lewis Foundation Oxbridge Institute as a choral scholar. He serves as Repertoire Chair for the Georgia chapter of the National Association of Teachers of Singing. He served as choral clinician with the Gwinnett Choral Guild. Dr. Kosowski was awarded the School of Music’s Outstanding Faculty award in spring 2011.

**Student highlights:** At the Georgia NATS auditions, three students in his studio won prizes in their respective categories, with one student (Christopher Rosborough) winning his division. Mr. Rosborough also won the local Classical Singer Collegiate Competition held at Mercer University in March.

Allen McCullough

In the classroom, Dr. Allen McCullough’s freshman music theory students completed the study of functional, chromatic harmony in the second semester of study—a pacing that had not
been accomplished in the years prior to 2011, and that corresponds to the appropriate duration of study according to music theory scholars. Dr. McCullough’s creative work included the completion of twelve preludes for solo piano, which resulted from the continuation of the provost’s summer research grant awarded in 2010, the complete engraving and revision of his Piano Sonata No.1 (c.2000), and the revision of his Symphony No.1, movement I. Dr. McCullough continues to work on a sonata for cello and piano, and anticipates commissions for various chamber works.

Chris Macklin

With work funded by the award of the Provost’s Summer Research Grant, Chris Macklin had an article published in the journal Contemporary Music Review, a book chapter accepted for publication by the publisher Brepols, and gave the inaugural address of the 2011 musicology colloquium at the Oberlin Conservatory of Music. As a performer, he gave multiple concerts both in Macon and in a tour of Massachusetts and Connecticut. While as a teacher, he developed programs for students to work and study with groups as diverse as Tanzanian arts activists (through Mercer On Mission), North Indian percussionists, and inner-city Atlanta music education programs. He was also active helping students develop effective personal statements for competitive fellowships such as the Marshall, which helped Stephanie Hennigan (2011 graduate) to win a full scholarship with living stipend to attend law school in the U.S.

Martha Malone

Dr. Malone adjudicated at the student auditions of the Georgia Chapter of the National Association of Teachers of Singing in Rome, GA in February and at the student auditions of the National Federation of Music Clubs in Warner Robins, GA in March. She gave a lecture on Nixon in China by John Adams for the Central Georgia Opera Guild in Macon. She worked with arts education consultant Dot Brown and the staff of the after-school program of the Booker T. Washington Community Center in Macon to design a children’s opera performance project that is a collaboration between Mercer Opera, the Booker T. Washington Center, Macon Arts, the Georgia Department of Children and Family Services, the Douglass Theater, and the Central Georgia Opera Guild, which was implemented in October 2011. She gave a faculty recital with pianist Carol Goff.

Marcus Reddick

Dr. Marcus Reddick performed with Mercer’s Faculty Brass Quintet at the GMEA Convention in Savannah, and presented two concerts in Costa Rica—one at the University of Costa Rica and the other at the National Museum of Costa Rica. THUMP! (Mercer’s Percussion Ensemble) performed in front of approximately 1,500 elementary and junior high students at the
Grand Opera House. He was an artist-in-residence at Bethel University while offering clinics, lessons, and a recital in the two-day residency. Other clinics included UT Martin and Kennesaw State University. Dr. Reddick was awarded a $15,000 grant from the Porter Foundation for steel drums, and he hosted Tabla Ecstasy, a percussion group from India. Dr. Reddick was also awarded tenure and promotion to associate professor.

Student highlights: Jonathan Mashburn was selected as the principal percussionist in the All-State Band, and was the winner of The Macon Telegraph’s Golden Eagle award. Adam Hendley was selected as the Principal Drum Set player with the All-State Jazz Band.

Stanley Roberts

Stanley Roberts was involved in several high choral workshops, including Rutland High School, Howard High School, and Warner Robins High School. During spring break 2011, the Mercer Singers toured to Nashville, TN, singing four worship services at Brentwood United Methodist, two concerts in Tennessee high schools (David Lipscomb and Mt. Juliet), and three in Atlanta-area schools (Riverwood, North Springs, and Pebblebrook). At the end of the semester, Mercer Singers toured St. Petersburg and Moscow, giving six concerts, including a joint concert with the St. Petersburg University Chamber Choir and The Chamber Choir of State Musical College of Gnesins. Concerts were also given in Cappella Hall (St. Petersburg), St. Andrews (Moscow) and at the Baptist Church of St. Petersburg.

Amy Schwartz Moretti

Amy Schwartz Moretti’s classical CD Kaleidoscope was released internationally. She joined Grammy award-winning violinist James Ehnes, international concert violist Richard O’Neill, and Detroit Symphony principal cellist Robert deMaine to form the Ehnes String Quartet, and they performed their first concert at the “Masterworks at Noon” Fabian String Series on campus. She was a featured soloist in Beethoven’s Violin Concerto with the Valdosta Symphony Orchestra, and she served as concertmaster at the Grand Teton Music Festival in Wyoming with music director Donald Runnicles and guest artist, Yefim Bronfman. She performed at the Seattle, WA; Fayetteville, TX; Amelia Island, GA; and Rome, Italy chamber music festivals with artists Johannes Moser, Jon Kimura Parker, Anton Nel, and others.

Student highlights: Highlights for the Center for String Orchestra include the invitation by Georgia Governor Nathan Deal to perform at his Inaugural Prayer Service in January, and the April performance of Bartók’s Divertimento for Strings at the Robert McDuffie Center for Strings Extravaganza at the Grand Opera House with Atlanta Symphony Music Director Robert Spano conducting. Preparations included rehearsals with Cristian Macelaru, assistant conductor-designate of the Philadelphia Orchestra, before a week-long residency of rehearsals and master
classes with Maestro Spano. Students’ summer activities included participation in the Aspen, Brevard, Killington, and Domain Forget music festivals and performances at the “McDuffie Center Showcase Concert” at the Amelia Island Chamber Music Festival and the Rome, Italy, Chamber Music Festival. Violin student Yoomin Lee was awarded an orchestral fellowship and selected concertmaster at the 2011 Aspen Music Festival. Graduating students were accepted to the master’s programs of the Peabody Conservatory, Manhattan School of Music, Southern Methodist University, and Cincinnati Conservatory of Music.
The University Libraries, under the direction of Dean Elizabeth Hammond, continue to be the most popular gathering places on campus and at the Centers. The Libraries are proud of their role in fostering engaged learning and intellectual inquiry by providing excellent research assistance, delivering strong library resources, and providing desirable facilities for study and research support.

The University Libraries Systems Department spent the 2010-11 academic year working on a number of major projects to strengthen and enhance library Web services. Most visibly, the Systems Department, under the direction of Jeremy Brown, head of library systems, led a major revision to the University Libraries’ Web presence that was launched August 15, 2011: http://libraries.mercer.edu. Rather than three separate Web sites on two different servers, the University Libraries now have a single Web site on a single server with a common “look” and structure. This leverages an industry-standard content management platform, PLONE, to deliver content and allows non-systems librarians and staff to more easily publish, maintain, and update content on the Web. The new Web site also integrates the University Libraries’ remote authentication system with the campus’s student management system (CampusVue) to allow better remote access to full-text journals and ebooks. The Systems Department has customized several subscription products to enhance end users’ research experiences.

In addition, Systems led an overhaul of its infrastructure to better leverage library automation processes and capabilities. Major projects to this end include creating and loading patron records, using the campus student management system (CampusVue), supporting the relocation of collections within the Tarver library, as well as two major upgrades of the integrated library system that supports the major business activities of the University Libraries. In addition, strong collaboration among the University Libraries has led to the initial development of an ongoing periodical/database subscription evaluation tool.

The Web site is a key tool in the services of the University Libraries as a platform for access to collections, course-specific Web pages, tutorials, research guides, and reference help via texting and instant messaging. Overall use of the Libraries continues to grow as students, faculty, and community members enjoy the study spaces, high level of personal service, and rich resource collections. Here are some data from 2010-11 for the University Libraries:

- 337,715 patrons entered the Libraries.
- 65,803 items were checked out.
• 211 library instruction sessions were taught to 4,526 students.

• 17,524 points of contact with patrons for research questions, assistance with library technology, and other one-on-one interactions.

• 3,180 new items added to the Library collections.

• 135,000 full-text ejournals were available to patrons.

• 3,349 items borrowed for Mercer patrons via Interlibrary Loan.

• $1,085,955 spent on library materials.

Here is a sampling of some of the projects undertaken at the University Libraries:

In preparation for the new Family Nurse Practitioner Program, Arlene Desselles, Georgia Baptist College of Nursing librarian in the Swilley Library, collaborated with nursing faculty and networked with librarians in the health sciences field to select essential resources and guides for tutorials. Ms. Desselles is preparing for a visit from the Commission on Collegiate Nursing Education in November 2011. The accreditation will address GBCN's Doctor of Nursing Practice Program, which began in August 2010.

Liya Deng and Stan Trembach, Tarver Library, were awarded a $6,000 grant from the National Network of Libraries of Medicine to provided training in health information resources across the Central Georgia region. The training was offered to forty-six health care providers and support staff in Warrenton and Albany, and sixty-five librarians and frontline staff of the Three Rivers and Kinchafoonee Regional Library systems.

Louise Lowe, circulation librarian at Swilley Library, wrote a feature article, "Swilley Library: Learning Happens Here!" for the Georgia Library Spotlight. The feature was published on the Georgia Library Association (GLA) Web site for Georgia Library Spotlight series. This Web series from GLA features a Georgia library every month. In addition, she presented "Library Outreach on a Budget" at the Central Savannah River Area Library Association Annual Training Conference.

Julie Poole, coordinator of center library services, is utilizing the screencasting software, Jing, to create mini, click-by-click tutorials on common tasks such as searching the library catalog and conducting a basic search for scholarly journal articles. She showcased these projects to other educators at a Distance Education Conference in late September 2011.

While assisting Baptist Archbishop Malkhaz Songulashvili (from the Republic of Georgia) with research for his dissertation at Oxford University, Susan Broome, associate director for technical services, searched the American Baptist archives for information on a Georgian
martyr; transcribed a 13,000+ word journal of Georgia Pastor Louie D. Newton’s trip to Russia in 1946; collected print and photographic materials about Dr. Newton’s trip from Druid Hills Baptist Church in Atlanta to Russia; and located a chalice purchased for use by the first Baptists in then-Russia, now Tbilisi, Georgia, in 1868, who had presented it as a gift to Dr. Newton at the conclusion of his trip. Mercer University President William Underwood has approved the return of the chalice to Tbilisi, and it will be formally presented during Holy Week in 2012.

Elizabeth Hammond, dean of University Libraries, was elected the 2011-12 Chair of the Board of Trustees of LYRASIS, the nation’s largest regional non-profit membership organization serving libraries.
IV. ADMINISTRATION AND FINANCE

Dr. James Netherton joined Mercer University in October 2007 as the executive vice president for administration and finance.

Accounting

Ms. Julie T. Davis serves as University treasurer and associate vice president for finance. She oversees the operations of the Bursar’s, Grants and Contracts, and Student Loans Offices.

Bursar Offices

- Completed final stages of configuration, validation, and testing for March 2011 go-live of CampusVue.
- Reviewed, reconciled, and prepared journal entries (where needed) for over 10,000 student accounts in preparation for conversion from SIS to CampusVue.
- Worked with Campus Management representative to create student accounts documentation manual for operating procedures for student accounts component of CampusVue.
- Worked with Campus Management to train all Bursar Office employees on use of CampusVue prior to go-live.
- Worked with Campus Management, Mercer programmers, and Nelnet Solutions to develop and implement a workable integration for online fee payment and online billing. This included completing requirements document, configuration, and testing in preparation for go-live.
- Continue to troubleshoot and manage day-to-day issues that arise as a result of integrating Campus Management and Nelnet.
- Worked with Campus Management, Mercer programmers, and Pearce and Pearce Insurance Company to develop and implement a workable integration for charging and waiving online student health insurance. This included completing requirements document, configuration, and testing in preparation for go-live.
- Continue to troubleshoot and manage day-to-day issues that arise as a result of integrating Campus Management and Pearce and Pearce.
• Restructured office procedures and duties of all staff members to manage additional workload created by manual processes necessitated by conversion to CampusVue.

• Coordinated procedures with Accounting, Financial Planning, and Computer Services to be able to produce stipend and refund checks for students. Must work closely with these departments on a daily basis now to perform tasks formerly performed by the Bursar Office alone.

• Experienced 71.4% personnel turnover in Macon Bursar Office due to workload and stress of converting to new computer system. Only longevity of Atlanta Bursar Office staff prevented similar turnover rate in that office.

• Hired replacement associate bursar, assistant bursar, and bursar office coordinator for the Macon Campus Office.

• Worked with School of Business and Economics and the English Language Institute to accommodate unconventional billing methods not normally found at other universities for new programs they have created. Structure of these programs requires manual management of accounts.

• Worked with College of Pharmacy and Health Services to accommodate its billing needs for a new Community Pharmacy Ownership online program.

**Grants and Contracts Office**

The Grants and Contracts Office (GCO) submitted 139 applications, totaling approximately $28.2 million dollars, as compared to 149 applications, totaling more than $38.2 million dollars for the 2010 fiscal year. Included in the submissions for fiscal year 2010 was a construction grant application in the amount of $6.75 million, which is the primary component of the decrease in the amount of annual submissions. Additionally, grant applications in process during the first six weeks of fiscal year 2012 represent approximately $1.3 million in funds to be requested.

For fiscal year 2011, federal, state, and private grant expenditures for research and other sponsored activities totaled $26.7 million—$15.4 million federal expenditures for MERC and $11.3 million expenditures for all other research and sponsored activities. During the 2010 fiscal year, expenditures were $25.7 million, consisting of $17 million federal expenditures for MERC and $8.7 million expenditures for all other research and sponsored activities.

The following are other activities that GCO has undertaken for 2011:
• Continued training of GCO staff through nationally accredited programs for research and clinical trial program certifications; participated in user training for Cayuse424; participated in other training sessions applicable to accounting for and administration of grants and contracts.

• Created user information for the Cayuse424 System to System Federal Grants submission along with training sessions for the end user.

• Continued collaborative efforts with the Medical Center of Central Georgia and Piedmont Hospital for grant submissions.

• Submitted the 2010 fiscal year FISAP report and NSF annual survey; completed or reviewed annual operating reports submitted for student and faculty grant funds expended in the 2010 fiscal year.

• Prepared for Mercer’s 2011 A-133 audit of federal expenditures.

• Continued to provide training sessions, individual assistance, and informative newsletters to faculty and staff for preparing Grants.gov applications and for identifying grant and contract funding opportunities.

**Student Loan Office**

• Reduced annual building rental expenses by $1,069.

• Reduced annual postage expenses by $956.

• Closed its annual budget with a $6,585 surplus.

• Created an electronic procedure manual for the CampusVue that outlines how to navigate the new system and locate pertinent information.

• All Student Loan Office Staff will have earned their bachelor’s degree by December 2011.

• Reduced past due (120+ days) loan debt for health professional students by 51% from $49,498 in 2010 to $25,146 in 2011.

• Reduced fees paid to outside collection agencies by 62% from $238,212 in 2010 to $146,383 in 2011.

• Migrated to CampusVue for disbursement of Perkins Promissory notes and streamlined procedures to increase productivity and identify students needing notes.
Athletics

Mercer University’s athletics program continued its upward momentum through spring and summer 2011 and has kept the vibrant attitude going in the midst of an exciting fall 2011 season. Currently, five teams—volleyball, men’s cross country, women’s cross country, men’s soccer, and women’s soccer—are competing in their primary season while the winter and spring sports are all busy either practicing or playing fall non-traditional seasons.

First and foremost, among the lofty goals has been the department’s academic success, which also has continued to ascend. When the Atlantic Sun Conference announced its All-Academic awards for the winter/spring of 2010-11, seventy-four of the Bears’ student-athletes received recognition for their prowess in the classroom. Mercer Athletics improved its percentage of A-Sun All-Academic student-athletes by 6.08% over last year, raising the overall average of the Bears’ student-athletes honored to a department-record total of 68.12%!

Additionally, women’s golfers, Aurelie Wiriath and Mary Alice Murphy, were named All-American Scholars by the National Golf Coaches Association. Baseball’s Billy Burns was named Capital One Academic All-American second team. Both cross country teams were honored at the national level as 2010 NCAA Division I All-Academic team by the United States Track and Field and Cross Country Coaches Association.

On the field this fall, the 2011 women’s soccer team is looking to repeat its 2010 A-Sun tournament title and subsequent NCAA post-season playoff bid. The Bears won their first four games this season—all by shutouts! It was the second-best beginning to a season in program history.

Likewise, the men’s soccer team is looking to make a return trip to the A-Sun tournament in 2011. MU’s squad has gone 4-3-1 versus tough competition in its pre-A-Sun games, in preparation for what is expected to be a difficult 2011 league battle ahead.

The men’s cross country team repeated as champions of its own RunFit Sports Invitational in 2011. On the women’s side, junior Kacie Niemann shattered her own school record in the team’s very first race at the University of Georgia. The MU women’s cross country team also won its third-consecutive Presidential Scholastic Award (recognizing the top grade point average by MU’s athletics teams in a semester) for the spring term of 2011.

Over the summer, the Athletics Department added some new faces to the fold. Joel Weems came on board as the assistant athletics director for compliance, and Pam Manson took over as the office assistant. Two men with deep ties to the SEC also joined the Bears’ coaching staff, as Steven Bradley became the men’s golf head coach and James DeFeo took over the reins of the softball program.
Last spring set the pace for the current season, especially with the baseball team once again qualifying for the A-Sun tournament and advancing all the way to the final pairing before being eliminated. The quality of Mercer’s players was noticed on the professional level as four Bears were drafted in the MLB June Free Agent Draft. In all, five players—Jacob Tanis, Justice French, Joe Winker, Billy Burns, and J.T. Odom—all signed professional contracts after the 2011 season.

Softball also reached the 2011 A-Sun tournament winning two games before it was finally eliminated in the semifinals of the play-in bracket. Senior pitcher Jenni Holtz broke the Bears’ career records for both strikeouts and victories as she put a cap on her career in the Orange and Black.

Individually, men’s basketball standout, Brian Mills—who closed out his Mercer career last March—signed a professional contract to play in Portugal. Freshman lacrosse player Cole Branch helped put the embryonic MU program on the map by ranking among the nation’s top freshmen in both total points and goals scored. Baseball players took home an armload of post-season honors, with Tanis earning a spot on two different All-America teams.

Audit and Compliance


Internal Audit Office

Since November 2010, the Internal Audit Office has performed operational reviews in seven areas, five special projects, various special investigations, and provided advisory services for six university projects/committees. Mr. Calhoun has met with the full Audit Committee of the Board of Trustees on two occasions and communicates regularly with its Chair and Senior Administration.

Corporate Compliance

Mr. Calhoun, as HIPAA Privacy Officer, is leading the compliance initiative in the arena of HIPAA privacy and security through ongoing training, management and analysis. Since November 2010, this office has trained 622 employees and students.

Environmental, Health, and Safety

Since November 2010, Alan Baca, assistant vice president and director of Environmental, Health, and Safety has assisted in special projects related to the School of Medicine’s Internal Medicine Department and the College of Pharmacy and Health Sciences Physical Therapy Program. He also worked with Mercer’s Physical Plant to develop an Environmental Management System, provided advice/leadership in the area of emergency
preparedness, and coordinated responses and corrective action for OSHA.

**Auxiliary Services**

Under the leadership of Director Ken Boyer, Auxiliary Services supports the academic mission of Mercer University by assisting in the recruitment and retention of students, by encouraging students to develop personal responsibility as consumers, citizens, and leaders, and by creating an environment that encourages academic success. Auxiliary Services is responsible for the following campus services: bear card campus card system, bookstores, food services, vending, laundry, cable TV, alarm systems, closed-circuit security cameras, rental property management, mail, and printing services.

**Bear Card Campus Card System** continues to expand services across the University and is an integral part of campus life. With over 700 readers across all campuses of the University and many off-campus merchants in Macon, the Bear Card System integrates the student identification card used to access services, make purchases, and control access to campus facilities. Bear Bucks, the debit card component of the Bear Card, processed over $1.3 million in sales in 2010. Patrons used their Bear Card to spend approximately $280,000 at off-campus merchant locations in Macon, further demonstrating the economic impact Mercer has in the Macon community. Additionally, Auxiliary Services partnered with Campus Life to provide Bear Card point of sales for tickets to the Luke Bryan Farm Tour Concert. The funds from this event contributed to the establishment of a Luke Bryan scholarship for Mercer students.

Phase I of Mercer Lofts opened in May 2011, complete with fully integrated Bear Card access. Currently, Auxiliary Services is working with Sierra Development to design and implement the Bear Card System into Phase II of Mercer Lofts at Mercer Village to ensure continued security and merchant services to tenants and vendors alike.

**Bookstore:** The new bookstore moved to its new Mercer Village location and opened to the public on February 10, 2011. The bookstore was also able to expand the store’s focus on emblematic merchandise and Internet sales, which included a new Web site http://shopmercerbears.com. Internet sales increased 37% over 2010. Emblematic merchandise continues to see higher results with sales increasing 41% since fall 2010, and school spirit gifts are on the rise with an increase of 45% in sales. The rental textbook program that was released in 2009 continues to expand and is now offered to all campus locations.

**Food Services:** During summer 2011, Auxiliary Services partnered with ARAMARK to refresh and enhance the Fresh Food Company and Chick-fil-A with a $1.5 million renovation and expansion of services. The Fresh Food Company enhanced its offerings with the ability for students to “steer” their food service program through monthly dine with the director events, as
well as the use of social media.

Sustainability continues to be a major focus for food service operations, including the use of new bamboo service pieces and the expansion of the reusable container program. Auxiliary Services has eliminated more than 100,000 Styrofoam boxes and 50,000 Styrofoam cups from local landfills. The Fresh Food Company continues to use local produce.

Auxiliary Services and ARAMARK sponsored a “Swipe for Life” campaign, which allowed students to donate up to three meals from their fall 2010 meal membership plans to the Fuller Center for Housing to help support relief efforts in Haiti. Student involvement for this effort resulted in a $3,000 contribution to the cause. Spring 2011 Swipe for Life event was even more of a success raising $3,075 for the Macon-area Race for the Cure event in support of the American Cancer Society.

Along with ARAMARK, Mercer donated more than 400 meals in support of the University’s Habitat for Humanity efforts. Each Saturday, crews working on a Habitat project were provided lunches at no cost.

The Atlanta Food Service under the operation of Carlyle’s Corporate Food Service continues to make progress in reducing operating expenses while expanding services where feasible. Last year, Auxiliary Services partnered with Mercer’s marketing students to develop a marketing plan for the operations. Results from this collaboration are being implemented. Efforts were made to modernize the establishment, expand evening service hours, offer a breakfast menu, and increase national brand offerings that appeal to today’s student.

**Vending:** Auxiliary Services is working with vending partners Canteen Vending and Coca-Cola and Mercer’s Students for Environmental Action to provide recyclable receptacles across campus.

In previous years, Auxiliary Services had not seen an increase in vending sales; however, that is no longer the case with a 21% increase in sales. Auxiliary Services continues to focus on sales and opportunities for improvement through customer satisfaction surveys. As a result of the feedback, Auxiliary Services added vending readers to the machines within the Regional Academic Centers and fresh brewed coffee vending in the Swilley and Tarver Libraries.

**Benefits, Payroll, and Wellness**

Benefits, Payroll, and Wellness, led by Associate Vice President Cathy S. Smith, has increased its focus on wellness resources. The cost of medical care for people in employer-sponsored health plans rose at a rate of 5.9% in the twelve-month period prior to March 2011, according to Thomson Reuters Healthcare Spending Index for private insurance. The Mercer
Health Plan experienced comparable increases and has deepened the commitment to utilizing wellness (preventive) resources to their fullest extent.

Beginning fall 2011, Benefits introduced a new marketing strategy to encourage health awareness. Mercer employees and their dependents may enjoy these health-related services at no charge while earning "special" reward points:

- Annual Health Risk Assessments (HRA) and on-site health screenings
- Fitness Center membership at the University Center at no cost
- Smoking cessation programs and coaching
- Weight-loss programs and individual counseling
- Incentives for physical activity
- Stress management seminars
- Monthly Lunch and Learns on a variety of health-related topics
- Fitness opportunities, including 5K training programs, group fitness classes, individual coaching, and weekend adventures
- Nutrition counseling, including on-campus cooking classes

Beginning July 1, 2011, Benefits began rewarding participating employees based on a point system designed to encourage consistent and deliberate action towards improving one’s health. Employees may be rewarded time off or a reduced maximum annual out-of-pocket limit in the Mercer Health Plan. With a greater awareness of available wellness activities and incentives through increased advertising, lunch-time seminars, and departmental visits, the revitalized Healthy U incentive program has really taken off. Also this year, Pharmacy students started producing a monthly prescription newsletter under the direction of Dr. Laurel Ashworth that has been very well-received.

Also noteworthy in the area of Benefits are changes to cost-sharing in the Mercer Health Plan. Premiums were increased significantly beginning January 1, 2011, and for the first time in Mercer’s history, premium costs are based on salary. Prescription drug co-payments were also increased. There was no significant reduction in coverage as a result of these changes, but the increase in revenue to the health plan continues to average around $30,000 per month.

**Information Technology**

Under the leadership of Mickey Belote as associate vice president, Information Technology (IT) made significant progress toward Mercer’s ten-year goals during 2010-11:

- Replace its financial, student, human resources, alumni, and donor information systems to maximize efficient operations.
CampusVue Student and MyMercer (CampusVue Portal) were put into production on March 7, 2011. In addition to giving students access to their student records, MyMercer has been customized to provide:

- Targeted announcements for student groups
- Textbook ordering capability
- National Student Clearinghouse records access
- Information privacy controls
- Personalized financial aid award letters
- Additional custom functionality will continue to be added

Post-Go-Live activities, which include enhancements and problem remediation, for the following components are being addressed:

- Financial Aid automation and auto awarding
- Student Accounts
- Finance
- Human Resources
- Payroll
- Talisma CRM for Admissions

Upgrade online communication systems to facilitate effective communication with on- and off-campus constituents.

- Completed the migration of e-mail services off of the old e-mail infrastructure to Microsoft Exchange 2007 and deployed a redundant e-mail gateway service.
- Completed outsourcing of student e-mail services to MercerLive (Microsoft Live@edu), which is based on the Exchange 2010 collaboration suite. Student feedback on the features and availability of the system has been very positive.
- The Mercer Web Task Force, comprised of Information Technology and Marketing Communication resources, worked with numerous academic and administrative units to launch thirty-four redesigned or new Web sites utilizing the content management system (CMS), including:
- Stetson School of Business & Economics
- College of Continuing and Professional Studies
- McAfee School of Theology
- Working Adults Program

- The CMS provides consistent branding throughout the University’s Web sites. Co-branding tools and templates are available for colleges, schools, and administrative units, as well as advanced tools to allow Web contributors to enhance their Web presence. Twenty additional sites are currently under development.

- Converting the School of Medicine’s Web presence and services from homegrown software applications to standard service offerings in the CMS is in progress. The majority of the School’s course content and academic resource offerings have been migrated to Blackboard.

- Launched the my.mercer.edu site to provide access to Mercer services from iPhone, iPad, Android, and Blackberry.

- Implemented the capability to provide online payment solutions for tuition, fees, giving, merchandise sales, special events, and other needs.

- Implemented advanced network-security mechanisms to provide significant additional protection for resources in the data center.

- Increased Internet bandwidth from 300mbps to 1,000mbps (1gbps).

- Increased WAN link speeds to the Atlanta, Henry, and Douglas campuses to 1gbps.

- Developed a network connectivity design for the Eastman Center to connect that center to the Mercer network. Initial feedback indicated that this project is cost prohibitive.

- Developed the infrastructure to begin deploying unit-funded digital signage on all campuses. Deployed digital signage in the School of Medicine, Swilley Library, Nursing, and Pharmacy.

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

- IT is currently working on a plan to deploy thin-client computing devices in
selected computer labs, classrooms, and offices to replace desktop computers. Thin clients utilize server-based computing and software resources, which eliminates the need for customized local configuration of computers and allows for centralized management of desktop computing resources. Support, management, and maintenance services for thin clients require much less time and staff resources, allowing IT to avoid some future increases in staffing.

- Link all campuses through advanced video-teleconference systems to facilitate instruction and administrative operations.
  - Expanded the distance-learning classroom capabilities in Savannah and moved the academic operation to the Hoskins building.
  - Constructed a new distance-learning classroom in Savannah.

- Equip at least 75% of classrooms with appropriate technology for interactive instruction ("smart classrooms").
  - Implemented Sim-Man simulator, media recording, display, and camera systems for the Physician Assistant program.
  - Implemented three fully-mediated classrooms for the Physical Therapy program.
  - Implemented video capture, recording, and monitoring capabilities in six patient encounter rooms for the Marriage and Family Therapy program at Piedmont.
  - Refreshed classroom audio-visual systems at the Henry RAC.
  - Added smart boards and an additional Tier II classroom at the Douglas RAC.
  - Refreshed audio-visual systems in nine classrooms in Knight Hall.
  - Installed a mobile media cart for Ryals Hall classrooms.
  - Implemented a mediated conference room in the Patterson Building.
  - Refreshed and expanded audio-visual systems in Stetson Hall.

- Implement campus-wide wireless network services in Macon, Atlanta, Savannah, and the Regional Academic Centers.
  - Implemented enhanced wireless network services to support large classrooms in Pharmacy and the Physical Therapy program.
  - Continue to expand and refine wireless network to ensure adequate coverage
and support for large numbers of users.

- Ensure that faculty and staff are appropriately trained in the use of enhanced technology.
  - Video-based training and tutorial resources for CampusVue, CMS, and Blackboard are available for faculty, staff, and students on the IT website.
  - Evaluating the cost and quality of commercial training resources that would be available to students, faculty, and staff.

- Significantly strengthen the course development and support structure for online learning to undergird new academic initiatives.
  - Continued to expand course offerings and faculty support on the Moodle community-source learning management system. Moodle is widely-used by hundreds of institutions throughout the United States and internationally for online course delivery and is quickly becoming a major contender with Blackboard/WebCT.
  - Although Mercer has not made significant strides toward expanding services in this area, IT has been working with the colleges and schools to find alternative means of ensuring that they get the expertise and support needed for further online course development and support. This has been accomplished by identifying well-qualified, external personnel who are willing to provide aggressively-priced, high-quality consulting services.

- In addition to the accomplishments listed above, IT:
  - Deployed 165 new computer systems for faculty and staff use and 50 new systems for computer labs on the Macon Campus.
  - Began upgrading Windows XP systems to Windows 7. All new systems are now being deployed with Windows 7 installed.
  - Implemented network connectivity and computing resources for the new Mercer Medicine site on Hemlock Street.
  - Implemented network connectivity and services for Mercer Lofts.
  - Deployed computing resources for the new RAC in Newnan.
Mercer Police

The Mercer Police Department is a certified police agency as defined under the Georgia Peace Officer Standards and Training Act. Its powers are outlined in Section (20-8-1) Law Enforcement Powers of Campus Policemen of the Official Georgia Code Annotated. Those duties listed in Section (20-8-1) include the enforcement of the laws of this state; the preservation of public order; the protection of life and property; the prevention, detention, or investigation of a crime; or any combination thereof.

Chief Gary Collins heads the department. Willie Woolfolk is the associate director of Mercer Police and manages the day to day operation of the Atlanta branch.

Macon has seventeen police officers, three dispatchers, and two support staff. Atlanta has eight officers and four dispatchers. Both departments offer the following services to students, faculty, and staff: twenty-four hour, seven day a week staffing and patrols; providing crime prevention tips through meetings, e-mail, and campus newspaper columns; assistance with room/office lockouts, keys locked in vehicles, jumpstarts, and escorts; conducting criminal investigations and background checks; monitoring alarms and responding accordingly; managing the parking ticket system; and communicating with other local public and private law enforcement agencies.

Student Deaths

The Mercer community suffered two tragic student deaths over the past year. One was when Chinese student Tianling Zhang died from natural causes in his apartment. The second tragedy was the murder of Mercer Law student, Lauren Giddens. Another Mercer Law student, Stephen McDaniel, has been charged with the murder.

Achievements over the past year

- Part of the duties of the Georgia Crime Information Center (GCIC) is to verify that police agencies are in compliance with applicable directives. In August 2011, GCIC found Mercer Police was in compliance with thirty-four directives and out of compliance on three directives. The three out of compliance areas have since been corrected.
- Officer Robert Middleton completed twenty-five years of service with Mercer Police and retired in April 2011. Officer Middleton is a former Mercer Police Officer of the Year winner.
- Wesley Hillard was named 2010 Officer of the Year for the second consecutive year. Vince Broccolo won the Top Gun award for the tenth year in a row.
- Mercer Police has established positive relationships with citizens and businesses in the College Hill Corridor area. They rely on Mercer Police to patrol those areas and handle
complaints and problems.

- All officers on the Atlanta and Macon campuses completed twenty hours of training to maintain certification as professional police officers with full arrest powers.

**Physical Plant**

The Physical Plant is dedicated to providing routine maintenance and initiating preventive maintenance for all Mercer facilities.

**Plant Fund projects**

Physical Plant used the Plant Fund budget of $1.5 million to undertake several repair and replacement projects. The following is a list of the major projects completed:

- Replace Administration Building boiler
- Install new double pane glass windows in Shorter Hall.
- Renovate Ryals Hall, Rm. 206
- Replace Wiggs Hall gutter
- Paint exterior of Greek Village houses
- Repair brick on Apartment 2902/Atlanta
- Replace roof on Duvall Building
- Replace Willet Science Center 3rd floor lab HVAC system
- Campus sidewalk replacement (Phase I)
- Repair Sherwood boxing and eaves
- Replace Woodruff House lower banister
- EOC/ Upward Bound move and renovations

**Other University funds were used to complete the following projects:**

- Re-carpet School of Medicine
- Install Lacrosse practice field lights
- Renovate cafeteria in Connell Student Center
- Replace HVAC unit at Henry County RAC
- Duvall generator replacement engineering study
- Football field house and stadium design
- New parking lot at Stadium Drive

**Major Future Projects**

- Construct new football field house and stadium
- Renovate 2nd floor of McAfee Building
- Replace Wiggs Hall roof
• Add lights to new soccer practice field
• Renovate Newton Hall Annex
• Replace AACC Building upper roof
• Construct new admissions house
• Replace Duvall generator

Mercer Engineering Research Center (MERC)

Since its inception July 1, 1987, the Mercer Engineering Research Center (MERC) has received over $309.4 million in contract awards. Following two consecutive record years for receipt of external funding, in 2011, MERC received over $24.5 million in external research and development (R&D) funding, 6% less than 2010. MERC has received $10,431,907 in new external funding during the first two and a half months of this fiscal year with an additional $7,438,780 in the final stages of negotiations with awards scheduled by September 30. The first quarter total of $17,870,687 is a 47.6% increase over the first quarter of 2010-11.

MERC continues to recruit additional and much needed technical staff in a variety of scientific and engineering disciplines at a time when the market for the talent needed is extremely competitive. The current MERC staff totals 219 employees, and MERC is working hard to recruit additional talent with emphasis on hiring staff who bring additional expertise not currently available at MERC. The strategic value of this effort is to set the stage for MERC expansion into new areas of research and development.

MERC continues to support major engineering initiatives on the C-130, F-15, HH-60, and UH-1 aircraft programs. This includes continuing support for the C-130 Condition Based Maintenance and High Velocity Maintenance programs, and the Automated Inspection, Repair, Corrosion, and Aircraft Tracking (AIRCAT) system. Collectively, the research and development performed on these initiatives is designed to greatly improve the quality and speed of all C-130 maintenance efforts. Selected components, as a result of MERC’s R&D efforts, are beginning to migrate across other Department of Defense and selected foreign military services.

MERC’s research and development activities in the area of Electronic Combat are expanding rapidly. This includes both support for performance improvements of the currently fielded systems and support of new state-of-the-art systems being developed by the Air Force and the Navy. These efforts include a recently received $3,122,375 prime contract for B-1B bomber electronic warfare software support. In response to the expanding activities, MERC is modernizing its electronic combat laboratory to include an antenna tower and state-of-the-art digital radio frequency receiver and radar signal analysis hardware and software.
MERC is also working to increase its R&D activities in the area of electronic support equipment used to test and maintain avionics systems. In doing so, MERC has developed a close relationship with the National Instruments Corporation and with the North American division of the European Aeronautic Defense and Space (EADS) Company. EADS has provided MERC a suite of electronic support equipment development software tools at no charge, and they are now being used in the labs.

MERC continues to provide mechanical, aerospace, and industrial engineering R&D support for numerous aircraft, armament, and support equipment. MERC has been awarded several contracts with scopes that have historically been entrusted only to the original equipment manufacturer (OEM). Examples include development of the F-15, C-130, and KC-135 finite element models to be utilized by the U.S. Air Force, Navy, OEMs, and selected foreign militaries. MERC’s expertise in providing engineering R&D support for aircraft structural integrity programs, mechanical systems integrity programs, and avionics systems integrity programs is becoming increasingly well recognized. MERC’s activities in these areas include support of the F-15, C-130, C-5, and CV-22 aircraft and the HH-60G and H-1 helicopters.

U.S. Air Force’s concern about the reduced availability of the E-8 JSTARS aircraft resulted in MERC being awarded a contract to develop an improved preventive maintenance program, as well as a follow-on contract to provide industrial engineering process optimization. MERC’s industrial engineering experience continues to provide benefits to the Air Force, demonstrating marked reductions in aircraft down time for the C-130 in depot maintenance. MERC provided modeling and simulation of the aircraft to plan the tasks, personnel, and skills required for aircraft maintenance.

MERC’s expertise in the area of mechanical test and analysis along with MERC’s Material Test Systems Laboratory used to support military test and analysis has gotten the attention of several commercial companies. As a result, MERC has received contract funding from Gulfstream Aerospace, Piper Aerospace, and several smaller companies to determine the strengths and fatigue lives of their aircraft and non-aircraft components.

MERC’s work in nuclear surety R&D efforts continues with the testing and redesign of the MJ-1 bomb loader steering components. Previous failures of the existing design were deemed unacceptable, and the U.S. Air Force contracted with MERC to provide a ruggedized redesign and structural analysis to ensure nuclear surety. Similar efforts have included support for the 40mm guns used on C-130 gunships and the F-15 nose landing gear alignment tools.
V. MARKETING COMMUNICATIONS

Under the leadership of Larry Brumley, senior vice president for Marketing and Communications and chief of staff, the Office of Marketing Communications’ initiatives during the 2010-11 fiscal year included the following.

Publications

Marketing Communications produced a number of publications last year that provided news and information about the University to different audiences, such as the fall edition of The Mercerian and the University Profile. The office also designed and produced various special publications, including the Board of Trustees Directory, the University Commencement Program, and new Macon campus maps.

Special Writing

The office provided remarks and scripts to many of the University’s special events. It also prepared resolutions, citations, and certificates. The staff also assisted with special letters, proposals, and requests, as needed.

Design Projects

The Marketing Communications staff wrote, developed, designed, and produced 319 discrete pieces. These projects included advertisements, posters, brochures, invitations, Web banners, templates, PowerPoint presentations, fact sheets, programs, exhibits, flyers, directories, slides, admissions materials, certificates, logos, and postcards. Major design projects were completed for the McDuffie Center for Strings, the Law School, Commencement, and football fundraising.

Online Communications

Marketing Communications continued to work with administrative departments and academic units on the implementation of a new, more user-friendly Content Management System (CMS). Web sites for the Stetson School of Business and Economics, College of Continuing and Professional Studies, University Advancement, Bursar’s Office, and other units that had been previously redesigned have been migrated to the CMS, allowing departments to more easily keep their sites fresh. Newly redesigned sites that were launched during 2010-11 include McAfee School of Theology, Summer School, Honors Program, Local Engagement Against Poverty (a student initiative), Family Weekend, and Executive Forum, among others.

New social media guidelines were adopted in January to provide parameters for University schools, departments, and organizations on the use of social media. A Social Media
Workgroup was created, with marketing representatives from around the University, to more effectively deploy social media tools for marketing and promotional purposes.

Eleven editions of News@Mercer, the University’s e-newsletter distributed to more than 30,000 faculty, staff, alumni, and friends, were produced during 2010-11. In addition, the Marketing Communications Office produced and distributed thirty-eight editions of This Week@Mercer, an e-newsletter promoting upcoming events and distributed throughout the year to more than 9,000 students, faculty, and staff.

**Media Relations**

The office wrote and distributed 154 news releases on major events and accomplishments for the University, as well as 32 advisories for the media and 2,472 hometown news releases. The office contacted 2,258 media outlets, and the University was mentioned or covered in the media 3,898 times. The office also maintained an “In The News” blog to help track and publicize mentions within the media. Over the course of the year, 42 blog posts were recorded.

The office facilitated four news conferences, including an October visit by ESPN college basketball analyst Jay Bilas to speak at the Tip-Off Banquet, the December announcement of Mercer’s return to competition in intercollegiate football in 2013, the January news conference announcing the appointment of former Furman football coach Bobby Lamb as Mercer’s head coach, and the naming in March of Dr. T. Philip Malan, Jr. as the new dean of the Savannah Campus of the Mercer School of Medicine.

**Photography**

A total of 170 photography sessions were coordinated during the 2010-11 fiscal year. All photography for the University is taken digitally. Every photography session is assigned a number and then entered into a searchable database for easy retrieval. Event photographs are uploaded to a Web site (http://gallery.mercer.edu) that allows alumni and friends of the University to view and order prints.

**The Grand Opera House**

Marketing Communications is responsible for the marketing of The Grand Opera House and its programs, including the Broadway Series, the GrandKids Series, and all special shows. More than 200 items were designed for the marketing of The Grand Opera House in the 2010-11 fiscal year. A variety of media was used, including e-mails, radio ads, TV ads, billboards, direct mail flyers, online ads, blog ads, playbill ads, and direct mail postcards. Advertisements ran in The Telegraph, Georgia Family Magazine, Macon Food & Culture, Eleventh Hour, and Macon Magazine, to name only a few.
Athletics

Marketing Communications was responsible for much of the marketing of the Department of Intercollegiate Athletics in 2010-11, producing print and Web ads, external signage and billboards in the community, and radio spots promoting season ticket sales and attendance at home games. Marketing Communications also assisted the Athletic Foundation with several printed pieces, including a new season ticket package, brochure, and the monthly BearBacker Notes newsletter. In addition, Marketing Communications promoted the Atlantic Sun Conference men’s and women’s basketball championships, which were hosted for the second consecutive year at the University Center.

For the sixth consecutive season, Marketing Communications originated on-site production and provided on-air personnel for radio broadcasts on the Mercer Sports Network, the originating source for all men’s basketball games. Several additional broadcasts were added to the Mercer Sports Network in 2010-11. Eight women’s basketball games were included in the broadcast schedule, as well as eighteen baseball games and two softball double-headers. Those broadcasts included all of the Bears’ baseball games at the Atlantic Sun Conference Championships at Lipscomb University in Nashville, Tennessee.
VI. COMMUNITY DEVELOPMENT

The 2010-11 fiscal year saw a number of important milestones achieved in Mercer’s efforts to revitalize and strengthen the Macon community and its neighborhoods surrounding the Macon campus.

The College Hill Alliance, funded by a three-year, $2 million grant from the John S. and James L. Knight Foundation, completed its second year of operation. Over the past year, it focused on a number of activities designed to brand the College Hill Corridor and attract residents to the quality of life available in Mercer’s surrounding neighborhoods. The emphasis of these efforts has been on promoting safe neighborhoods, affordable homes, walking and biking proximity to work, dining, retail, schools, worship, and recreation, as well as organizing signature events, such as the highly successful Second Sunday concert series in Washington Park.

The Alliance is also operating as an economic development agency charged with business retention and recruitment in the Corridor. In early 2011, it launched an initiative called the KITE Alliance (Knowledge, Innovation, Technology, Entrepreneurship) to establish College Hill and downtown Macon as the center of an economic development culture shaped by the knowledge, innovation, and technology available in the academic, business, and government sectors in Central Georgia.

The goals of the KITE Alliance are to:

1. Establish the Alliance as a network of economic development organizations actively engaged in cultivating and implementing collaborative business partnerships, linking the technology, capital, and know-how available in Central Georgia to leverage entrepreneurial talent and accelerate the development of knowledge-based local companies.

2. Utilize the academic and research capacity of Mercer University to create new ideas for commercialization, encourage and support entrepreneurship, and develop collaborative relationships with technology-based companies.

3. Attract and create technological business investment in the College Hill Corridor and downtown Macon, and foster new and emerging local entrepreneurial companies, especially those offering technical, higher paying jobs.

The College Hill Alliance operates as a grant function of Mercer, guided by a steering...
committee representing key organizational partners in the College Hill Corridor initiative. Members are Mercer President William D. Underwood; Macon Mayor Robert Reichert; Bibb County Commission Chair Sam Hart; Beverly Blake, Macon program director for Knight Foundation; Kathryn Dennis, president of the Community Foundation of Central Georgia; John Hiscox, executive director of the Macon Housing Authority; and the co-chairs of the College Hill Corridor Commission, Sarah Gerwig-Moore and Andrew Blascovich.

The Alliance works directly with the College Hill Corridor Commission on identifying priorities and short- and long-term goals in accordance with the College Hill Corridor Master Plan. The Commission, a grass-roots organization composed of neighborhood and community leaders, creates and assigns various task forces of commission members and community volunteers who work in conjunction with the Alliance’s administration.

**The Lofts at Mercer Village**

The Lofts at Mercer Village, a $10 million mixed-use development on the University’s campus, welcomed its first tenant—the Barnes and Noble Mercer University Bookstore—in February 2011. In the ensuing months, the development’s first 100-plus student residents moved in, and retailers Designer Tan, Fountain of Juice, and Margarita’s Mexican Grill opened for business. By early August, all of the residential units and retail spaces were fully occupied, and a Grand Opening was held on August 24.

Even as the first phase was being dedicated, work began on Phase II of The Lofts at Mercer Village, which will be located across the street from Phase I and will include additional student housing, parking, and retail space. It is expected to open in fall 2012.

**Neighborhood Revitalization**

The Beall’s Hill revitalization continues on an impressive pace, drawing market-rate interest and setting strong sales prices, even outside inducements and subsidies. The Knight Foundation/Mercer Down Payment Assistance Program had its best year ever in 2010-11, awarding its full annual allotment of ten grants to faculty and staff. The program, which awards up to $20,000 in down payment assistance to eligible faculty and staff, continues to play a critical role in neighborhood revitalization, evidenced by the fact that 64% of sales in Beall’s Hill during 2010-11 were to faculty and staff under this program. The sales prices, however, were supported at the same rates by the remaining 36% of sales, which received no assistance through this program. Comparable sales prices have risen from a low of $83 per square foot in 2009 to $105 per square foot in 2010. It is not uncommon for appraisals to come in well above sales price.
Since September 2010, more than $2 million in new construction or historic restorations have been completed or contracted in Beall’s Hill. These investments have produced ten new units and six historic houses, all priced and built to comply with U.S. Housing and Urban Development’s guidelines for affordable housing. All of these projects were funded by the John S. and James L. Knight Foundation Revolving Fund for Beall’s Hill, capitalized by a $700,000 grant made in 2007, and a new revolving fund capitalized by the Hills and Heights Development Corporation, an entity to which the City of Macon, Macon Housing Authority, and Mercer University each pay yearly dues of $75,000. Average days on market crept up slightly to fourteen, and average sales price held steady at around $131,250. As of August 2011, the partnership has no completed homes on the market for sale. Two new homes are nearly complete and listed for sale, and two rehabilitations are about three months from completion and are listed for sale.

The completed projects will produce an additional $20,000 in property tax revenue each year for Macon’s local taxing agencies. In addition, the direct investment of over $2 million in construction has produced an average of fifteen construction jobs per project, at least $31,000 in additional sales tax revenue for building materials, as well as payroll tax income from contractors and sub-contractors for the State of Georgia, all at a time when they are desperately needed. The sales of these homes have also allowed local lenders to originate new mortgage loans. The project remains a model of sustainability and is on track to complete the revitalization of Beall’s Hill within five years.

At the end of 2010, the Beall’s Hill Housing Partnership between the College Hill Alliance, Historic Macon Foundation, and Historic Hills & Heights was cited at the National Preservation Conference in Austin, Texas, as “the most active and successful revolving housing loan fund in the nation.”

**Tattnall Square Park**

The College Hill Corridor will benefit from a $1 million Georgia Department of Transportation grant designated for improvements to Tattnall Square Park along College Street. The announcement was made June 3, 2011, at a news conference led by Macon Mayor Robert Reichert, Georgia DOT board member and Mercer Athletic Director Jim Cole, College Hill Alliance Executive Director Patrick Madison, and Mercer University President William D. Underwood. The funds are part of the Transportation Enhancement Grant Program, which supports projects that make cities more pedestrian and bike-friendly, beautify landscapes, and restore historical sites.

The renovations to Tattnall Square Park will focus on College Street from Oglethorpe
Street to Coleman Avenue and will include streetscape enhancements and three elevated crosswalks. Parallel parking along both sides of the street, as well as a bike lane and new sidewalk along the park, will also be added. These improvements will facilitate traffic flow and parking for Alexander II Magnet School, located across from Tattnall Square Park on College Street.

The project is supported by the College Hill Corridor Master Plan, which guides the efforts of the College Hill Alliance and was crafted with community input. Improvements funded by the grant will facilitate the first step in the restoration of the park as a centerpiece for leisure and recreation, which is a priority of the master plan. By improving road conditions for pedestrians and cyclists, the project also fulfills recommendations made by the plan that aim to create a vibrant streetscape in the Corridor.

The estimated total cost for the Tattnall Square Park improvements along College Street is $1.375 million. The Transportation Enhancement grant awarded to the City of Macon will cover $1 million of the project’s costs, and Mercer has pledged to raise the matching funds.

**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. Given downtown’s proximity to the Mercer campus and given the investments the institution has made in educational facilities, offices, the Grand Opera House, and student housing in the central city area, NewTown’s mission is vital to University. President William D. Underwood currently serves as chair of the NewTown Macon Board of Directors.
VII. UNIVERSITY ADVANCEMENT

University Advancement is led by Senior Vice President John Patterson. During this past year, the office hired Brittany Lee as the executive director of the Mercer Athletic Foundation. Lee replaced Jim Cole who has assumed his new role as Athletic Director. In addition, Evan Paulson was recently hired as a development information system specialist. There is an ongoing search for the following positions:

- Director of development for the Walter F. George School of Law
- Director of advancement communications
- Executive director for the Alumni Association
- Alumni Services coordinator

The fundraising model that University Advancement has adopted includes a significant emphasis on working with the deans of the various colleges and schools. This new model has been implemented, and deans are being asked to both identify donor prospects for their schools, as well as to make calls on various individuals and foundations. All of this is being coordinated through University Advancement.

Mercer Athletic Foundation

The Mercer Athletic Foundation was created in 2007 as the fundraising arm for Mercer University Athletics. Members of the Foundation annually set goals to raise funds that have been used to undertake such projects as hiring a full-time strength and conditioning coach, enhancing recruiting budgets, providing additional scholarships, and helping to raise salaries to attract and retain outstanding coaches.

Office of Alumni Services

University Advancement also focuses on Alumni Services and determining new ways to move alumni activities to a higher level of importance. Staffing will be one of the most important avenues as the unit refocuses its efforts on engaging alumni in meaningful and significant ways.

In 2009, the Alumni Services Office began partnering with the Office of Enrollment Management to involve alumni in the student recruitment process. Joint Alumni / Admissions events were planned, and alumni were asked to write letters to newly admitted students. In addition, Admissions hosted events in the homes of alumni for prospective students in a number of cities around the Southeast. This effort is continuing in 2011.
For the fourth year, University Advancement is planning the Homecoming celebration. The goal to move Homecoming into one of the major events in the life of the University academic year has been achieved. Improving the Homecoming experience means greater engagement with Mercer alumni and their continued interest in their alma mater.

In addition, the University has begun offering annual alumni trips—both international and domestic. In November 2010, over fifty Mercer alumni and friends from Georgia travelled to New York to attend Robert McDuffie’s performance at Carnegie Hall. They were joined by other Mercerians from the New York area at a reception prior to the performance with over a hundred alumni in attendance. In February 2011, Mercer’s alumni and friends traveled to Florida to watch the basketball team’s game in the Jacksonville area.

During 2010-11, the Office of Alumni Services planned and conducted over 120 alumni and University special events. These events include alumni board meetings, school-specific alumni events, and other special events.

Events of special note include:

- “Be the Bear” events – Events held in Atlanta’s Fox Theatre and Phipps Plaza. Both themed events were in conjunction with the University’s advertising/marketing campaign
- Homecoming 2010
- Luncheon for Mercer Law graduates taking the Georgia Bar Exam
- Athletic Hall of Fame Inductee Brunch
- McAfee Preaching Consultation Conference
- Mercer Connections
- School- and college-specific alumni reunions
- University special events including the annual President’s Club events

**Mercer Ambassadors**

During the 2010-11 academic year, thirty-one students served as Mercer Ambassadors. The Ambassadors serve as an outreach to alumni constituencies. All are required to participate in at least two special events each semester and to support the University in the Macon Undergraduate, the College of Continuing and Professional Studies, the Walter F. George School of Law, and the School of Medicine commencements, as well as the baccalaureate ceremony.
Tift Scholars

For academic year 2010-11, 125 students received the Tift Scholarship; thirty of these students were freshmen. In addition to regular membership meetings, the scholars participated in four special events: Move-In Day, Tift Scholar Interviews, the annual Tift Holiday Tea, and the Tift Scholar Recognition Dinner where the Tift Scholars who graduated in May 2011 received their Tift Scholar medallions.

Alumni Boards

Each college or school within Mercer University, as well as two colleges that no longer exist, has an alumni association led by the National Alumni Board of Directors for a total of thirteen alumni groups (associations). The National Alumni Board of Directors is the umbrella group of the University Association composed of presidents and presidents-elect of each of the Mercer’s alumni groups. Dennis Sanders serves as president of the National Alumni Board of Directors. Mr. Sanders is a 1969 graduate of the College of Liberal Arts and a 1972 graduate of the Walter F. George School of Law. A complete list of the alumni boards and their members is provided on pp. 149-164 near the end of this document.

Advisory Boards

The University engages alumni and friends through the use of advisory boards (boards of visitors, board of governors, etc.). These boards are staffed primarily through the development officers, representing the eleven colleges and schools along with other programs (athletics, University Press, etc.). The Advancement staff, working in conjunction with the deans and unit leaders, facilitate meetings throughout the year to ensure good communication with these boards about the relevancy of their programs/academic offerings, the recruitment of students, job and career placement opportunities, along with funding possibilities. A list of these boards is included on pp. 165-184 near the end of this document.
Development and Fundraising Update
(2010-11 Fiscal Year)

Overall University Giving
(Includes Government Support)

$49,302,681.31

Private Gifts
$13,012,013.88

Endowed Gifts
$5,136,857.98

Total Donors
7,559

Alumni Donors
4,061

Lifetime Members
155

President's Club
921

Penfield Club
416

Spires Club
464

Towers Club
1,551
Major Gifts Received
(2010-11 Fiscal Year)

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

Eula Mae & John Baugh Foundation
Barbara Baugh
San Antonio, TX

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

W. Homer & Ruth Drake
Newnan, GA

Jo Phelps Fabian
Macon, GA

Flint River Presbytery
Albany, GA

Settlement of Pierce v. UULIC
Columbus, GA

Griffith Family Foundation
Benjamin W. Griffith, III
Macon, GA
The Lamar Plunkett Society
($100,000 – $499,999)

Patricia Shield Ayres
Austin, TX

Estate of James Z. Rabun
Winchester, VA

Fred W. & Aileen K. Borrish
Douglasville, GA

Fickling Family Foundation
William Fickling, Jr.
Macon, GA

BB&T
David Lanier
Macon, GA

John S. and James L. Knight Foundation
Alberto Ibarguen
Miami, FL

Cooperative Baptist Fellowship, Inc.
Daniel Vestal
Atlanta, GA

Fred B. Humphrey & Ruth Anne Rich
Kansas City, MO

Christian Mission Concerns
Kent Reynolds
Waco, TX

Paul F. & Bernice H. Thiele
Charitable Remainder Unitrust
Sandersville, GA

Estates of Malcolm & Pauline Lester
Charlotte, NC

Lettie Pate Whitehead Foundation
P. Russell Hardin
Atlanta, GA

Estate of S Jack Payne
Memphis, TN
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<thead>
<tr>
<th>Name</th>
<th>Location</th>
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<tr>
<td>Estate of Michael D. Osterhout</td>
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<td>Edward C. Klatt</td>
<td>Savannah, GA</td>
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<td>Georgia Independent College Association, Inc.</td>
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<tr>
<td>Frank W. &amp; Sue Mayborn Foundation</td>
<td>Temple, TX</td>
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<td>Georgia Pine Level Foundation</td>
<td>Macon, GA</td>
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<td>M. Diane Owens</td>
<td>Lilburn, GA</td>
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<td>The 1833 Founders</td>
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<td>($25,000 - $49,999)</td>
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<td>Elizabeth Grisham Brown Fund</td>
<td>Hardy Gregory, Jr.</td>
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<tr>
<td>Raymond M. Warren, III</td>
<td>Vienna, GA</td>
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<td>Atlanta, GA</td>
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<tr>
<td>Patricia S. Burgess Family Foundation</td>
<td>Spencer B. &amp; Gail H. King</td>
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<td>Malcolm Burgess</td>
<td>Atlanta, GA</td>
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<tr>
<td>Macon, GA</td>
<td>Robert L. &amp; Joan L. Moore</td>
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<tr>
<td>Butler Aviation/SPP Travel</td>
<td>Chris Patterson &amp; Cindy Morris</td>
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<td>Macon, GA</td>
<td>Dalton, GA</td>
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<tr>
<td>Juan L. Cruz-Rosario</td>
<td>George E. &amp; Carmen Mullen</td>
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<tr>
<td>Guaynabo</td>
<td>Hilton Head Island, SC</td>
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<td>R. Mark &amp; April W. DeMoss</td>
<td>W. Carl &amp; Kimberly Reynolds</td>
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<td>Duluth, GA</td>
<td>Macon, GA</td>
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<tr>
<td>Estate of Sara L. McGinty</td>
<td>Saunders Family Fund</td>
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<td>Richard V. Saunders, Jr.</td>
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<td>Julie A. Farrow</td>
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<td>Dallas, TX</td>
<td>State Bank and Trust Company</td>
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<td>Georgia Academy of Family Physicians</td>
<td>Macon, GA</td>
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<tr>
<td>Lawrenceville, GA</td>
<td>Wal-Mart Corporation</td>
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<td>Macon, GA</td>
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<td>Watson-Brown Foundation</td>
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<td>Macon, GA</td>
<td>Thomas W. Brown, Jr.</td>
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<tr>
<td>Nancy A. Grace &amp; David E. Linch</td>
<td>Thomson, GA</td>
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<td>Atlanta, GA</td>
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</table>
VIII. OFFICE OF THE SENIOR VICE PRESIDENT–ATLANTA

As senior vice president–Atlanta, Dr. Richard V. Swindle serves as the chief administrator for the Atlanta campus and the Regional Academic Centers. One of Dr. Swindle’s primary responsibilities is to update the master plan for the Atlanta Campus, an extensive process that involves exploring every reasonable option for the campus. The first phase of the study, a space utilization report, has been completed. This was presented at the president’s annual summer Executive Council workshop. This study reviewed, assessed, and projected classroom usage and availability through 2012-13.

The Atlanta enrollment is projected to continue to increase; therefore, studying space usage is critical to the future of the campus. Since fall 2007, the Atlanta enrollment has increased 25%, with a fall 2011 headcount of 3,126. This includes the English Language Institute, which is the second largest English language program in the state of Georgia. The ELI program alone has increased more than 45% since last fall. One of the primary goals of the space study is to determine the best way to accommodate growth in the English Language Institute Program, as well as in other fast growing areas, such as the College of Pharmacy and Health Sciences and the College of Continuing and Professional Studies.

The study determined that there is enough classroom and office space for the current academic year as well as for the 2012-13 academic year. However, if growth continues as projected, additional classrooms will be needed beyond 2012-13. The goal of the study is to recommend the most efficient use of all of the current square footage on the campus, especially for classroom and academic program purposes.

The Regional Academic Centers of the University continue to thrive. In summer 2011, the University purchased the building that houses the Douglas County Center. On the Macon campus, the relocation of the Macon Regional Academic Center to the first floor of the Stetson Building has been successful. The Henry County Center continues to expand, and the newest Regional Academic Center in Newnan, Georgia is doing extremely well. The enrollment in Newnan this fall is sixty-two, which is a significant increase over the seventeen students who were enrolled last fall. A Professional M.B.A. (P.M.B.A.) is the newest degree in Newnan, adding to the degrees in education and public safety that are already offered. Also, the University is investigating the possibility of expanding programs in the Savannah area, including the consideration of a Regional Academic Center there.

The initial Doctor of Physical Therapy class on the Atlanta Campus has completed its first year, and the second class has now been enrolled. This program has been extremely
successful, and this fall thirty-six students were admitted out of 404 qualified applicants. The selectivity of this program is very high.

The combined enrollment for Mercer’s programs on the Atlanta campus and other Atlanta sites (Henry County, Douglas, Newnan, and Forsyth), is 4,165. If the English Language is included, the headcount is 4,380. This represents 52% of the enrollment of Mercer University (not including ELI). The enrollment on the Atlanta campus is projected to exceed 3,500 students within three years.

The Atlanta Campus was awarded a $15,000 grant for tobacco cessation from the DeKalb County Board of Health to help achieve the eventual goal of becoming a tobacco-free campus. Students will be trained in how to assist in the effort, and the program will be administered through the Atlanta Campus Health office.

The possibilities for Mercer in the Atlanta metro area are significant, and there is great enthusiasm for the growth that is being experienced and for the opportunities that lie ahead.
IX. ENROLLMENT MANAGEMENT

Penny L. Elkins was appointed senior vice president for enrollment management in June 2011. The Office of Enrollment Management is comprised of Traditional Undergraduate Admissions–Macon; Regional Academic Centers Admissions and Marketing, which includes Undergraduate and Graduate Admissions for Tift College of Education, Stetson School of Business and Economics, and College of Continuing and Professional Studies for the Atlanta Campus and all Regional Academic Centers; Admissions and Records; and the Office of Student Financial Planning.

In August, team members of the Enrollment Management unit developed a strategic plan for the 2011-12 academic year. This plan included enrollment goals, strategies, and a communication plan designed to meet and exceed enrollment goals in each of the locations.

Traditional Undergraduate Students Entering Mercer for the 2011-12

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshmen Enrollment (fall, summer bridge, and summer start)</td>
<td>565</td>
</tr>
<tr>
<td>Transfer Enrollment (fall and summer start)</td>
<td>85</td>
</tr>
<tr>
<td>Average GPA, Academic</td>
<td>3.67</td>
</tr>
<tr>
<td>Average GPA, Transcript</td>
<td>3.66</td>
</tr>
<tr>
<td>SAT Middle 50th Percentile</td>
<td>1060-1260</td>
</tr>
<tr>
<td>Average ACT</td>
<td>26</td>
</tr>
<tr>
<td>Female</td>
<td>298</td>
</tr>
<tr>
<td>Male</td>
<td>267</td>
</tr>
<tr>
<td>Baptist</td>
<td>164</td>
</tr>
<tr>
<td>Georgia Residents</td>
<td>467</td>
</tr>
<tr>
<td>Class Rank (332 Reported Class Rank)</td>
<td></td>
</tr>
<tr>
<td>Valedictorians</td>
<td>19</td>
</tr>
<tr>
<td>Salutatorians</td>
<td>13</td>
</tr>
<tr>
<td>Top 5%</td>
<td>98</td>
</tr>
<tr>
<td>Top 10%</td>
<td>152</td>
</tr>
<tr>
<td>Top 25%</td>
<td>256</td>
</tr>
<tr>
<td>Top 50%</td>
<td>311</td>
</tr>
</tbody>
</table>

Undergraduate–Macon Admissions Highlights for 2011-12

- Offered the first Griffith Scholarship, a program to support Bibb County high school students who have demonstrated financial need.
• Exceeded capacity in the Honors Program.
• Increased attendance at Presidential Scholars Weekend.
• Increased minority population to 36%.
• Increased attendance at Summer Orientation from 91% in 2010 to 95% in 2011.
• Increased student participation in The Bear’s Den, the online community for accepted students.
• Implemented a new customer relationship management tool to improve marketing and communication strategies with the ability to automate messaging based on where a student falls in the recruitment process.
• Implemented a new Web site, new application, and new ways of communication for more effective recruitment for 2012-13.
• Will begin to recruit first class of football players for the 2012-13 academic year. Football season will officially resume fall 2013.

Regional Academic Center Admissions Highlights for 2011-12

• Launch of the Virtual Professional M.B.A. with enrollments exceeding goal.
• Implementation of preferred provider partnership agreements with several agencies and organizations.
• Growth of enrollments at new Newnan Regional Academic Center, now at sixty-two.
• Launched the M.B.A. for Robins Air Force Base employees; twenty-six are currently enrolled in classes on the Macon campus.
• Facilitated multiple articulation agreements between Mercer and the following: Technical College System of Georgia, Middle Georgia College, and with four others in progress.
• Implemented a new initiative to support the military in their educational endeavors.
X. LEGAL AFFAIRS

Mr. William G. Solomon, IV serves as senior vice president and general counsel for the University. During the previous year, the University was named as a defendant in three lawsuits. A summary of the background and current status of these cases is provided below.

Tara M. Johnson, Individually and as Executrix of the Estate of Anthony E. Morgan v. The Medical Center of Central Georgia, et al.  
(State Court of Bibb County)

This suit was a wrongful death action brought by representatives of the estate of Anthony E. Morgan against multiple co-defendants, including Mercer University and Dr. Sabry Gabriel, a faculty member in the University’s School of Medicine. The facts of the case may be summarized as follows.

Following a left hip replacement surgery in April 2007, Mr. Morgan began suffering chest pains. He was referred to the family practice residency section of the Medical Center of Central Georgia and saw Dr. Gabriel, as well as residents under the direction of Dr. Gabriel. For his complaint of chest pain, a differential diagnosis of myocardial infarction and pulmonary embolus was formed. While various tests were given for the myocardial infarction and the same was ruled out, certain aspects of Mr. Morgan’s health situation would not allow the performance of a CT scan with contrast, the “gold standard” test for pulmonary embolism. With time, it was believed by Dr. Gabriel that the possibility of an actual pulmonary embolism was removed. Moreover, the patient was on prophylactic therapy to protect against a pulmonary embolus. Notwithstanding this prophylaxis, Mr. Morgan died in the early morning hours of May 2, 2007. An autopsy performed the next day identified a saddle-type pulmonary embolism. While the report of autopsy did not identify any particular cause of death, the death certificate indicated the primary cause of death as pulmonary embolism.

Following extensive discovery in the case, Mercer and Dr. Gabriel entered into a Settlement and General Release Agreement, settling all claims against them within insurance policy limits. On June 14, 2011, the Court issued a Consent Order in which Mercer and Dr. Gabriel were dismissed from the ongoing litigation.

James Mik v. The Corporation of Mercer University d/b/a Grand Opera House  
(Superior Court of Bibb County)

This action is a premises liability case arising out of a slip-and-fall in the Grand Opera
House, a performing arts facility operated by Mercer University under a lease from Bibb County. The facts of the case may be summarized as follows.

On April 26, 2008, the plaintiff, James Mik, was a patron attending a performance in the Grand Opera House. The Complaint alleges that when Mr. Mik, who was seated in the lower balcony section, began to ascend the staircase leading to the exit, the bottom step collapsed and rolled out from beneath his feet, causing him to fall on the broken staircase and injure his leg on a protruding nail. The Complaint further alleges that the condition of the step made the premises unreasonably unsafe, and that the University knew or should have known that the broken step created a dangerous situation that was likely to cause injury to an unsuspecting theater patron.

The University filed an Answer denying each of the plaintiff’s claims, asserting that Mercer had exercised reasonable and ordinary care in maintaining the Grand Opera House and had no superior knowledge of any alleged defect in the balcony stairway as alleged in the Complaint.

The plaintiff’s deposition was taken in September 2011, and the suit is currently in the final stages of discovery.

Georgia Baptist Children’s Home and Family Ministries, Inc. v. The Corporation of Mercer University, et al.
(Superior Court of Washington County)

This action arises in connection with a charitable trust created under the Last Will and Testament of James Cleo Archer, dated April 5, 1963. In the Will, Mr. Archer created the trust, which provided for the care, maintenance, and support of his wife and daughter. The Will further provided that, upon the death of the survivor of Mr. Archer’s wife or daughter, 90 percent of the net income of the Trust was to be paid annually to Tift College for the purpose of assisting students through a scholarship fund, and the remaining 10 percent was to go to the First Baptist Church of Sandersville, Georgia. In addition, the Will provided that in the event either or both of these charitable beneficiaries should not be in existence at the time the trust becomes operative, “or should they go out of existence during the term of this trust, then the Georgia Baptist Children’s Home shall succeed to the interest of such beneficiary or beneficiaries in this trust.”

On March 21, 2011, the Georgia Baptist Children’s Home and Family Ministries, Inc. filed a Petition for Declaratory Judgment, naming as Respondents Mercer, SunTrust Bank (the trustee), and Marilyn Archer Hall, the only child of Mr. Archer. The Petition alleges that the 1986 merger between Tift College and Mercer rendered Tift College no longer “in existence,” and
seeks an order from the Court “declaring that Tift College is no longer in existence.”

The action is currently pending in Washington County, Georgia. The University has filed a motion to transfer the case to Bibb County, and this motion is currently pending before the Court.
XI. UNIVERSITY MINISTER AND DEAN OF CHAPEL

University minister and dean of the chapel, Dr. Craig McMahan, is responsible for developing and implementing a multifaceted program that creates opportunities for students and faculty members to explore and express their religious faith in an environment that is both hospitable and stimulating. Shaped by the best of Mercer’s Baptist tradition, these opportunities are voluntary, inclusive, wide-ranging, and representative of diverse perspectives and styles.

Mercer On Mission continues to grow as a signature program of Mercer University. Under the direction of Dr. McMahan, this international service-learning program marked its fifth anniversary. Beginning in the summer of 2007 with thirty-eight students, six faculty members and three international sites, this past year Mercer On Mission sent 125 students with thirty-two faculty members to eleven sites scattered all over the developing world. In its first year, Mercer On Mission was almost exclusively a program serving the College of Liberal Arts (CLA). By the completion of the 2012 Mercer On Mission program, every one of the University’s eleven colleges and schools will have participated. When Mercer On Mission began, it was entirely tangential to the curricular core of CLA, but with CLA’s recent revision of curriculum, Mercer On Mission has been integrated as a component of the general education requirement.

Students and faculty contributed more than 12,000 hours of innovative, high-impact service in the 2011 Mercer On Mission program. A medical team, consisting of five third-year medical students, five nursing students, three pharmacy students, and three undergraduate students, provided medical care for more than 1,100 villagers in rural Cambodia. Dr. William Bina, Ms. Gayle Bina, Dr. Vanthida Huang, Dr. Fred Girton, Dr. Sara Mitchell, and Dr. Chad Vandenberg trained and supervised the students. Through developing partnerships with local health officials, a missionary medical organization and a charity hospital, the Mercer On Mission team was able to offer both an immediate and sustained response to an incredibly diverse and unusual spectrum of medical conditions. One of this team’s success stories involved an infant who had been born with a severe cleft lip and palate. This particular case was so severe that the baby was unable to nurse. The child would die without surgery. One of the nursing students reflected on this experience in her journal, “I will always remember this day. I will remember the baby’s face and the hurt it made me feel. I realized then that people will die in this profession and once again I realized how beautiful life is and how blessed I am to be here (Cambodia).” While our team was not able to perform the restorative surgery, they aggressively facilitated the connections that enabled that surgery to be done at a Russian hospital in the region. The surgery was completed successfully, and the baby received a very promising
prognosis. Without the insistent intervention of Mercer On Mission team, the child would certainly have died. Not all of the Mercer On Mission programs produce such dramatic results, but each one changes the world in important ways. We built a house in Armenia. We launched a micro-enterprise venture in the Dominican Republic. We dug a community well in Ethiopia. We renovated a medical clinic in Greece. We provided classroom teaching and faculty training at Ricks Institute in Liberia. We installed a student-designed solar-powered water pump at an orphanage in Malawi. We returned to Mozambique to implement safety measures in the gold mining industry. We taught AIDS education through musical and visual arts in Tanzania. We assisted with community development projects in Trinidad. And, we provided eighty-six amputees with prosthetic legs in Vietnam.

Mercer On Mission will see continued expansion in the 2012 program with an expected 150 student and forty faculty members participating in thirteen sites that will include new work in Dominica, India, and Israel. Estimated expenses for next year will be in the range of $750,000, of which a little more than half will be offset by tuition.

Mercer On Mission is a high-impact program that puts the energy and expertise of well-trained students into the service of others. This becomes a transformative experience academically, emotionally, professionally, and spiritually. As students explore the global world and their place in it, they make life-changing discoveries. They discover their capacity to make a difference in the lives of others. They discover a basic humanity that all people share, no matter where they live. And, they are often surprised to discover the deeper spiritual dimensions of their own inner world.

The University Minister has played a key role in promoting a campus-wide interfaith emphasis. Earlier this spring President Barak Obama invited Mercer University to participate in The President’s Interfaith and Community Service Campus Challenge. The University Minister collaborated with other staff and faculty in responding to this invitation. Dr. McMahan devoted the first three chapel services of the fall semester to an interfaith conversation among Dr. Eimad Houry, representing the Muslim tradition; Dr. Scott Nash, representing the Christian tradition; and Dr. Larry Schlesinger, representing the Jewish tradition. These sessions focused on three main questions: Who Is God? Who are the People of God? And, How Can We Live Together? The chapel conversations were informative, spirited, eminently respectful, and very well received by the University community. The capstone event in this series was an address given by Dr. R. Kirby Godsey, who spoke about his recently published book, Is God a Christian? Both the chapel conversations and Dr. Godsey’s address were posted on Mercer’s YouTube channel. Interfaith relationships were not only a matter of talk, but also a matter of action. The University
Minister collaborated in the planning and implementation of Seven Saturdays of Service, which drew together members of the Mercer and Macon communities, including various religious groups, in building and clean-up projects around the campus and city. One of the participating groups was the new Muslim Student Association, which Dr. McMahan assisted in becoming an approved religious organization.

The University Minister has been an active member of the Lyceum planning committee. Launched during the fall semester, Lyceum draws together University lectures, conferences, and special events around a common theme in a two-year cycle. The current theme is Rebuilding Democracy. In support of this theme, Dr. McMahan has organized a number of chapel services that will address various intersections of religion and democracy. Gary Simson, dean of the Walter F. George School of Law, discussed the concept of religious liberty in a democratic society. Tim Floyd, professor in the Walter F. George School of Law, spoke on the topic of restorative justice in contrast to punitive justice and the potential for redemption in both. In January 2012, Dr. David Gushee will lead a chapel conversation with Rachel Laser about the issue of abortion and the possibility of finding common ground among pro-live and pro-choice advocates.

Beyond the structured emphases of the interfaith initiative and the Lyceum, the University Minister has arranged other chapel programs designed to promote religious reflection and engagement. Dr. John Haught, senior fellow of science and religion at the Woodstock Theological Center of Georgetown University gave an address entitled “Science and the Quest for Cosmic Purpose.” Dr. James Jennings, founder and director of Conscience International, discussed the challenges of international peace-making from a religious perspective. Rev. Sam Harrell, president of Africa Exchange and Mercer On Mission partner in Kenya, offered his insights on the kinds of international service that are productive and the kinds that are counter-productive. Archbishop Malkhaz Songulashvili and Dr. McMahan hosted a Eucharist service, using the lost chalice from the Republic of Georgia that was found last year among the Louis D. Newton artifacts in the chapel archives.

Through the global service of the Mercer On Mission program, the intellectual stimulation of chapel programs, and the rich inspiration of worship services, the University Minister seeks to cultivate a wide and fertile field in which the seeds of faith can grow.
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<th>Position</th>
<th>Name</th>
<th>Degree</th>
<th>Year</th>
<th>City</th>
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<tr>
<td>President</td>
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<td>Devita Parnell</td>
<td>M.Div.</td>
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<td>David Weatherspoon</td>
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<td>Melissa Willis</td>
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<td>Winston-Salem, NC</td>
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<td>Gwen Brown</td>
<td>M.Div.</td>
<td>‘09</td>
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<td>Jana Kinnersley</td>
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<td>Rob Dowdle</td>
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<td>Andi Sullivan</td>
<td>M.Div.</td>
<td>‘11</td>
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<td>Curtis Sell</td>
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<tr>
<td>Jonathan M. Baker, R.N., M.B.A.</td>
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<td>McDonough, GA</td>
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Mark Whitlock
Newnan, GA
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N. McDuffie Center for Strings Board of Visitors

Candy Burgess
Macon, GA

Malcolm Burgess, Jr.
Macon, GA

Robert Chanin
Macon, GA

John H. Dickson
Macon, GA

Jo Phelps Fabian
Macon, GA

Neva L. Fickling
Macon, GA

Genelle Jennings
Hawkinsville, GA

Mansfield Jennings
Hawkinsville, GA

Spencer B. King, III
Atlanta, GA

Julie McAfee
Macon, GA

Meredith McDaniel
Hawkinsville, GA

Amy Schwartz Moretti
Macon, GA

Carey Pickard
Macon, GA

Robert Reichert
Macon, GA

Kim Schnell
Macon, GA
## O. The Grand Opera House Board of Governors

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<tr>
<th>Name</th>
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P. Mercer University Press Board of Directors

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Jonesboro, GA

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Thomson, GA

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Miami, FL

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