Kennesaw State University

2008-2009 Fact Book

September 2009

22nd Edition

THE FACTS

Kennesaw State University

- Kennesaw State is the third-largest university and one of the fastest-growing institutions of higher education in Georgia.
- The university has a $450 million annual economic impact on Cobb County and northwest Georgia.
- KSU is the "university of choice" for 2,200 students residing on campus, more than 4,000 freshmen, and a total student body of more than 20,000 students who enrolled during fall 2007.
- Kennesaw State University is nationally recognized for its outstanding teaching and community engagement, and for having one of the best first-year experience programs in the country.

College of the Arts

- KSU's College of the Arts (COTA) is one of the fastest-growing colleges of its kind offering fully accredited programs in visual arts, theatre and performance studies, and music.
- COTA boasts a new 630-seat performance hall, named the Dr. Bobbie Bailey and Family Performance Center, which opened during fall 2007.
- The college also is the future home to a 27,000-square-foot art museum, which will house one of Georgia's largest private art collections, concentrating on works by 19th- and 20th-century American artists.

Bagwell College of Education

- KSU's Bagwell College of Education is one of the top producers of first-time certified teachers for Georgia, graduating one out of seven new teachers in the state.
- In the past five years, the college has increased its number of undergraduate majors by 40 percent and its graduate student population by 400 percent — helping to meet Georgia's need for more teachers and school administrators.
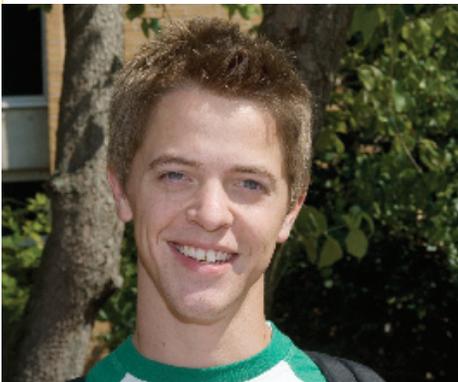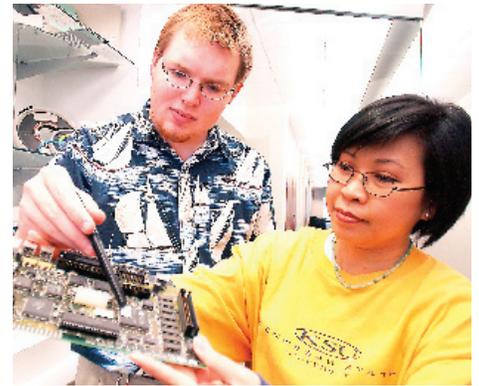
Coles College of Business
- Kennesaw State's Coles College of Business enrolls the highest number of business majors of any business school in Georgia.
- The college is recognized by "Business Week," "Fortune Small Business" and "CEO" magazines as a national leader in business education and applications-focused faculty.
- It also is home to renowned programs, including the Cox Family Enterprise Center, the Center for Professional Selling, the International Center and the Edge-Microenterprise Center.

College of Humanities and Social Sciences
- KSU's College of Humanities and Social Sciences houses the nationally recognized Kennesaw Mountain Writing project.
- It offers the state's first Master of Science in Conflict Resolution degree.
- The college also is home to Georgia's only Center for Regional History, the Center for Civil War Studies, and the Marcus Holocaust Education and Public History Project.

College of Science and Mathematics
- The university's College of Science and Mathematics graduates the highest number of chemistry and biochemistry majors in the state of Georgia.
- It is one of the largest producers of science and math teachers in the state.
- The college is home to one of Georgia's first degrees in computer information and security systems, Georgia's first Bachelor of Science in Biotechnology, and the nationally recognized Cybertech program.

WellStar College of Health and Human Services
- KSU's WellStar College of Health and Human Services produces one out of every five Bachelor of Science in Nursing graduates in Georgia.
- Ninety-nine percent of the nurse practitioners graduating from WellStar College pass national certification examinations.
- The college turns away more than 80 percent of qualified applicants for the nursing program due to classroom shortages.
- The college's Department of Human Services prepares qualified graduates who dedicate their knowledge and skills to address the needs of child-welfare services in the state.

University College
- Kennesaw State's First-Year Experience Program has been selected frequently as one of the best in the nation by "U.S.News & World Report."

- During fall 2007, the college implemented an early warning/early intervention program to identify and assist students who were identified as heading for academic difficulty during their first semester.
- In summer 2008, University College will launch a summer bridge program to enhance student preparedness for college success.

Athletics
- KSU's Athletics program competes in the NCAA Division 1 Atlantic Sun Conference.
- Kennesaw State student athletes have won eight national team championships (six in NCAA competition and two National Cheer Association titles) and four individual national championships since 1994.
- KSU student athletes are high academic achievers with about 55 percent of the athletes being named to the Presidential Honor Roll annually. Their graduation rate is better than the KSU general student body, per NCAA tracking statistics.

Early History of Kennesaw Junior College

Kennesaw State University began as a public two-year college in the mid-1960s. The Board of Regents of the University System of Georgia approved the creation of a new institution, tentatively named Cobb County Junior College, on October 9, 1963. Before the institution was officially named Kennesaw Junior College by the Regents in August 1965, its original stationery read, "Marietta College," the Marietta Daily Journal referred to it as, "Kennesaw Mountain Junior College," and the program for the ground breaking ceremony was entitled, "Cobb County University of Georgia System College."

Initially envisioned as being located further north in Bartow County, local community leaders orchestrated the establishment of the new two-year college on 152 acres of farm land in a rural area of northern Cobb County. At that time, Interstate 75, which now runs adjacent to the campus, had not been constructed. The site was approved by the Regents when the city of Marietta and the Cobb County Board of Education, with strong voter approval from Cobb's citizens, offered to pay for the construction costs of the campus by selling $2.35 million in bonds and deeding the land to the state. The actual cost of constructing the campus and its eight initial buildings was approximately $4 million. A large federal grant was secured to cover most of the difference. Groundbreaking for the new campus began in November 1964, and Dr. Horace W. Sturgis, the Associate Registrar at Georgia Tech, assumed the role as founding president on July 1, 1965.

The college opened its doors in September of 1966 with a student body of 1,014, but the new campus was not ready for occupancy. Temporary quarters were set up in several locations that fall at Southern Technical Institute, where most classes were held, at the Marietta Housing Authority at Marietta Place, which provided office space for the administrators, and at Banberry Elementary School.

By January, 1967, the campus was ready for occupancy, although several of the original one and two-story buildings were still in the final stages of construction. The science, humanities, and student services buildings were the first to open. The administration building opened within a month, but the library was not ready until March. Bookshelves were set up in the physics lab as a temporary library from January through April to hold the library's initial collection of 4,200 volumes. The initial campus also sported a physical education building, social science building, and a maintenance building.

The matriculation fee in 1966-67 was $70 per quarter for full-time students and $6 per credit hour for part-time students. There were 37 faculty members on board when the college opened. According to the President's Annual Reports published during those first few years, one-third of the student body attended night classes, and men outnumbered women by a ratio of two to one.

Before the college had even opened in 1966, community leaders and local residents were asking the founding president when it would become a four-year institution. At the local level, KJC was not expected to be a two-year college for very long. From the beginning, faculty were recruited with four-year status in mind. With the exception of its two-year program in nursing, KJC's curriculum emphasized preparation for transfer to baccalaureate programs; vocational and technical career preparation were available elsewhere locally and were not pursued. The Owl was selected to become the mascot of KJC to emphasize the college's high scholastic expectations which were realized as KJC developed a strong academic reputation for its instructional quality.

By the end of its first decade of operation, KJC's enrollment had grown rapidly, tripling to over 3,200 students. Cobb was the third most populated county in the state and the fastest growing suburban center of Metropolitan Atlanta. Nontraditional as well as traditional-age students sought convenient access to baccalaureate and graduate education. The Kennesaw Junior College Foundation had been created during the 1968-69 academic year, and was made up of 23 respected, influential businessmen from Cobb and surrounding counties. By the early 1970s, the campaign to secure four-year college status was well underway with the help of Foundation members, government leaders, faculty, staff and students. Kennesaw Junior College was finally granted senior college status in 1976 and renamed Kennesaw College in September 1977. Upper division classes were initiated in the fall of 1978. By June of 1980, 70 students received the first baccalaureate degrees to be conferred by Kennesaw College.

Evolution of Kennesaw College into Kennesaw State University

Shortly after Kennesaw College awarded its first baccalaureate degrees, the founding president, Dr. Sturgis, announced his retirement. Following a nationwide search, the Board of Regents appointed Dr. Betty L. Siegel, the Dean of the College of Education and Psychology at Western Carolina University, to become Kennesaw College's second president in 1981. Dr. Siegel became the first woman to head a University System of Georgia institution. She was KSU's president for 25 years until 2006, making her one of the longest serving woman presidents in the nation. During her tenure, Kennesaw College grew in size, mission, and recognition. A small fledgling four-year institution with a junior college identity evolved rapidly and impressively into a large comprehensive university. Its name was changed to Kennesaw State College in 1988, and to Kennesaw State University in 1996.

The institution embarked on a period of remarkable enrollment growth under Dr. Siegel's administration, jumping from fewer than 4,000 students in Fall 1980 to nearly 19,000 by Fall 2005 and became the third largest university in the University System of Georgia. When she began as president, KC enrolled only undergraduate students in a fraction of the degree programs available today. Twenty-five years later, nearly 2,000 graduate students were pursuing master's degrees, and KSU's first doctoral program was approved by the Regents. Early in Siegel's presidency, over a thousand entering freshmen each year were required to pursue remedial preparation in developmental studies courses. Later, raised admission standards cut learning support enrollment by three-fourths, after most traditional freshman applicants needing remedial preparation for college were redirected elsewhere. Consequently, average SAT scores rose by 75 points. Service to nontraditional-age students remained strong throughout Dr. Siegel's tenure, but the numbers of traditional-age students increased, especially after on-campus student housing became available in 2002. Minority and international student enrollment also multiplied several fold, accounting for 20% of the student body and representing over 130 different countries by 2006.

Academically, Kennesaw College was still organized like a junior college in 1981. Under Dr. Siegel's administration, departments, schools, colleges, deans and vice presidents emerged and evolved. The weakest academic degree programs in those early years were in business and teacher education, which later became some of the strongest in degree productivity and reputation. KC's first master's programs were launched in 1985 in business, followed by education. New degree program expansion concentrated on popular professional areas of study such as baccalaureate and graduate nursing, computer science, information systems, communication, psychology, human services, social work, criminal justice, and the arts. The array of popular business and teacher preparation programs expanded as did enrollments in baccalaureate preparations for law and medicine. Undergraduate student interest in the humanities, social sciences, and natural sciences also grew notably. National accreditations were gained for virtually all degree programs that were eligible for such recognition. Programs in business, education, global learning, the first-year experience, and continuing education attracted national visibility and rankings.

Technological advances were especially impressive. In 1981, the college owned only one microcomputer, and its data processing office was just beginning a transition from punched cards and batch processing to its first shared access minicomputer. The college later became an early adopter of word processors, desktop computers for all faculty, telephone registration, digital databases in the library, and a student technology fee. Its administrative and academic computing applications grew rapidly. One of the first CIO's in the University System of Georgia was hired in 1998 to orchestrate the rapid expansion of the campus networks and bandwidth, Web applications, course management systems, administrative conversion to Oracle relational databases, and the evolution of KSU's participation in Georgia's virtual library system.

Intercollegiate athletics were initiated in 1982 and also expanded rapidly. KC's athletic teams competed in the NAIA until 1992 when KSC joined the NCAA Division II and the Peach Belt Conference. KSU moved to NCAA Division I in 2004-05, joining the Atlantic Sun Conference. During its eleven years of intercollegiate competition in Division II, the KSU Owls won five national championships

KSU's New Era of Leadership & Vision

On July 1, 2006, Dr. Daniel S. Papp, Senior Vice Chancellor for Academic & Fiscal Affairs of the University System of Georgia, became KSU's third president. A Phi Beta Kappa graduate of Dartmouth College, President Papp received his Ph.D. in international affairs from the University of Miami. His specialty areas include international security policy and system change, and he has authored or edited 10 books and over 60 journal articles. After joining the faculty of Georgia Tech in 1973, he became the founding Director of Georgia Tech's Sam Nunn School of International Affairs, the Director of the School of Social Sciences, Executive Assistant to the President, and served as Interim President of Southern Polytechnic State University. He was honored as a Georgia Tech Distinguished Professor and has twice been awarded the U.S. Department of the Army's Outstanding Service Medal. As an international affairs expert, he has been actively engaged in grant-funded international research and travel. From 2000 to 2006, he held the second highest ranking administrative position in the University System of Georgia, overseeing the 35 public colleges and universities governed by the Board of Regents. On July 1, 2006, Dr. Daniel S. Papp, Senior Vice Chancellor for Academic & Fiscal Affairs of the University System of Georgia, became KSU's third president. A Phi Beta Kappa graduate of Dartmouth College, President Papp received his Ph.D. in international affairs from the University of Miami. His specialty areas include international security policy and system change, and he has authored or edited 10 books and over 60 journal articles. After joining the faculty of Georgia Tech in 1973, he became the founding Director of Georgia Tech's Sam Nunn School of International Affairs, the Director of the School of Social Sciences, Executive Assistant to the President, and served as Interim President of Southern Polytechnic State University. He was honored as a Georgia Tech Distinguished Professor and has twice been awarded the U.S. Department of the Army's Outstanding Service Medal. As an international affairs expert, he has been actively engaged in grant-funded international research and travel. From 2000 to 2006, he held the second highest ranking administrative position in the University System of Georgia, overseeing the 35 public colleges and universities governed by the Board of Regents.

A new era of leadership and a new course for the university's future development were set early by President Papp's leadership team. Within six months of Dr. Papp's assuming the presidency, KSU adopted a new vision statement and Strategic Plan for 2007 to 2012. The institution's aspirations are captured in its Vision which states:

> Kennesaw State University is among the best learning-centered comprehensive universities in the country and is expanding its programs of distinction to meet state and national needs. KSU provides excellent and accessible education, promotes research and scholarship, fosters community engagement, supports intellectual inquiry, and contributes to economic development. KSU alumni are well educated in the liberal arts, leaders in their chosen professions, and engaged citizens whose global awareness and lifelong learning make them visionary leaders for Georgia, the nation, and the world.

In the context of the university's strengths, weaknesses, opportunities, and threats, the current Strategic Plan asserts that KSU has an exceedingly bright future. Every parameter of measurement is on an upward trajectory. The Plan's five strategic goals, which are identified along with dozens of action steps, are:

Goal 1 - To enhance and expand academic programs and delivery

Goal 2 - To improve retention, progression, and graduation rates while maintaining high quality

Goal 3 - To expand campus resources and enhance campus infrastructure

Goal 4 - To enhance student life activities and prepare students to be leaders

Goal 5 - To improve service, strengthen accountability, and establish a stronger sense of community

President Papp's inaugural year reflected numerous notable achievements aligned with KSU's Vision as reported in KSU's Annual Report for 2007. Highlights included a record enrollment of over 20,000 students, high marks on a successful reaccreditation by SACS, initiation of KSU's first doctoral program in Leadership for Learning, opening of the new 160,000 sq. ft. Social Sciences Building, and approval for the construction of the Health Sciences building and another phase of student housing.

Near the top of the list of action steps associated with Goal 1 in KSU's Strategic Plan is to fully implement KSU's five-year Quality Enhancement Plan on Global Learning for Engaged Citizenship. Developed as part of KSU's reaffirmation of SACS-COC accreditation in 2007, the QEP calls for ensuring that global learning rises to the top tier of KSU's educational priorities and outcomes by 2012. Campus-wide orchestration of expanded opportunities for global learning, expanded participation in global learning, and improved tracking of institutional progress in achieving the QEP's goals including formally certifying global competencies is underway.

One of the most important strategic moves of KSU's new president and the Kennesaw State University Foundation for ensuring the realization of the university's vision and goals was the kickoff announcement in Fall 2007 of "The New Faces of Kennesaw State: The Campaign for Our Future." This ambitious fund raising initiative represents KSU's first-ever comprehensive capital campaign with a goal of raising $75 million by the summer of 2010. Gifts and endowments are being sought to benefit academic programs, facilities expansion, scholarships, faculty and staff development, and athletics. Clearly, KSU's upward trajectory is climbing higher quickly in this new era of dynamic and strategic leadership.

Vision

Kennesaw State University is among the best learning-centered comprehensive universities in the country and is expanding its programs of distinction to meet state and national needs. KSU provides excellent and accessible education, promotes research and scholarship, fosters community engagement, supports intellectual inquiry, and contributes to economic development. KSU alumni are well educated in the liberal arts, leaders in their chosen professions, and engaged citizens whose global awareness and lifelong learning make them visionary leaders for Georgia, the nation, and the world.

Mission

Kennesaw State University is a comprehensive public university that serves primarily northwest Georgia and Atlanta. With nationally recognized liberal arts, professional, and continuing education programs, KSU offers exemplary disciplinary and interdisciplinary education at the baccalaureate, master's, specialist, and professional doctoral levels. KSU's students prosper in a supportive environment with faculty, staff, and administrators who are vitally engaged in student life. KSU's academic programs are collaborative and creative, emphasizing both the development and application of knowledge. The KSU community values and promotes integrity, global awareness, technological literacy, diversity, and lifelong learning.

Goals

- Goal 1 - To enhance and expand academic programs and delivery
- Goal 2 - To improve retention, progression, and graduation rates while maintaining high quality
- Goal 3 - To expand campus resources and enhance campus infrastructure
- Goal 4 - To enhance student life activities and prepare students to be leaders
- Goal 5 - To improve service, strengthen accountability, and establish a stronger sense of community

KENNESAW STATE UNIVERSITY
ACCREDITATIONS

UNIVERSITY ACCREDITATION

Kennesaw State University is accredited by the Commission on Colleges of the Southern Association of colleges and Schools to award bachelor's, master's, specialist, and doctoral degrees. Inquires related to the university's accreditation by the commission may be directed to SACS-COC, 1866 Southern Lane, Decatur, Georgia 30033-4097, telephone 404.679.4500, Web site: http://www.sacscoc.org. Questions related to admissions and the policies, programs, and practices of KSU should be directed to the university's offices, catalogs, publications, or Web sites. (Last reaffirmed in 2007.)

The Commission on Colleges of the southern Association of Colleges and Schools (SACS-COC) is the recognized regional accrediting body in eleven U.S. Southern states and in Latin America for institutions of higher education that award associate, baccalaureate, master's, or doctoral degrees.

COLLEGE OF THE ARTS

All degree programs in the College of the Arts are nationally accredited. In addition, the teacher education programs in the arts have state approval for P-12 teacher certification in Georgia.

Degree Program	National/State Program Review
B.F.A. Art B.S. Art Education	Fully accredited by NASAD, National Association of Schools of Art & Design, (last awarded in 2001)
B.A. Music B.M. Music Performance B.M. Music Education	Fully accredited by NASM, National Association of Schools of Music (last awarded in 1996)
B.A. Theatre & Performance Studies	Fully accredited by NAST, National Association of Schools of Theatre (last awarded in 2008)
B.S. Art Education B.M. Music Education	Fully accredited by NCATE, National Council for Accreditation of Teacher Education (last awarded in 2005)
B.S. Art Education B.M. Music Education	Fully approved by Georgia's Professional Standards Commission for P-12 teacher certification (last awarded in 2005)

COLES COLLEGE OF BUSINESS

All degree programs in the Coles College of Business are nationally accredited by the Association to Advance Collegiate Schools of Business (AACSB). In addition, the accounting programs have received a special review and accreditation by AACSB.

Degree Program	National/State Program Review
B.B.A. Accounting B.B.A. Economics B.B.A. Finance B.B.A. Management B.B.A. Marketing B.B.A. Professional Sales MAcc Accounting MBA Business Administration (all tracks including WEB MBA)	Fully accredited by AACSB International, the Association to Advance Collegiate Schools of Business (last awarded in 2005)
B.B.A. Accounting MAcc Accounting	Also separately accredited in accounting by AACSB (last awarded in 2005)

BAGWELL COLLEGE OF EDUCATION

All degree programs in the Bagwell College of Education are nationally accredited. In addition, all education programs have state approval for professional certification in Georgia and the teacher preparation programs are nationally recognized. All of KSU's 7-12 and P-12 teacher education programs in the Professional Teacher Education Unit (PTEU) and administered through the other colleges, are also nationally accredited, nationally recognized and state- approved.

Degree Program	National/State Program Review
B.S. Early Childhood Education (P-5) B.S. Middle Grades Education (4-8) M.Ed. Early Childhood Education M.Ed. Adolescent Education M.Ed. Special Education M.Ed. Educational Leadership	Fully accredited by NCATE, National Council for Accreditation of Teacher Education (last awarded in 2005)
B.S. Early Childhood Education (P-5) B.S. Middle Grades Education (4-8) M.Ed. Early Childhood Education M.Ed. Adolescent Education M.Ed. Special Education M.Ed. Educational Leadership	Fully approved by Georgia's Professional Standards Commission for professional certification (last reviewed in 2005)
B.S. Early Childhood Education	Nationally recognized with conditions by ACEI, the Association for Childhood Education International (last reviewed in 2004) Fully accredited by MACTE, the Montessori Accreditation Council for Teacher Education
B.S. Middle Grades Education	Nationally recognized by NMSA, the National Middle Schools Association (last reviewed in 2004)
M.Ed. Special Education	Nationally recognized by the CEC, the Council for Exceptional Children (last reviewed in 2004)

COLLEGE OF HUMANITIES & SOCIAL SCIENCES

All degree programs in teacher education in the College of Humanities & Social Sciences are nationally accredited. In addition, the teacher education programs are nationally recognized and have state approval for 7-12 teacher certification in Georgia.

Degree Program	National/State Program Review
B.S. Secondary English Education B.S. Secondary Social Science Education B.A. Modern Language & Culture (P-12 teacher certification concentration)	Fully accredited by NCATE, National Council for Accreditation of Teacher Education (last awarded in 2005)
B.S. Secondary English Education B.S. Secondary Social Science Education B.A. Modern Language & Culture (P-12 teacher certification concentration)	Fully approved by Georgia's Professional Standards Commission for teacher certification (last reviewed in 2005)
B.S. Secondary English Education	Nationally recognized by NCTE, the National Council of Teachers of English (last reviewed in 2004)
B.A. Modern Language & Culture (P-12 teacher certification concentration)	Nationally recognized with conditions by ACTFL, the American Council on the Teaching of Foreign Languages (last reviewed in 2004)
B.S. Secondary Social Science Education	Nationally recognized by NCSS, the National Council for the Social Studies (last reviewed in 2004)

WELLSTAR COLLEGE OF HEALTH & HUMAN SERVICES

All nursing degree programs and the teacher education program in health & physical education in this college are nationally accredited. In addition, the nursing programs are state-approved and the teacher education program is nationally recognized and has state approval for P-12 teacher certification in Georgia.

Degree Program	National/State Program Review
B.S.N. Nursing M.S.N. Nurse Practitioner	Fully accredited by CCNE, the Commission of College Nursing Education (last awarded in 2003)
B.S.N. Nursing	Fully approved by the George Board of Nursing (last reviewed in 2003)
B.S. Health & Physical Education	Fully accredited by NCATE, National Council for Accreditation of Teacher Education (last awarded in 2005)
B.S. Health & Physical Education	Fully approved by Georgia's Professional Standards Commission for P-12 teacher certification (last reviewed in 2005)
B.S. Health & Physical Education	Nationally recognized by AAHPERD, the American Alliance for Health, Physical Education, Recreation & Dance (last reviewed in 2004)
B. S. Health & Physical Education	Nationally recognized by NASPE, the National Association for Sport & Physical Education (last reviewed in 2004)
M.S. Social Work	Admitted to Candidacy by the Council on Social Work Education (CSWE) in 2005.

COLLEGE OF SCIENCE & MATHEMATICS

The programs in computer science, information systems, professional chemistry & biochemistry, and the teacher education degree programs in the sciences and mathematics are nationally accredited. In addition, the teacher education programs are nationally recognized and have state approval for 7-12 teacher certification in Georgia.

Degree Program	National/State Program Review
B.S. Computer Science B.S. Information Systems M.S. Information Systems M.S. Applied Computer Science	B.S. Programs Fully accredited by ABET, the Accreditation Board for Engineering & Technology (last awarded in 2004)
B.S. Chemistry B.S. Biochemistry	Nationally approved by ACS, the American Chemical Society (continuously approved since 1987)
B.S. Secondary Biology Education B.S. Secondary Chemistry Education (track) B.S. Secondary Mathematics Education	Fully accredited by NCATE, National Council for Accreditation of Teacher Education (last awarded in 2005)
B.S. Secondary Biology Education B.S. Secondary Chemistry Education (track) B.S. Secondary Mathematics Education	Fully approved by Georgia's Professional Standards Commission for 7-12 teacher certification (last reviewed in 2005)
B.S. Secondary Biology Education B.S. Secondary Chemistry Education (track)	Nationally recognized by NSTA, the National Science Teachers Association (last reviewed in 2004)
B.S. Secondary Mathematics Education	Nationally recognized by NCTM, the National Council of Teachers of Mathematics (last reviewed in 2004)

KENNESAW STATE UNIVERSITY
STRATEGIC PLAN
2007-2012

Kennesaw
State UNIVERSITY

KENNESAW HALL

Dear Friends of Kennesaw State University:

It is my pleasure to present to you our 2007-2012 Strategic Plan for Kennesaw State University. It provides our community of students, faculty, staff, and administrators with a roadmap to make our bright vision of the future come to fruition.

Kennesaw State has grown from a small junior college planted in rural Cobb County in the 1960s, to Georgia's third-largest university in the booming northwestern suburbs of metropolitan Atlanta. The university is growing not just in numbers of students, but also in the caliber and reputation of its programs and engagement with the community beyond the physical campus, with eyes focused out to the entire world.

This strategic plan outlines our strengths, as well as those areas to which we can — and must — do more to improve the institution. The plan is ambitious and challenging, but Kennesaw State is well-positioned and exceedingly capable to meet the challenges of improving global awareness, technological literacy, diversity, integritY, and lifelong learning.

Please join with me in celebrating our past successes as we pursue our ambitious vision for KSU.

Sincerely,

Daniel S. Papp
President
Kennesaw State University

OUR FOCUS AND INTENT ARE CLEAR.

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High aspirations, clear focus

Nearly 2,000 people in the Kennesaw State University community played a role in determining the dimensions, direction, content, and cohesiveness of KSU's 2007-2012 Strategic Plan. This plan takes into account the position of the State of Georgia and the University System of Georgia in 2007, and their aspirations for 2012. It acknowledges the strengths, weaknesses, opportunities, and threats, affecting KSU's past, present, and future. The impressive capabilities of KSU's faculty, staff, administration, and students well position the University to achieve the goals of this plan.

KSU's future is exceedingly bright. Every parameter of measurement at KSU is on an upward trajectory. This Strategic Plan reflects the optimism borne of this momentum, and proclaims that KSU is becoming one of the best learning-centered comprehensive universities in the country. Our focus and intent are clear. Our capabilities are strong. Our vision will become reality.

This Strategic Plan replaces KSU's 1997 Strategic Plan. It has been under development for several years, beginning with the administration of then-President Betty L. Siegel and completed under the administration of current President Daniel S. Papp. The plan details ambitious initiatives of the caliber that should be expected and demanded from Kennesaw State University. We will achieve these goals through the talents and tenacity of the Kennesaw State community, and the support of our stakeholders throughout Georgia, the nation, and the world.

This is our vision.

Kennesaw State University is among the best learning-centered comprehensive universities in the country and is expanding its programs of distinction to meet state and national needs. KSU provides excellent and accessible education, promotes research and scholarship, fosters community engagement, supports intellectual inquiry, and contributes to economic development. KSU alumni are well educated in the liberal arts, leaders in their chosen professions, and engaged citizens whose global awareness and lifelong learning make them visionary leaders for Georgia, the nation, and the world.

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ENGAGING THE WORLD

KSU's Strengths, Weaknesses, Opportunities, and Threats

A rapidly growing and changing comprehensive state university in the University System of Georgia, KSU enjoys many strengths, has a number of weaknesses, enjoys an array of opportunities, and faces several threats. This analysis details each.

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Our strengths

KSU has a high profile and solid reputation because of its highly qualified faculty; accredited and nationally ranked programs; commitment to student success; initiatives for first-year students; and involvement in community service. KSU's reputation is further enhanced by its emphasis on students' access to full-time faculty; its continued investment in technology infrastructure; its entry to Division I athletics; and new campus construction and commitments from the state for future instructional and student facilities.

KSU's program offerings and organizational culture are also strengths because of the market-driven, innovative nature of degree programs; the high degree of collaboration within the institution across college and unit boundaries; international opportunities for faculty and students; the institution's student-oriented focus; commitment to leadership and diversity; and the high degree of involvement of students in student organizations.

KSU's location is also a strength. Easily accessible to and from Atlanta and northwest Georgia, KSU's location provides the university visibility and connectedness with Atlanta and Georgia, and offers students and faculty unique partnership and career opportunities with other universities, businesses, health-care facilities, and nonprofit organizations. The campus setting is attractive and safe.

KSU's Strengths, Weaknesses, Opportunities, and Threats

Our weaknesses

In some quarters, KSU is still perceived as a two-year college. KSU's low brand recognition is accentuated by shortfalls in classrooms, laboratories, and offices; insufficient playing fields and recreation opportunities for intramurals, club sports, and general activities; and inadequate meeting and event space for students and faculty. At the same time, local traffic patterns and flows make movement on and around KSU difficult. Lack of convenient parking also creates problems.

Also, insufficient funding for maintenance has led to a deterioration of KSU's physical infrastructure as many facilities have not been regularly repaired or replaced. Similarly, many internal systems, processes, and policies have not been updated to reflect the changing nature, size, and demands of the student population. Many services are unavailable after 5 p.m. and on weekends; planning processes are short-term and ad-hoc; communication and strategic marketing practices are often inadequate; limited avenues, mechanisms, and rewards exist for interdisciplinary work; no central information system exists; too little emphasis on generating funds from outside sources is present; the institution often competes directly with sister institutions for resources; and the institution rarely presents its case successfully for additional funds at the state government level.

KSU also has lower faculty and staff salaries, heavier workloads, and higher student-to-faculty and student-to-staff ratios than many peer institutions. This problem lowers faculty and staff morale; renders more difficult the hiring and retention of faculty and staff; and complicates efforts to diversify faculty and staff. Other weaknesses include low student graduation rates and insufficient student scholarship funds.

COMMITMENT TO LEADERSHIP AND DIVERSITY
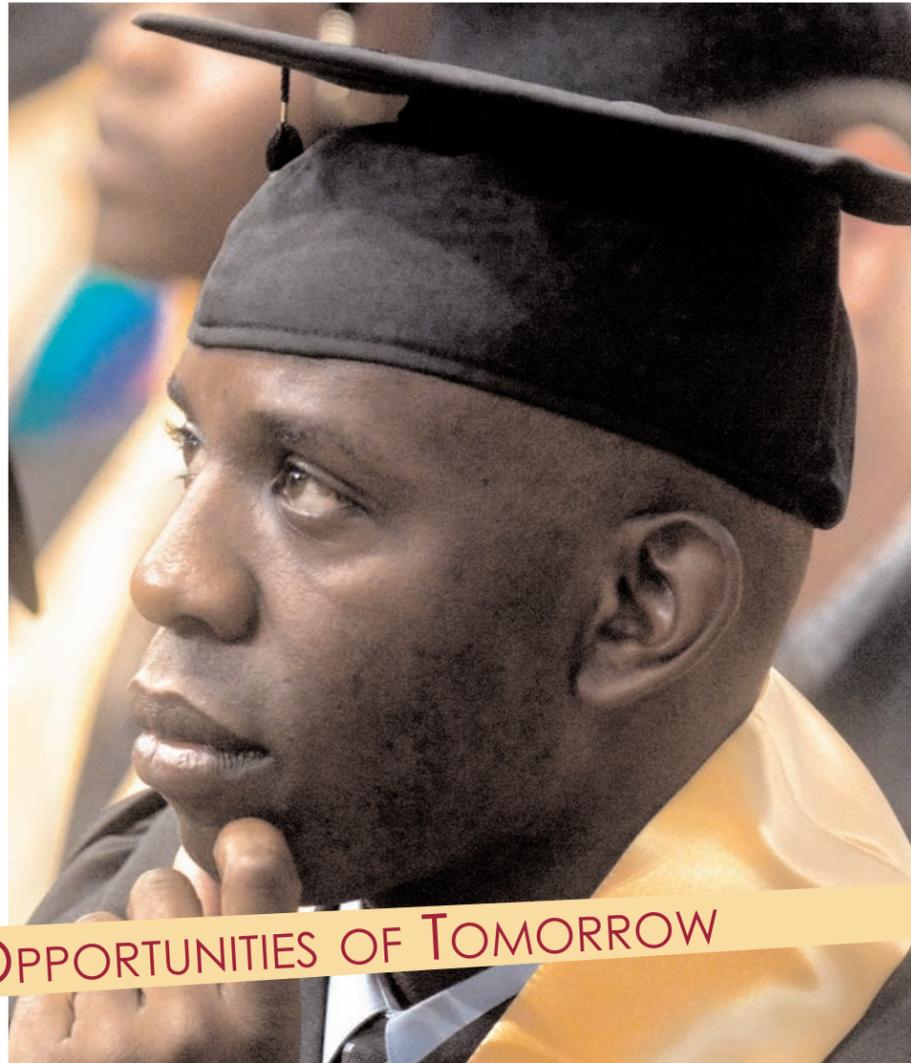
KSU's Strengths, Weaknesses, Opportunities, and Threats

Our opportunities

KSU can address many of its weaknesses by taking advantage of opportunities to increase its resources through development, sponsored programs, alumni giving, and faculty and staff giving. In addition, KSU must build political support with the government of Georgia and the Board of Regents.

KSU's location provides many opportunities for partnerships with business, industry, community organizations, and traditional and nontraditional student populations. KSU has opportunities for creative land acquisitions and off-site facility development to accommodate student demand. Growth opportunities also exist in study abroad programs, international partnerships, cross-college interdisciplinary programs, cross-institutional partnerships, online courses and programs, and implementation of more programs and services that meet the needs and schedules of nontraditional students.

Opportunities also exist in specific program areas. Additional graduate programs are necessary to meet the needs of the highly educated Atlanta population, specific employers, the state, and the nation. KSU has the opportunity to leverage demand in professions such as nursing and teacher education.

KSU also must plan its growth better; improve student/faculty ratios; increase diversity; improve customer service across all units; enhance relationships with alumni and surrounding communities; and expand its emphasis on recruiting the best and brightest students, staff, and faculty.

KSU's Strengths, Weaknesses, Opportunities, and Threats

Our threats

Low salaries and salary compression make KSU less competitive in recruiting faculty and staff in a competitive job market. Traffic congestion is also a threat, making KSU less accessible and desirable to many students. Traffic patterns on and off campus also make egress from campus difficult. Increasing population in the area has also affected public safety concerns. KSU's low funding levels relative to other USG institutions is also perceived as a threat.

Synopsis

Despite challenges and threats, Kennesaw State is an institution that has significant strengths and a variety of opportunities. If it leverages its strengths and takes advantage of its opportunities to the fullest extent possible, KSU will overcome its weaknesses, surmount its challenges, and become what its vision statement says it will be: one of the best learning-centered comprehensive universities in the nation.

THE CHALLENGES AND OPPORTUNITIES OF TOMORROW

A path to the future:
our goals and action steps

➤ **Goal 1**

To enhance and expand academic programs and delivery

➤ **Action Steps**

1. Decrease student/faculty ratio from 27:1 to 25:1.

2. Implement fully the Global Learning Quality Enhancement Plan required by SACS for re-accreditation.

3. Enhance the quality and quantity of technology for teaching, research, and scholarship.

4. Ensure that support for faculty and staff professional development is at 1 percent of KSU's personnel expenditures.

5. Increase by 25 percent over five years on-site and online library holdings.

6. Ensure that faculty and staff salaries and benefits are competitive with appropriate peers.
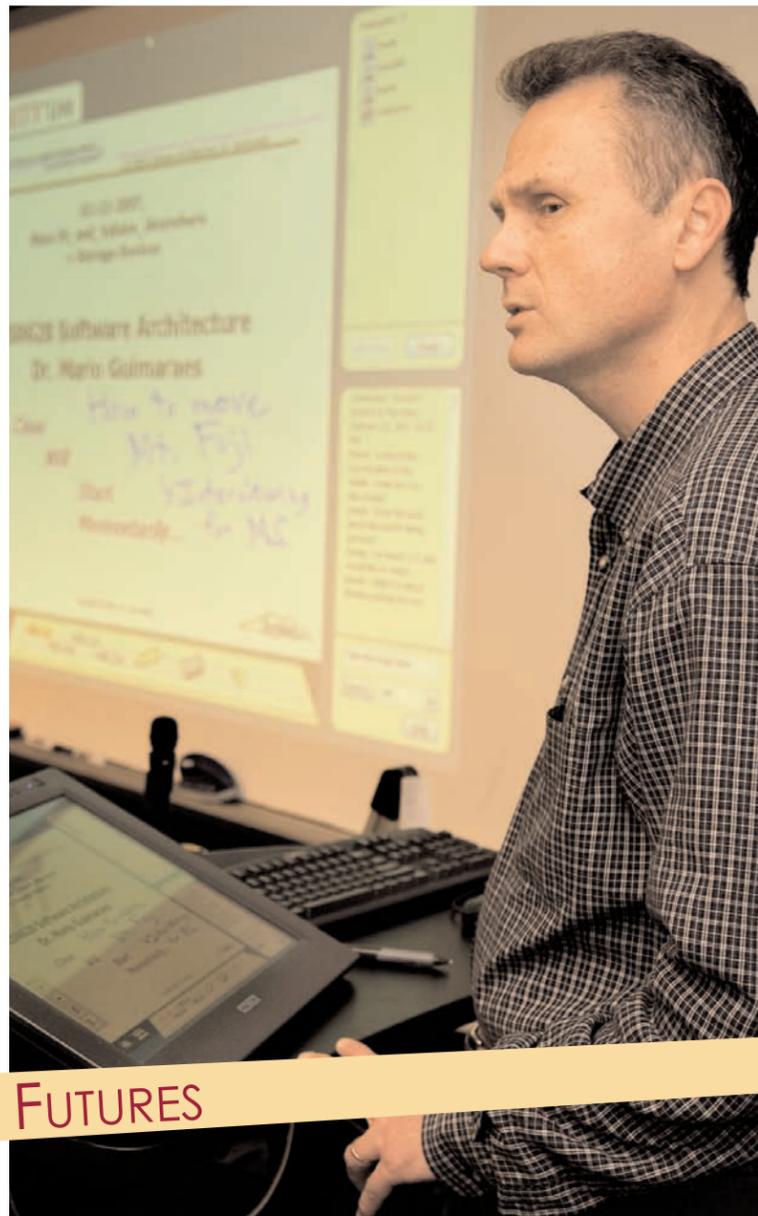
7. Require each academic and operational unit to develop and implement a strategic plan — including the identification of interdisciplinary programs — that is aligned with the University's strategic plan.

8. Add degree programs that are strategically important to the local community, to Georgia, and to the nation at both the undergraduate and graduate levels.

9. Review and modify as necessary the general education curriculum and each degree program to assure continued relevance to the needs and interests of students, the state, and the nation.

10. Increase the proportion of courses and programs that are offered off-site and online.

11. Realign KSU's strategic marketing to emphasize academic quality, faculty and student success, and university strengths.

Our goals and action steps

➤ **Goal 2**

*To improve retention, progression, and graduation rates
while maintaining high quality*

➤ **Action Steps**

1. Institute mandatory advising through 60 credit hours.

2. Develop and implement a multi-year plan to increase admission standards.

3. Assess, support, and implement best-practice teaching strategies for learner-centered teaching.

4. Implement and publicize course planning three semesters into the future.

5. Increase percentage of students participating in Student Life activities by 5 percent per year.

6. Decrease student/staff ratio.

7. Develop an early identification, intervention, and tutoring system to assist at-risk students.

8. Increase funding for programs in which faculty directly mentor students.

9. Increase merit-based and need-based financial aid.

10. Refine the registration process to maximize class availability.

Our goals and action steps

➤ **Goal 3**

To expand campus resources and enhance campus infrastructure

➤ **Action Steps**

1. Enhance campus infrastructure and increase campus capacity to accommodate from 20,000 to 30,000 students while maintaining adequate green space.

2. Implement a five-year comprehensive capital campaign.

3. Work with the University System Office and Board of Regents to raise KSU's funding level to the average state allocation per FTE within the comprehensive university sector.

4. Develop and implement a five-year phased program to expand and modernize technology.

5. Increase availability of parking.

6. Improve traffic flow by developing a campus transportation system, utilizing off-campus parking sites, and collaborating with the Georgia Department of Transportation.

7. Increase resources for strategic marketing.

8. Increase efficiency of use of current campus infrastructure by instituting a cross-campus calendar.

9. Increase funds brought to KSU through grants, contracts, and alumni giving by at least 10 percent per year.

EXPANDING RESOURCES, ENHANCING INFRASTRUCTURE
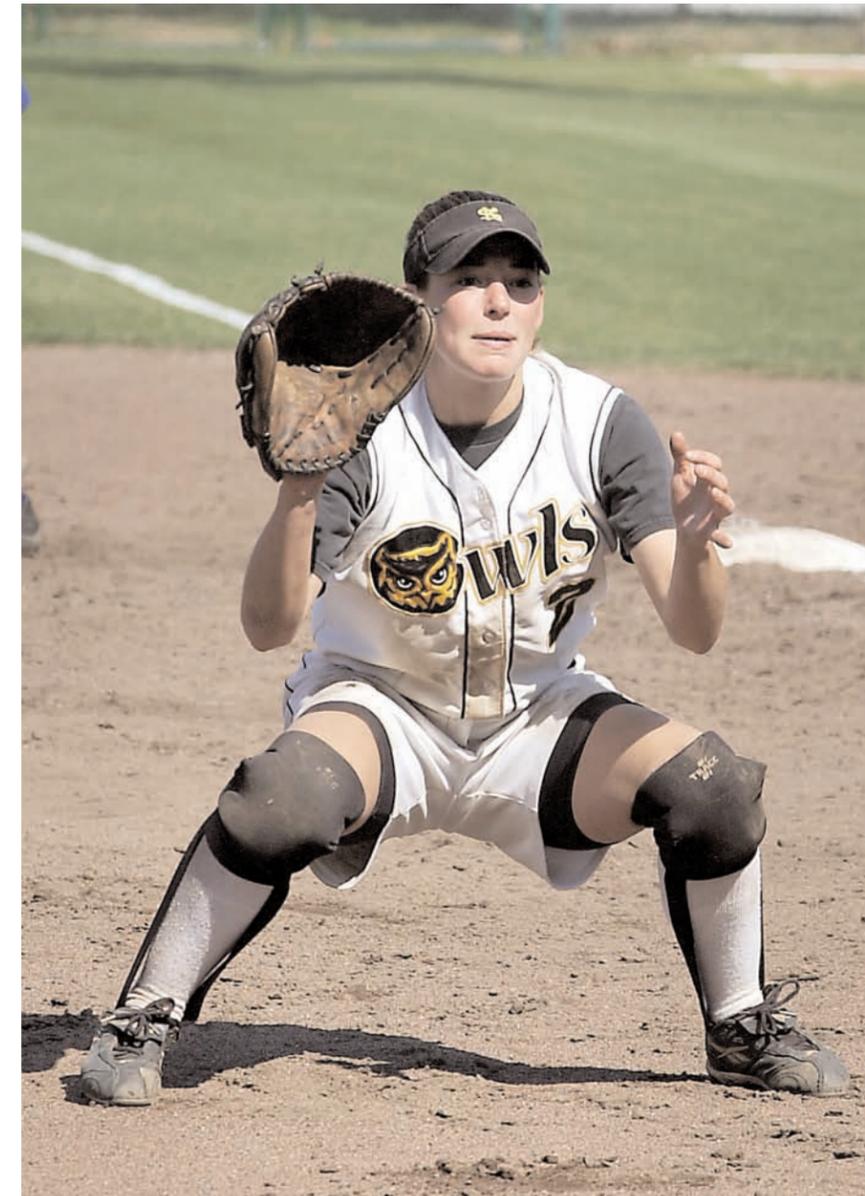
Our goals and action steps

➤ **Goal 4**

To enhance student life activities and prepare students to be leaders

➤ **Action Steps**

1. Increase percentage of students participating in cocurricular community service and engagement activities.

2. Increase student participation in study abroad programs by 5 percent per year.

3. Increase percentage of students participating in intercultural learning and understanding programs.

4. Increase percentage of students participating in internships, cooperative programs, and other career exploration opportunities.

5. Increase percentage of students in KSU honors programs.

6. Increase percentage of students involved in cocurricular cultural and artistic activities.

7. Increase percentage of students participating in intramurals, club sports, and intercollegiate athletics.

8. Create a high achievement leadership program.

9. Create a collaborative program for faculty/student community action activities.

10. Establish a student-mentoring program that utilizes the expertise of alumni, business, and community leaders.

Our goals and action steps

➤ **Goal 5**

To improve service, strengthen accountability, and establish a stronger sense of community

➤ **Action Steps**

1. Enhance the effectiveness of KSU's Assurance of Learning program to improve student learning outcomes.

2. Expand hours of operation for food service, IT support, and other student support services to align with seven-day and evening operations.

3. Establish a campus-wide calendar for scheduling classes, faculty and staff meetings, student organizations, special events, and other activities.

4. Assess, refine, and implement review systems for personnel, program, and processes to assure accountability.

5. Increase opportunities and funding for staff training.

6. Improve internal and external communication between and among academic departments and operational units.

7. Increase funding for upkeep of facilities, to include increasing the number of personnel.

8. Institute and support programs to reduce the frequency of conflict and to resolve it at the lowest possible level.

9. Create a campus culture that assures an appreciation of diversity and ethical behavior as an integral part of the KSU experience.

For more information, please contact:

Office of the President
Kennesaw State University
1000 Chastain Road
MD 0101, KH, Bldg. 1
Kennesaw, GA 30144
Telephone (770) 423-6033
www.kennesaw.edu

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Office of the Dean
Graduate College
(770) 423-6738.
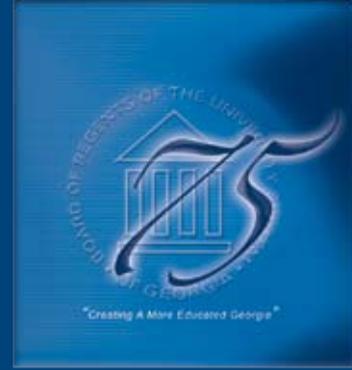
The University System of Georgia

Strategic Plan

Transforming the System

Changing Lives

Strengthening the State

An Annual Report on the University System's Contributions to Georgia

September 2007

The University System of Georgia

An Annual Report

on the University System's

Contributions

to Georgia

The Year in Review An Annual Report on the USG

The University System of Georgia enters its 75th year as a growing, dynamic enterprise of 35 degree-granting institutions educating more Georgians to a higher level than ever before. At the beginning of 2006, total enrollment in System colleges and universities reached an all-time record of 260,000 students. In the past eight years alone, System enrollment has grown by 30 percent – or nearly 59,000 students.

The continued growth in the University System is reflected in the strong support provided by the System's funding partners in the Governor and General Assembly. The Board of Regents' Fiscal Year 2008 budget request, submitted to Gov. Sonny Perdue in August 2006, resulted in very strong recommendations by the Governor to the General Assembly in January 2007. The General Assembly appropriated a record $2.1 billion in state funds. This is the largest increase in state funding for the University System in 12 years. The University System's share of the total state budget now stands at 11.7 percent - the highest level in five years.

The Board of Regents' quest to create a more educated Georgia has been robustly supported by its state funding partners. The development of a new Strategic Plan, the development and implementation of a new tuition policy, and a number of significant changes made in the budget allocation process are sending positive signals to the System's funding partners and to its customers.

These changes demonstrate that the System is serious about exhibiting a high degree of accountability; the System is serious about providing access, affordability and pre-

dictability for students; and the System is serious about policy driving budget decisions in directions that align with its evolving strategic priorities.

These changes can be seen in a number of key areas. During the last year, the members of the Board of Regents, the University System staff, faculty and administrators from around the System have created, coordinated and contributed to major new programs and activities that are the foundation and springboard of a Strategic Plan destined to propel the System forward in its academic, research and service missions. New leadership is in place around the System and new programs are underway or in development that will potentially touch the lives of every Georgian. Refinements to existing programs and policies are being driven by a focus on customer service. All these changes ensure that the University System of Georgia will continue to be a step ahead of emerging needs for Georgia students and their families.

This Year in Review details the most significant accomplishments in the University System of Georgia since 2006 that relate to the development of the Strategic Plan and to these important changes in leadership, in programs, and in policy.

New leadership for the University System and a new organizational structure for the System Office support strategic focus

The University System of Georgia has installed its 11th chancellor, welcomed three new appointees to the Board of Regents and has seated seven new campus presidents since the beginning of 2006.

The University System Welcomes New Chancellor

The University System of Georgia welcomed Chancellor Erroll B. Davis Jr. as its 11th chancellor in February 2006 and formally installed him as head of the state's public colleges and universities during a colorful and historic ceremony at the State Capitol in September 2006.

The Georgia House of Representatives made a rare exception in allowing the ceremony to be held in the House Chamber, and Gov. Sonny Perdue delivered remarks during the program. Davis, former chairman, president and CEO of the board of Alliant Energy Corporation, a New York Stock Exchange-listed, Wisconsin-based energy holding company, set the tone for his administration with an address that focused on his priorities for the System's future: academic quality, affordability and access.

Davis was named president and chief executive officer of Alliant in 1998 and was named its chairman in 2000. Davis retired from his dual roles as president and CEO in July 2005, and retained the chairman's post until his move to the University System.

Davis' higher education experience includes serving as a member of the University of Wisconsin System Board of Regents from 1987 to 1994, and he is a former chairman of the Board of Trustees of Carnegie Mellon University, of which he is a life member. He also served as a member of the Board of Trustees of the University of Chicago.

He is a member of the Board of Directors of General Motors, BP p.l.c., and Union Pacific Corp., and serves on the National Commission on Energy Policy along with the U.S. Olympic Committee Board.

Davis has been lauded as one of the "75 Most Powerful Blacks in Corporate America" in 2005 by *Black Enterprise* magazine and one of the "50 Most Powerful Black Executives in America" by *Fortune* magazine in 2002.

New Leadership and a New Organizational Structure

In July 2006, Chancellor Davis announced a major reorganization of the University System Office (USO), focusing all operations under three senior executives who report directly to the chancellor, along with the head of the System's internal audit operations.

Key among these changes was the decision to have the four research university presidents report directly to the chancellor. Presidents for the USG's comprehensive universities now report to the chief academic officer, while presidents of the system's state and two-year colleges report to the chief operating officer.

The reorganization facilitates more effective management, goal-setting and performance assessment. In addition it provides for alignment of resources with the strategic priorities of the System and the State.

There were some new faces among the regents. Gov. Sonny Perdue appointed Willis J. Potts of Rome to represent the Eleventh Congressional District on the Board of Regents in March 2006. Potts retired in June 2004 as the vice president and general manager of Temple-Inland Corporation, based in Rome, following a 35-year career in the international pulp and paper industry.

Perdue's next board appointment, in January 2007, was James A. "Jim" Bishop, an attorney with The Bishop Law Firm in Brunswick, to represent the First Congressional District.

In May 2007, the Governor appointed Kenneth R. Bernard Jr. of Douglasville, to represent the Thirteenth Congressional District. Bernard is a partner with Sherrod & Bernard and serves as the county attorney for Douglas County and general counsel to the Douglas County Board of Education.

Seven USG campuses experienced a change in leadership during the past year. The seven presidential appointments are as follows:

- Dr. Torri Lilly, provost and vice president of the Citrus County Campus of Central Florida Community College (CFCC), in Lecanto, Fla., was named president of South Georgia College in May 2006;

- Dr. David C. Bridges, assistant dean of the Tifton Campus of the College of Agricultural and Environmental Sciences at the University of Georgia (UGA), was named president of Abraham Baldwin Agricultural College (ABAC) in May 2006;

- Dr. Anthony S. Tricoli, president of West Hills College, in Coalinga, Calif., was named president of Georgia Perimeter College (GPC) in August 2006;

- Dr. David A. Palmer, president of Andrew College, in Cuthbert, Ga., was named president of Waycross College in August 2006;

- Dr. Gary Allen McGaha Sr., vice president for academic affairs at Atlanta Metropolitan College (AMC), was named the college's interim president in November 2006;

- Dr. Earl G. Yarbrough Sr., professor and former provost and vice president for academic and student affairs at Virginia State University in Petersburg, Va., was named president of Savannah State University in May 2007; and

- Dr. Kendall A. Blanchard, interim president of Georgia Southwestern State University (GSW) since January, was named president of the institution in June 2007. Blanchard served from 1999 to 2002 as president of Fort Lewis College in Durango, Colorado

The University System Celebrates Its first 75 years

Gov. Sonny Perdue, former President Jimmy Carter, author Flannery O'Connor, golfer Larry Nelson, and journalist Charlayne Hunter Gault share a common association – all were students or graduates of the University System of Georgia, which celebrated its 75th anniversary during 2007.

The Board of Regents held its first meeting on January 1, 1932, signaling the creation of a unified system of public higher education for Georgia that consolidated the powers of 27 separate boards of trustees under a single governing Board of Regents, appointed by the governor. Prior to the Reorganization Act of 1931 that created the Board of Regents, all public colleges and universities in Georgia were independent and were funded separately by the General Assembly.

At its inception, the University System of Georgia comprised 26 colleges and universities, enrolling approximately 6,000 students. Today the System's 35 institutions serve 260,000 students and more than one million Georgians through continuing education.

The Board of Regents' constitutional status gives it great flexibility in allocating funding, setting policy, and managing public higher education to respond quickly to state needs.

A legacy of what University System of Georgia Chancellor Erroll B. Davis Jr. termed "lives transformed by public higher education" is at the core of the mission of the state's 35 public colleges and universities. "For 75 years, the University System of Georgia has fulfilled its mission, thanks to the strong support of both the executive and legislative branch, to the dedication of the 182 individuals who have served on the Board of Regents, and to 11 chancellors and the many individuals who have served as institution presidents, faculty and staff," he noted.

The University System of Georgia

The Year in Review An Annual Report on the USG

The System takes steps to guarantee tuition and promote student academic success

In 2006, the University System adopted a bold new tuition plan aimed at providing greater service to students and their parents by guaranteeing tuition rates for four years. The Guaranteed Tuition Plan addresses the strategic goal of maintaining Georgia's historic low tuition rates. The Southern Regional Education Board's (SREB) latest fact book found that for 2006, tuition as well as required fees at Georgia's public four-year colleges and universities were the lowest in the 16 states that compose the SREB. Georgia's two-year public colleges ranked the fourth lowest in the same time period among the SREB states.

Guaranteed Tuition Plan fixes tuition for four years

The Guaranteed Tuition Plan, also known as "Fixed for Four", fixes tuition rates for four years from the time students enroll at a University System college or university.

Under the guaranteed tuition plan, students and parents are better able to predict and plan for college costs. The plan also creates a financial incentive for students to graduate within four years, thus freeing institutional resources to serve a growing number of students, and potentially saving students additional tuition costs.

Board approves recommendations on Regents Testing Policy

Over the past two years, the University System of Georgia Board of Regents evaluated the effectiveness of the Regents' Test, which was first required in 1973 as a key measure of the reading and writing skills of graduates. In June, the regents approved several significant revisions of the test, which will now help officials identify students who may be at risk of not meeting the Regents' Test requirement at an earlier point than the current 45-hour mark, either before students begin classes or early in their first year of enrollment.

As a result, those students whose test scores indicate a higher likelihood of failure on the Regents' Test will be given assistance early in their college experience to increase the likelihood that eventually they can pass.

The intent of the revisions is to continue to ensure that students who obtain bachelor's degrees from University System colleges and universities possess sufficient skills in reading and writing.

A new strategy for allocating capital funds brings predictability to capital funding for System projects

The fall of 2006 brought the Board of Regents' endorsement of a new Strategic Capital Model for determining the allocation of state funds for new facilities on the 35 campuses of University System of Georgia. The new model is designed to be more responsive and dynamic than the former process used for addressing capital expansion.

The new allocation model is strategic in nature, data driven and based upon each institution's current enrollment, anticipated enrollment growth, square footage, the age and condition of current facilities, as well as the strategic priorities of the Board of Regents. The primary objective is to maximize the strategic value of all capital investment in the University System. The result will be enhanced, long-term capital planning and development made possible by consistent and predictable state capital funding.

There are several favorable outcomes of this new approach. The new model provides campuses with much greater control and the flexibility to integrate capital needs into overall institutional missions and state needs. It also will allow a much greater sense of control and guidance over institutional destiny.

The new model targets funding for a multi-year Capital Implementation Program, allowing campus officials to decide which individual projects best meet campus and System objectives. The new model allows the Board of Regents to determine, in advance, each institution's target share of General Obligation (GO) bond funding using the allocation model, which is driven by a variety of structural and strategic factors. Although the state will continue authorizing USG GO bonds annually, the model will allow the regents to target the funds to institutions in multi-year cycles – six years initially and three years thereafter – to increase programming flexibility.

Besides providing the institutions with the benefit of having a predictable financial basis for facilities master planning, the new model factors in funding to cover strong enrollment growth, serious space deficits and the maintenance of aging buildings in a way that has not been feasible until now.

An additional 100,000 students could be enrolled in the University System by 2020. The new capital model allows for a high level of creativity in meeting this additional enrollment growth. System and institutional officials will focus, among other issues, on the potential creation of new branch sites in areas affected by population growth.

With the endorsement of the new Strategic Capital Model, the USG facilities staff has begun work with System campuses to develop and refine the institutional Capital Implementation Programs. These programs are now being brought to the board for approval.

The FY 2009 USG budget request is the first such request to be developed using the new Strategic Capital Model.

The University System of Georgia

The Year in Review An Annual Report on the USG

Strategic allocations address programs of specific need System-wide

USG institutions undergo new budget process

During Fiscal Year 2007, staff in the System Office performed an in-depth analysis of institutional budgets that examined them in far greater detail than has been done in the past, reviewing performance against budget allocations. This "shadow budget process" was performed with the understanding that the System budget, and its method of allocation to institutions, must be used as a policy-implementing tool driven by the strategic plan.

The total review and analysis was accomplished with significant input from each institution.

This process resulted in a new budget allocation model that rewards institutional actions that support the System's strategic goals to: 1) increase capacity, 2) increase retention and graduation rates, 3) increase efficiency through continuous process improvement, 4) provide appropriate levels of base funding, and 5) emphasize excellence in financial stewardship.

The new allocation model is a work in progress to be refined over the coming year to incorporate more metrics from the Strategic Plan.

Two-pronged effort commits funds and programs to address statewide nursing shortage

The System has provided $5 million in Fiscal Year 2007 to support a multi-level strategy that addresses the state's severe shortage of nurses and nurse educators, limitations on admissions to existing nursing programs and the lack of adequate clinical sites for nurse training. Some 21 System institutions are participating in the comprehensive effort.

The goal is to accelerate the production of nurses at as many locations and in as many different ways as possible.

The second part of this initiative involves the delivery of instruction in nursing. The regents approved on-line and off-site instructional programs around the state. Distance learning technologies are seen as key to providing direct and immediate response to a pressing statewide and national need, such as the shortage of students choosing the nursing profession.

Focusing on improving retention and graduation rates

This strategic initiative is one of the most important in the System, as it goes to the core of the instructional mission of higher education and its benefit to the citizens of Georgia. Historically, in both retention and graduation rates, Georgia has performed below the national average.

Two years ago, the System created a Graduation Task Force to address ways of improving graduation rates. Movement up the ladder in terms of improving graduation rates takes a very long time, but early returns show an impact due to the heightened focus this issue has been given System-wide. The goal is to increase USG retention and graduation rates by one percent annually.

Three initiatives will affect both retention and graduation rates favorably – increased admissions standards (already implemented); the investment of targeted funds at institutions with the maximum opportunity to improve retention and graduation rates; and the "Fixed for Four" guaranteed tuition plan that began in 2007 and should encourage students to move forward assertively to graduation within four years.

Details of the System's $2.2 million investment in five institutions that have the best opportunity to improve retention and graduation rates include the addition of programs involving improved faculty advising; supplemental teaching; freshmen learning communities; connecting with sophomores; and changing the culture of the institution.

USG's 35th Institution Opens Its Doors

Georgia Gwinnett College (GGC) made history as the 35th unit of the University System of Georgia and the nation's first public, four-year college founded in the 21st century when it opened its doors in Fall 2006 to a junior class of 118 students.

The first new institution approved by the Board of Regents since the 1970's, GGC is located in Gwinnett County, one of the nation's fastest growing counties and a community eager for greater access to public higher education.

In creating a new college, strategic investments must be made before the students arrive. People, programs, facilities and resources must be ready up front before a student body is present. The Georgia Legislature provided $1 million in start-up funds in the FY07 budget and another $10 million in the FY08 budget to assist Georgia Gwinnett in hiring faculty and staff, achieving full accreditation and otherwise preparing for a student body expected to increase significantly in the future. This fall, the college admitted its first freshman class. Georgia Gwinnett College, headed by President Daniel J. Kaufman, is expected to lead in the use of instructional technology and other innovative educational methods and in the assessment of student learning to enhance education.

System customer service initiative fosters culture of service System-wide

Stepping up to support the efforts of Governor Sonny Perdue's ongoing initiative to improve customer service throughout state government, Chancellor Erroll Davis has made customer service a high priority for faculty and staff employed by Georgia's 35 public colleges and universities.

He called on all 38,000 university system employees to provide faster, friendlier, more efficient service to the USG's "customers," including its 260,000 students. The System's enthusiastic response won the praise of Joe Doyle, director of the Governor's Office of Customer Service, who noted that the efforts of each campus in the University System "were the highest of any entity in state government."

Campus-based customer service improvement plans were launched during 2006-2007 with the goal of creating a culture of service at every institution. Statewide, each college and university appointed a "Customer Service Champion" to launch, guide and manage improvements designed to make the services provided by each campus "Faster, Friendlier and Easier" to access.

The campus plans developed by the champions are required to incorporate the input of customers and employees and also to have clear and measurable ways to track progress toward improved customer service.

A web site (www.customerfocus.usg.edu) has been created that allows faculty, staff, students and taxpayers alike to monitor the progress being made with customer service improvements.

In addition to institution customer service plans, the University System of Georgia has developed several projects with System-wide impact as part of the FY08 Customer Service Plan submitted to the Governor in June. "These initiatives reflect the fact that everything we do," said Chancellor Davis, "is about providing excellent service to our customers."

The University System of Georgia

The Year in Review An Annual Report on the USG

Ten System-wide projects will develop practical solutions for issues affecting all University System institutions

During Fiscal Year 2007, the University System began a series of focus groups to identify critical issues that needed to be addressed System-wide. Consultants working with the groups identified more than 75 of these critical issue areas, and from those, an initial ten were selected to be addressed based on their importance.

All of the projects operate in two distinct phases:

Phase One involves the assessment of the needs and conditions of the state and the USG with reference to the project focus. The most effective practices were identified, whether found inside or outside of the University System. Scalable and innovative approaches are beiing developed into models or principles of practice for implementation throughout the System.

During Phase Two, the project team will be transformed into an implementation team and will include supportive professional staff dedicated to each project. Measurable outcomes for all institutions will be defined and monitoring mechanisms developed, along with implementation strategies. Presidential leadership for each team and for the System-wide implementation of the new models or practices will continue.

If appropriate, new System resources will be applied to the implementation. In other cases, part of the task of the implementation team will be to assist each institution in internal resource re-allocation to meet what will then be a vital aspect of the University System of Georgia Strategic Plan.

Each project was led by a working team member. The first ten projects to be addressed include:

- Improving Enrollment Management and Planning
  Team Leader: Dr. J. Randolph Pierce,
  Georgia Highlands College
- Improving Retention and Graduation Rates
  Team Leader: Dr. Bruce Grube,
  Georgia Southern University
- Enhancing Health Professions
  Team Leader: Dr. Daniel Rahn,
  Medical College of Georgia
- Enhanced Advising Processes
  Team Leader: Dr. Ronald M. Zaccari,
  Valdosta State University
- Emergency Operations Initiative
  Team Leader: Dr. Everette Freeman,
  Albany State University
- Energy Management Initiative
  Team Leader: Dr. Michael F. Adams,
  University of Georgia
- Training and Professional Development Initiative
  Team Leader: Dr. G. Wayne Clough,
  Georgia Institute of Technology
- Developing Early Outreach Programs to Students
  in At-Risk Situations – and Their Parents –
  to Get Ready for College
  Team Leader: Dr. Martha Nesbitt,
  Gainesville State College
- African American Male Initiative – Middle School Focus
  Team Leader: Dr. Dorothy L. Lord,
  Coastal Georgia Community College
- Science, Technology, Engineering, and Mathematics
  (STEM) Initiative
  Team Leader: Dr. Carl V. Patton
  Georgia State University

The University System of Georgia

Strategic Plan
Six Goals

In this landmark 75th year of The University System of Georgia, the System has developed a Strategic Plan that will guide and focus the actions of many toward continuing the great tradition of educating more Georgians to a higher level than at any time in history.

The Strategic Plan defines six broad goals designed to ensure that the investment the citizens of Georgia have made in their system of higher education continues to serve the needs and transform the lives of future generations.

Strategic Goal One

Renew excellence in undergraduate education to meet students' 21st century educational needs.

Strategic Goal Two

Create enrollment capacity to meet the needs of 100,000 additional students by 2020.

Strategic Goal Three

Increase the USG's participation in research and economic development to the benefit of a Global Georgia.

Strategic Goal Four

Strengthen the USG's partnerships with the state's other education agencies.

Strategic Goal Five

Maintain affordability so that money is not a barrier to participation in the benefits of higher education.

Strategic Goal Six

Increase efficiency, working as a System.

Transforming the System
Changing Lives
Strengthening the State

Strategic Goal One

Renew excellence in undergraduate education to meet students' 21st century educational needs.

Undergraduate education is the instructional heart of the University System. It should be a transforming experience for students. Each generation anew must re-examine and define the value of the liberal arts tradition to contemporary circumstances. It is critical at this moment to determine whether undergraduate students are learning what they need to lead full lives and to become productive citizens.

As a result of its strategic actions, the University System will re-examine its general education curriculum, renew its commitment to a liberal arts education for this century, and improve the quality of undergraduate teaching and learning. The objectives of this goal include restructuring the core curriculum, increasing graduation rates, ensuring high-quality academic advisement, increasing study-abroad participation, and supporting and rewarding faculty members who make a meaningful contribution to undergraduate student learning and success.

Strategic Goal Two

Create enrollment capacity to meet the needs of 100,000 additional students by 2020.

In order to meet the needs of a growing Georgia, the USG will need to expand its capacity by up to 40 percent to serve an additional 100,000 students by 2020. This is a unique opportunity to shape the USG for the new century, focusing on planned, targeted growth, the optimal use of facilities and other resources, and the proper alignment of resources with programmatic needs.

As a result of its strategic actions, the University System will increase capacity to accommodate targeted, programmatic growth.

Objectives of this goal include increasing the diversity of the USG's enrollment and closing enrollment gaps for underrepresented groups; increasing the USG's public-relations outreach; increasing the use of access institutions to meet higher-education needs in under served areas; creating a more robust sector of comprehensive universities and further delineating their missions within the sector; increasing the joint use of facilities; and positioning the USG among leading systems in distance education.

Strategic Goal Three

Increase the USG's participation in research and economic development to the benefit of a Global Georgia.

In an open world with permeable borders, Georgia must increasingly compete not only with fifty states, but also with other countries. It must seek to determine its own future, which entails controlling, creating, directing, and attracting the resources to ensure economic growth and a high quality of life.

In a knowledge economy, creating and attracting intellectual resources is as vital as controlling and directing natural resources. Georgia cannot succeed on the world stage without a strong University System, marked by prominent institutions and programs that develop Georgia's own human capital and draw the best talent from around the world. The University System is a vital key to Georgia's future self-determination.

As a result of its strategic actions, the University System will increase Georgia's control over its own future in a global economy.

Objectives of this goal include increasing the USG's competitiveness for federal research funds, increasing the number of health profession graduates, and creating a long-term, System-level academic plan for workforce development.
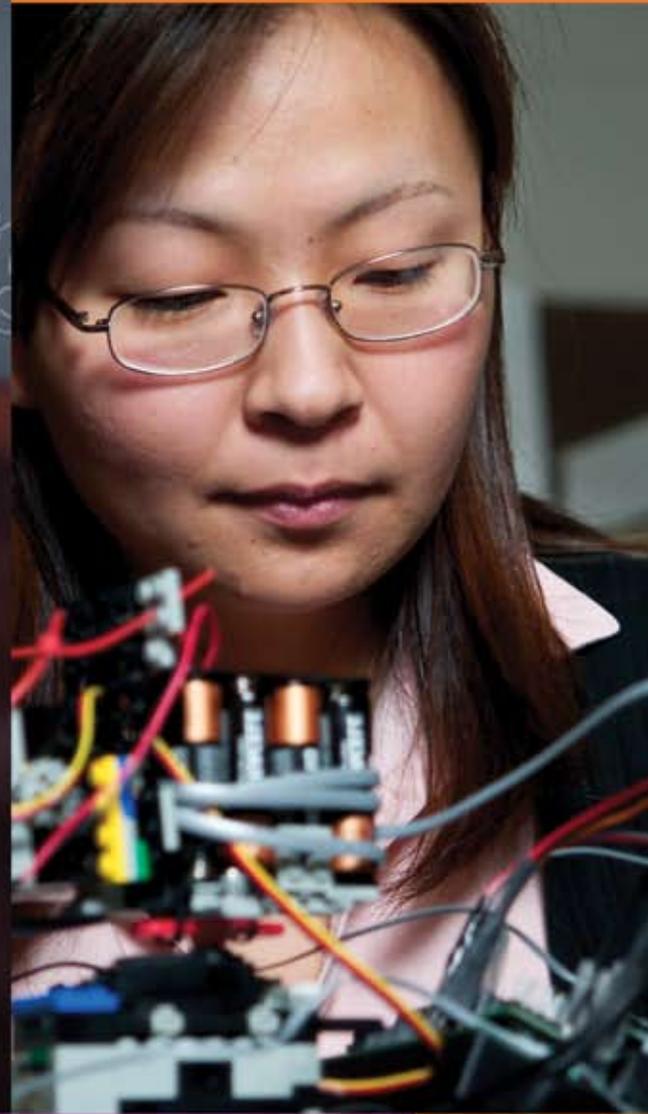
Transforming the System
Changing Lives
Strengthening the State

Strategic Goal Four

Strengthen the USG's partnerships with the state's other education agencies.

The University System is part of a public education network. The quality of the University System depends, in large part, on the pipeline of students from K-12 systems. The USG has a significant interest in assisting the Department of Education with setting standards that lead to college success, as the USG has responsibility for ensuring the success of college students.

As a major source of classroom teachers, counselors, and other school leaders, the USG must play a leadership role in public education at all levels.

As a result of its strategic actions, the University System will work with all of Georgia's education agencies to meet national and international benchmarks on student preparation and achievement.

Objectives of this goal include supporting the plans of the Alliance of Education Agency Heads to increase the high school graduation rate, decrease the high school drop-out rate, and increase post-secondary enrollment rates; to improve workforce readiness skills; to strengthen teacher quality, recruitment, and retention; to develop strong educational leaders, particularly at the building level; and to improve the SAT/ACT scores of Georgia students. In addition, the USG will create a closer working relationship with the Department of Technical and Adult Education.

Strategic Goal Five

Maintain affordability so that money is not a barrier to participation in the benefits of higher education.

Through the HOPE Scholarship Program, Georgia is a national leader in providing merit-based financial aid to students. The total cost of attending college remains a challenge to some students and their families.

As a result of its strategic actions, University System institutions will remain affordable for students and assist economically disadvantaged students in meeting the cost of college.

Objectives of this goal include establishing a need-based financial aid program and diversifying and increasing revenue sources.

Strategic Goal Six

Increase efficiency, working as a System.

The University System is fortunate to enjoy strong financial support from state leaders. The USG must continue to earn that support by demonstrating accountability for the use of its resources, by maximizing non-state revenues, and by increasing the efficiency of its business operations. The USG must work with state leaders to develop an appropriate business model for current economic trends and conditions.

As a result of its strategic actions, the University System will increase its efficiency while increasing academic quality.

Objectives of this goal include increasing the efficiency of business functions, developing a leadership culture and engaging the workforce in process improvement, and establishing accountability metrics for the System.

Strategic Plan

No organization can be successful over the long term without a sound strategy.

KSU 2008-2009 Fact Book

KSU Is Maturing as a Metropolitan University

Fall 2008	Georgia Southern University (Rural)	Georgia State University (Urban)	Kennesaw State University (Metropolitan)
Freshman	32%	19%	26%
Sophmores	25%	20%	23%
Juniors	21%	23%	22%
Seniors	22%	37%	29%
Subtotal	**100%**	**100%**	**100%**
Lower Division	57%	40%	49%
Upper Division	43%	60%	51%
Subtotal	**100%**	**100%**	**100%**
Undergraduates	83%	72%	89%
Graduates	13%	26%	11%
Other/Transients	4%	2%	0%
Subtotal	**100%**	**100%**	**100%**

* Percent totals may not equal 100 due to rounding.

Highlights

- Rural universities with high residential student population like Georgia Southern tend to cater to traditional freshman whose numbers decline substantially by the senior year. Urban universities like Georgia State and metropolitan universities like KSU have larger senior classes than freshmen classes because they serve substantially larger numbers of transfer and nontraditional-age students in addition to traditional freshmen.

- Since graduate programs are attractive to working professionals, universities in urban and metropolitan areas tend to have higher percentages of graduate enrollment because of their proximity to residences and workplaces of such students. With only a fraction of the number of graduate programs offered by Georgia Southern, KSU already has a similar percentage of graduate students.

- KSU's continuing maturation as a metropolitan university bodes well for continued enrollment growth at the upper division and graduate levels in particular.

KSU 2008-2009 Fact Book

Largest of Georgia's Public Universities
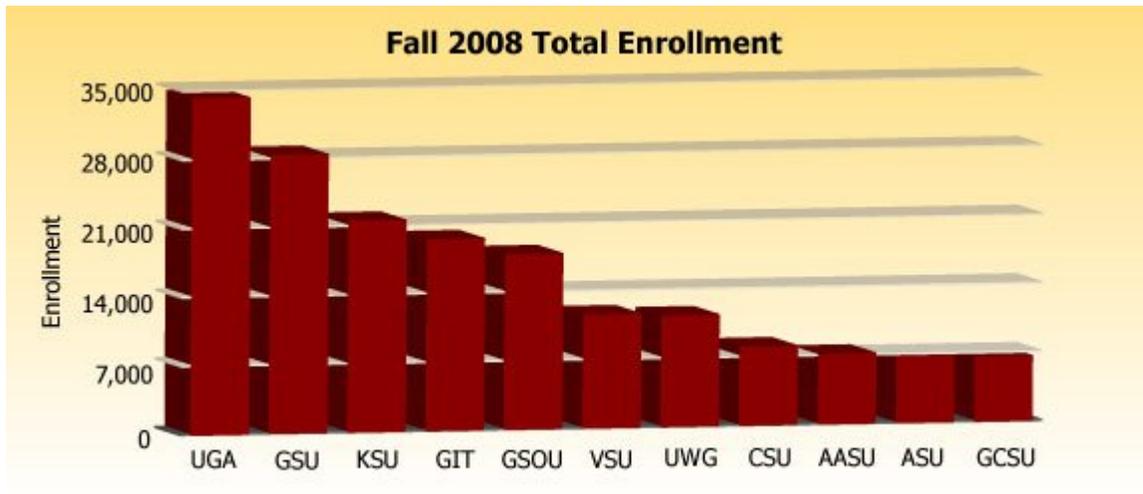
Largest 10 Public Universities in GA	Total Enrollment	FTE Students	Graduate Enrollment	Upper Division	New Students
University of Georgia	34,180	32,261	8,713	14,401	7,928
Georgia State University	28,229	24,831	7,404	12,205	7,024
Kennesaw State University	21,449	19,036	2,278	9,774	5,174
Georgia Institute of Technology	19,424	18,330	6,448	6,572	4,949
Georgia Southern University	17,764	16,136	2,274	6,359	4,652
Valdosta State University	11,490	10,489	1,782	4,376	3,217
State University of West Georgia	11,252	9,988	2,022	3,515	3,087
Columbus State University	7,951	6,711	1,113	2,977	2,214
Armstrong Atlantic State University	7,067	5,984	852	2,739	1,833
Augusta State University	6,689	5,769	1,164	2,167	1,684
Georgia College and State University	6,506	6,033	1,016	2,501	1,812

Highlights

- KSU is the third largest of the public universities in Georgia in terms of total enrollment and full-time-equivalent students, behind the University of Georgia and Georgia State University and ahead of Georgia Tech and Georgia Southern.

- In terms of graduate enrollment, KSU trails the University of Georgia, Georgia State, and Georgia Tech by thousands of students.

- Upper division undergraduate enrollment at KSU is substantially larger than Georgia Tech's and Georgia Southern's and only 2,400 students under Georgia State's.

KSU 2008-2009 Fact Book

USG Institutions Receiving the Largest Number of Transfers
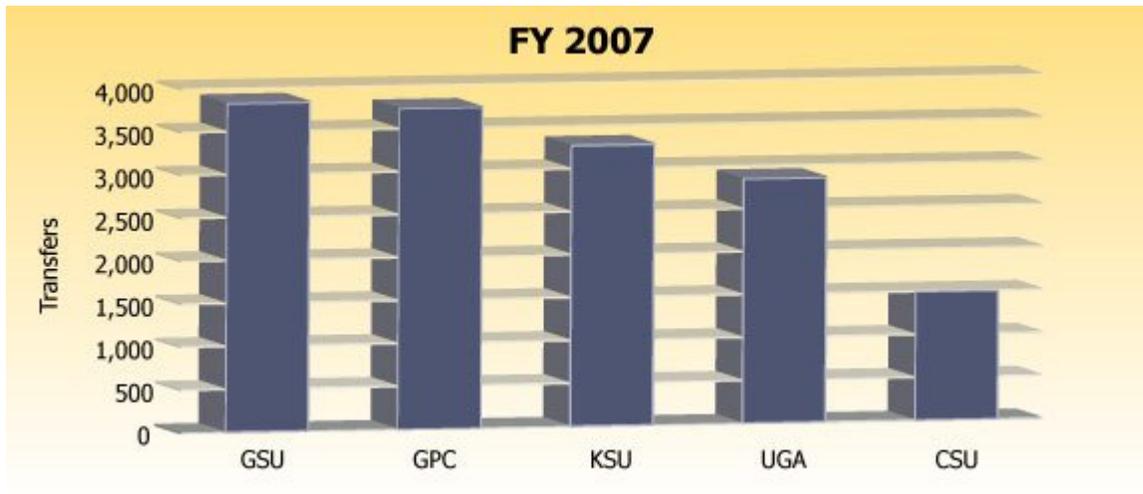
Largest Receivers	Total	In-System Transfers	Out-of-System Transfers
Georgia State University	3,828	2,248	1,580
Georgia Perimeter College	3,732	1,143	2,589
Kennesaw State University	3,268	1,613	1,655
University of Georgia	2,847	2,134	713
Clayton State University	1,500	742	758

Highlights

- KSU enrolled the third highest number of new transfer students in FY 2007, although the differences between KSU and Georgia State and the University of Georgia were relatively small.

- As urban/metropolitan institutions, Georgia Perimeter, Kennesaw State, and Georgia State enrolled the highest numbers of out-of-system transfers, many of which were nontraditional-age out-of-state transfer students relocating to Atlanta; KSU's number of out-of-system transfers was second highest.

- The University of Georgia attracted the highest number of transfers from institutions within the University System of Georgia; KSU enrolled the third highest number.

KSU 2008-2009 Fact Book

Fall Enrollment Growth in the Largest State Universities
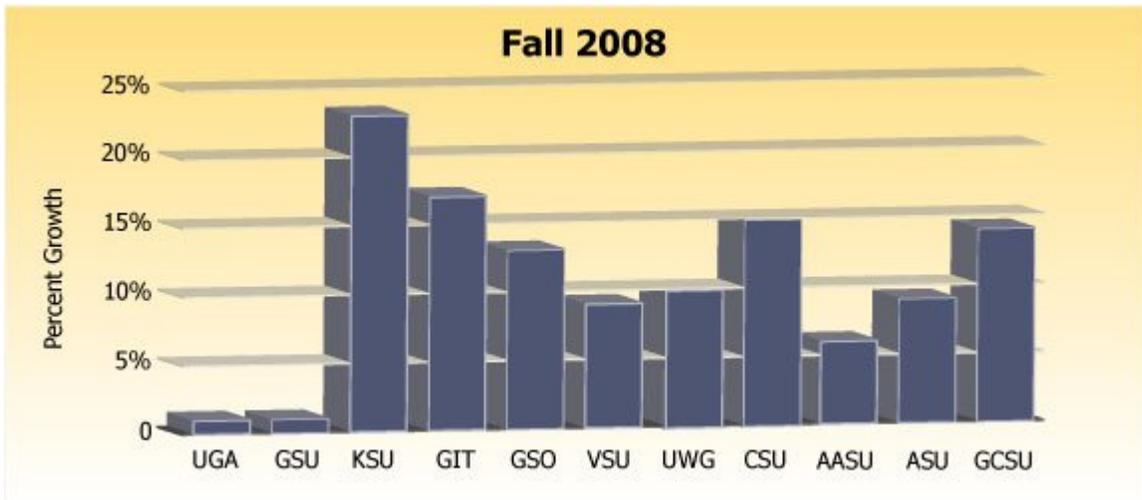
Institution	Fall 2003	Fall 2008	5-Year # Change	5-Year % Change
University of Georgia	33,878	34,180	302	1%
Georgia State University	28,042	28,229	187	1%
Kennesaw State University	17,485	21,449	3,964	23%
Georgia Institute of Technology	16,649	19,424	2,775	17%
Georgia Southern University	15,704	17,764	2,060	13%
Valdosta State University	10,547	11,490	943	9%
State University of West Georgia	10,255	11,252	997	10%
Columbus State University	6,937	7,951	1,014	15%
Armstrong Atlantic State University	6,653	7,067	414	6%
Augusta State University	6,135	6,689	554	9%
Georgia College and State University	5,695	6,506	811	14%

Highlights

- KSU's fall enrollment ranked third in size behind University of Georgia and Georgia State and was approximately two to four thousand students larger than Georgia Southern's and Georgia Tech's.

- KSU led all other state universities in fall enrollment growth over the last five years, increasing by nearly four thousand students or 23%.

KSU 2008-2009 Fact Book

Summer Enrollment Growth in the Largest State Universities
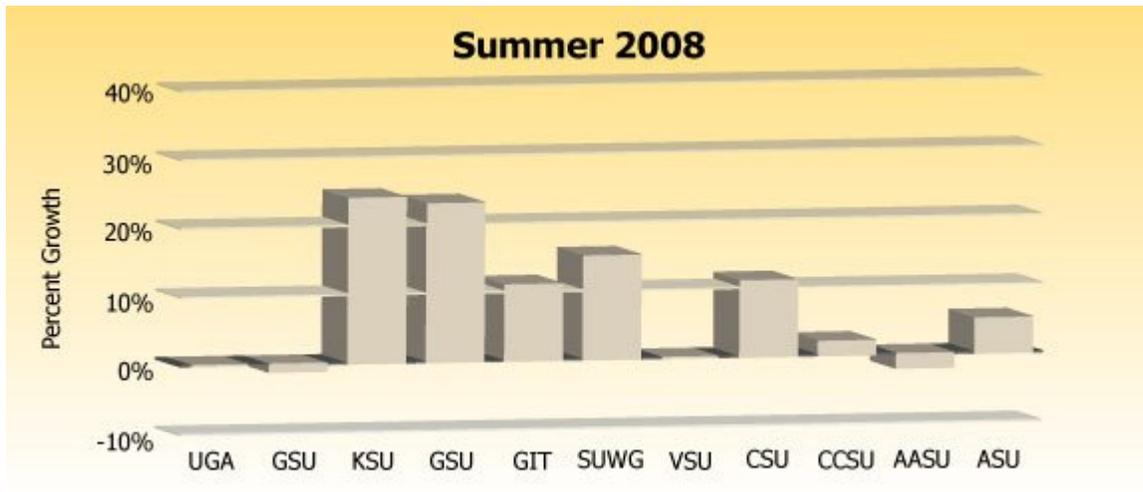
Institution	Summer 2003	Summer 2008	5-Year # Change	5-Year % Change
University of Georgia	15,655	15,585	-70	0%
Georgia State University	15,106	14,891	-215	-1%
Kennesaw State University	8,987	11,124	2,137	24%
Georgia Southern University	7,222	8,890	1,668	23%
Georgia Institute of Technology	7,294	8,103	809	11%
State University of West Georgia	5,060	5,798	738	15%
Valdosta State University	5,291	5,274	-17	0%
Columbus State University	3,848	4,253	405	11%
Clayton College and State University	3,455	3,512	57	2%
Armstrong Atlantic State University	3,535	3,473	-62	-2%
Augusta State University	3,265	3,427	162	5%

Highlights

- KSU's summer enrollment ranked third in size behind University of Georgia and Georgia State University and was approximately two to three thousand students larger than Georgia Southern's and Georgia Tech's.

- KSU led the other state universities in growth of summer enrollment over the last five years, increasing by over 2,100 students or 24%.

- Summer enrollment growth in Georgia's major research universities was either modest or negative over the last five years. However, substantial growth was realized by the regional and state universities, especially Kennesaw State and Georgia Southern.

KSU 2008-2009 Fact Book

First-Year Retention Rates at USG Universities
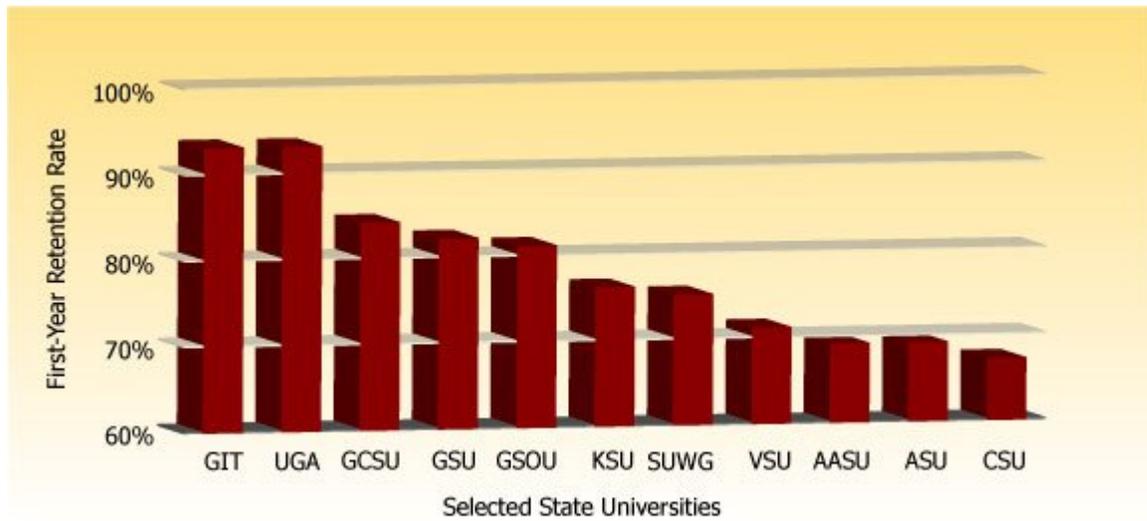
USG University	Fall 2002 Cohort	Fall 2007 Cohort
Georgia Institute of Technology	89%	93%
University of Georgia	93%	93%
Georgia College and State University	75%	84%
Georgia State University	81%	82%
Georgia Southern University	76%	81%
Kennesaw State University	76%	76%
University of West Georgia	70%	75%
Valdosta State University	74%	71%
Armstrong Atlantic State University	68%	69%
Augusta State University	66%	69%
Columbus State University	68%	67%

Highlights

- First-year retention rates are notably higher among the most selective universities like UGA and Georgia Tech.

- First-year retention rates have improved modestly at most of the state's universities. A few have declined, but KSU's has remained unchanged.

KSU 2008-2009 Fact Book

Six Year Graduation Rates at USG Universities

Institutional Six-Year Graduation Rates
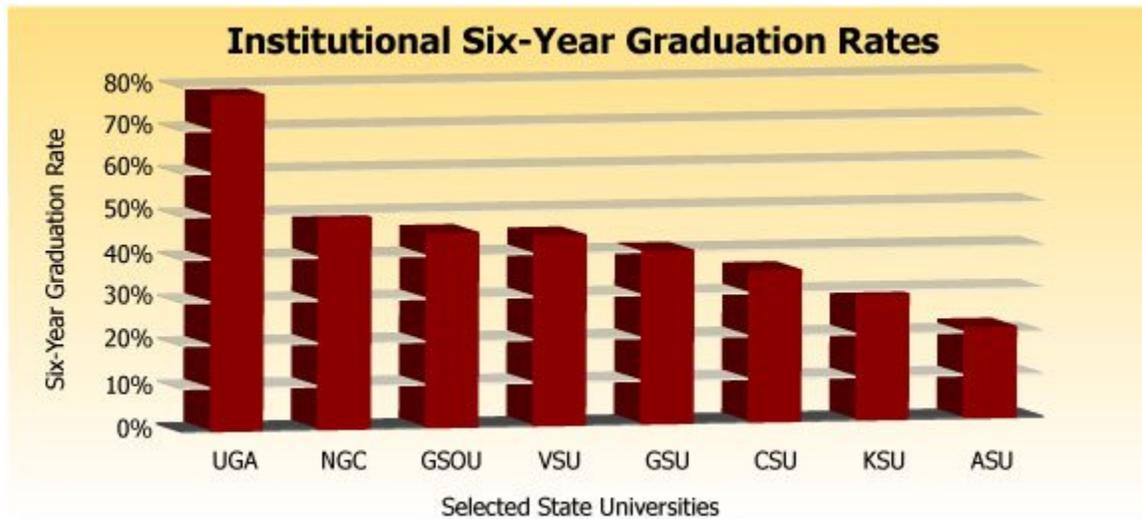
USG University (Fall 2002 Cohort FT/FT Freshman Cohort)	Institutional	Within USG
University of Georgia	78%	82%
Georgia Institute of Technology	77%	80%
Georgia College and State University	42%	57%
Georgia Southern University	45%	56%
North Georgia College and State Univ.	49%	56%
Albany State University	50%	55%
Georgia State University	44%	53%
Valdosta State University	40%	51%
Southern Polytechnic State University	30%	43%
Georgia Southwestern State University	33%	43%
Kennesaw State University	35%	43%
University of West Georgia	32%	42%
Fort Valley State University	35%	40%
Savannah State University	34%	40%
Armstrong Atlantic State University	28%	36%
Columbus State University	29%	35%
Augusta State University	21%	28%
Clayton College and State University	23%	27%

Highlights

- Six-year graduation rates only pertain to students who begin as first-time full-time freshmen and complete the bachelor's degree within six years (traditional undergraduates). KSU's heavy nontraditional student population of transfers and older adult undergraduates are not counted in calculations of these rates.

- Despite KSU's high level of annual degree completions, traditional undergraduates have a substantially lower than average six-year graduation rate at KSU compared to other USG universities.

- Universities with highly selective admission standards that cater to traditional students such as UGA and Georgia Tech tend to have high institutional six-year graduation rates. Metropolitan and urban universities that serve large nontraditional student populations tend to have low graduation rates.

KSU 2008-2009 Fact Book

Average SAT Score of First-Time Freshmen Among Four-Year USG Institutions
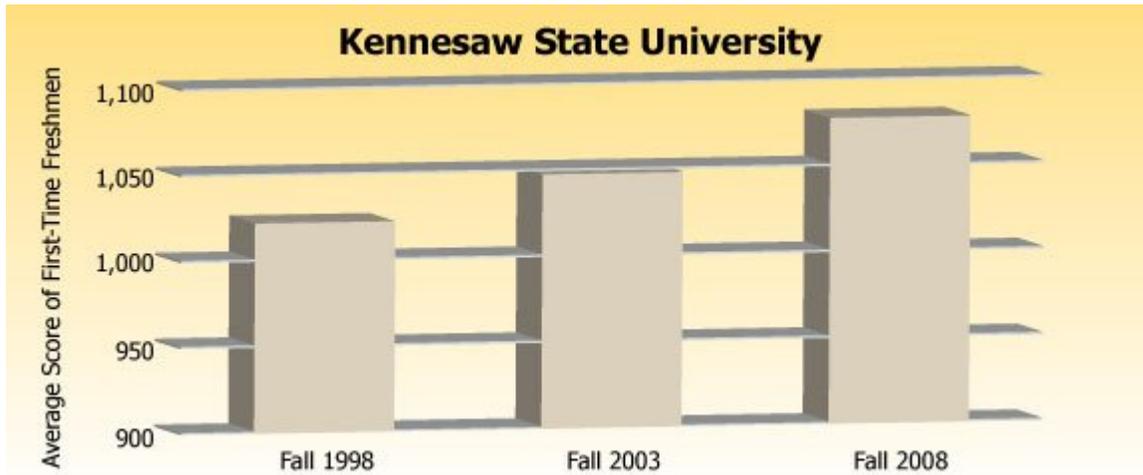
USG Institution	Fall 1998	Fall 2003	Fall 2008	10-Year % Change
Georgia Institute of Technology	1,295	1,325	1,335	3%
University of Georgia	1,186	1,209	1,229	4%
Georgia College & State University	992	1,088	1,129	14%
Southern Polytechnic State University	1,053	1,105	1,112	6%
Georgia Southern University	983	1,056	1,111	13%
North Georgia College & State University	1,072	1,074	1,088	1%
Georgia State University	1,050	1,080	1,077	3%
Kennesaw State University	1,021	1,047	1,077	5%
Valdosta State University	993	1,017	1,013	2%
University of West Georgia	952	1,009	1,013	6%
Armstrong Atlantic State University	946	1,024	1,011	7%
Georgia Southwestern State University	967	999	988	2%
Augusta State University	964	978	980	2%
Columbus State University	951	973	978	3%
Clayton State University	943	1,002	967	3%
Fort Valley State University	857	897	882	3%
Albany State University	830	905	881	6%
Savannah State University	844	886	850	1%
State Universities Average	**994**	**1,037**	**1,040**	**5%**

Highlights

- Most USG institutions, including KSU, achieved increases in their average combined SAT scores for freshmen over the past decade.

- Excluding the two highly selective research universities, UGA and Georgia Tech, differences among the averages for KSU and its peer institutions, including Georgia State, were relatively modest.

KSU 2008-2009 Fact Book

Decades of KSU's Growth
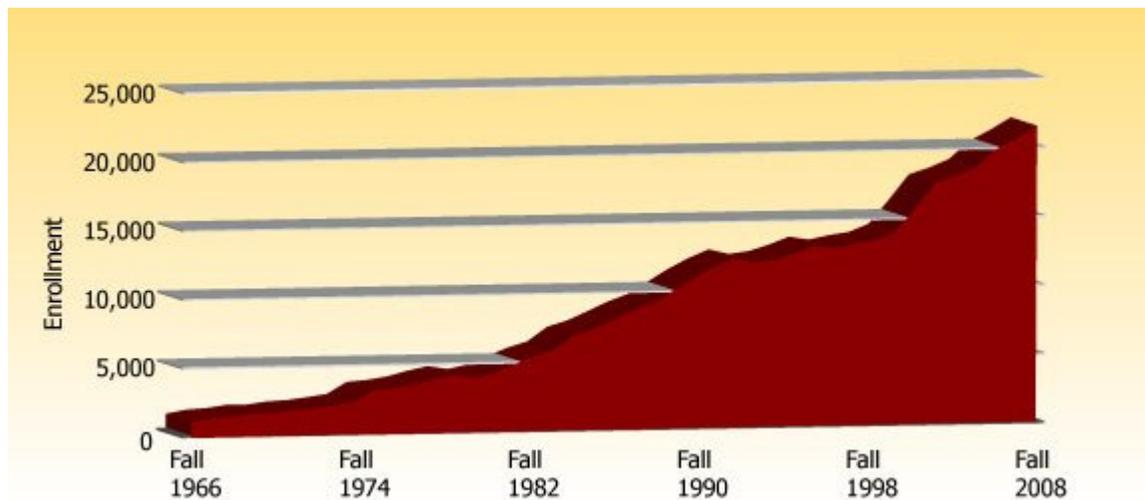
Fall Headcount	Past Decades of Growth				To Date
	1966-1976	**1976-1986**	**1986-1996**	**1996-2006**	**2006-2016**
Start of Decade	1,014	3,211	7,296	12,537	19,854
End of Decade	3,211	7,296	12,537	19,854	21,449
Ten-Year # Change	2,197	4,085	5,241	7,317	1,595
Ten-Year % Change	217%	127%	72%	58%	8%
Average Annual Change	13%	9%	6%	5%	4%
Highest Annual Change	38%	18%	10%	12%	4%
Lowest Annual Change	0%	-6%	-3%	-2%	4%
# of Annual Increases	9/10	9/10	9/10	9/10	2/2

Highlights

- KSU's historical trends of annual enrollment growth are exceptionally strong and likely to continue. Over the past 42 years since the University's inception in Fall 1966, record high fall enrollments have been achieved 38 times. Fall enrollment has declined significantly only three times from the previous year. The most recent decline of 2% was in 1998 and associated with the onset of conversion to the semester calendar.

- Over a third of the 38 record high fall enrollments reflected double-digit percentage increases, the two most recent being 12% in 2002 and 2003 when the first on-campus residences were opened.

- Over the past four decades, KSU's rate of fall enrollment growth has slowed and been trending downward in terms of percentage increases and is likely to continue to do so. A 35% to 45% growth over the next decade appears likely if KSU's 40-year trends continue, which would raise enrollment to between 27,000 and 29,000 students by Fall 2016.

- It is becoming increasingly difficult to realize large annual percentage increases in fall enrollment. A percentage point gain four decades ago in Fall 1967 required only 10 additional students over the total enrollment for Fall 1966. In 2008, a one percentage point growth requires 200 more students than were enrolled in Fall 2007.

Related Links

- Latest Enrollment/Trends and Projections Report
- Enrollment Archives/Historical Enrollment Trends Report

KSU 2008-2009 Fact Book

Undergraduate Fall Enrollment
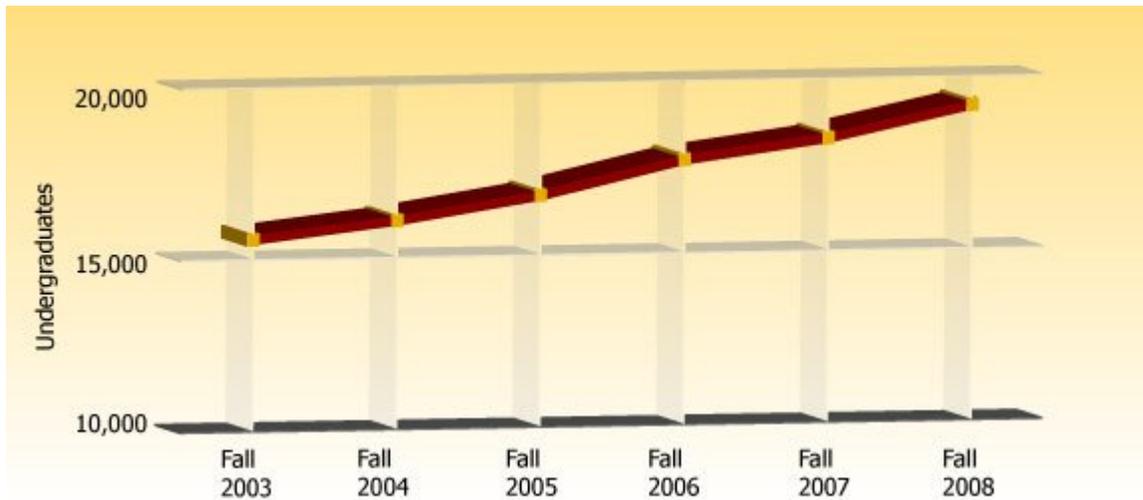
Classification	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year # Change	5-Year % Change
Joint Enrollment	161	156	140	103	108	79	-82	-51%
Freshman	5,024	4,527	4,434	4,768	4,754	4,941	-83	-2%
Sophomore	3,439	3,673	3,815	3,906	4,145	4,319	880	26%
Junior	2,924	3,368	3,676	3,746	3,906	4,209	1,285	44%
Senior	3,954	4,240	4,574	5,105	5,304	5,565	1,611	41%
Other	87	115	100	80	55	58	-29	-33%
Undergraduates Total	**15,589**	**16,079**	**16,739**	**17,708**	**18,272**	**19,171**	**3,582**	**23%**
Annual % Change	**12%**	**3%**	**4%**	**6%**	**3%**	**5%**		

Highlights

- KSU's total undergraduate fall enrollment has increased by more than 3,500 students or almost 25% over the past five years.

- The number of freshmen has declined while the number of seniors is up over 1,800 students over the last five years.

- The number of freshmen increased over 20% in Fall 2002 from Fall 2001 once on-campus student housing first became available and has typically been sustained at that higher level each fall since then. Those larger freshmen cohorts have helped fuel growth in the sophomore, junior, and senior levels in subsequent years which explains the greater growth in those classifications.

- Changes in state funding for joint enrollment (high school seniors gaining early admission and completing high school requirements while taking college courses) has contributed to a drop in KSU's Joint Enrollment Honors program in recent years.

Related Links

- Latest Enrollment Information/Trends and Projections Report

KSU 2008-2009 Fact Book

Graduate Enrollment Distribution
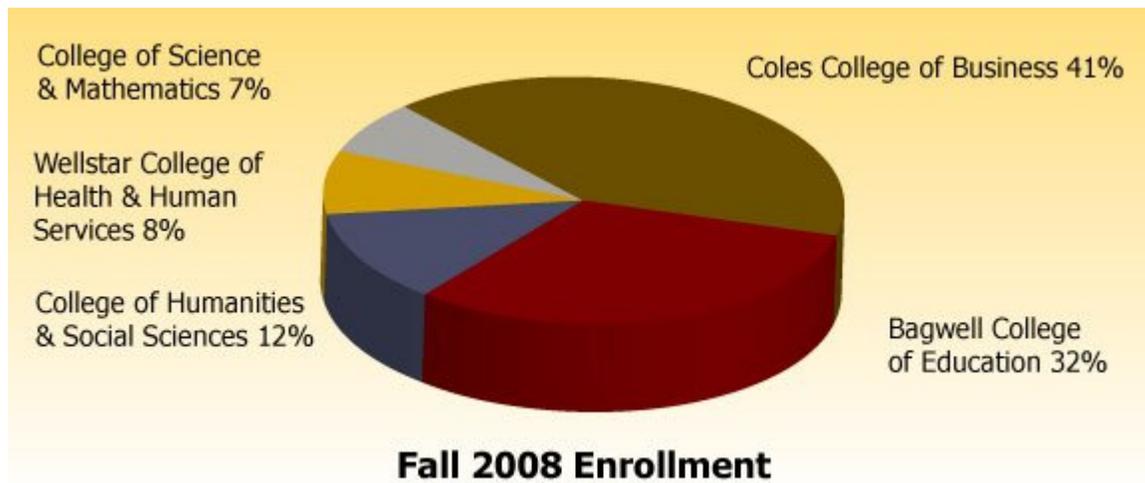
Fall 2008 Enrollment

College	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year # Change	5-Year % Change
Bagwell College of Education	517	564	610	780	730	720	203	39%
Coles College of Business	747	703	648	755	886	864	117	16%
College of Health & Human Services	75	68	81	112	169	175	100	133%
College of Humanities & Social Sciences	235	256	215	225	225	250	15	6%
College of Science & Mathematics	146	127	137	157	189	151	5	3%
Other	176	164	126	117	136	118	-58	-33%
Graduates Total	**1,896**	**1,882**	**1,817**	**2,146**	**2,335**	**2,278**	**382**	**20%**
Annual % Change	**8%**	**-1%**	**-3%**	**18%**	**9%**	**-2%**		

Highlights

- All colleges have experienced growth in graduate enrollment over the last five years, but the percentage increases have been especially great in the College of Health & Human Services and the College of Education.

- Business and education programs have led all others in undergraduate as well as graduate enrollment for the past two decades. Seven out of every ten graduate students in Fall 2007 were either in the Coles College of business or the Bagwell College of Education.

- Business and education programs have led all others in undergraduate as well as graduate enrollment for the past two decades. Seven out of every ten graduate students in Fall 2008 were either in the Coles College of Business or the Bagwell College of Education.

- Whereas graduate students in education accounted for only 27% of the total in Fall 2003 compared to 46% in business, that difference all but disappeared in Fall 2006 and Fall 2007.

KSU 2008-2009 Fact Book

Retention, Progression, and Graduation Rates

Progression of Freshmen to Sophomore Status By Their Second Fall Term
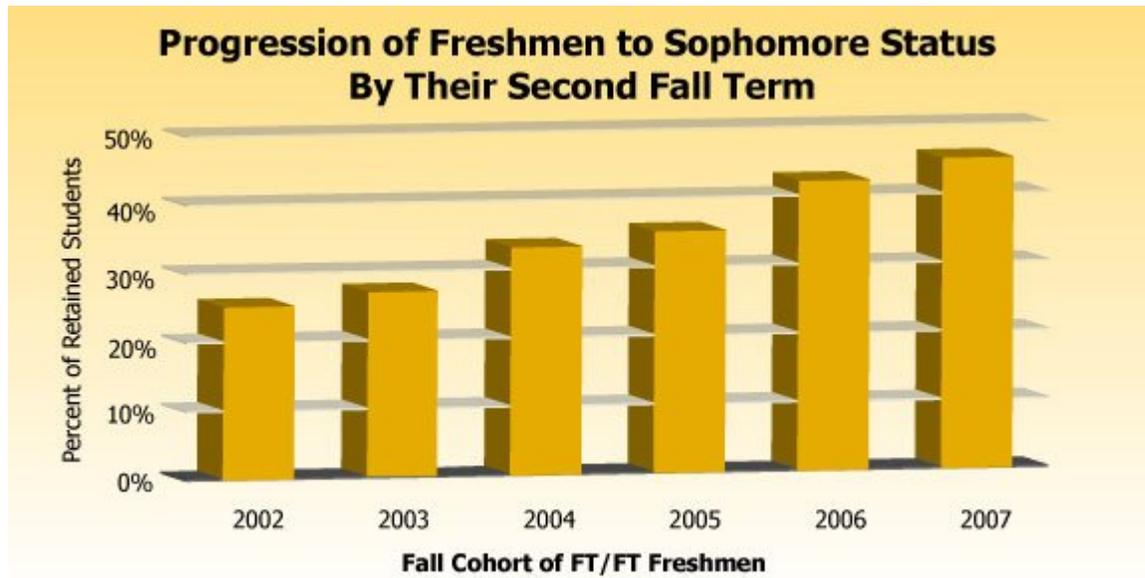
Cohorts of First-Time/Full-Time Freshmen	1999	2000	2001	2002	2003	2004	2005	2006	2007
First-Year Retention	71%	67%	73%	76%	76%	74%	73%	76%	76%
Became Sophmores By Second Fall **	17%	21%	18%	25%	27%	33%	35%	42%	45%
Became Juniors By Third Fall **	14%	14%	13%	18%	23%	24%	28%	35%	.
Became Seniors By Fourth Fall **	16%	16%	15%	18%	22%	24%	29%	.	.
Graduated Within Four Years *	8%	7%	8%	8%	10%	3%	.	.	.
Graduated Within Six Years *	32%	28%	33%	30%	.	.	.	.	.
Graduated Within Eight Years *	39%	34%	.	.	.	.	.	.	.

Highlights

- Consistent patterns of improvement are present in the progression rates; however, forty-five percent of FT/FT Freshmen in the Fall 2007 cohort progressed to sophomore status by the beginning of their second fall semester in 2008. That proportion was almost double the progression rate for sophomores five years ago for the Fall 2002 cohort.

- First-year retention rates and six-year graduation rates have not yet shown a consistent pattern of improvement from year to year.

- Improvements in the progression rates for the achievement of sophomore, junior, and senior status within the traditional four-year time frame should begin to have a positive effect on improving four-year and six-year graduation rates in the near future. The nontraditional nature of KSU attendance patterns is reflected in the improved graduation rates of cohorts by the eighth year.

- Of the FT/FT Freshmen who re-enrolled at KSU on a full-time basis, the average course load taken each fall has fluctuated between 13 and 14 semester credit hours. The average cumulative hours earned each year (in 12 months) by entering FT/FT Freshmen cohorts has been increasing but was 24 for the first year, 50 for the second year, and 74 for the third year most recently. Those current averages are six credits short for progression to the sophomore level after the first year, 10 credits short for progression to the junior level after the second year, and 16 credits short for progression to the senior level after three years.

- Improvements in the progression rates for the achievement of sophomore, junior, and

senior status within the traditional four-year time frame should begin to have a positive effect on improving four-year and six-year graduation rates in the near future. The nontraditional nature of KSU attendance patterns is reflected in the improved graduation rates of cohorts by the eighth year.

KSU 2008-2009 Fact Book
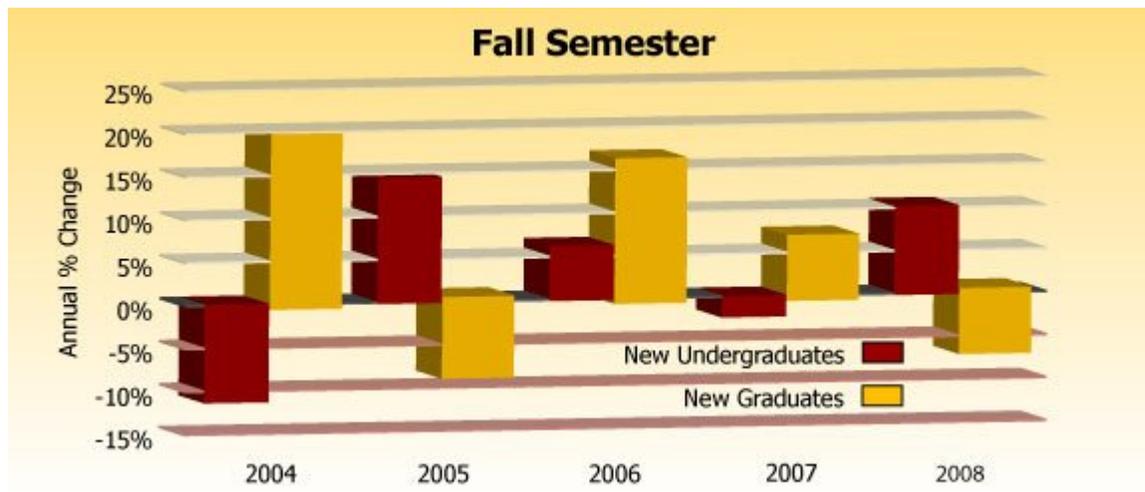
New Student Enrollment for Fall

Classification	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year # Change	5-Year % Change
Joint Enrollment Honors	157	152	134	99	106	76	-81	-52%
Beginning Freshman	2,190	1,726	2,114	2,405	2,361	2,639	449	21%
Transfer	1,503	1,510	1,626	1,652	1,611	1,761	258	17%
Other Undergraduate	55	81	93	54	37	54	-1	-2%
Graduates	511	610	559	647	689	644	133	26%
Total	**4,416**	**4,079**	**4,526**	**4,857**	**4,804**	**5,174**	**758**	**17%**
Annual % Change	**9%**	**-8%**	**11%**	**7%**	**-1%**	**8%**		

Highlights

- From Fall 2003 to Fall 2008 there has been modest percentage growth of new undergraduate and graduate students enrolled, although annual growth rates were not consistently positive in either group.

- Annual growth rates averaged 9% for new graduate students and 3% for new undergraduates over the past five years.

- Beginning freshmen constitute about half of new students in the fall, and another third are undergraduate transfers. In the spring and summer terms, new transfer student enrollment greatly outnumber new freshmen.

- The nontraditional nature of KSU's student attendance patterns suggest that trends in annual intakes of new students are more important for overall enrollment trends and projections than analyses of new fall enrollment alone.

Related Links

- Latest Enrollment/Trends and Projections Report

KSU 2008-2009 Fact Book

New Student Enrollment By Term

Spring 2009 20%

Fall 2008 61%

Summer 2008 19%

Fiscal Year 2009 Intakes
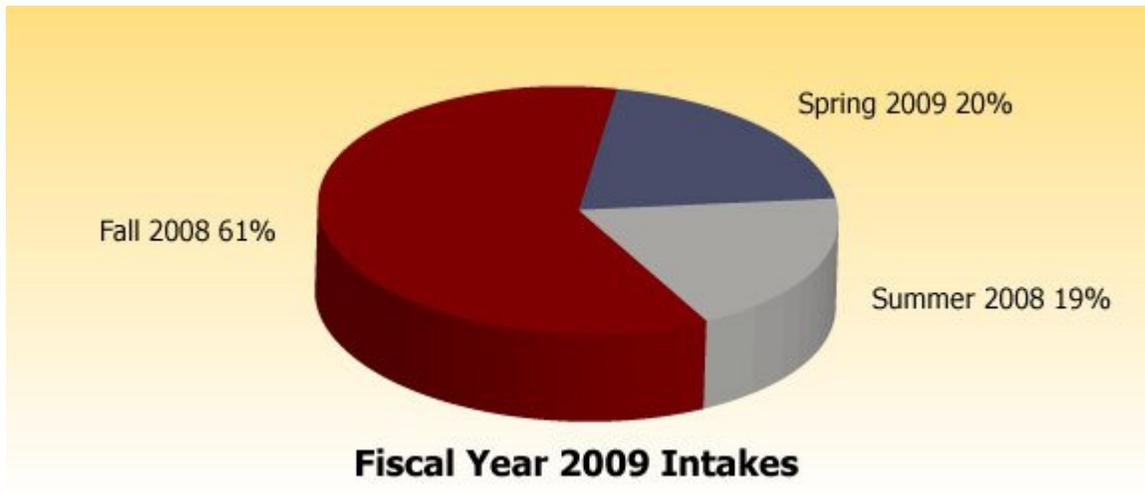
Term	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	5-Year # Change	5-Year % Change
Summer	1,585	1,439	1,515	1,552	1,407	1,656	71	4%
Fall	4,416	4,079	4,526	4,857	4,804	5,174	758	17%
Spring	1,727	1,655	1,653	1,720	1,663	1,719	-8	0%
Total	**7,728**	**7,173**	**7,694**	**8,129**	**7,874**	**8,549**	**821**	**11%**
Annual % Change	**4%**	**-7%**	**7%**	**6%**	**-3%**	**9%**		

Highlights

- Unlike a rural campus that caters to traditional students who typically matriculate in the fall term, four out of every ten new students at KSU enroll for the first time during the spring or summer terms. Consequently, trends in new student intakes on an annual basis are more important for understanding and projecting total enrollment changes at KSU than analyses of fall term intakes alone.

- The total number of new student intakes per year has grown modestly over the past five-year period and has fluctuated with relatively small percentage increases and decreases from year to year since FY 2004. The cumulative effects of this lack of new student growth should slow KSU's total enrollment growth in the near future.

- The volume of new student intakes has begun to show a turn around and some evidence of increase in FY 2009.

KSU 2008-2009 Fact Book

Annual New Student Intakes
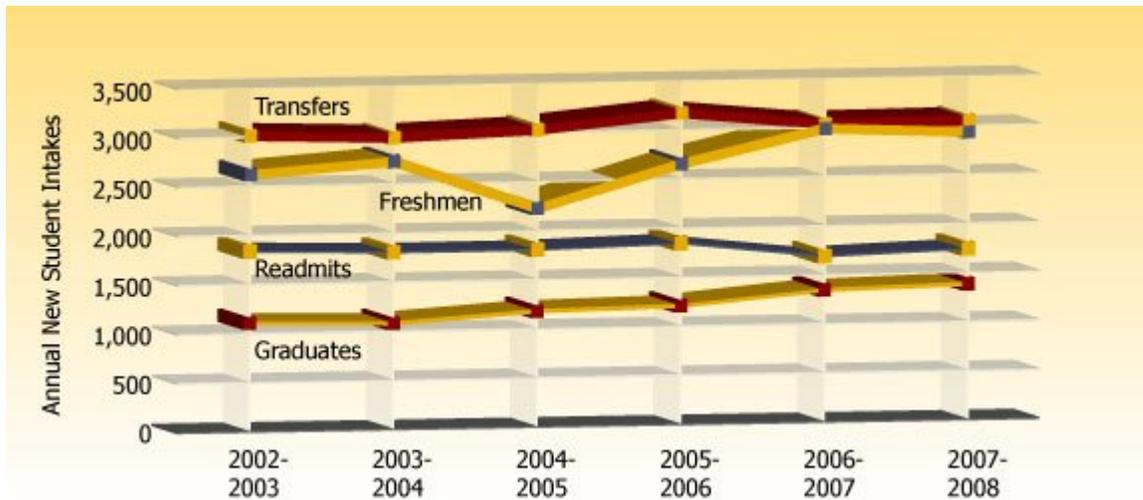
Intake Groups	AY 2002	AY 2003	AY 2004	AY 2005	AY 2006	AY 2007	5-Year # Change	5-Year % Change
Freshmen	2,621	2,729	2,227	2,653	2,990	2,931	310	12%
Graduates	1,106	1,079	1,178	1,208	1,343	1,381	275	25%
Readmits	1,836	1,802	1,805	1,844	1,687	1,739	-97	-5%
Transfers	3,015	2,972	3,027	3,172	3,033	3,045	30	1%
Total	**8,578**	**8,582**	**8,237**	**8,877**	**9,053**	**9,096**	**518**	**6%**
Annual % Change	**12%**	**0%**	**-4%**	**8%**	**2%**	**0%**		

Highlights

- In 2002-03, three major factors converged to fuel a sharp rise in new freshmen and transfer enrollment. The post 9/11 economic recession and high unemployment rate drove large numbers of individuals back to collegiate studies. There also appeared to be a post 9/11 psychology operating that encouraged students to attend college closer to home. And most importantly, KSU opened its first on-campus student housing facilities in Fall 2002, making the University substantially more attractive to prospective residential freshmen. In 2002-03, the level of annual intakes of beginning freshmen grew by nearly 600 students as did the level of new transfer students. The combined 1,200 student rise in new undergraduate intakes that year represented a 26% increase over 2001-02.

- Despite some annual volatility in the number of new freshmen and new transfers since 2002-03, KSU's intakes of beginning freshmen and undergraduate transfers were sustained at the higher levels set in 2002-03, building in an assurance of some enrollment growth for several years to come.

- The cumulative effect over four to eight years of swapping our smaller returning freshmen, sophomore, junior, and senior classes with larger cohorts of returning students who initially enrolled since 2002-03 helps ensure increases in KSU's overall institutional enrollment, even if there is no growth in the annual intakes of new transfers or new freshmen in a particular year.

Related Links

- [Latest Enrollment/Trends and Projections Report](#)

KSU 2008-2009 Fact Book

Fall Semester Enrollment

**Summer, Fall, Spring of Fiscal Year**
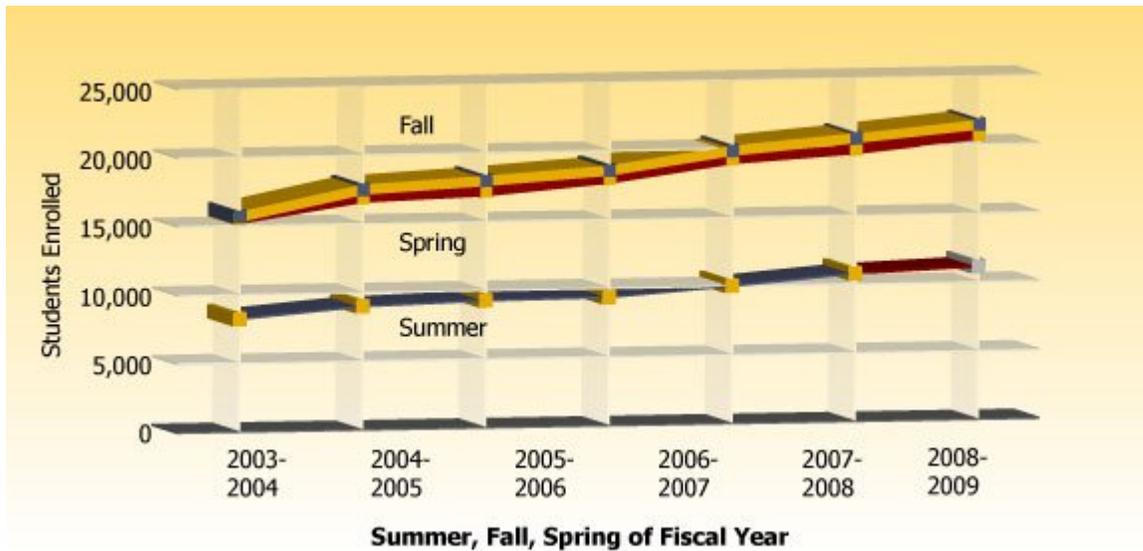
Fall Semester Enrollment - All Students								
Classification	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year # Change	5-Year % Change
Joint Enrollment Honors	161	156	140	103	108	79	-82	-51%
Freshmen	5,024	4,527	4,434	4,768	4,754	4,941	-83	-2%
Sophomores	3,439	3,673	3,815	3,906	4,145	4,319	880	26%
Juniors	2,924	3,368	3,676	3,746	3,906	4,209	1,285	44%
Seniors	3,954	4,240	4,574	5,105	5,304	5,565	1,611	41%
Graduates	1,896	1,882	1,817	2,146	2,335	2,278	382	20%
Other	87	115	100	80	55	58	-29	-33%
Total	**17,485**	**17,961**	**18,556**	**19,854**	**20,607**	**21,449**	**3,964**	**23%**
Annual % Change	**12%**	**3%**	**3%**	**7%**	**4%**	**4%**		
FTE	**14,643**	**15,191**	**15,931**	**17,183**	**18,076**	**19,036**	**4,393**	**30%**
Annual % Change	**31%**	**4%**	**5%**	**8%**	**5%**	**5%**		

Highlights

- Fall enrollment has grown annually throughout the last five years and is typically higher than the subsequent spring and summer enrollments.

- Unlike the substantial growth patterns for other classifications, freshman enrollment peaked in Fall 2003 and has not surpassed that level since then.

- Substantial growth at the upper division and graduate levels has occurred over the last five years.

Spring Semester Enrollment

Summer, Fall, Spring of Fiscal Year
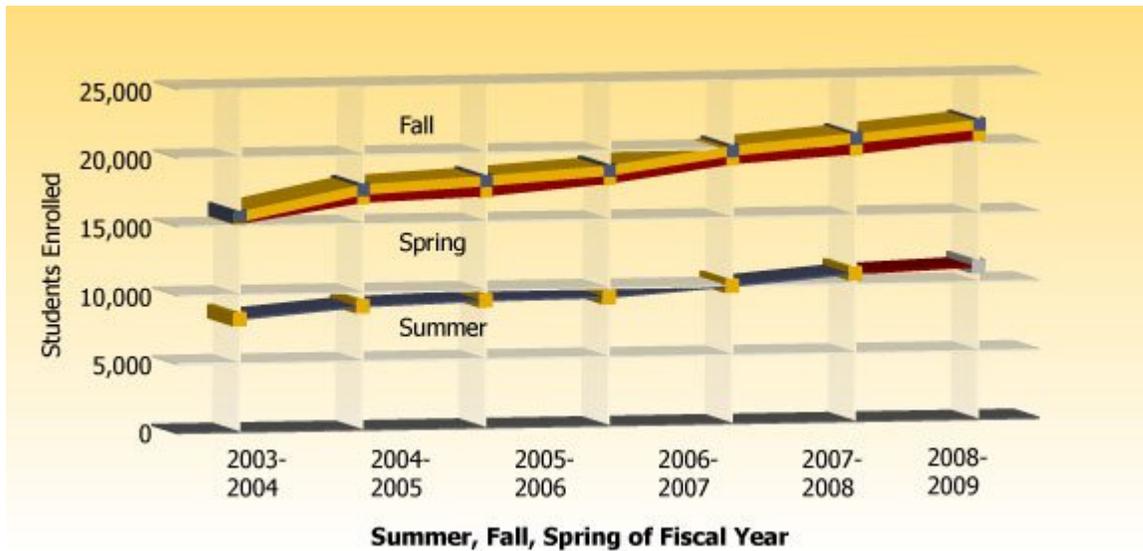
Spring Term Enrollment - All Students								
Classification	Spring 2004	Spring 2005	Spring 2006	Spring 2007	Spring 2008	Spring 2009	5-Year # Change	5-Year % Change
Joint Enrollment Honors	179	167	141	97	100	74	-105	-59%
Freshmen	3,862	3,316	3,521	3,776	3,637	3,853	-9	0%
Sophomores	3,654	3,755	3,775	3,926	4,096	4,251	597	16%
Juniors	3,165	3,615	3,856	3,947	4,172	4,380	1,215	38%
Seniors	4,180	4,537	4,878	5,323	5,553	5,964	1,784	43%
Graduates	1,766	1,745	1,743	2,105	2,234	2,152	386	22%
Other	99	80	69	71	48	55	-44	-44%
Total	**16,905**	**17,215**	**17,983**	**19,245**	**19,840**	**20,729**	**3,824**	**23%**
Annual % Change	**9%**	**2%**	**4%**	**7%**	**3%**	**4%**		
FTE	**14,074**	**14,458**	**15,307**	**16,574**	**17,332**	**18,360**	**4,286**	**30%**
Annual % Change	**26%**	**3%**	**6%**	**8%**	**5%**	**6%**		

Highlights

- Spring enrollment tends to follow the previous fall's closely and has grown annually in parallel ways over the last five years.

- Spring enrollment is typically only three to four percent lower than fall enrollment.

KSU 2008-2009 Fact Book

Summer Semester Enrollment

Summer, Fall, Spring of Fiscal Year
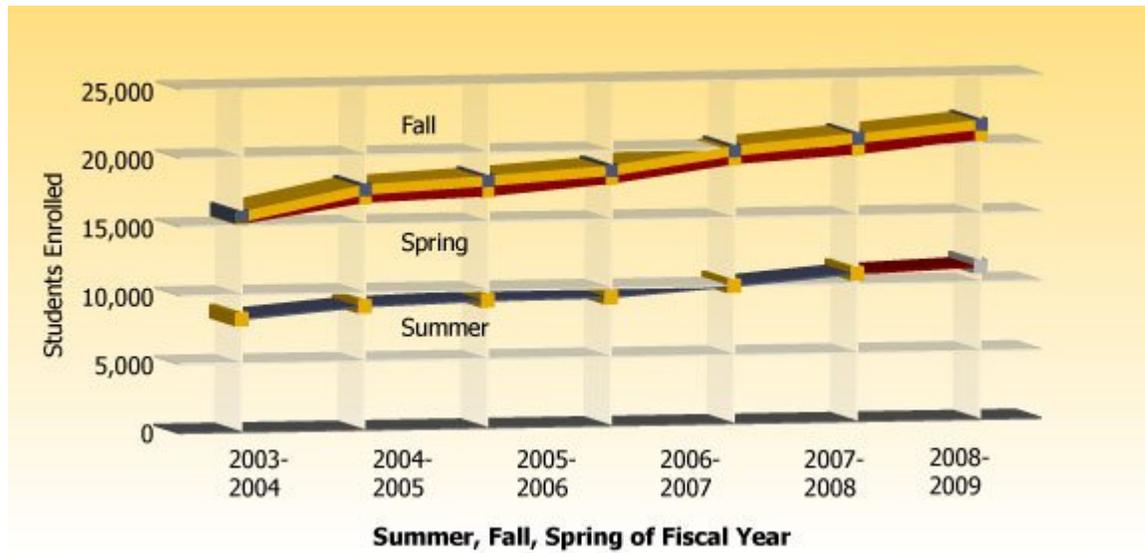
Summer Term Enrollment - All Students								
Classification	Summer 2003	Summer 2004	Summer 2005	Summer 2006	Summer 2007	Summer 2008	5-Year # Change	5-Year % Change
Joint Enrollment Honors	4	4	2	3	0	1	-3	-75%
Freshmen	1,280	1,298	1,062	1,156	1,241	1,203	-77	-6%
Sophomores	1,413	1,426	1,427	1,486	1,578	1,576	163	12%
Juniors	1,597	1,773	1,889	1,930	2,097	2,217	620	39%
Seniors	2,629	2,744	3,053	3,386	3,669	3,829	1,200	46%
Graduates	1,477	1,421	1,394	1,505	1,688	1,690	213	14%
Other	587	590	514	537	486	608	21	4%
Total	8,987	9,256	9,341	10,003	10,759	11,124	2,137	24%
Annual % Change	9%	3%	1%	7%	8%	3%		
FTE	4,869	5,017	5,145	5,567	6,024	6,339	1,470	30%
Annual % Change	35%	3%	3%	8%	8%	5%		

Highlights

- Summer tends to enroll a little more than half of the number of students enrolled in the fall.

- Despite the large number of freshmen who do not earn enough credits by the end of the spring semester to become sophomores, the enrollment of freshmen in the summer term is not large relative to the other classifications. Three times as many seniors enroll in the summer term as freshmen. Graduate enrollment in the summer is also substantially greater than freshmen enrollment in the summer.

KSU 2008-2009 Fact Book

Fall Credit Hours

Fall 2008 Enrollment

Graduate 7%
Upper Division 33%
Lower Division 60%
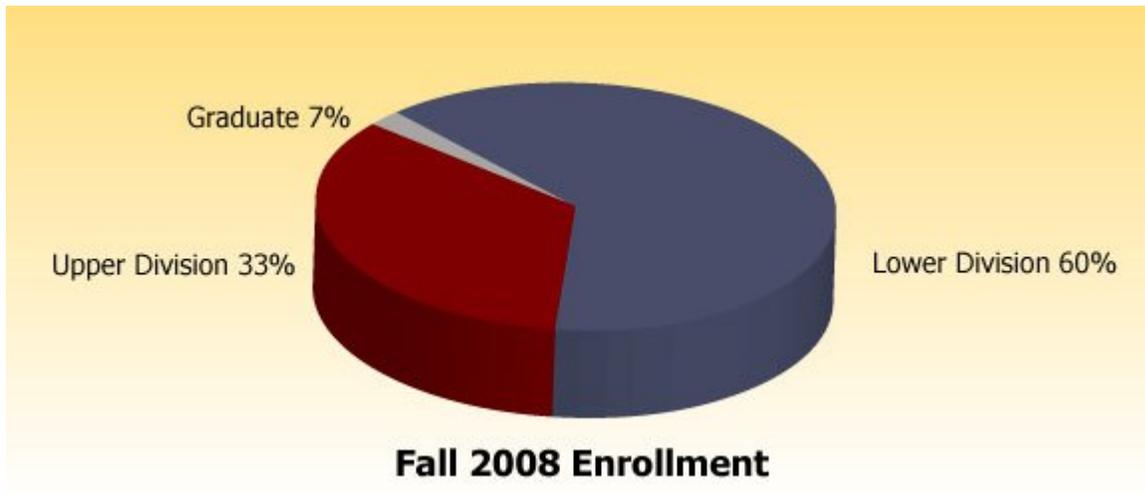
Level	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year # Change	5-Year % Change
Lower	120,700	122,944	125,612	133,941	139,930	150,433	29,733	25%
Upper	56,019	60,688	67,267	74,111	78,068	81,750	25,731	46%
Graduate	11,297	11,445	12,300	14,201	16,176	16,514	5,217	46%
Total	**188,016**	**195,077**	**205,179**	**222,253**	**234,174**	**248,697**	**60,681**	**32%**
Annual % Change	**14%**	**4%**	**5%**	**8%**	**5%**	**6%**		

Highlights

- Not only has credit hour enrollment consistently grown each fall for the past five years, its percentage growth has outpaced each year's increases in student headcount enrollment by one or two percentage points.

- Increases in the numbers of upper division and graduate students over the past five years are reflected in credit hour growth at those levels as well.

- The percentage of the total credit hours generated that are associated with undergraduate lower division courses has been falling gradually from 64% in Fall 2003 to 60% in Fall 2008.

- A little less than half of the credit hours generated each year at KSU are produced in the fall semester.

KSU 2008-2009 Fact Book

Credit Hours Generated by Fiscal Year

Fiscal Year 2009

Graduate 8% · Upper Division 35% · Lower Division 57%
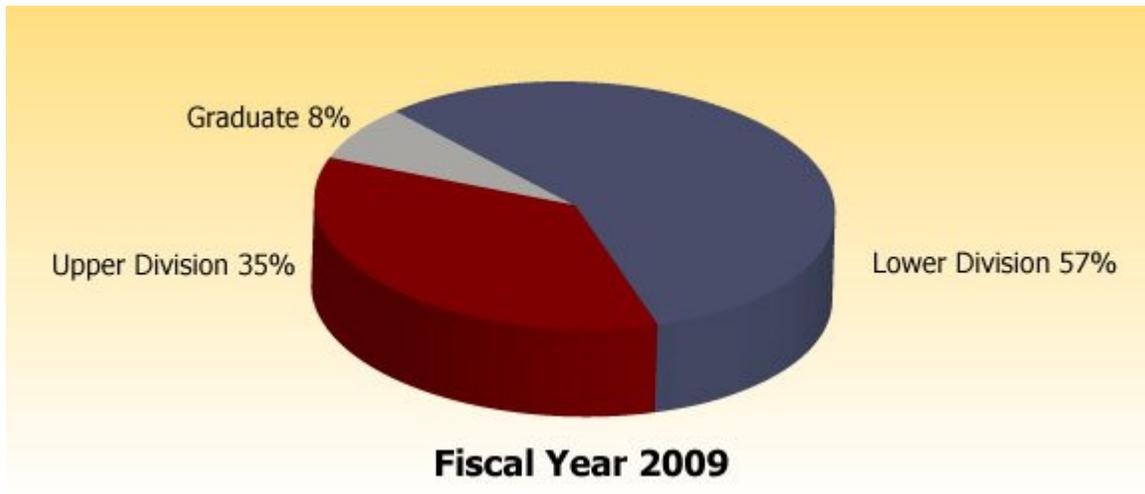
Level	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	5-Year # Change	5-Year % Change
Lower	259,513	262,425	269,425	288,976	299,893	321,867	62,354	24%
Upper	135,042	146,355	162,009	176,702	188,880	199,831	64,789	48%
Graduate	31,610	31,701	31,930	37,285	42,059	42,253	10,643	34%
Total	**426,165**	**440,481**	**463,364**	**502,963**	**530,832**	**563,951**	**137,786**	**32%**
Annual % Change	**12%**	**3%**	**5%**	**9%**	**6%**	**6%**		

Highlights

- Annual credit hour generation at KSU has grown consistently each year and substantially over the past five years.

- Credit hour growth at the upper division and graduate levels outpaced growth at the lower division over the past five years.

- The increases in credit hour growth have begun to level out as seen in the 6% growth in credit hours in FY 2008 and FY 2009.

KSU 2008-2009 Fact Book

Instructional Budget Expense and Credit Hours

Weighted Credit Hours for Fiscal Year 2008
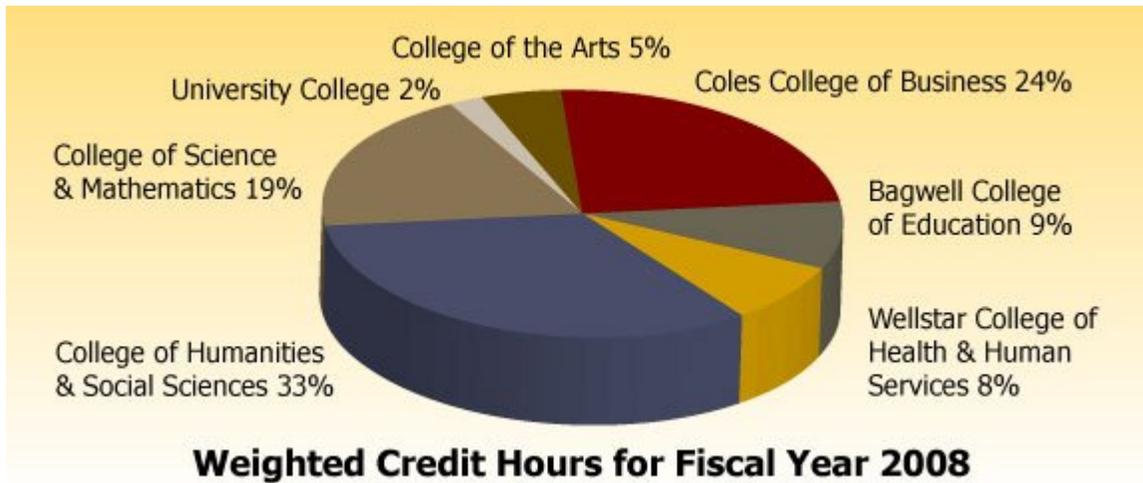
College	FY 2008 Credit	Weighted Credit	Original Budget FY 2008	Costs for FY 2008	% of Weighted Hours	% of Budget	% of Costs
College of the Arts	26,033	30,126	$4,343,302	$5,236,334	5%	6%	7%
Coles College of Business	112,062	156,170	$15,861,685	$16,763,522	24%	24%	24%
Bagwell College of Education	39,242	61,984	$6,722,852	$6,881,102	9%	10%	10%
College of Health & Human Services	41,153	55,714	$7,072,497	$7,138,262	8%	11%	10%
College of Humanities & Social Sciences	184,960	216,948	$18,413,822	$19,032,364	33%	28%	27%
College of Science & Mathematics	111,662	129,282	$12,157,802	$12,808,208	19%	18%	18%
University College	13,645	14,097	$2,273,048	$2,344,355	2%	3%	3%
Total	**528,757**	**664,321**	**$66,845,008**	**$70,204,147**	**100%**	**100%**	**100%**

Highlights

- The Georgia legislature's funding formula for the USG weights credit hours by level and disciplinary groupings. In general, upper division credit hours are weighted 50% more and graduate credit hours are weighted 100% more than lower division credit hours in funding formula calculations. The aggregate funding formula allocates state appropriation to the USG, but is not specific enough to be used to allocate state funding to member units of the USG.

- Historically, there has been a strong but not perfect relationship between the percentage of weighted credit hours generated by each college and the percentage of the instructional budget assigned to each college.

KSU 2008-2009 Fact Book

KSU's Traditional and Nontraditional Undergraduates

Fall 2008
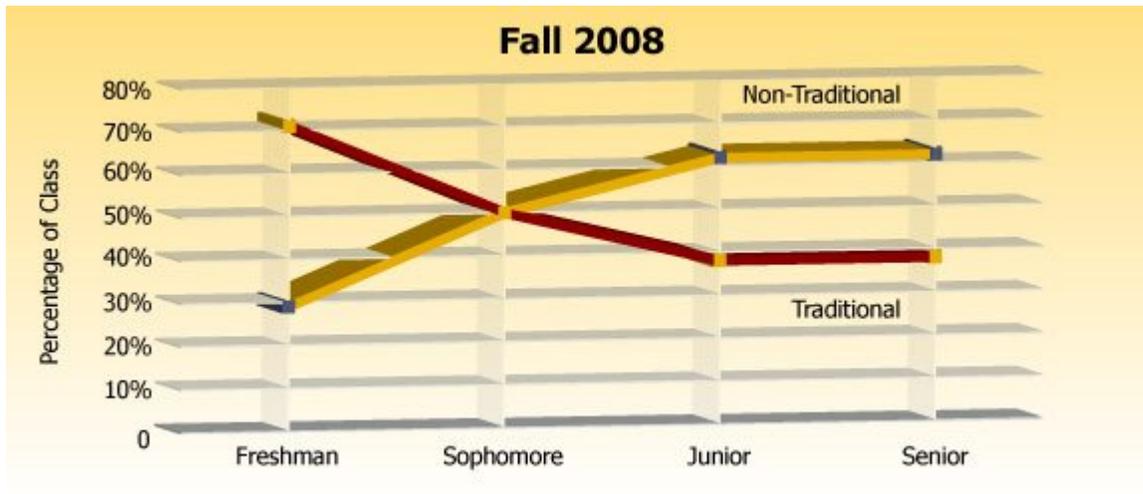
Classification	Traditional-Age		Nontraditional-Age	
Freshman (19 or younger)	3,511	71%	1,430	29%
Sophomore (20 or younger)	2,177	50%	2,142	50%
Junior (21 or younger)	1,619	38%	2,590	62%
Senior (23 or younger)	2,138	38%	3,427	62%
Total	**9,445**	**50%**	**9,589**	**50%**

Highlights

- KSU's retention, progression, and graduation tracking system reveals that most KSU first-time full-time freshmen matriculate as traditional freshmen but quickly adopt nontraditional characteristics, such as taking the minimum full-time load, dropping down to part-time status, working at a job more than 20 hours per week, stopping out periodically, etc. Consequently, they do not progress to the next classification each year as a traditional-age college student would be expected to do.

- Since the initiation of on-campus student housing, the traditional-age student population has been growing. In Fall 2004, 61% of the freshman and 40% of all undergraduates were traditional-age compared to 71% of the freshmen and 48% of all undergraduates in Fall 2008.

KSU 2008-2009 Fact Book

Day and Evening Enrollment
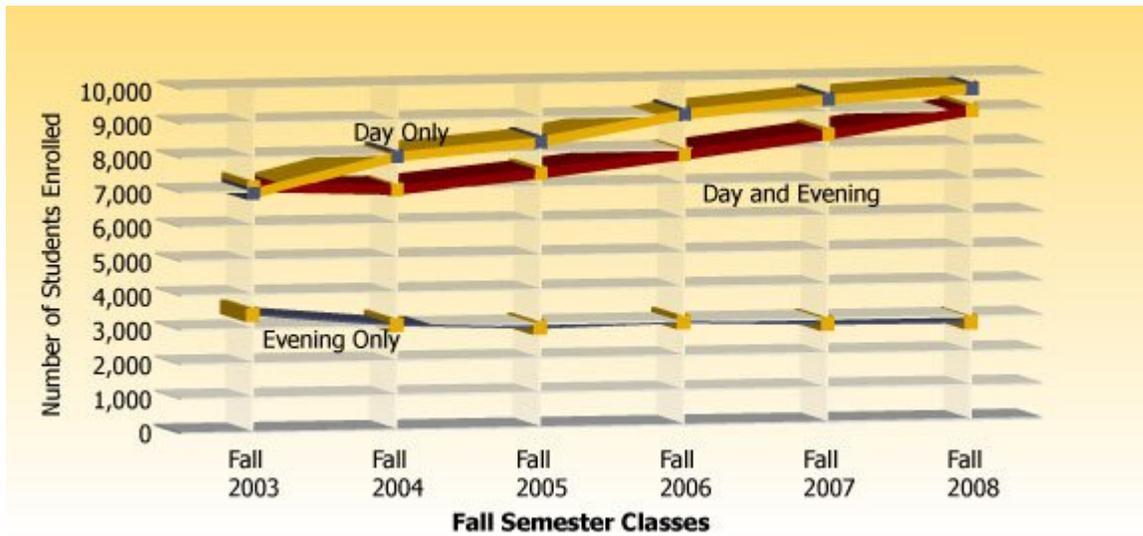
Students Enrolled	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year # Change	5-Year % Change
Day Only	6,950	7,948	8,297	9,028	9,389	9,629	2,679	39%
Evening Only	3,406	3,038	2,882	2,974	2,854	2,829	-577	-17%
Both Day and Evening	7,129	6,975	7,377	7,852	8,364	8,991	1,862	26%
Total	17,485	17,961	18,556	19,854	20,607	21,449	3,964	23%

Course Enrollments by Class Times	Monday	Tuesday	Wednesday	Thursday
Morning				
Early (6:30-9:29)	2,527	2,601	2,490	2,555
Mid (9:30-10:59)	4,764	4,591	4,753	4,591
Late (11:00-12:29)	4,556	4,750	4,531	4,824
Subtotal	11,847	11,942	11,774	11,970
Afternoon				
Early (12:30-1:59)	4,503	2,200	4,521	2,200
Mid (2:00-3:29)	4,292	4,044	4,291	4,011
Late (3:30-4:59)	3,822	3,566	3,815	3,538
Subtotal	12,617	9,810	12,627	9,749
Evening				
Early (5:00-7:59)	6,354	5,858	6,117	5,646
Late (8:00-11:00)	1,360	1,623	1,360	1,623
Subtotal	7,714	7,481	7,477	7,269

Highlights

- More students consistently register for classes in the early evening than any other class period, followed by the mid and late morning time blocks.

- The late evening and early morning time blocks have substantially fewer course registrations than any other time periods.

- The population of students who only enroll in evening courses has declined notably in the last five years while the population of day-only students has increased substantially.

- The number of students who take day and evening classes is almost as large as the number who only enroll in the day classes.

KSU 2008-2009 Fact Book

Enrollment by Gender
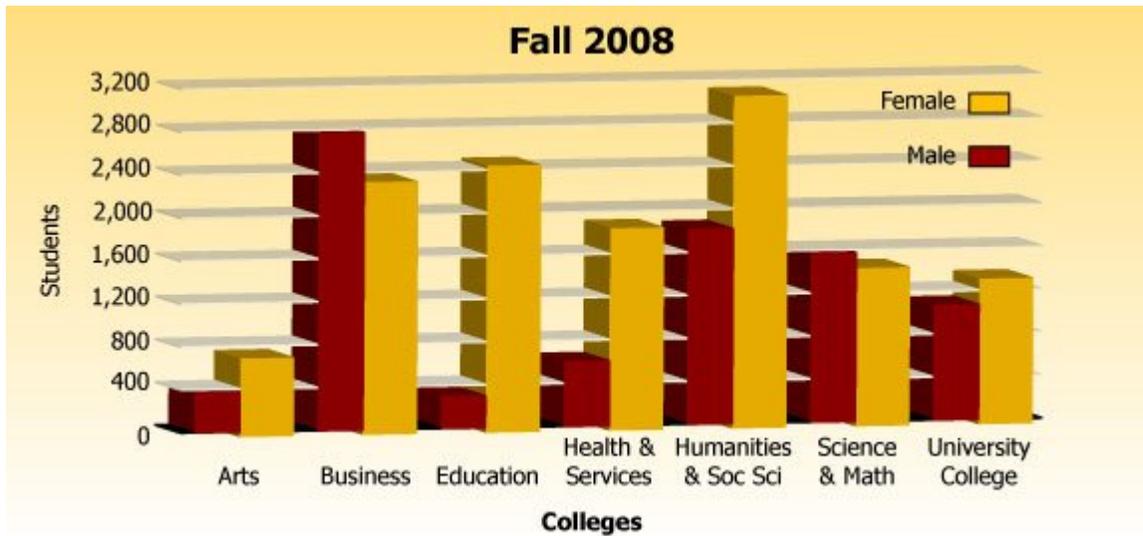
College Code	Male	Female	Male %	Female %
College of the Arts	366	641	36%	64%
Coles College of Business	2,764	2,259	55%	45%
Bagwell College of Education	294	2,393	11%	89%
College of Health & Human Services	601	1,794	25%	75%
College of Humanities & Social Sciences	1,812	3,008	38%	62%
College of Science & Mathematics	1,566	1,383	53%	47%
University College	1,066	1,265	46%	54%
Other	107	130	45%	55%
Total	**8,576**	**12,873**	**40%**	**60%**

Highlights

- KSU's student body has split 60/40, females to males, consistently for many years.

- Female representation is especially dominant in teacher education and the health and human services programs.

- Men are in the majority in business programs and sciences and mathematics.

KSU 2008-2009 Fact Book

Average Age of Students
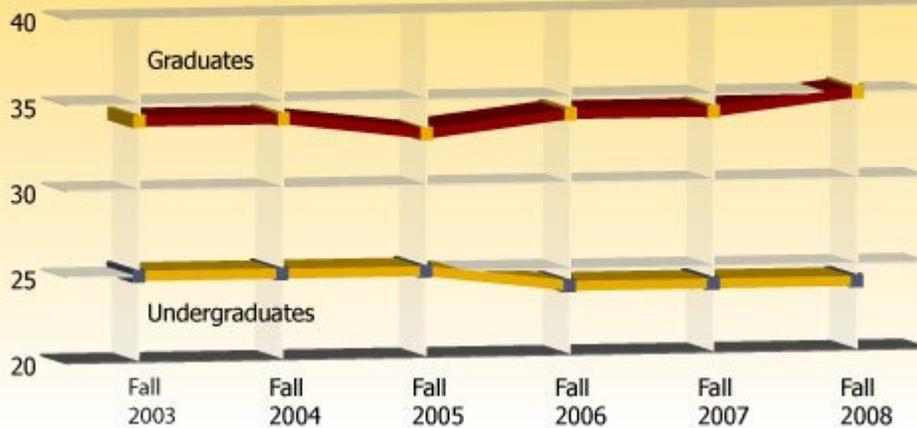
Undergraduate	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008
Average Age	25	25	24	24	24	24
Oldest Student	77	78	79	80	81	82
Youngest Student	15	15	15	15	16	16
Number 35+ Years Old	1,979	2,044	1,983	1,947	1,853	1,851
Percent 35+ Years Old	13%	13%	12%	11%	10%	10%
Graduate	**Fall 2003**	**Fall 2004**	**Fall 2005**	**Fall 2006**	**Fall 2007**	**Fall 2008**
Average Age	34	34	33	34	34	34
Oldest Student	70	70	70	77	72	82
Youngest Student	21	21	19	20	21	20
Number 35+ Years Old	740	748	711	892	1,001	1,013
Percent 35+ Years Old	39%	40%	39%	42%	43%	44%

Highlights

- The average age of KSU's undergraduates and graduates has changed very little over the last five years.

- Virtually all of the growth in the undergraduate student body since Fall 2003 has been associated with increases in students younger than 35 years of age, lending support to the observation that KSU's student body appears to be getting younger.

- The number of older undergraduates 35+ years of age peaked in 2004 and has declined 9% since then.

- Graduate students tend to be about ten years older than undergraduates on the average.

Related Links

- Student Information/Demographics/Traditional vs Nontraditional

KSU 2008-2009 Fact Book

Fifteen-Year Trends of Fall Enrollment by Racial Group

Fifteen Year % Growth
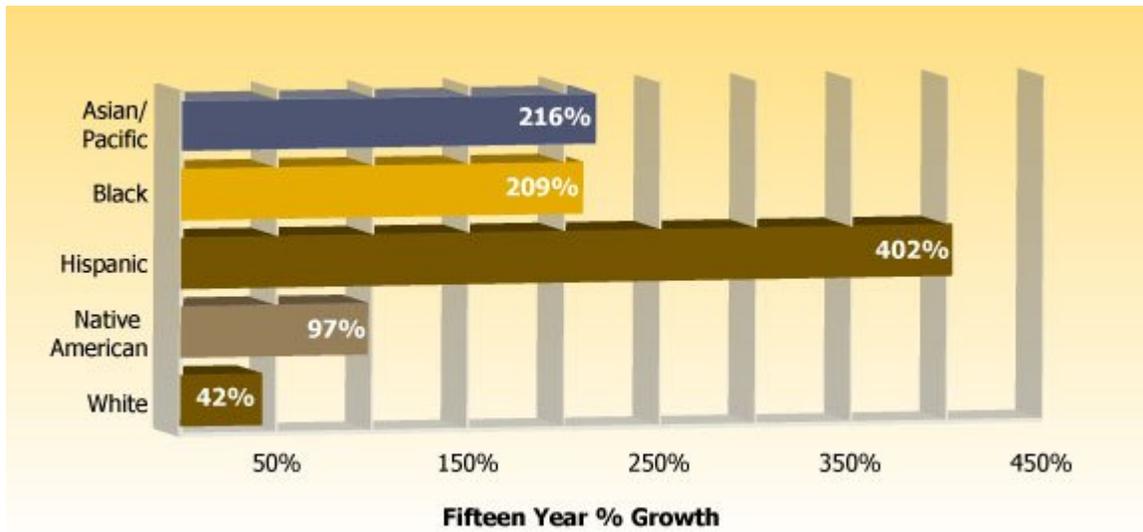
Minority and Majority Group	Fall 1993	Fall 1998	Fall 2003	Fall 2008	15-Year % Change	10-Year % Change	5-Year % Change
Asian/Pacific Island	248	416	624	783	216%	88%	25%
Black	758	1,121	1,907	2,343	209%	109%	23%
Hispanic	172	289	572	864	402%	199%	51%
Multiracial	0	128	426	271	.	112%	-36%
Native American	37	38	42	73	97%	92%	74%
White	11,058	10,869	13,914	15,685	42%	44%	13%
Total	**12,273**	**12,861**	**17,485**	**20,019**	**63%**	**56%**	**14%**
% Minority	**10%**	**15%**	**20%**	**22%**			

Highlights

- Minority students comprised only 10% of the KSU student body 15 years ago and have grown to 22% of KSU students in Fall 2008.

- Of the minority groups, Hispanic students had the highest percentage growth and Black students increased the most in numbers enrolled.

KSU 2008-2009 Fact Book

Undergraduate and Graduate Course Loads

Fall 2008 Enrollment
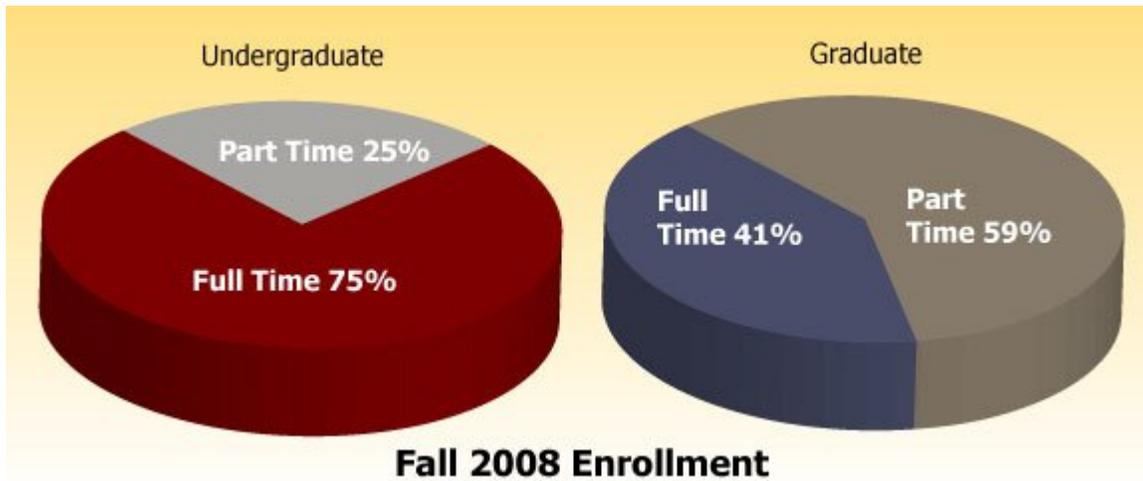
Undergraduate	Fall 2003	Fall 2008	5-Year # Change	5-Year % Change
1-5 hours	1,012	750	-262	-26%
6-11 hours	4,532	4,049	-483	-11%
Total Part-Time	**5,544**	**4,799**	**-745**	**-13%**
12-15 hours	8,715	12,405	3,690	42%
16+ hours	1,330	1,967	637	48%
Total Full-Time	**10,045**	**14,372**	**4,327**	**43%**
Graduate	**Fall 2003**	**Fall 2008**	**5-Year # Change**	**5-Year % Change**
1-3 hours	380	249	-131	-34%
4-8 hours	984	1,104	120	12%
Total Part-Time	**1,364**	**1,353**	**-11**	**-1%**
9-12 hours	508	756	248	49%
13+ hours	24	169	145	604%
Total Full-Time	**532**	**925**	**393**	**74%**

Highlights

- Part-time undergraduate enrollment has declined over the past five years while full-time undergraduate enrollment has increased by over 40%.

- Three-fourths (75%) of undergraduates were enrolled full-time in Fall 2008 compared to nearly two-thirds (65%) five years earlier.

KSU 2008-2009 Fact Book

Fall Enrollment by Country of Origin
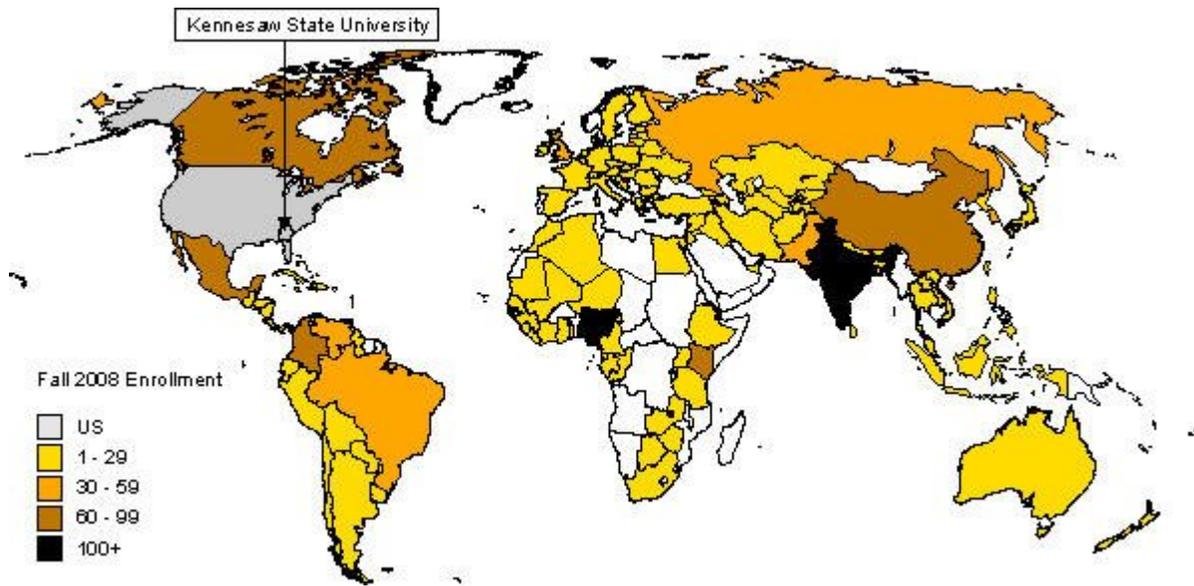
Top 10 Last 5 Years	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year % Change
India	82	81	101	121	136	121	48%
Nigeria	135	129	118	124	111	108	-20%
Colombia	81	95	98	90	88	88	9%
Canada	60	73	81	92	89	84	40%
Mexico	41	53	69	86	96	83	102%
Kenya	116	111	99	95	82	79	-32%
China	62	78	41	41	48	64	3%
Brazil	30	47	52	67	71	58	93%
Korea, Republic Of	42	46	50	63	57	56	33%
Jamaica	36	34	32	42	42	42	17%

International Group	Fall 1993	Fall 1998	Fall 2003	Fall 2008	15-Year # Change	15-Year % Change
Total International Headcount	480	798	1,472	1,622	1,142	238%
Total Countries Represented	87	107	129	141	54	62%
Percent of Student Body	4%	6%	8%	8%		

Highlights

- Enrollment growth of international students has doubled over the past fifteen years and has risen more slowly in the last five years.

- Nearly twice as many different countries of origin were represented by KSU's students in Fall 2008 than in Fall 2003.

- Among the top ten countries represented, the number of students from Mexico, Brazil, and India grew the most, and the numbers from Kenya and Nigeria actually declined over the past five years.

Enrollment by County of Residence

Kennesaw State University

Fall 2008 Enrollment

- none
- 1 - 99
- 100 - 999
- 1000 - 4999
- 5000 +
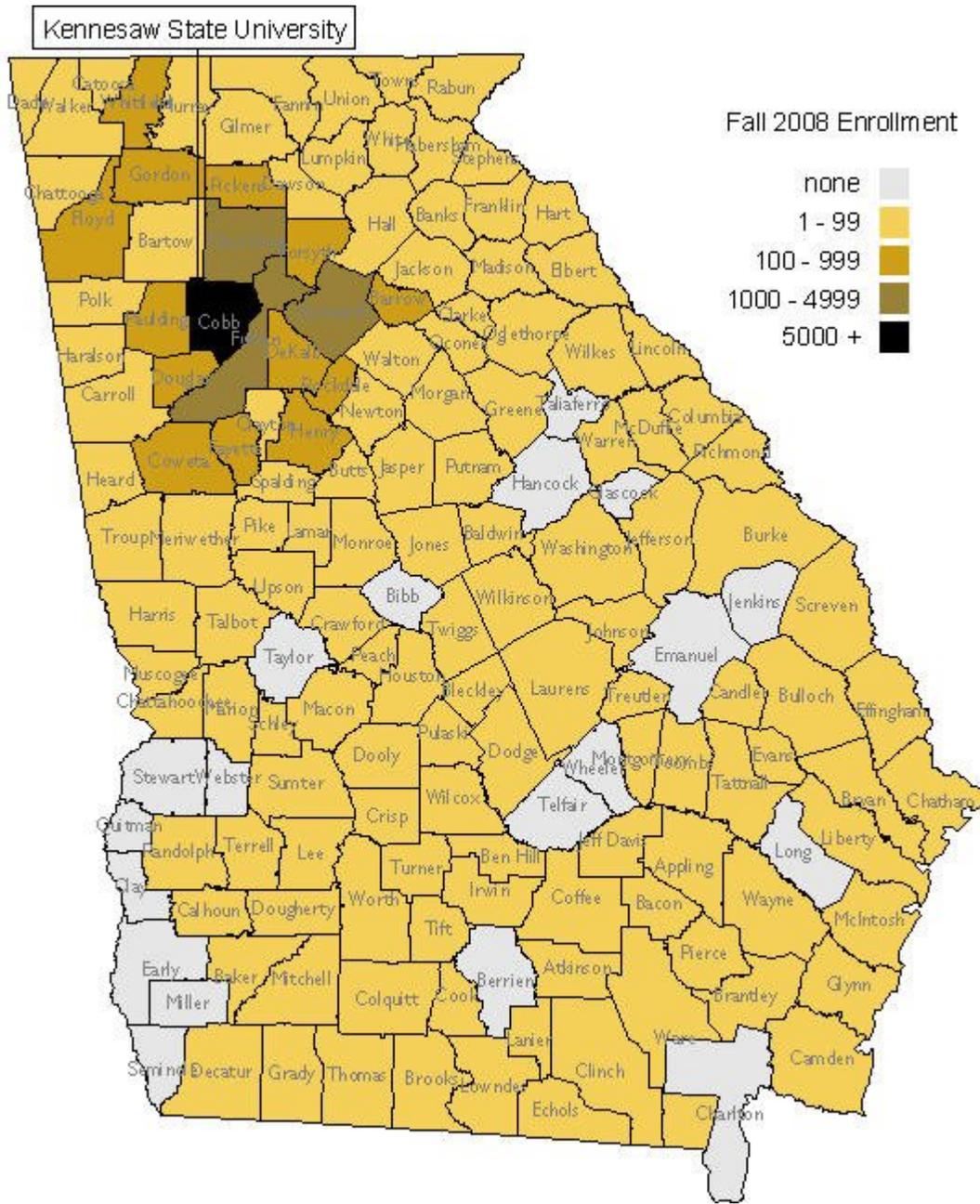
County	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year % Change
Cobb	8,251	8,089	7,903	7,767	7,684	7,535	-9%
Cherokee	2,061	2,064	2,135	2,250	2,432	2,585	25%
Fulton	1,217	1,334	1,423	1,606	1,770	1,834	51%
Gwinnett	472	591	727	941	1,098	1,244	164%
Paulding	571	627	630	671	677	737	29%
Bartow	587	558	517	553	555	579	-1%
Dekalb	328	356	365	422	499	515	57%
Forsyth	121	126	193	236	296	339	180%
Fayette	55	71	114	189	232	254	362%
Douglas	204	206	200	216	215	237	16%
Gordon	118	133	142	163	173	173	47%

Whitfield	168	167	161	177	166	157	-7%
Floyd	121	118	137	147	161	157	30%
Pickens	132	134	136	142	140	151	14%
Henry	50	70	66	98	128	136	172%
Rockdale	29	32	52	85	112	130	348%
Coweta	26	39	58	101	117	111	327%

Highlights

- Almost half of the KSU student body were Cobb residents five years ago, and that proportion dropped to 35% in Fall 2008.

- In addition to Cobb's decline, Bartow County (Cartersville) residents has declined slightly.

- Several of the counties with high enrollment growth rates are not geographically adjacent to Cobb, but are served by off-campus instructional initiatives or the attractiveness of on-campus student housing.

KSU 2008-2009 Fact Book

Undergraduate Application Statistics
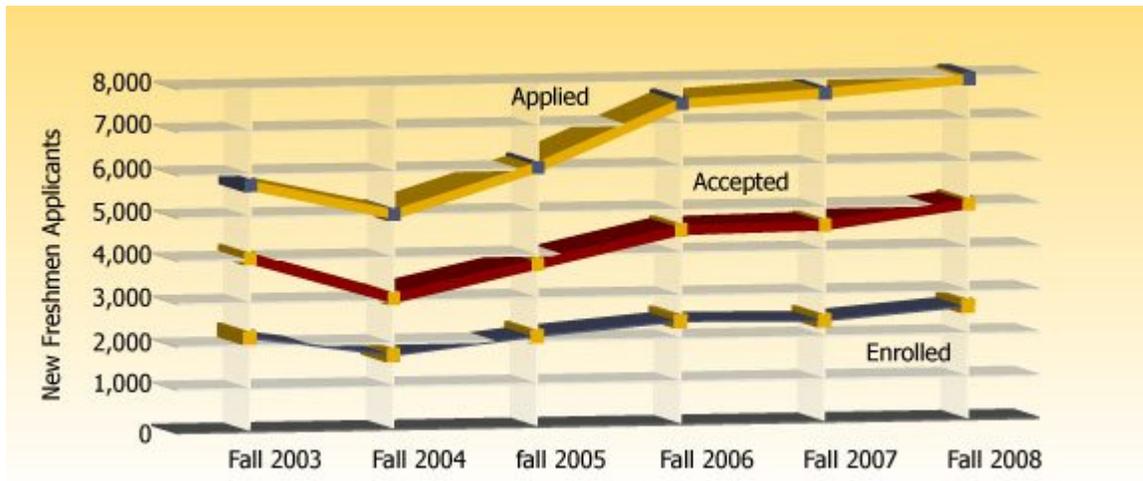
Classification	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year # Change	5-Year % Change
New Freshmen Applicants								
Applied Freshmen	5,738	5,010	6,047	7,475	7,659	7,931	2,193	38%
Accepted Freshmen	4,035	3,054	3,787	4,524	4,579	5,019	984	24%
Enrolled Freshmen	2,190	1,726	2,114	2,405	2,361	2,639	449	21%
% of Enrolled / Accepted	54%	57%	56%	53%	52%	53%		
SAT Avg. Verbal	527	536	535	535	534	537	10	2%
SAT Avg. Math	520	533	532	536	531	538	18	3%
SAT Avg. Total	1,047	1,069	1,067	1,071	1,065	1,075	28	-99%
New Transfer Applicants								
Applied Transfer	2,970	3,169	3,440	3,874	3,614	3,541	571	19%
Accepted Transfer	2,175	2,293	2,500	2,784	2,586	2,634	459	21%
Enrolled Transfer	1,503	1,510	1,626	1,652	1,611	1,761	258	17%
% of Enrolled / Accepted	69%	66%	65%	59%	62%	67%		

Highlights

- The number of applications and acceptances for freshman and transfer admission grew substantially more over the last five years than the number of new students who subsequently enrolled.

- Only 33% of the new freshman applicants and 50% of the new transfer applicants actually enrolled in Fall 2008. The conversion rates were higher for applicants granted acceptances at 53% for freshmen and 67% for transfers.

- Average SAT scores for beginning freshmen showed modest gains over the past five years.

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Principal Feeder High Schools
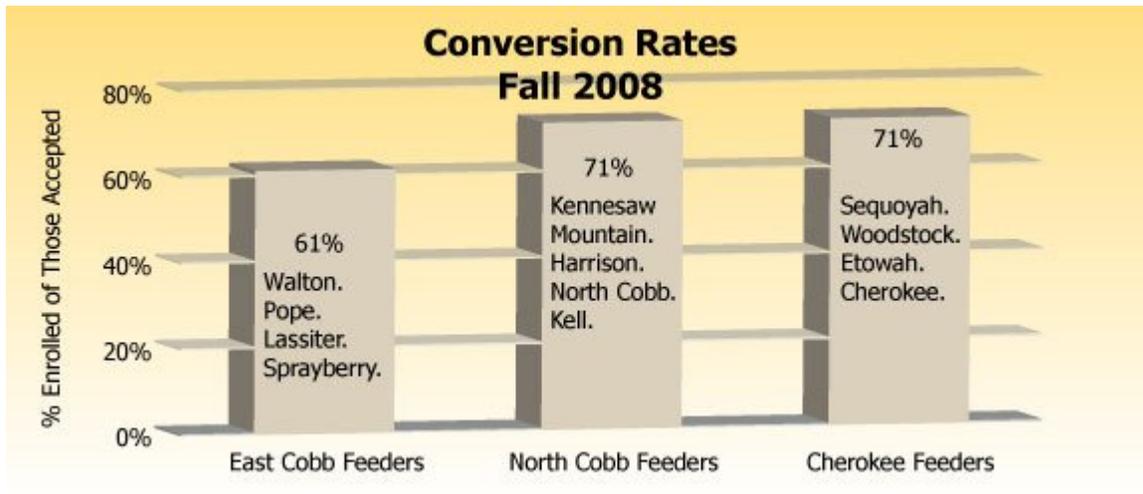
Feeder H.S. (coming) >40 New Freshmen Fall 2008	Number Applied	Number Accepted	Number Enrolled	% Enrolled of Accepted
Kennesaw Mountain High School	265	182	125	69%
Woodstock HS	216	157	123	78%
Harrison High School	233	174	115	66%
North Cobb High School	210	133	100	75%
Sequoyah High School-Canton	174	122	89	73%
Kell HS	177	131	86	66%
Etowah High School	156	123	86	70%
Sprayberry Senior High School	163	106	79	75%
Alan C Pope High School	179	132	74	56%
East Paulding High School	132	89	71	80%
Lassiter High School	165	122	70	57%
Mceachern High School	182	98	62	63%
Cherokee High School	139	98	61	62%
George Walton Comprehensive Hs	155	111	60	54%
Roswell High School	135	84	50	60%
North Gwinnett High School	124	91	49	54%
Wheeler High School	110	68	44	65%
Brookwood High School	124	94	42	45%
Woodland High School	78	59	42	71%
Milton High School	115	83	42	51%
Collins Hill High School	125	73	41	56%

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Top Ten Transfer Institutions

Fall 2008 Enrollment
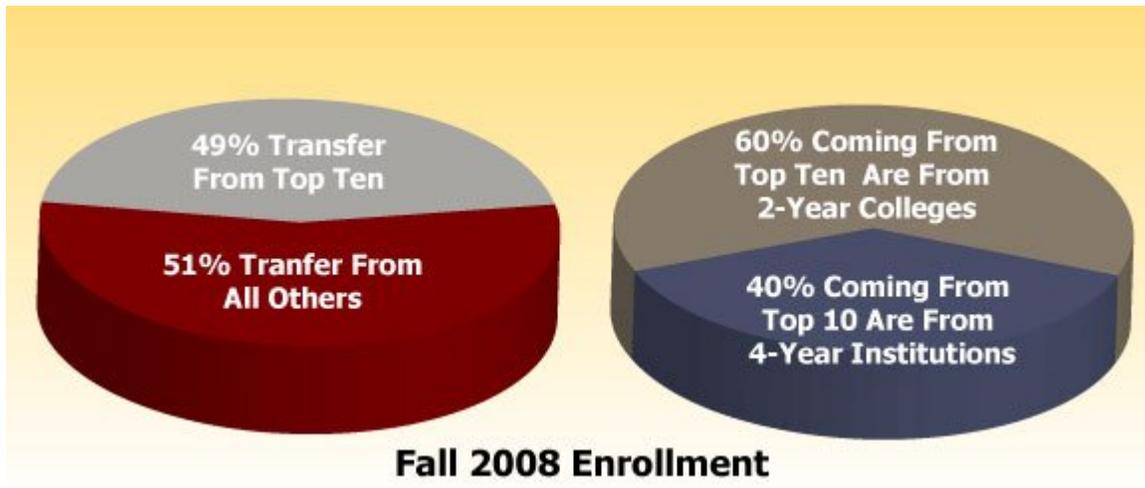
Most Undergraduate Transfers in Fall 2008	Number Applied	Number Accepted	Number Enrolled	% Enrolled of Accepted
Georgia Perimeter College	446	363	231	64%
Georgia Highlands College	209	175	137	78%
Chattahoochee Tech College	191	135	101	75%
Georgia Southern University	106	92	57	62%
Georgia State University	117	91	54	59%
Gainesville State College	111	91	54	59%
Valdosta State University	74	58	43	74%
Univ of West Georgia	80	60	39	65%
Reinhardt College	59	44	36	82%
Southern Polytechnic State Uni	45	39	34	87%
All Other Institutions	**1,946**	**1,362**	**807**	**59%**

Highlights

- Almost half of the new transfer students in Fall 2008 came from one of the top ten transfer institutions.

- Although only three of the top ten transfer institutions were two-year colleges, they accounted for 60% of the transfers from the top ten group.

- Almost half of KSU's annual intake of new transfer students enter in the fall semester.

Related Links

- Latest Enrollment/Trends and Projections Report

KSU 2008-2009 Fact Book

Readmission of Former Students
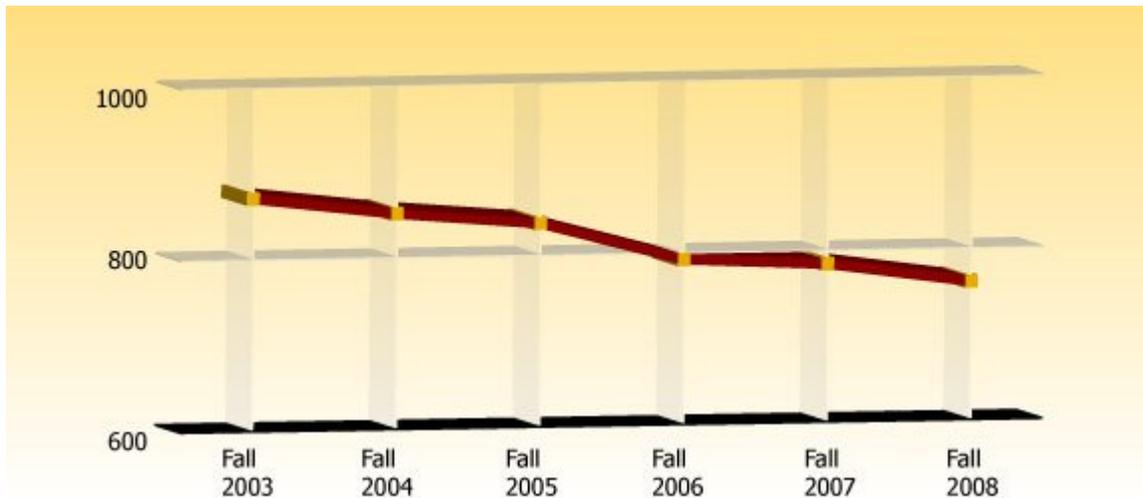
Classification	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year % Change
Freshmen	268	256	233	249	209	216	-19%
Sophomore	217	200	238	213	204	188	-13%
Juniors	139	140	149	138	158	160	15%
Seniors	161	168	166	138	152	145	-10%
Graduate	46	47	22	17	20	27	-41%
Other	49	46	35	40	42	25	-49%
Total	**880**	**857**	**843**	**795**	**785**	**761**	**-14%**

Highlights

- The number of readmissions has not changed appreciably in the last five years, especially when one considers that in Fall 2006, readmission was no longer required for students after an absence of 12 months, but applied only to absences longer than 24 months.

- The annual readmission of returning former students who are nontraditional stopouts is substantial and actually exceeds the number of new graduate students each fall.

Related Links

- Latest Enrollment/Trends and Projections Report

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State and National SAT Comparisons
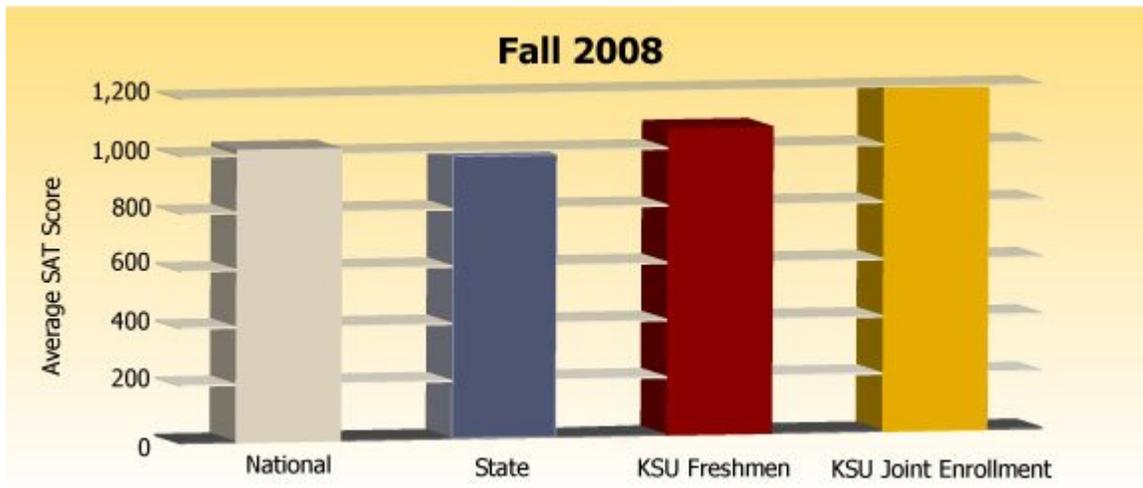
Verbal	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008
National	507	508	508	503	503	502
State	493	494	497	494	494	491
KSU Freshmen	522	527	533	533	533	534
KSU Joint Enrollment Honors	604	606	610	599	611	597
Math						
National	519	518	520	518	515	515
State	491	493	496	496	495	493
KSU Freshmen	514	521	528	531	530	533
KSU Joint Enrollment Honors	610	602	611	613	607	600
Total						
National	1,026	1,026	1,028	1,021	1,018	1,017
State	984	987	993	990	989	984
KSU Freshmen	1,036	1,048	1,061	1,064	1,063	1,067
KSU Joint Enrollment Honors	1,214	1,208	1,221	1,212	1,218	1,197

Highlights

- KSU's mean SAT scores have consistently exceeded the state and national averages for freshmen over the past five years; the averages for KSU's joint enrollment honors students were substantially higher.

- Average SAT scores at KSU have changed very little over the past four fall terms.

Financial Aid Awards
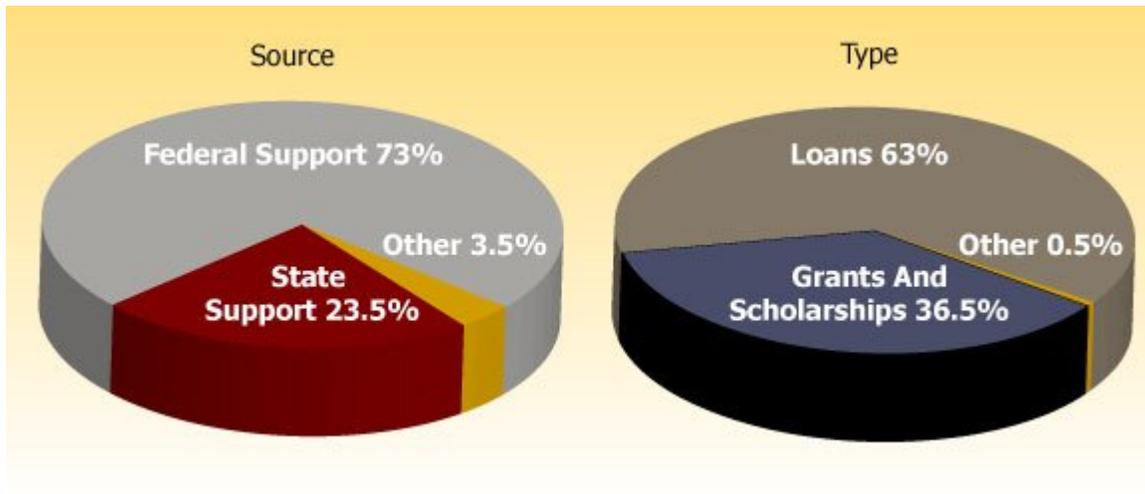
Types of Financial Aid in AY 2007-2008	Awards	Support
Loans		
Stafford - Subsidized Loans (Federal)	6,672	26,792,634
Stafford - Unsubsidized Loans (Federal)	6,090	29,753,434
Alternative Loans (Private)	384	2,491,699
PLUS Loans (Federal)	281	1,835,444
Perkins Loans (Federal)	24	56,300
Grants & Scholarships		
HOPE Scholarships (Georgia)	6,939	22,862,173
Pell Grants (Federal)	4,364	11,290,336
KSU Scholarships and/or Grants (Institutional/Fundation)	452	879,820
Supplemental Educational Opportunity Grants (Federal)	566	447,890
Other Assistance		
Federal Work Study (Federal)	228	419,454
Total Financial Aid Paid	**15,269**	**96,829,184**

Highlights

- Sixty percent of KSU students receive some form of financial aid.

- Seventy-five percent of the financial aid awarded comes from federal sources and subsidies.

- The HOPE scholarship program accounts for almost 25% of KSU's student financial aid and KSU/KSUF scholarships and grants make up less than 1% of the annual aid awarded.

- Nearly $6 out of every $10 in financial aid comes in the form of a loan that must be repaid.

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Georgia HOPE Scholarships at KSU

Fall Annual HOPE Dollars Awarded
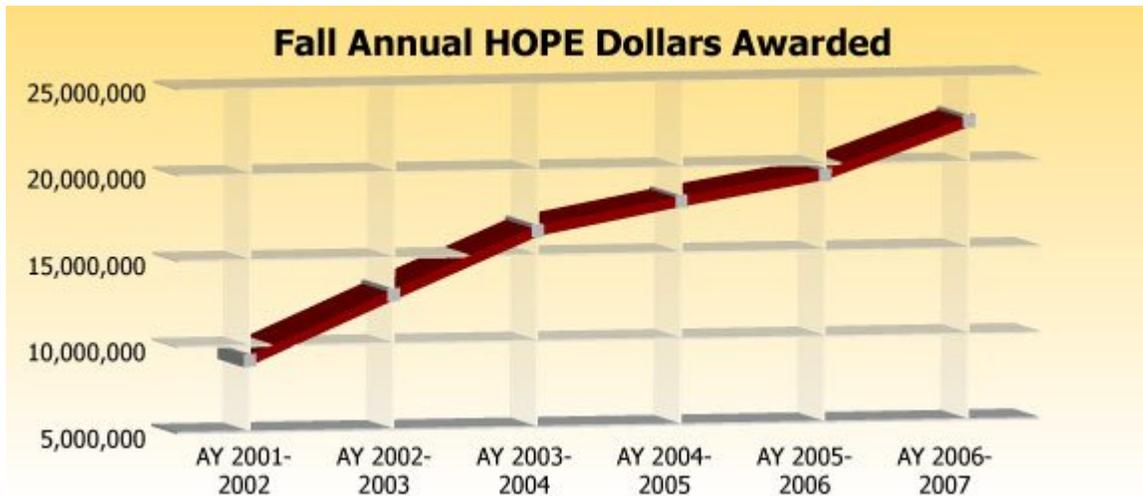
Classification	Fall 2002	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	5-Year % Change
Freshman	2,624	3,058	2,806	2,423	2,761	2,009	-23%
Sophomore	836	1,103	1,322	1,325	1,297	1,543	85%
Junior	728	786	1,024	1,177	1,292	1,337	84%
Senior	486	566	621	776	949	1,061	118%
Other	11	13	34	16	6	5	-55%
Total	**4,685**	**5,526**	**5,807**	**5,717**	**6,305**	**5,955**	**27%**

* Data source is the USG Financial Aid Reporting System (FARS) which lags behind by one year.

Highlights

- The number of HOPE scholarship recipients at KSU dropped by 21% over the last five years due to the changes in the HOPE scholarship Grade Point Average calculations.

- Eight out of ten beginning full-time freshmen at KSU received a HOPE scholarship in Fall 2008, but less than two out of ten of the seniors received HOPE.

- The largest drop in the percentage and number of HOPE recipients occurs between the freshmen and sophomore years, with 46% fewer sophomores receiving HOPE than freshmen.

Baccalaureate Degree Programs

Bachelor of Arts
African and African Diaspora Studies
Dance
English
Geography
History
International Affairs
Modern Language and Culture
Music
Theatre and Performance Studies

Bachelor of Business Administration
Accounting
Economics
Finance
International Business
Management
Marketing
Professional Sales

Bachelor of Fine Arts
Art

Bachelor of Music
Music Education (P-12)
Music Performance

Bachelor of Nursing
Nursing
Nursing (RN-B.S.N.)

Bachelor of Science
Art Education (P-12)
Anthropology
Biochemistry
Biology
Biotechnology
Chemistry
Criminal Justice
Communication
Computer Science
Early Childhood Education
English Education (Secondary)
Exercise & Health Science
Geographic Information Science
History Education (P-12)
Health & Physical Education (P-12)
Human Services
Interdisciplinary Studies
Information Systems
Information Security and Assurance
Mathematics Education (Secondary)
Middle Grades Education
Mathematics
Political Science

Psychology
Sociology
Sport Management

KSU 2008-2009 Fact Book

Graduate Degree Programs Authorized

Master's Degree Programs
Master of Arts in American Studies (M.A.)
Master of Accounting (M.Acc.)
Master of Arts in Professional Writing (M.A.P.W.)
Master of Arts in Teaching (M.A.T.)
Master of Education in Adolescent Education (M.Ed.)
Master of Education in Early Childhood Education (M.Ed.)
Master of Education in Educational Leadership (M.Ed.)
Master of Education in Inclusive Education (M.Ed.)
Master of Public Administration (M.P.A.)
Master of Science in Applied Exercise & Health Science (M.S)
Master of Science in Applied Computer Science for Experienced Professionals (M.S.)
Master of Science in Applied Statistics (M.S.)
Master of Science in Conflict Management (M.S.C.M.)
Master of Science in Information Systems (M.S.I.S.)
Master of Science in Nursing - Advanced Care Management and Leadership (M.S.N.)
Master of Science in Nursing - WellStar Primary Care Nurse Practitioner Program (M.S.N.)
Master of Social Work (M.S.W.)
Specialist Degree Programs
Specialist in Education in Leadership for Learning (Ed.S.)
Doctoral Degree Programs
Doctorate of Business Administration (D.B.A.)
Doctor of Education in Leadership for Learning (Ed.D.)

Highlights

- KSU began offering graduate degrees at the master's level in 1985 and initiated its first combined specialist and doctoral program in 2007.

- KSU's graduate degree programs tend to be professionally oriented and are typically offered at night and on weekends to cohorts of practicing professionals.

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Degrees Awarded Since KSU's Founding
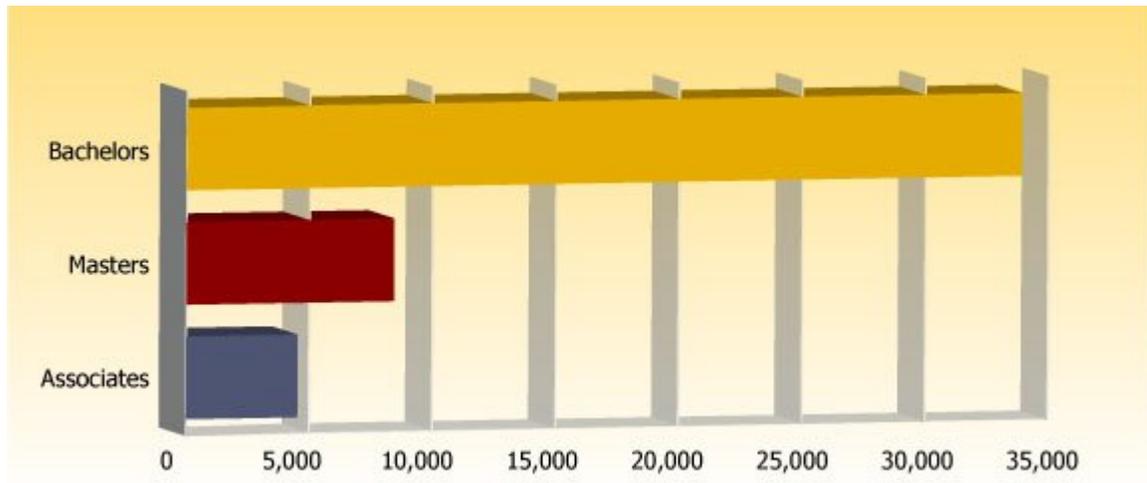
Degrees Awarded Through FY 2008						
Associate's	Advanced Certificates	Bachelor's	Education Specialists	Master's	Doctoral	Total
4,534	0	33,913	0	8,430	0	46,877

Highlights

- Almost three-fourths of the university's alumni with earned degrees received a bachelor's from KSU.

- The last of the associate degree programs was discontinued in 1997. Bachelor's degrees have been awarded since 1980, and master's have been awarded since 1986. Students enrolled in KSU's specialist and doctoral degree programs had not yet graduated by spring 2008.

- The growth in the number of bachelor's and master's degrees awarded parallels the rapid growth of upper division and graduate programs at KSU over the last ten years.

Degrees Awarded by College
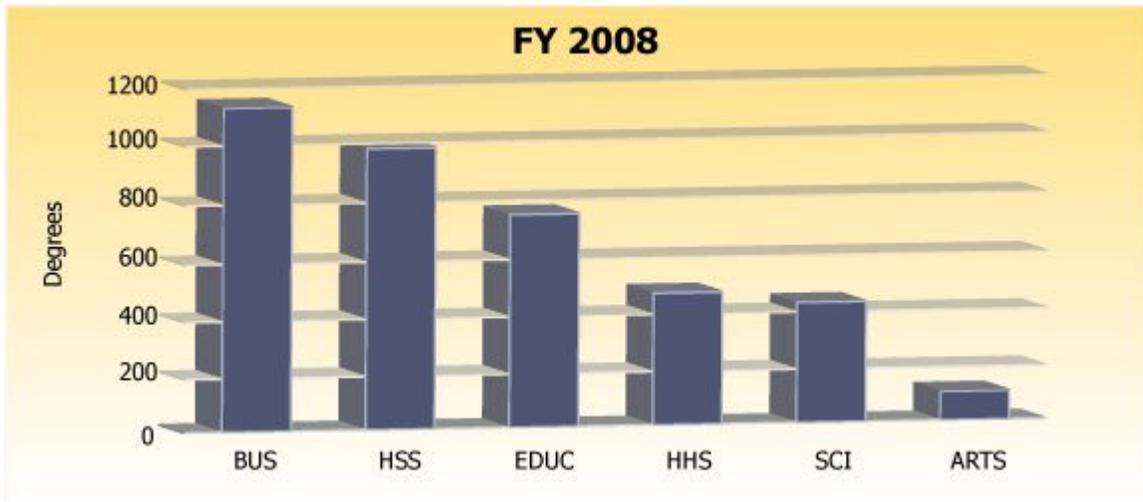
College of the Arts	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	5-Year % Change
College of the Arts	84	59	79	70	98	100	19%
% of KSU Total	1%	1%	1%	1%	1%	1%	
Coles College of Business							**5-Year % Change**
Coles College of Business	763	826	791	810	951	1,132	48%
% of KSU Total	11%	11%	10%	9%	9%	10%	
Bagwell College of Education							**5-Year % Change**
Bagwell College of Education	295	457	553	579	658	743	152%
% of KSU Total	4%	6%	7%	6%	7%	7%	
College of Health & Human Services							**5-Year % Change**
College of Health & Human Services	249	286	314	375	415	460	85%
% of KSU Total	4%	4%	4%	4%	4%	4%	
College of Humanities & Social Sciences							**5-Year % Change**
College of Humanities & Social Sciences	525	588	687	813	871	982	87%
% of KSU Total	8%	8%	8%	9%	9%	9%	
College of Science & Mathematics							**5-Year % Change**
College of Science & Mathematics	322	326	289	319	320	419	30%
% of KSU Total	5%	4%	4%	4%	3%	4%	
University College							**5-Year % Change**
University College	0	0	0	0	3	6	0%
% of KSU Total	0%	0%	0%	0%	0%	0%	
Bachelor's Total	**1,749**	**1,837**	**1,952**	**2,247**	**2,548**	**2,878**	**65%**
Master's Total	**489**	**705**	**761**	**719**	**768**	**964**	**97%**
University Total	**2,238**	**2,542**	**2,713**	**2,966**	**3,316**	**3,842**	**72%**
Annual % Change	**.**	**14%**	**7%**	**9%**	**12%**	**16%**	

Highlights

- For many years, the Coles College of Business has awarded more degrees than any other college and is now followed closely by the College of Humanities and Social Sciences.

- The Bagwell College of Education posted the greatest growth, more than doubling the number of degrees awarded over the last five years.

- Every college increased their annual number of degrees awarded over the last five years, and KSU's annual totals increased by an average of 10% per year.

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Bachelor Programs Ranked by Degrees Awarded

FY 2008
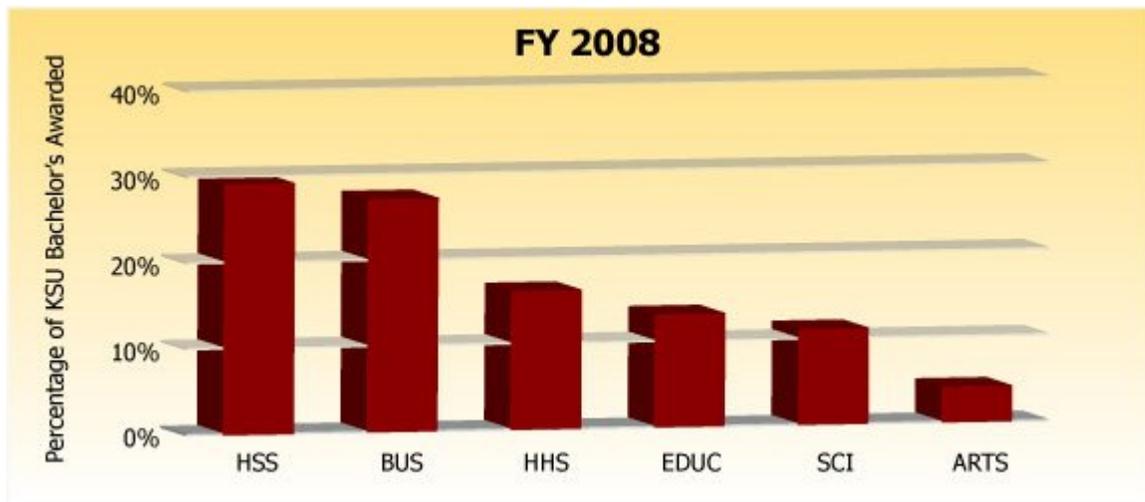
Most Productive Programs	Degrees Awarded
Early Childhood Education	283
Management	260
Communication	199
Accounting	183
Marketing	169
Nursing	167
Psychology	161
Finance	137
Biology	94
English	93
Human Services	81
Exercise & Health Science	74
Criminal Justice	67
Middle Grades Education	66
Political Science	64
Information Systems	64
History	59
English Education (Secondary)	54
Sport Management	51
International Affairs	49
History Education (Secondary)	47
Sociology	46
Art	39
Computer Science	36

Least Productive Programs	Degrees Awarded
Mathematics	33
Chemistry	32
Chemistry/Biochemistry	27
Mathematics Education (Secondary)	25
Modern Language and Culture	24
Biotechnology	21
Professional Sales	19
Theatre and Performance Studies	18
Music Education (P-12)	17
Information Security and Assurance	15
Economics	15
Art Education (P-12)	13
Geographic Information Science	9
Health & Physical Education (P-12)	9
Biology Education (Secondary)	8
Music Performance	7
Music	6
Interdisciplinary Studies	6
Anthropology	4
Operations and Purchasing	1
African and African Diaspora Studies	1
Spanish	1

Highlights

- KSU's most popular baccalaureate program continues to be Early Childhood Education, which awards nearly 300 degrees per year.

- Four of the top ten programs in degree productivity were in the Coles College of Business.

- The top ten degree programs were responsible for almost two-thirds of all degrees awarded.

Master's Programs Ranked by Degrees Awarded
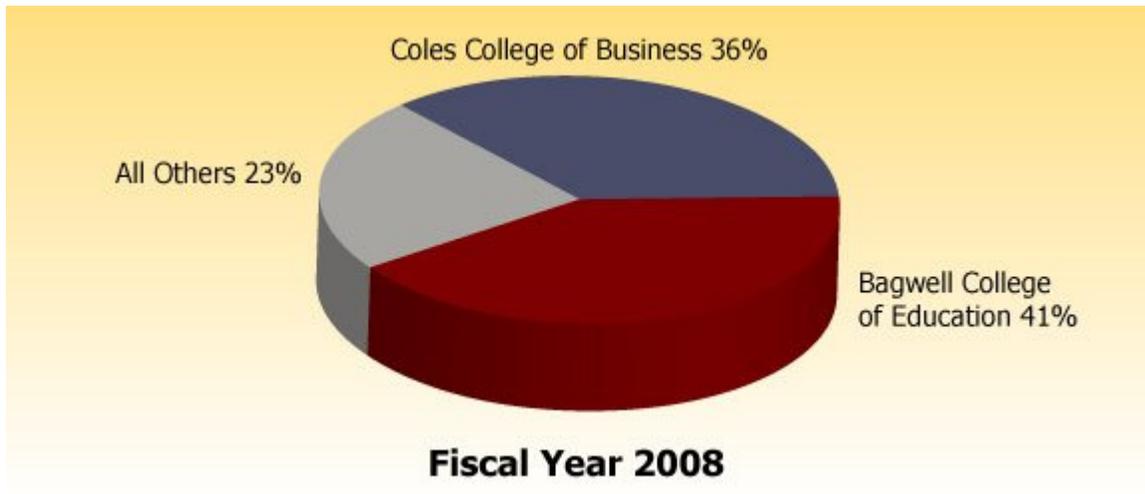
Master's Program	Degree Awarded	% of Total
MBA	296	31%
Master of Education in Educational Leadership (M.Ed.)	180	19%
Master of Education in Early Childhood Education (M.Ed.)	125	13%
Master of Education in Adolescent Education (M.Ed.)	54	6%
Master of Accounting (M.Acc.)	52	5%
Master of Science in Nursing - WellStar Primary Care Nurse Practitioner Program (M.S.N.)	42	4%
Master of Science in Information Systems (M.S.I.S.)	40	4%
Master of Social Work (M.S.W.)	33	3%
Master of Science in Conflict Management (M.S.C.M.)	29	3%
Master of Arts in Professional Writing (M.A.P.W.)	27	3%
Master of Public Administration (M.P.A.)	24	2%
Master of Education in Inclusive Education (M.Ed.)	21	2%
Master of Arts in Teaching (M.A.T.)	18	2%
Master of Science in Applied Computer Science for Experienced Professionals (M.S.)	16	2%
Master of Science in Applied Statistics (M.S.)	8	1%
Master of Science in Nursing - Advanced Care Management and Leadership (M.S.N.)	3	0%
Total Master's Degrees Awarded	**968**	

Highlights

- The top three graduate programs were responsible for over half (62%) of the graduate degrees awarded in FY 2008.

- The Bagwell College of Education and the Coles College of Business produced nearly three quarters of all the master's degrees awarded.

- Up until FY 2005, the Coles College of Business awarded more master's degrees than the Bagwell College of Education, but the two Colleges have exchanged that lead since then.

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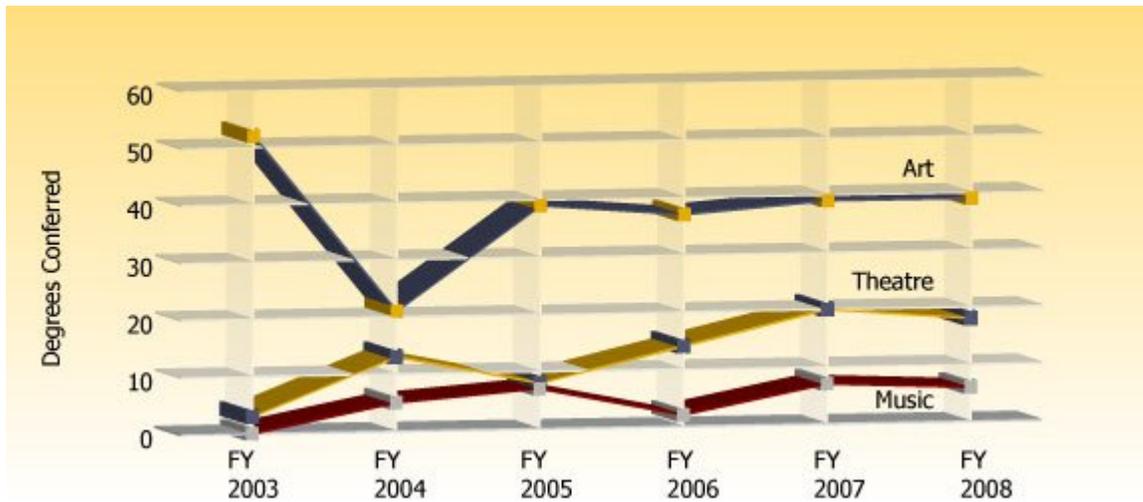
Degrees Conferred - College of Arts

Bachelor's	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	5-Year % Change
Art Education (P-12)	15	7	13	9	13	13	-13%
Art	52	21	39	37	39	39	-25%
Music Education (P-12)	11	6	7	6	8	17	55%
Music Performance	3	7	5	2	11	7	133%
Music	0	5	7	2	7	6	0%
Theatre and Performance Studies	3	13	8	14	20	18	500%
College Total	84	59	79	70	98	100	19%
Annual % Change	.	-30%	34%	-11%	40%	2%	

Highlights

- The number of degrees conferred in the College of the Arts is relatively small, comprising only 2% of the total degrees conferred for the University.

- Among the degree programs in this college, Art and Theatre and Performance Studies were the most popular in FY 2008.

- The number of degrees produced by the college grew by 19% over the last five years; Theatre and Performance Studies had the greatest percentage growth in the college.

Degrees Conferred - College of Business
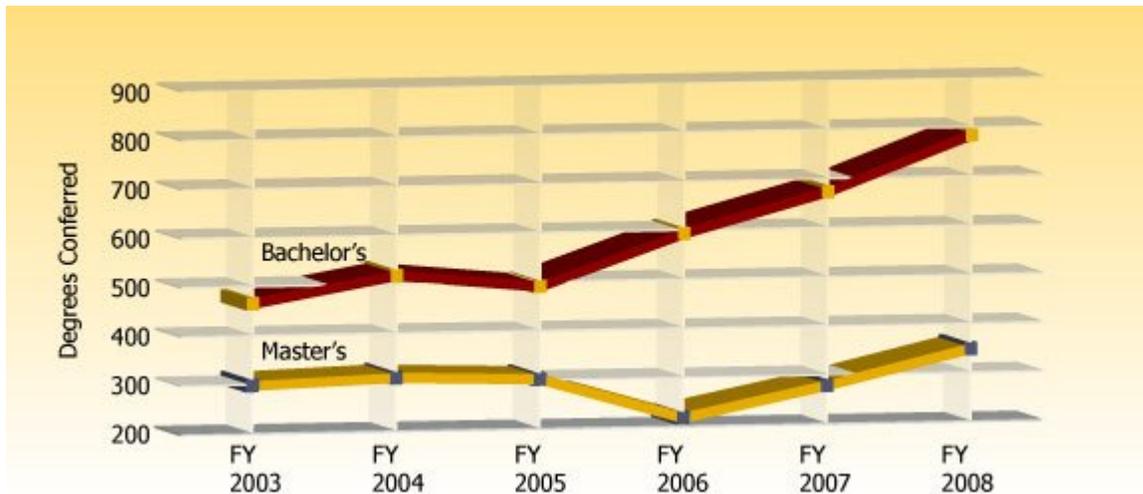
Bachelor's	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	5-Year % Change
Accounting	96	85	89	109	128	183	91%
Economics	10	12	11	7	20	15	50%
Finance	87	103	99	108	143	137	57%
Management	155	169	157	216	222	260	68%
Marketing	98	138	116	130	139	169	72%
Operations and Purchasing	6	2	1	0	0	1	-83%
Professional Sales	13	8	17	23	21	19	46%
Bachelor's Total	**465**	**517**	**490**	**593**	**673**	**784**	**69%**
Master's	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	5-Year % Change
Accounting	6	21	16	22	48	52	767%
MBA	292	288	285	195	230	296	1%
Master's Total	**298**	**309**	**301**	**217**	**278**	**348**	**17%**
College Total	**763**	**826**	**791**	**810**	**951**	**1,132**	**48%**
Annual % Change	**.**	**8%**	**-4%**	**2%**	**17%**	**19%**	

Highlights

- The Coles College of Business continues to graduate a large proportion of students among the colleges within KSU, although that portion has been shrinking.

- Despite some annual fluctuations, the number of bachelors and masters degrees awarded has shown a small rise in FY 2006 from the previous year, and an increase of 48% over the last 5 years.

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Degrees Conferred - College of Education
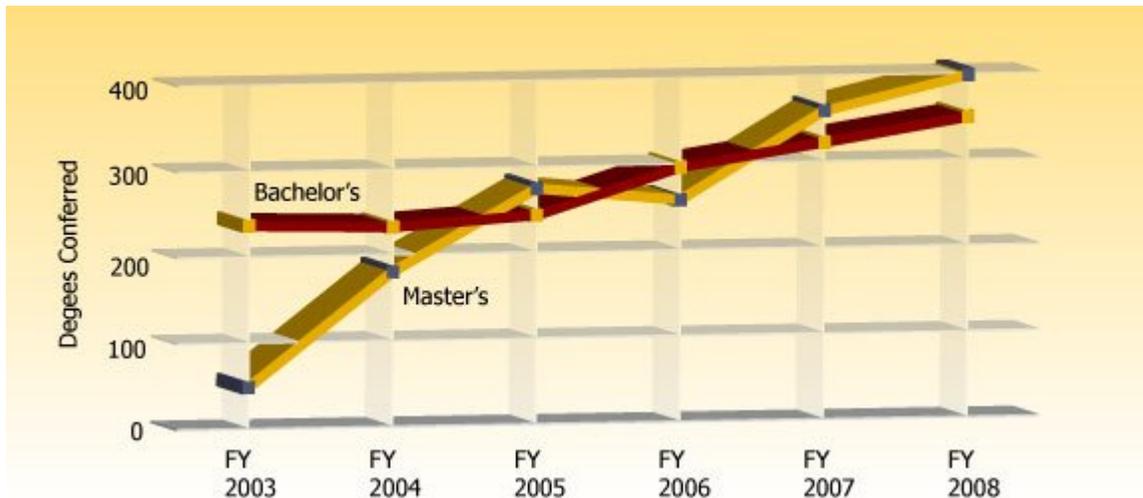
Bachelor's	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	5-Year % Change
Early Childhood Education	186	190	193	249	272	283	52%
Middle Grades Education	50	42	50	47	50	66	32%
Bachelor's Total	**236**	**232**	**243**	**296**	**322**	**349**	**48%**
Master's	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	5-Year % Change
Adolescent Education (M.Ed.)	9	43	57	40	62	54	500%
Inclusive Education (M.Ed.)	20	45	36	25	23	21	5%
MAT-Teaching	0	0	0	0	0	18	0%
Early Childhood Education	39	95	87	119	135	125	221%
Educational Leadership	0	42	130	99	139	180	0%
Master's Total	**68**	**225**	**310**	**283**	**359**	**398**	**485%**
College Total	**304**	**457**	**553**	**579**	**681**	**747**	**146%**
Annual % Change	**.**	**50%**	**21%**	**5%**	**18%**	**10%**	

Highlights

- In FY 2008, the number of masters degrees awarded in education passed the number of bachelors degrees. The programs largely responsible for this growth were the Educational Leadership and the Early Childhood Education programs.

- Early Childhood Education has awarded more degrees than any other single program within the Bagwell College of Education since FY 2003.

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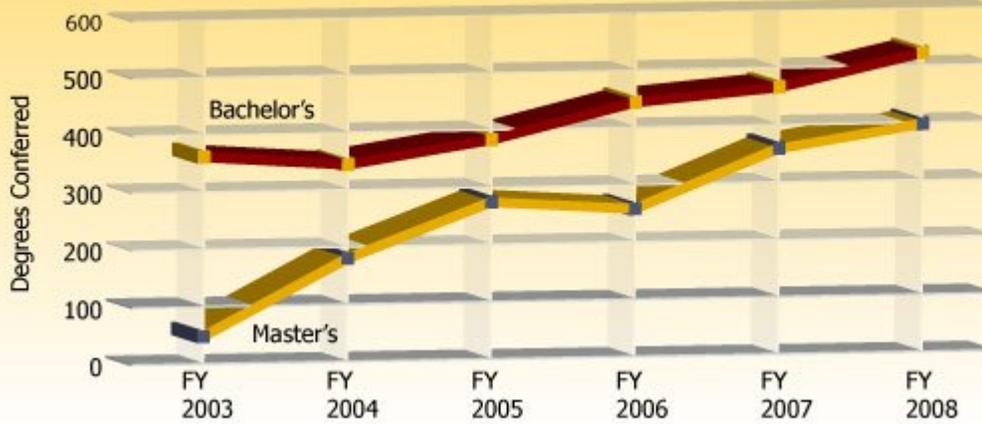
Degrees Conferred - PTEU (All Education Programs)

Bachelor's	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	5-Year % Change
Art Education (P-12)	15	7	13	9	13	13	-13%
Biology Education (Secondary)	3	9	5	7	11	8	167%
Early Childhood Education	186	190	193	249	272	283	52%
English Education (Secondary)	18	27	31	45	30	54	200%
Foreign Language Education (P-12) - French	0	1	1	0	0	0	0%
History Education (Secondary)	39	36	44	42	49	47	21%
Health & Physical Education (P-12)	11	6	19	16	18	9	-18%
Mathematics Education (Secondary)	21	17	18	23	15	25	19%
Middle Grades Education	50	42	50	47	50	66	32%
Music Education (P-12)	11	6	7	6	8	17	55%
Science Education (Secondary)	5	2	1	0	0	0	-100%
Foreign Language Education (P-12) - Spanish	2	1	1	0	0	0	-100%
Bachelor's Total	**361**	**344**	**383**	**444**	**466**	**522**	**45%**
Master's	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year % Change
Adolescent Education (M.Ed.)	9	43	57	40	62	54	500%
Inclusive Education (M.Ed.)	20	45	36	25	23	21	5%
MAT-Teaching	0	0	0	0	0	18	0%
Early Childhood Education	39	95	87	119	135	125	221%
Educational Leadership	0	42	130	99	139	180	0%
Master's Total	**68**	**225**	**310**	**283**	**359**	**398**	**485%**
College Total	**429**	**569**	**693**	**727**	**825**	**920**	**114%**
Annual % Change	**.**	**33%**	**22%**	**5%**	**13%**	**12%**	

Highlights

- The PTEU is the umbrella organization representing over twelve different departments and five colleges which collaborate on the design, delivery, approval and accreditation of all teacher preparation programs.

- The number of teachers prepared at the bachelors level has changed significantly over

the last five years.

KSU 2008-2009 Fact Book

Degrees Conferred - College of Health and Human Services
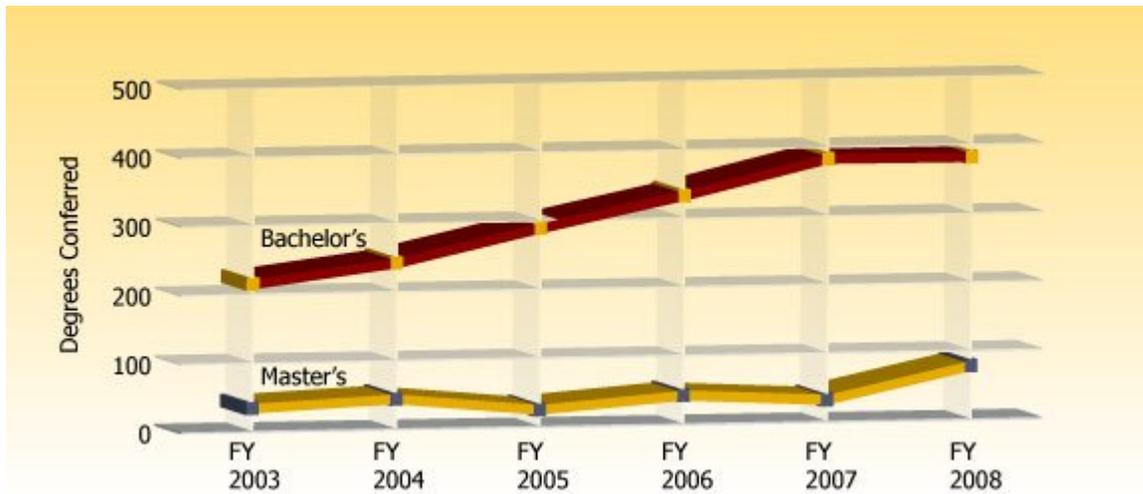
Bachelor's	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	5-Year % Change
Nursing	96	135	139	164	201	167	74%
Exercise & Health Science	31	33	49	57	64	74	139%
Health & Physical Education (P-12)	11	6	19	16	18	9	-18%
Human Services	52	43	47	51	49	81	56%
Sport Management	25	25	35	45	51	51	104%
Bachelor's Total	**215**	**242**	**289**	**333**	**383**	**382**	**78%**
Master's	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	5-Year % Change
WellStar Primary Care Nurse Practitioner Program	34	44	25	36	28	42	24%
Advanced Care Management and Leadership	0	0	0	6	4	3	0%
Social Work	0	0	0	0	0	33	0%
Master's Total	**34**	**44**	**25**	**42**	**32**	**78**	**129%**
College Total	**249**	**286**	**314**	**375**	**415**	**460**	**85%**
Annual % Change	**.**	**15%**	**10%**	**19%**	**11%**	**11%**	

Highlights

- The number of Human Services degrees was larger than any other program from FY 2007 to FY 2008, although Exercise and Health Science had the largest percentage growth over the past 5 years.

- There has been a significant increase in the number and percentage of Master's degrees conferred since the implementation of the Master of Social Work program.

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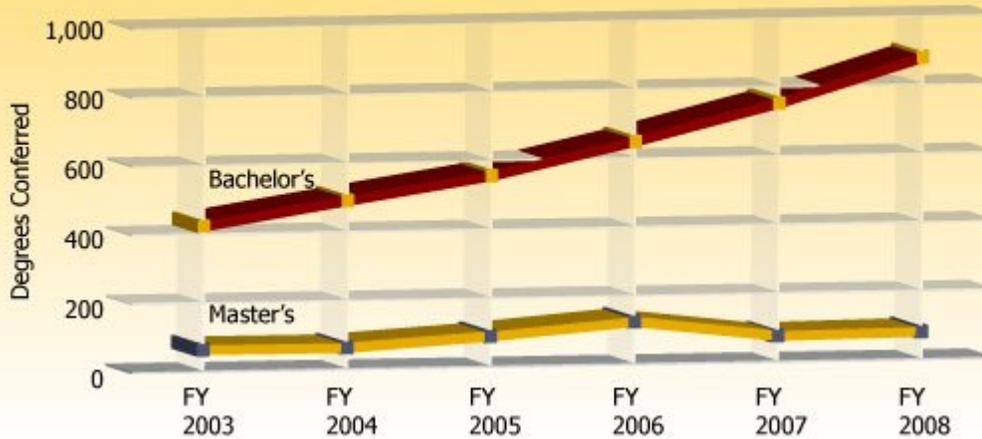
Degrees Conferred - College of Humanities and Social Sciences

Bachelor's	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	5-Year % Change
African and African Diaspora Studies	0	0	0	1	0	1	0%
Anthropology	0	0	0	0	0	4	0%
Criminal Justice	0	20	35	60	79	67	0%
Communication	111	118	110	123	156	199	79%
English Education (Secondary)	18	27	31	45	30	54	200%
English	30	37	35	62	60	93	210%
Foreign Language Education (P-12) - French	0	1	1	0	0	0	0%
French	0	4	1	1	0	0	0%
Geographic Information Science	0	1	2	8	14	9	0%
History Education (Secondary)	39	36	44	42	49	47	21%
History	24	22	43	30	48	59	146%
International Affairs	30	30	41	41	47	49	63%
Modern Language and Culture	0	0	10	25	31	24	0%
Political Science	33	36	36	46	55	64	94%
Psychology	99	106	115	128	143	161	63%
Sociology	30	36	43	35	40	46	53%
Spanish	0	0	0	0	0	1	0%
Foreign Language Education (P-12) - Spanish	2	1	1	0	0	0	-100%
Spanish	7	15	7	1	0	0	-100%
Bachelor's Total	**423**	**490**	**555**	**648**	**752**	**878**	**108%**
Master's	**FY 2003**	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**	**FY 2008**	**5-Year % Change**
Conflict Management	21	11	23	21	22	29	38%
Public Administration	26	26	45	71	20	24	-8%
Professional Writing	16	25	20	31	33	27	69%
Master's Total	**63**	**62**	**88**	**123**	**75**	**80**	**27%**
College Total	**486**	**552**	**643**	**771**	**827**	**958**	**97%**
Annual % Change	.	**14%**	**16%**	**20%**	**7%**	**16%**	

Highlights

- The number of degrees conferred in the College of Humanities and Social Sciences has the second largest growth of all the KSU colleges over the last five years; education has the largest growth (with 146%).

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Degrees Conferred - College of Science and Mathematics
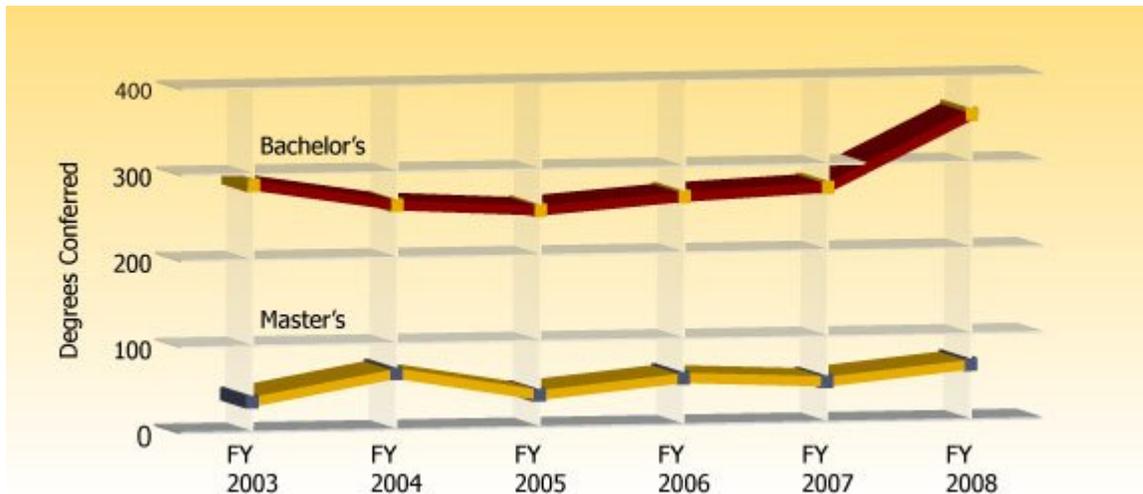
Bachelor's	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	5-Year % Change
Chemistry/Biochemistry	6	5	9	15	13	27	350%
Biology Education (Secondary)	3	9	5	7	11	8	167%
Biology	57	54	46	54	72	94	65%
Biotechnology	0	2	6	7	16	21	0%
Chemistry Education	1	0	0	0	2	0	-100%
Chemistry	9	10	18	17	21	32	256%
Computer Science	59	52	43	43	29	36	-39%
Information Systems	110	97	94	81	76	64	-42%
Information Security and Assurance	0	0	0	0	4	15	0%
Mathematics Education (Secondary)	21	17	18	23	15	25	19%
Mathematics	16	13	12	18	14	33	106%
Science Education (Secondary)	5	2	1	0	0	0	-100%
Bachelor's Total	**287**	**261**	**252**	**265**	**273**	**355**	**24%**
Master's	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	5-Year % Change
Applied Statistics	0	0	0	0	0	8	0%
Information Systems	35	51	28	34	33	40	14%
Applied Computer Science	0	14	9	20	14	16	0%
Master's Total	**35**	**65**	**37**	**54**	**47**	**64**	**83%**
College Total	**322**	**326**	**289**	**319**	**320**	**419**	**30%**
Annual % Change	**.**	**1%**	**-11%**	**10%**	**0%**	**31%**	

Highlights

- The number of degrees conferred rebounded from the one-year drop in FY 2005 with a 10% increase in FY 2006, bringing the headcount of graduating students to 419 in FY 2008.

- Over the past few years, the Information Systems and Computer Science bachelor's programs have lost some of their market share of degrees conferred in the college, dropping from a high of 169 degrees conferred in FY 2003 to 100 degrees conferred in FY 2008.

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Degrees Conferred - University College

Bachelor's	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	5-Year % Change
Interdisciplinary Studies	0	0	0	0	3	6	0%
College Total	**0**	**0**	**0**	**0**	**3**	**6**	**0%**
Annual % Change	**.**	**0%**	**0%**	**0%**	**0%**	**100%**	

Highlights

- The number of the Bachelor's degrees conferred in University College is showing an upward trend.

Undeclared Undergraduate Majors
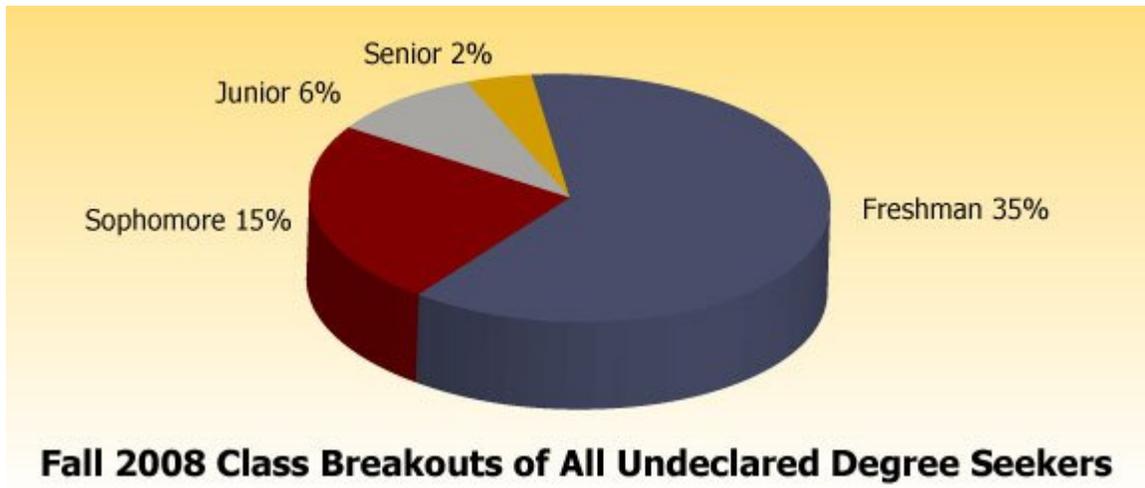
Fall 2008 Class Breakouts of All Undeclared Degree Seekers

Classification	Undeclared Majors	% of Degree Seekers
Undeclared in University College	2,308	99%
Undeclared in Business	319	6%
Undeclared in Education	59	2%
Undeclared in Science and Math	29	1%
Undeclared in Arts	28	3%
Undeclared in Humanities and Social Science	20	0%
Undeclared in Health and Human Services	13	1%
Total Undeclared in KSU	**2,776**	**13%**

Undeclared by Undergraduate Classification		
Classification	Undeclared Majors	% of Degree Seekers
Freshman	1,723	35%
Sophomore	665	15%
Junior	271	6%
Senior	110	2%

Highlights

- Over the past year, the Registrar's Office has encouraged students to declare a major, thus reducing the number of undeclared majors in all colleges with the exception of University College.

- Almost 85% of all undergraduate students without a declared major are assigned to University College since those students have not indicated a general college preference. The other 15% are assigned to their college of interest.

- As expected, the majority of undeclared majors are freshmen, followed by sophomores.

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Declared Majors - College of Arts
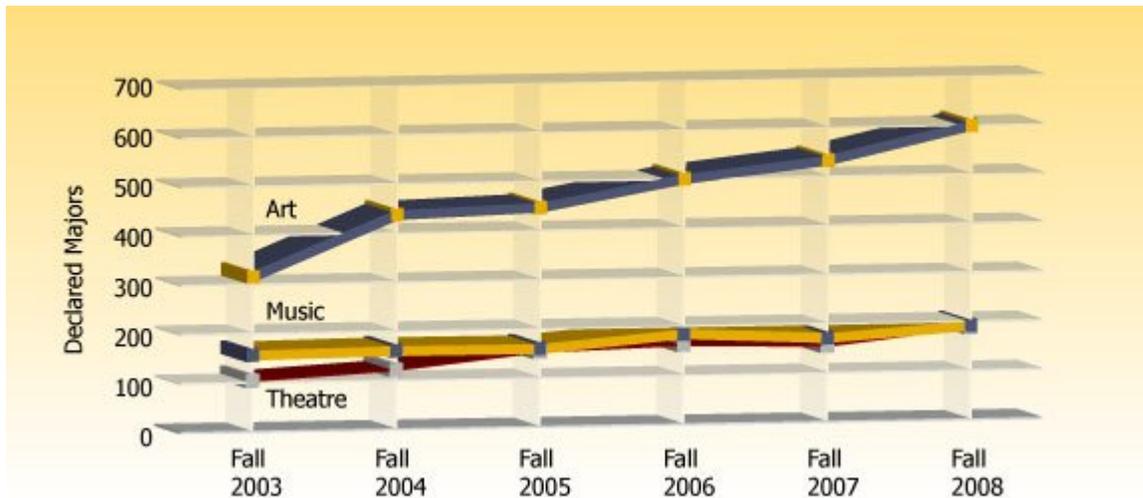
Bachelor's	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year % Change
Art	259	360	369	408	434	493	90%
Art Education (P-12)	57	77	78	92	99	106	86%
Dance	0	0	0	0	0	1	0%
Music	49	52	46	61	61	65	33%
Music Education (P-12)	58	60	71	67	64	70	21%
Music Performance	49	48	42	56	46	56	14%
Theatre and Performance Studies	104	121	153	162	155	188	81%
Undeclared UG Arts	17	10	20	40	68	28	65%
College Total	**593**	**728**	**779**	**886**	**927**	**1,007**	**70%**
Annual % Change	**.**	**23%**	**7%**	**14%**	**5%**	**9%**	

Highlights

- The BFA program in Art is by far the most popular program in the arts in terms of number of declared majors and is the fastest growing. More than half of all the majors in this college are either in the art or art education programs.

- The combined total of the declared majors in the three music programs exceeds slightly the total in the theatre program. The theatre program is growing faster, however.

- All of the degree programs in the arts have experienced healthy growth in their numbers of declared majors. The college is up 70% in the last five years and has exceeded 1,000 students.

Declared Majors - College of Business

Largest Business Programs

Bachelor's	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year % Change
Accounting	541	602	630	732	813	853	58%
Economics	64	91	79	96	117	123	92%
Finance	417	496	485	481	507	531	27%
International Business	0	0	0	0	0	158	0%
Management	840	1,036	1,009	982	1,051	1,268	51%
Marketing	566	624	591	659	779	806	42%
Operations and Purchasing	25	13	7	3	1	0	-100%
Professional Sales	55	93	93	85	90	101	84%
Undeclared UG Business	232	105	481	876	700	319	38%
Bachelor's Total	**2,740**	**3,060**	**3,375**	**3,914**	**4,058**	**4,159**	**52%**
Master's	**Fall 2003**	**Fall 2004**	**Fall 2005**	**Fall 2006**	**Fall 2007**	**Fall 2008**	**5-Year % Change**
Accounting	95	97	114	151	171	160	68%
MBA	652	606	534	604	715	704	8%
Master's Total	**747**	**703**	**648**	**755**	**886**	**864**	**16%**
College Total	**3,487**	**3,763**	**4,023**	**4,669**	**4,944**	**5,023**	**44%**
Annual % Change	**.**	**8%**	**7%**	**16%**	**6%**	**2%**	

Highlights

- The most popular undergraduate major in business continues to be management, followed by accounting, marketing, and finance.

- The MBA continues to be the most popular business degree at the graduate level.

Declared Majors - College of Health and Human Services

Largest Undergraduate Programs
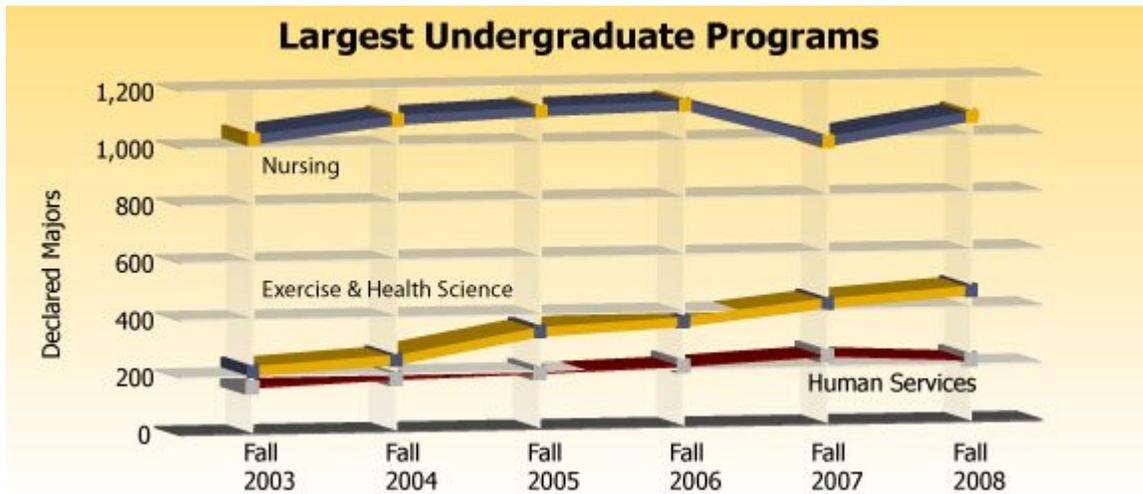
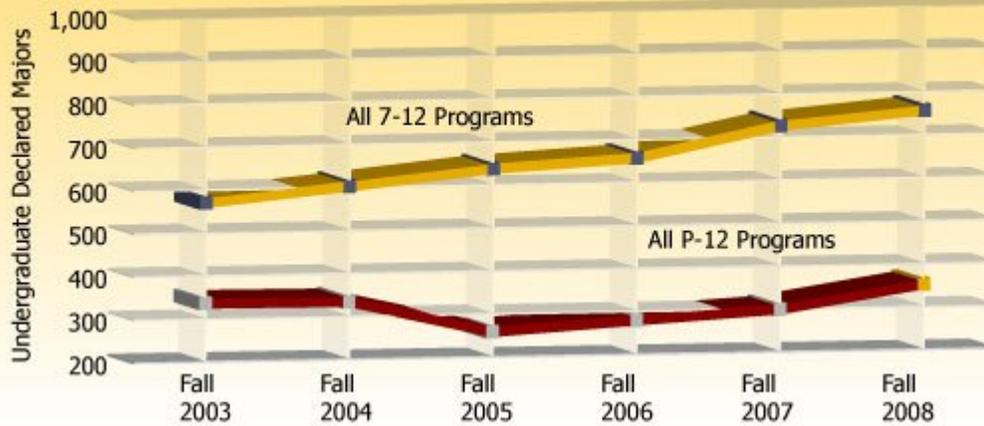| Bachelor's	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year % Change
Exercise & Health Science	218	249	339	365	421	458	110%
Health & Physical Education (P-12)	139	140	108	120	135	176	27%
Human Services	162	183	195	211	238	216	33%
Nursing	1,029	1,088	1,109	1,122	987	1,066	4%
Nursing (RN-B.S.N.)	0	0	0	0	0	63	0%
Sport Management	140	175	213	223	217	228	63%
Undeclared UG Health & Hum Services	1	2	0	44	38	13	1,200%
Bachelor's Total	**1,689**	**1,837**	**1,964**	**2,085**	**2,036**	**2,220**	**31%**
Master's	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year % Change
Advanced Care Management and Leadership	0	6	6	7	9	13	0%
Applied Exercise & Health Science	0	0	0	0	0	14	0%
Social Work	0	0	0	33	70	60	0%
WellStar Primary Care Nurse Practitioner Program	75	60	75	72	90	88	17%
Master's Total	**75**	**66**	**81**	**112**	**169**	**175**	**133%**
College Total	**1,764**	**1,903**	**2,045**	**2,197**	**2,205**	**2,395**	**36%**
Annual % Change	**.**	**8%**	**7%**	**7%**	**0%**	**9%**	

Highlights

- Exercise & Health Science continues to be the program with the strongest growth trend among all programs in this college.

- Nursing is the most popular program of choice for students; however, a very small percentage of these declared majors are actually admitted to the nursing program.

- Human Services and Sport Management are fast growing and comparable in size.

Declared Majors - PTEU (All Education Programs)

Bachelor's	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year % Change
Art Education (P-12)	57	77	78	92	99	106	86%
Biology Education (Secondary)	54	33	47	60	53	48	-11%
Chemistry Education	0	1	0	2	0	0	0%
Early Childhood Education	1,225	1,353	1,338	1,410	1,535	1,649	35%
Foreign Language Alternative Certification	80	54	40	42	24	30	-63%
Undeclared UG Education	88	55	151	201	134	59	-33%
English Education (Secondary)	176	211	196	187	208	217	23%
Foreign Language Education (P-12) - French	22	13	1	0	1	0	-100%
History Education (Secondary)	0	0	0	0	315	316	0%
Health & Physical Education (P-12)	139	140	108	120	135	176	27%
Mathematics Education (Secondary)	109	112	127	135	151	176	61%
Middle Grades Education	243	228	233	228	231	259	7%
Modern Language and Culture	0	66	171	186	173	160	0%
Music Education (P-12)	58	60	71	67	64	70	21%
Science Education (Secondary)	0	9	0	0	0	0	0%
Foreign Language Education (P-12) - Spanish	60	44	0	0	0	0	-100%
Social Science Education (7-12)	231	238	268	275	0	0	-100%
Bachelor's Total	**2,542**	**2,694**	**2,829**	**3,005**	**3,123**	**3,266**	**28%**
Master's	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year % Change
Adolescent Education	84	96	104	120	103	89	6%
Inclusive Education	80	59	49	51	49	38	-53%
MAT-Teaching	0	0	0	40	58	96	0%
Early Childhood Education	89	133	157	174	144	113	27%
Educational Leadership	165	186	217	293	266	164	-1%
Post Bacc Education	99	90	83	102	81	172	74%

Master's Total	517	564	610	780	701	672	30%
College Total	3,059	3,258	3,439	3,785	3,824	3,938	29%
Annual % Change	.	7%	6%	10%	1%	3%	

* Beginning Fall, 2007 Social Science Education (Secondary) was discontinued and replaced by History Education (Secondary).

* Beginning Fall, 2005 Chemistry Education (Secondary)and Science Education (Seconddary) were discontinued.

* Beginning Fall, 2005 Foreign Language Education (P-12) - Spanish and Foreign Language Education (P-12) - French were discontinued.

Highlights

- Growth of student interest in teacher education throughout the PTEU has been uneven and less than the growth in other areas overall. Large percentage increases in Secondary English and Mathematics Education were realized. Gains in Science Education were not as strong as they appeared for Biology Education once the related and discontinued Science Education program numbers are taken into account. P-12 teacher education programs were relatively flat overall, like Middle Grades Education. Absolute gains in Early Childhood were largest by far.

- The overall decline in the PTEU's declared majors between Fall 2007 and Fall 2008 runs counter to the gains experienced in most colleges.

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Declared Majors - College of Humanities and Social Sciences

Largest Undergraduate Programs
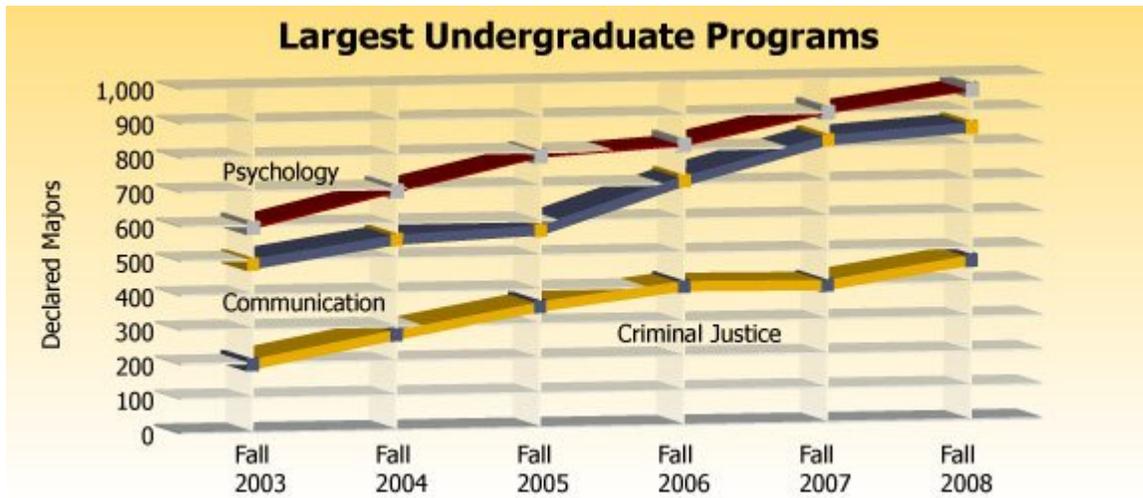
Bachelor's	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year % Change
African and African Diaspora Studies	0	0	2	5	4	6	0%
Anthropology	0	0	0	0	40	74	0%
Communication	488	552	572	709	820	850	74%
Criminal Justice	196	275	350	402	398	463	136%
English	205	266	288	304	343	363	77%
English Education (Secondary)	176	211	196	187	208	217	23%
Foreign Language Alternative Certification	40	27	20	21	12	15	-63%
Foreign Language Education (P-12) - French	22	13	1	0	1	0	-100%
Foreign Language Education (P-12) - Spanish	60	44	0	0	0	0	-100%
French	23	12	0	0	0	0	-100%
Geographic Information Science	18	32	43	48	50	46	156%
Geography	0	0	0	0	10	27	0%
History	198	219	236	266	256	278	40%
History Education (Secondary)	0	0	0	0	315	316	0%
International Affairs	192	223	241	272	274	230	20%
Modern Language and Culture	0	66	171	186	173	160	0%
Political Science	295	351	355	359	393	326	11%
Psychology	594	693	787	813	901	960	62%
Social Science Education (7-12)	231	238	268	275	0	0	-100%
Sociology	139	162	164	161	197	219	58%
Spanish	63	39	2	0	0	0	-100%
Undeclared UG in HSS	2	1	1	88	46	20	900%
Bachelor's Total	**2,942**	**3,424**	**3,697**	**4,096**	**4,441**	**4,570**	**55%**
Master's	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year % Change
Conflict Management	36	48	46	54	55	54	50%
Professional Writing	91	97	94	105	95	100	10%
Public Administration	90	93	66	66	74	96	7%

Master's Total	217	238	206	225	224	250	15%
College Total	3,159	3,662	3,903	4,321	4,665	4,820	53%
Annual % Change	.	16%	7%	11%	8%	3%	

## Highlights

- The number of declared undergraduate majors grew more in this college than any other over the past five years.

- Psychology and Communication continue to have the largest number of majors in the college and are fast growing.

- Most of the undergraduate programs in this college experienced healthy enrollment growth over the past year and more growth than the graduate programs.

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Declared Majors - College of Science and Mathematics

Largest Undergraduate Programs
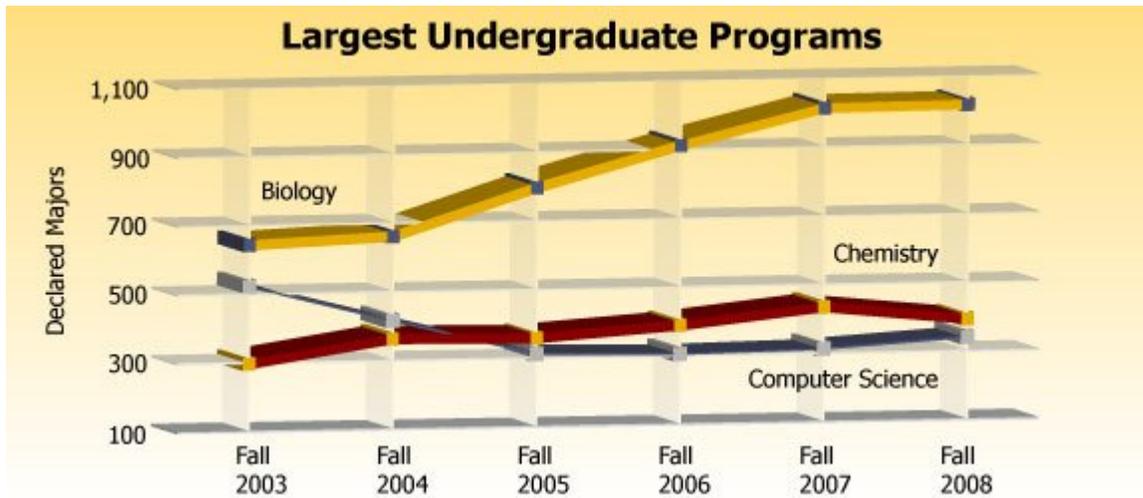
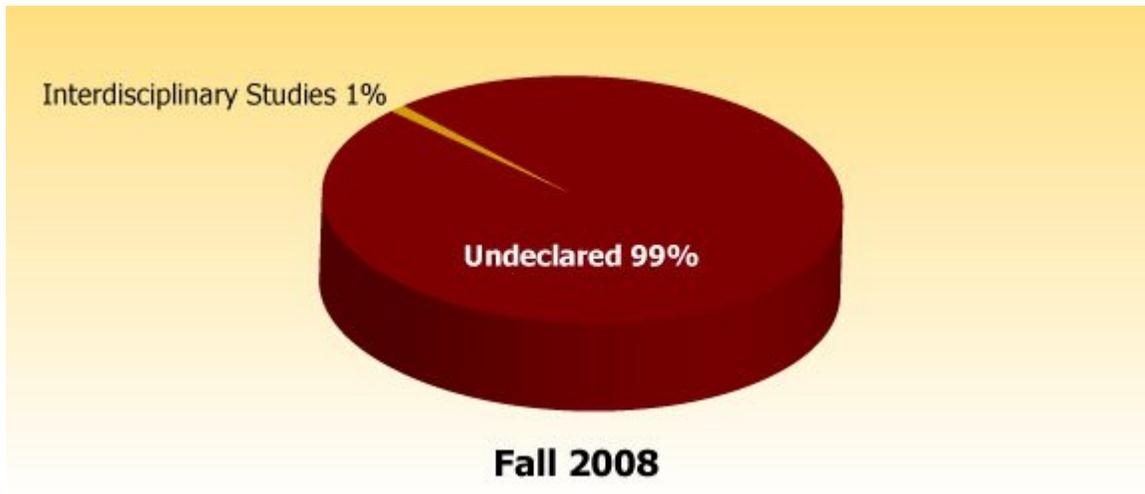| Bachelor's	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year % Change
Biology	643	661	796	912	1,014	1,017	58%
Biology Education (Secondary)	54	33	47	60	53	48	-11%
Biotechnology	48	76	97	130	118	118	146%
Chemistry	297	363	358	388	434	393	32%
Chemistry Education	0	1	0	2	0	0	0%
Chemistry/Biochemistry	56	105	134	146	152	162	189%
Computer Science	522	416	312	305	313	340	-35%
Information Security and Assurance	0	0	24	58	89	95	0%
Information Systems	462	404	352	298	257	247	-47%
Mathematics	67	105	107	123	149	173	158%
Mathematics Education (Secondary)	109	112	127	135	151	176	61%
Science Education (Secondary)	0	9	0	0	0	0	0%
Undeclared UG Science and Math	8	2	6	73	41	29	263%
Bachelor's Total	**2,266**	**2,287**	**2,360**	**2,630**	**2,771**	**2,798**	**23%**
Master's	**Fall 2003**	**Fall 2004**	**Fall 2005**	**Fall 2006**	**Fall 2007**	**Fall 2008**	**5-Year % Change**
Applied Computer Science	37	38	42	42	45	34	-8%
Applied Statistics	0	0	0	32	44	49	0%
Information Systems	109	89	95	83	100	68	-38%
Master's Total	**146**	**127**	**137**	**157**	**189**	**151**	**3%**
College Total	**2,412**	**2,414**	**2,497**	**2,787**	**2,960**	**2,949**	**22%**
Annual % Change	**.**	**0%**	**3%**	**12%**	**6%**	**0%**	

Highlights

- There is twice as much undergraduate student interest in majoring in Biology than in any other program in this college. The number of majors in Biology broke the 1,000 marks in Fall 2007.

- Growth in all of the science and mathematics programs was very strong over the past five years with the exception of the Computer Science and Information Systems

programs that experienced reductions by approximately one-third.

- Unlike Mathematics where the number majoring in Mathematics Education has been comparable to the number not preparing to be secondary math teachers, the number preparing to be Secondary Biology teachers is relatively small compared to those students pursuing a Biology degree.

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Declared Majors - University College

Fall 2008

Bachelor's	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year % Change
Interdisciplinary Studies	0	0	0	2	11	23	0%
Undeclared	3,580	2,868	2,631	2,088	1,983	2,308	-36%
College Total	**3,580**	**2,868**	**2,631**	**2,090**	**1,994**	**2,331**	**-35%**
Annual % Change	**13%**	**-20%**	**-8%**	**-21%**	**-5%**	**17%**	

Highlights

- University College was initiated in 2006 and coordinates general education, learning support, honors, KSU 1101, first-year learning communities, the sophomore and senior year experiences, and other services. It also provides advisement to undergraduates who have not declared a major or a college of interest.

- The Interdisciplinary Studies program was launched in Fall 2006 and is coordinated by this college.

Continuing Education
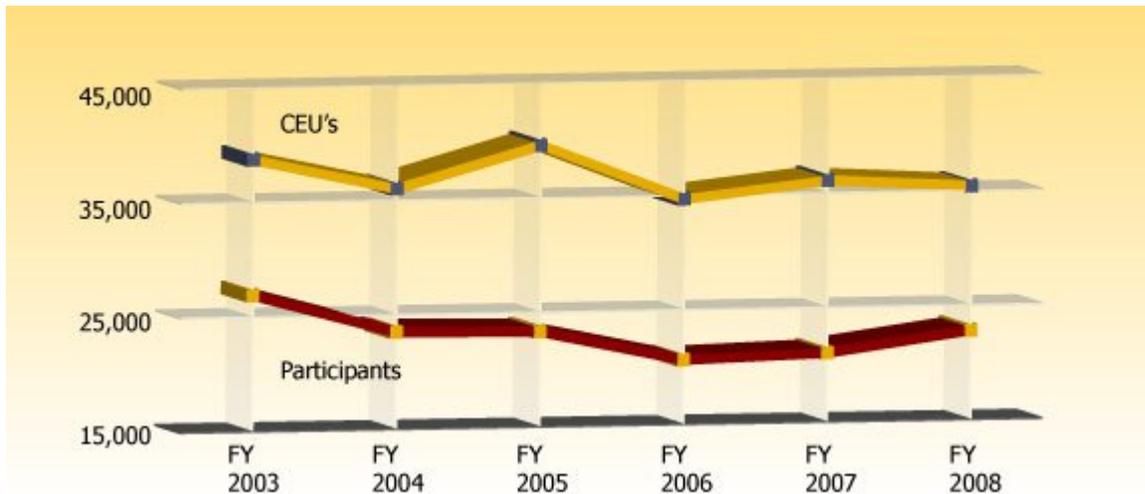
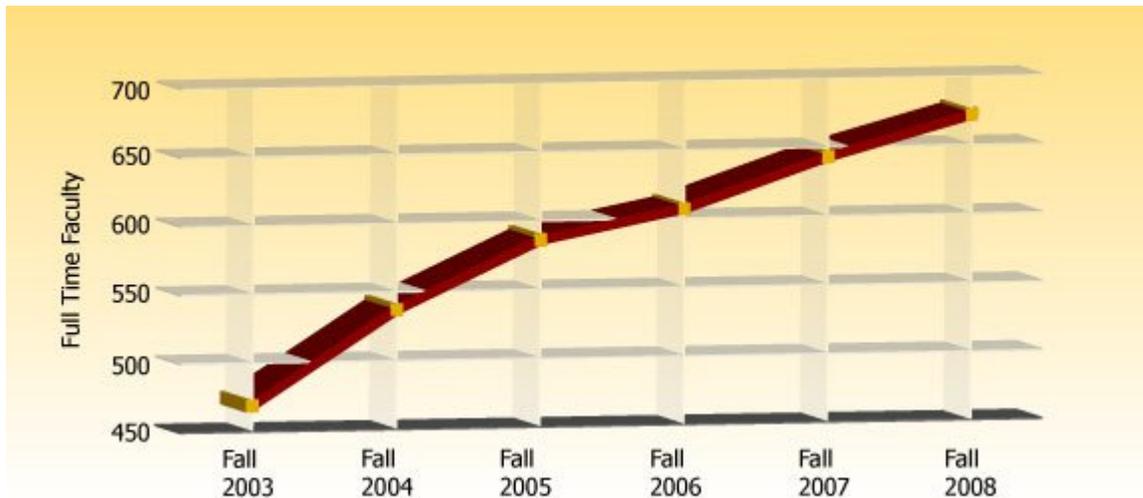| Revenues	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year % Change
Programs-Courses	2,598	2,709	2,284	2,048	2,138	2,526	-3%
Participants	26,901	23,492	23,305	20,634	21,026	22,792	-15%
Participant-Hours	387,460	360,028	395,684	346,838	360,932	354,011	-9%
CEUs	38,746	36,003	39,568	34,684	36,093	35,401	-9%
$ Revenues	5,960,312	5,169,600	5,305,237	4,894,396	5,323,986	5,843,259	-2%

Highlights

- Continuing Education serves over 20,000 students and offers over 2,000 short courses, and generates over $5 million in revenue annually.

- KSU was the first Continuing Education unit in Georgia to offer on-line classes; Continuing Education at KSU currently offers over 200 on-line classes.

- The Center for International Training in Continuing Education received the 2006 Governor's International Award for the category of International Education.

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Full-Time Instructional Faculty

College	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year % Change
College of the Arts	28	33	36	40	39	44	57%
Coles College of Business	86	98	102	100	105	117	36%
Bagwell College of Education	43	51	54	59	65	66	53%
Wellstar College of Health & Human Services	51	63	71	72	79	81	59%
College of Humanities & Social Sciences	150	162	188	189	199	207	38%
College of Science & Mathematics	99	109	113	124	130	130	31%
University College	12	21	22	23	26	27	125%
Total	469	537	586	607	643	672	43%
Annual # Change	.	68	49	21	36	29	
Annual % Change	.	14%	9%	4%	6%	5%	

Highlights

- The number of full-time faculty in all seven colleges continued the five-year trend of substantial growth, increasing by over 40%.

- Over the past five years, University College had the highest percentage growth and the College of Science and Mathematics had the lowest. The greatest number of additional faculty were in the College of Humanities and Social Sciences.

KSU 2008-2009 Fact Book

## Full-Time Instructional Faculty By Department and College

College/Department	Faculty	% Tenured	% Female	% Minority
Visual Arts	18	61%	50%	22%
Music	16	31%	31%	19%
Theatre & Performing Arts	10	50%	60%	20%
College of Arts	**44**	**48%**	**45%**	**20%**
School of Accountancy	29	31%	38%	17%
Economics & Finance	33	36%	24%	36%
Leadership / Professional Development	8	25%	50%	25%
Management & Entrepreneurship	29	59%	31%	10%
Marketing & Professional Sales	18	67%	33%	11%
Coles College of Business	**117**	**44%**	**32%**	**21%**
Early Childhood Education	27	37%	56%	33%
Educational Leadership	13	31%	38%	46%
Inclusive Education	8	25%	88%	50%
Middle Grades Education	18	44%	78%	33%
Bagwell College of Education	**66**	**36%**	**62%**	**38%**
Health, PE & Sport Science	28	32%	43%	11%
Human Services	11	36%	91%	55%
School of Nursing	42	26%	98%	14%
Wellstar College of Health & Human Services	**81**	**30%**	**78%**	**19%**
Anthropology & Geography	12	33%	42%	25%
Communication	16	38%	50%	19%
English	59	36%	64%	17%
Foreign Language	24	25%	67%	25%
History & Philosophy	34	44%	38%	12%
Political Science & Int'l Aff.	26	46%	35%	19%
Psychology	21	33%	71%	10%
Sociology & Criminal Justice	15	27%	53%	33%
College of Humanities & Social Sciences	**207**	**36%**	**54%**	**18%**
Biology & Physics	39	36%	38%	23%
Chemistry & Biochemistry	20	25%	40%	15%
Computer Sci. & Info. Systems	24	54%	21%	54%
Mathematics	47	36%	45%	32%
College of Science & Mathematics	**130**	**38%**	**38%**	**31%**
First Year Program	17	12%	59%	18%
University Studies	10	40%	70%	20%
University College	**27**	**22%**	**63%**	**19%**
KSU Total	**672**	**37%**	**51%**	**23%**

Highlights

- As a result of the large number of new faculty hires over the last five years, the percentage of the total faculty who have received tenure is lower than it would be at comparable universities that are not growing as rapidly.

- The faculty's minority representation is actually higher than the minority representation of the student body and is well distributed across the instructional departments and colleges.

KSU 2008-2009 Fact Book

New Full-Time Instructional Faculty
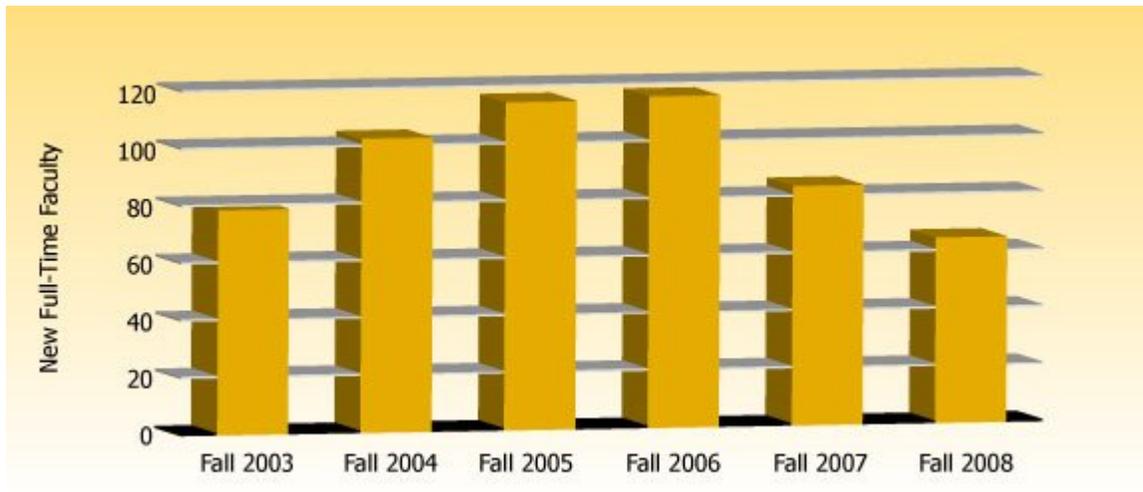
Rank	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008
Professor	5	3	9	5	6	9
Associate Professor	4	12	12	10	4	6
Assistant Professor	43	47	57	76	43	28
Instructor	23	35	31	19	0	0
Lecturer	3	5	5	5	30	21
New as % of All Faculty	**17%**	**19%**	**19%**	**19%**	**13%**	**10%**
Total	**78**	**102**	**114**	**115**	**83**	**64**

* New Full-Time Instructional Faculty data reflects actual people, not new budget positions.

* Lecturer was a new rank implemented in Fall 2003.

Highlights

- KSU has employed nearly 500 new full-time faculty over the past five years.

- Most of the new faculty hired each year were in the junior faculty ranks of Lecturer or Assistant Professor.

- After climbing annually for four consecutive years, the number of new full-time faculty dropped down notably in Fall 2007 and continued in Fall 2008, but remained a large number.

Full-Time Instructional Faculty By Rank
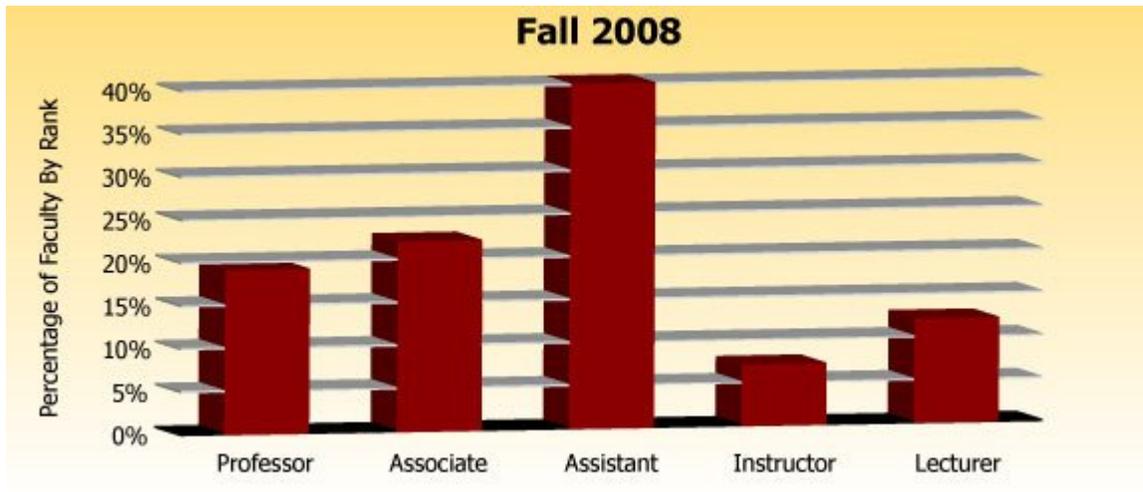
Number of Faculty by Rank

Rank	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year % Change
Professor	122	130	133	127	138	131	7%
Associate Professor	119	133	144	143	138	146	23%
Assistant Professor	144	163	185	222	251	268	86%
Instructor	78	91	93	74	52	46	-41%
Lecturer	6	20	31	41	65	81	1,250%
Total	**469**	**537**	**586**	**607**	**644**	**672**	**43%**

Percentage of Faculty by Rank

Rank	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008
Professor	26%	24%	23%	21%	21%	19%
Associate Professor	25%	25%	25%	24%	21%	22%
Assistant Professor	31%	30%	32%	37%	39%	40%
Instructor	17%	17%	16%	12%	8%	7%
Lecturer	1%	4%	5%	7%	10%	12%
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

Highlights

- Assistant Professors increased by the greatest number over the last five years, followed by Lecturers.

- The number of Instructors declined substantially over the last five years, but were more than offset by increases in the number of Lecturers.

KSU 2008-2009 Fact Book

Tenure Status Crossed with Gender and Ethnicity

Fall 2008 Full-Time Faculty
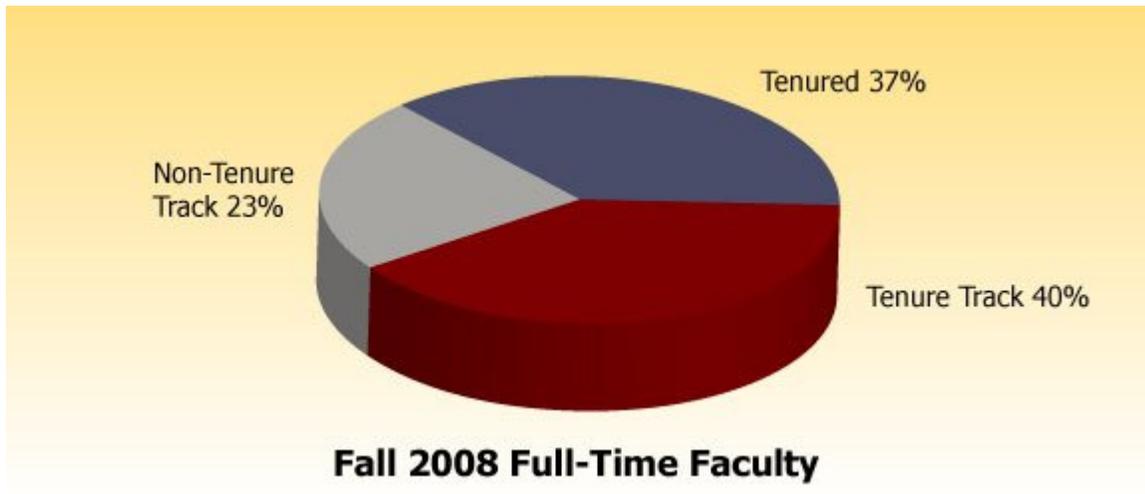
Gender	#Tenured	% Tenured	#Tenure Track	%Tenure Track	#Non-Tenure Track	%Non-Tenure Track	#Total	% Total
Male	138	42%	133	40%	61	18%	332	49%
Female	113	33%	134	39%	93	27%	340	51%
Ethnicity								
Asian	19	35%	33	60%	3	5%	55	8%
Black	22	27%	36	43%	25	30%	83	12%
Hispanic	7	58%	5	42%	0	0%	12	2%
Multiracial	0	0%	4	80%	1	20%	5	1%
Native American	0	0%	1	100%	0	0%	1	0%
White	203	39%	188	36%	125	24%	516	77%
KSU Total	**251**	**37%**	**267**	**40%**	**154**	**23%**	**672**	**100%**

Highlights

- Two factors contribute to the relatively low percentage of faculty with tenure: First the large number of new faculty hired in recent years who have not qualified for tenure yet; and second, the hiring of a significant number of non-tenure track faculty.

- Roughly one in five full-time faculty members were non-tenure track and either had temporary or lecturer appoints in Fall 2008. Whereas, a little more than a third of the total faculty were tenured, almost half of those that were eligible have tenure.

- A smaller percentage of women than men and Blacks than Whites were tenured largely because a higher percentage of those groups were in non-tenure track position in Fall 2008.

KSU 2008-2009 Fact Book

Age of Instructional Faculty by College

Fall 2008
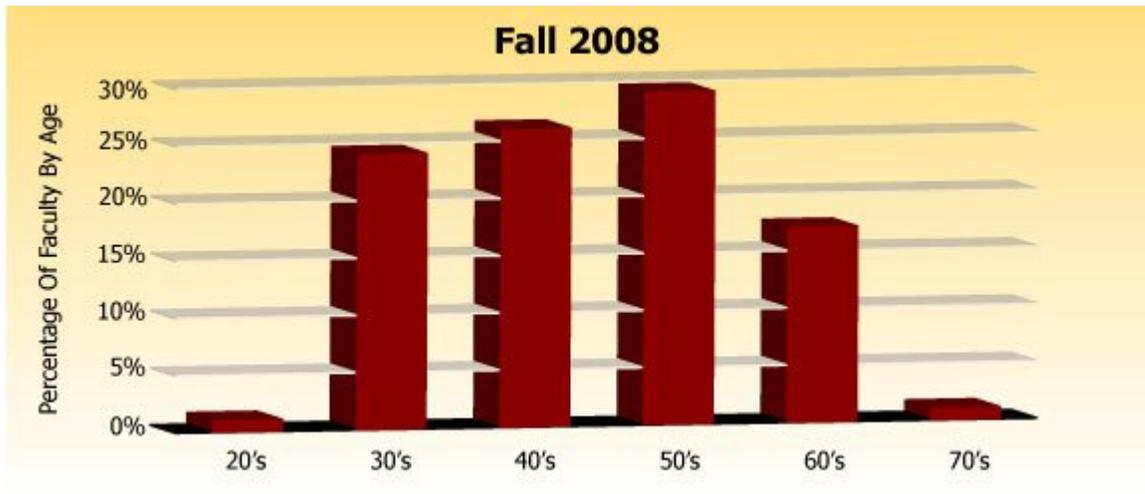
	20s	30s	40s	50s	60s	70s	80s	Average
College of the Arts	0	11	12	13	6	2	0	49
Coles College of Business	1	22	23	47	23	1	0	51
Bagwell College of Education	0	9	16	16	23	1	1	53
Wellstar College of Health & Human Services	1	14	16	33	14	3	0	51
College of Humanities & Social Sciences	3	62	61	52	28	1	0	47
College of Science & Mathematics	2	42	38	26	22	0	0	46
University College	0	4	12	9	1	1	0	48
KSU Total	**7**	**164**	**178**	**196**	**117**	**9**	**1**	
% of KSU Total	**1%**	**24%**	**26%**	**29%**	**17%**	**1%**	**0%**	

Highlights

- Over the last decade, the number and percentage of faculty nearing retirement in their 60s, 70s, and 80s has grown from 24 individuals (6%) in Fall 1998 to 127 individuals (19%) in Fall 2008.

- More than half of the faculty are less than 50 years of age.

KSU 2008-2009 Fact Book

Full-Time/Part-Time Faculty Profile
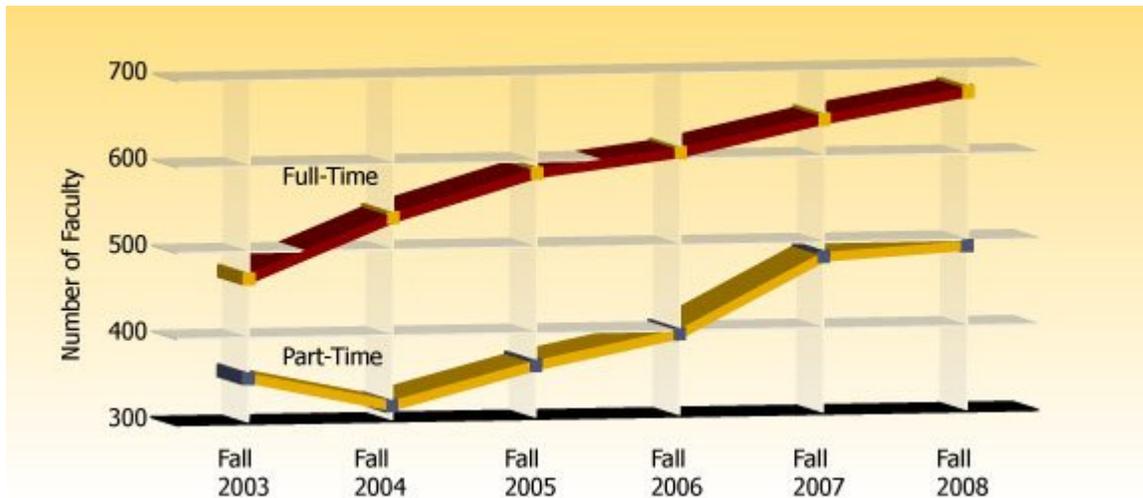
	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	5-Year % Change
FT Faculty	469	537	586	607	643	672	43%
PT Faculty	353	318	362	396	483	493	40%
FTE Students/FT Faculty	31	28	27	28	28	28	
% Courses Taught by FT Faculty	74	77	77	74	73	71	
% Courses Taught by PT Faculty	26	23	23	26	27	29	

Highlights

- KSU's FTE student to full-time faculty ratio is substantially above the average of the USG's state universities and has not changed appreciably over the last five years despite significant increases in the size of the full-time faculty.

- About one-quarter of all classes are taught by part-time faculty.

KSU 2008-2009 Fact Book

Average Academic Year Faculty Salary Comparisons
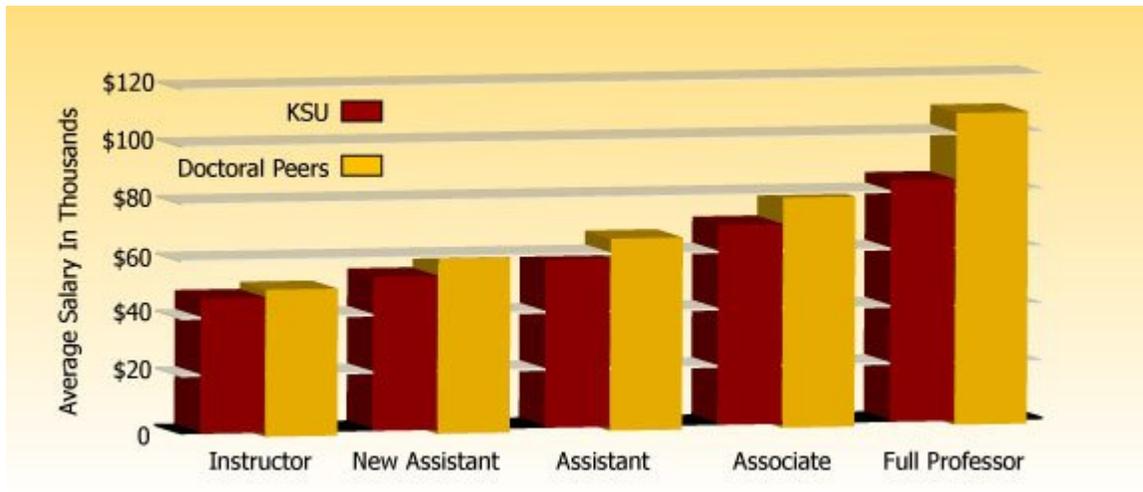
Average 9-Month Salaries ($1,1000) in 2008 - 2009					
Institutional Group	Instructor	New Assistant	Assistant	Associate	Full Professor
Doctoral Peers	47.7	57.5	63.5	76.7	105.4
Master's Peers	44	55.6	59.9	70.9	93.1
KSU Total	46.6	53.1	58.1	69.1	83.6
KSU's Business & Computing Fields	58.5	82	87.7	97.3	105.6
All Other Fields at KSU	43.2	52.1	52.6	61.5	74
% Difference	26	36	40	37	30

* Peers include 27 Master's/Large public universities in the Southern states and 21 public doctoral research universities (DRU and RU/H classifications) in Southern states.

* Instructors include lecturers.

Highlights

- KSU's average faculty salaries by rank are largely comparable (plus or minus 5 percentage points) to average salaries in the master's peer institutions and the doctoral peer institutions except in two places. KSU's average salary for full professors is notably lower than the average in doctoral peer institutions, and KSU's average salary for instructors is notably higher than the average in master's peer institutions.

- Very few KSU faculty have salaries comparable to the institution's average by rank because of the large gulf in average salaries between faculty in the business/computing fields and other fields, not only at KSU, but also in peer institutions. Average salaries in the business and computing fields tend to be substantially higher than the averages in all other fields, especially for assistant professors.

KSU 2008-2009 Fact Book

Average Academic 9-Month Faculty Salaries By College

Average 9-Month Salaries $1000's			
Faculty Rank	**KSU**	**Master's**	**Doctoral**
College of the Arts			
Professor	72.2	74.5	79.8
Associate Professor	54.1	59.6	61.7
Assistant Professor	52.8	48.1	50.4
New Assistant Professor	50.5	46.1	48.9
Instructor	46.7	40.8	44.2
College of Business			
Professor	106.4	111.6	123.1
Associate Professor	96.2	96.5	102.4
Assistant Professor	90.5	93.6	99.8
New Assistant Professor	0.0	101.3	107.4
Instructor	58.7	53.0	53.6
College of Education and PTEU			
Professor	75.8	81.1	89.3
Associate Professor	61.8	62.8	66.8
Assistant Professor	53.5	53.9	56.6
New Assistant Professor	52.5	53.6	54.7
Instructor	42.2	43.0	48.2
College of Health and Human Services			
Professor	82.5	91.5	95.5
Associate Professor	67.7	73.9	74.2
Assistant Professor	58.6	61.9	60.0
New Assistant Professor	59.1	61.1	59.1
Instructor	50.5	51.5	49.2
College of Humanities and Social Science			
Professor	69.8	82.2	89.4
Associate Professor	60.6	62.0	66.3
Assistant Professor	50.8	51.4	55.1
New Assistant Professor	50.6	52.1	54.9
Instructor	41.6	38.7	41.0
College of Science and Mathematics - Computer and Information Systems			
Professor	102.3	104.5	117.8
Associate Professor	102.0	87.6	93.1
Assistant Professor	78.8	79.4	83.0
New Assistant Professor	82.0	78.6	84.3
Instructor	53.1	49.1	51.1
College of Science and Mathematics - Science and Mathematics			
Professor	74.7	89.9	93.8
Associate Professor	61.2	67.5	70.4
Assistant Professor	53.2	56.0	60.4
New Assistant Professor	53.0	54.7	59.8
Instructor	40.2	40.6	42.2
University College			
Professor	68.4	0.0	0.0
Associate Professor	67.8	64.2	70.8
Assistant Professor	49.8	0.0	0.0
New Assistant Professor	0.0	0.0	0.0
Instructor	40.8	43.0	0.0

KSU 2008-2009 Fact Book

Full-Time Employees By Gender and Race

Fall 2008					
Federal EEO Classification	Male	Female	Total	% Male	% Female
Administrative/Executive	123	121	244	50%	50%
Clerical	11	215	226	5%	95%
Faculty	320	339	659	49%	51%
Other Professional	171	291	462	37%	63%
Service/Maintenance	61	29	90	68%	32%
Skilled Crafts	35	0	35	100%	0%
Technical/Paraprofessional	5	25	30	17%	83%
Total FT Employees	726	1,020	1,746	42%	58%

Federal EEO Classification	Black	Asian	Native Am.	Hispanic	Multiracial	Native/Hawaiian	White	Unknown
Administrative/Executive	36	7	0	4	2	0	195	0
Clerical	42	4	4	4	3	0	169	0
Faculty	83	55	1	12	4	1	502	1
Other Professional	72	17	0	16	7	1	348	1
Service/Maintenance	34	3	0	4	1	0	47	0
Skilled Crafts	5	1	1	0	0	0	29	0
Technical/Paraprofessional	3	0	0	0	0	0	27	0
Total FT Employees	275	87	6	40	17	2	1,317	2

Highlights

- Minority employees make up one-fourth of the total employee count; the student minority population is 20%.

- Women and minorities are well represented in most EEO classifications. Their high representation in the Administrative/Executive ranks is especially noteworthy.

Annual Operating Budget
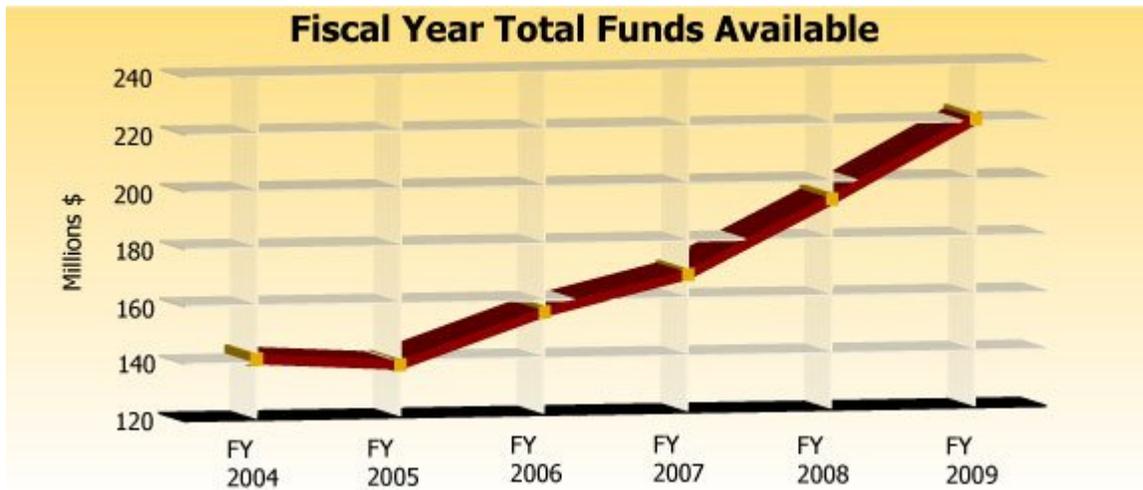
| Funds	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Education and General	125.89	121.01	135.27	144.34	161.57	185.76
Student Activities	2.68	1.59	3.07	3.93	4.69	6.28
Auxiliary Services	12.58	15.80	17.59	19.90	25.33	27.84
Capital	.	.	.	.	1.95	.92
Total Available	**141.15**	**138.40**	**155.93**	**168.17**	**193.54**	**220.80**
% Change	**.**	**-2%**	**13%**	**8%**	**15%**	**14%**

Highlights

- Total funds available for KSU operations have grown substantially, increasing by nearly $80 million since FY 2004.

- The Education and General (E&G) Operating Funds account for over 80% of KSU's annual operating budget.

Related Links

- Greater detail provided in Financial Services Profiles.

Education and General Budget by Function

FY 2009 Education & General Budget
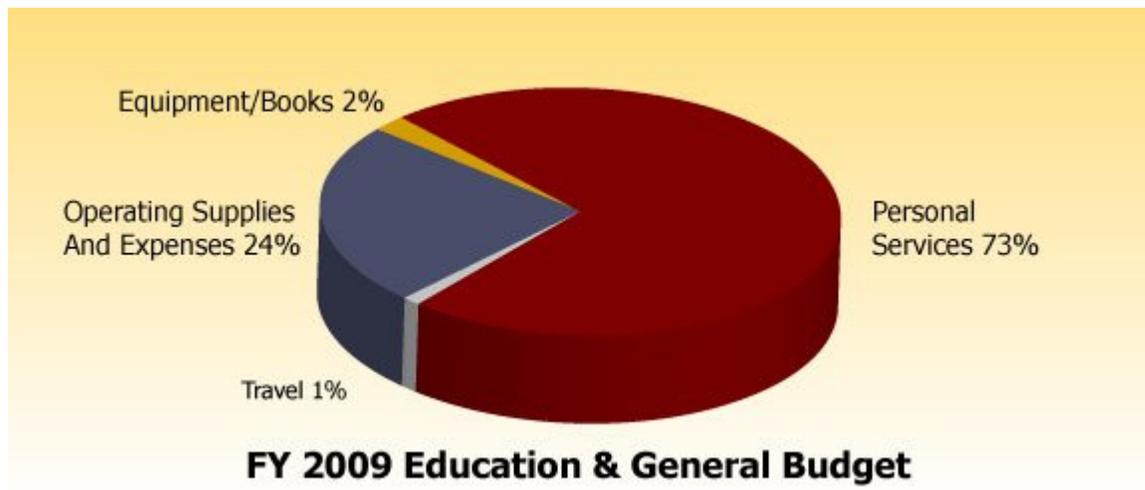
Function	Personal Services	Travel	Operating Supplies	Equipment / Books	Total	% Total
Instruction	$76,839,150.00	$991,878.00	$12,400,504.00	$2,191,732.00	$92,423,264.00	24%
Research	$550,123.00	.	.	.	$550,123.00	0%
Public Service	$2,918,459.00	$6,264.00	$73,366.00	.	$2,998,089.00	1%
Academic Support	$17,044,486.00	$241,856.00	$3,137,599.00	$785,017.00	$21,208,958.00	5%
Student Services	$8,014,891.00	$70,520.00	$1,192,703.00	$8,000.00	$9,286,114.00	2%
Institutional Support	$24,392,284.00	$245,337.00	$9,725,280.00	$2,137,408.00	$36,500,309.00	9%
Plant Operations	$6,385,552.00	$13,800.00	$5,590,356.00	$55,000.00	$12,044,708.00	3%
Scholarships and Fellowships	.	.	$10,750,978.00	.	$10,750,978.00	3%
Total	$136,144,945.00	$1,569,655.00	$42,870,786.00	$5,177,157.00	$185,762,543.00	100%

Highlights

- Personal Services constitutes the largest component of the E&G budget, with nearly 75 cents of every dollar being allocated for personnel.

- Nearly two-thirds of the university's budget directly supports the faculty's work in instruction, research, public service, and academic support.

Education and General Revenue Sources
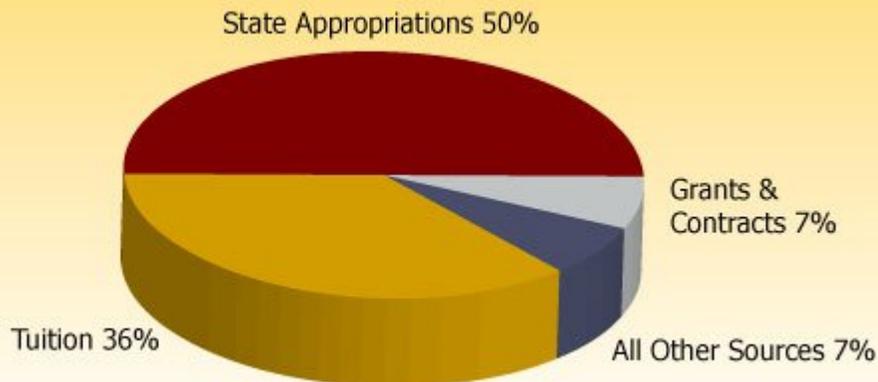
FY 2009 Education & General Revenue

State Appropriations 50%
Grants & Contracts 7%
All Other Sources 7%
Tuition 36%

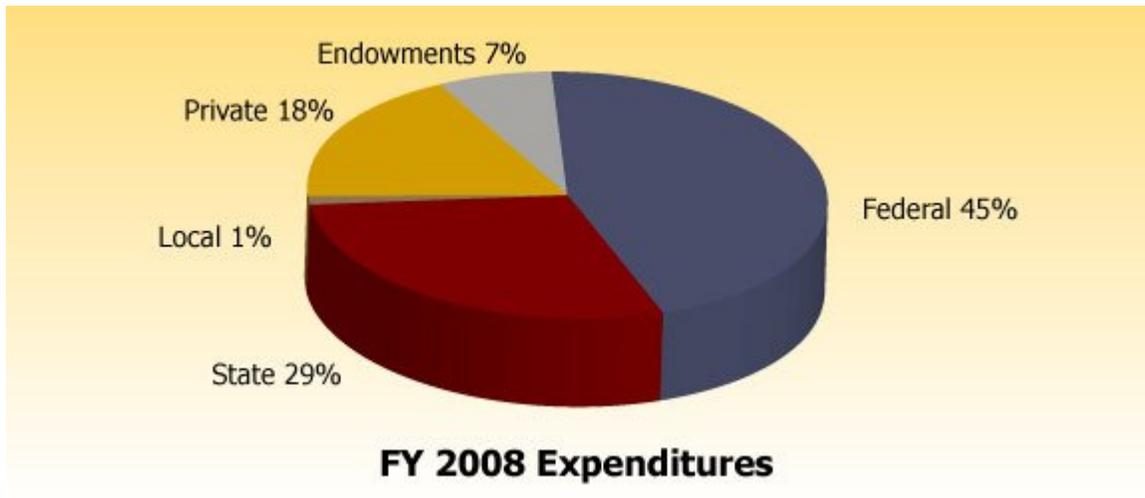| Revenue Sources	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
State Appropriations	55.25	59.09	69.04	74.23	80.16	92.02
Tutition	41.29	44.65	47.75	51.75	58.75	67.31
Other Revenue	1.85	1.56	1.61	.73	1.73	4.71
Indirect Cost Recovery	.28	.28	.32	.41	.44	.50
Technology Fee	1.53	1.65	1.77	2.18	2.52	2.60
Contract and Grants	20.14	8.92	9.73	10.17	11.70	13.48
Department Sales and Services	5.00	4.23	4.58	4.17	5.54	4.81
Special Funding Initiative	.55	.39	.23	.45	.46	.04
Research Consortium	.	.25	.24	.25	.26	.28
Total of Sources	**125.89**	**121.02**	**135.27**	**144.34**	**161.56**	**185.75**
% Change	**.**	**-4%**	**12%**	**7%**	**12%**	**15%**

Highlights

- Half of KSU's general operating funds were appropriated from the state of Georgia's budget; a little more than a third came from tuition; and revenues from grants and contracts constituted only 7% in FY 2009.

- Annual state appropriations and tuition revenues have increased substantially and consistently over the last five years.

- A change in accounting procedures related to HOPE scholarships in FY 2005 explains the drop that year from FY 2004 in revenues from contracts and grants. Since that accounting change, grant and contracts revenues have increased steadily.

KSU 2008-2009 Fact Book

Sponsored Programs Expenditures

FY 2008 Expenditures

Sources	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	$Change
Federal	$2,288,722	$1,774,862	$1,714,349	$2,377,645	$2,540,250	$2,805,250	$516,528
State	$1,705,105	$1,447,464	$1,163,810	$1,329,672	$1,632,493	$1,812,134	$107,029
Other	$966,185	$1,020,981	$2,085,512	$1,607,250	$1,655,695	$1,567,745	$601,560
Total	$4,960,012	$4,243,307	$4,963,671	$5,314,567	$5,828,438	$6,185,129	$1,225,117

Highlights

- More than half (57%) of the growth in sponsored program activity has come from non-federal grants and contracts.

- A little more than $4 out of every $10 in sponsored program expenditures were in federally funded projects in FY 2008.
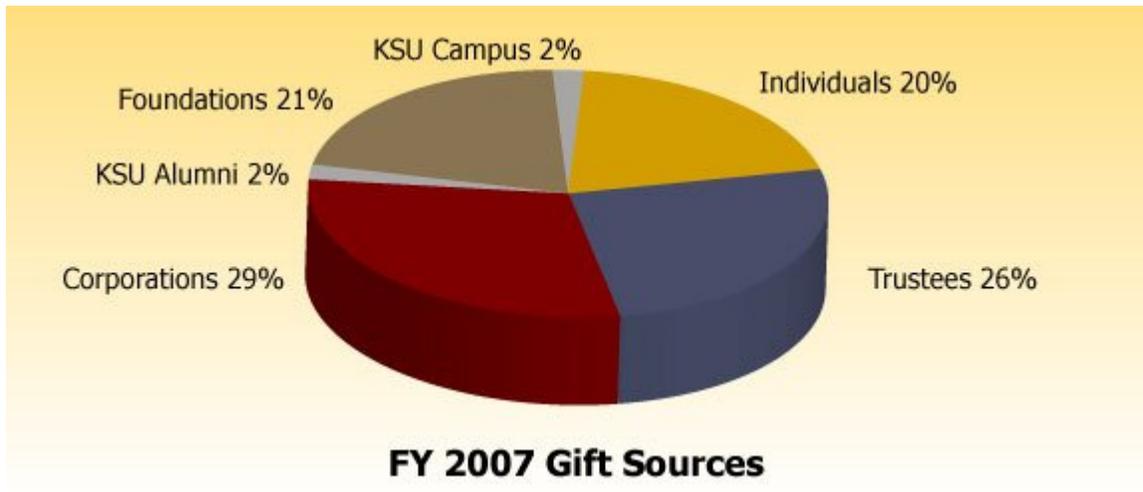
Related Links

- Greater detail provided in Financial Services Profiles.

KSU Foundation Gift Revenue

FY 2007 Gift Sources

| Gift Source	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	$Change
Corporations	$4,326,233	$3,490,255	$1,253,690	$1,519,547	$1,835,709	.	-$4,326,233
Foundations	$298,300	$203,878	$1,698,460	$1,157,147	$1,369,246	.	-$298,300
Individuals	$627,592	$207,199	$274,809	$505,649	$1,284,423	.	-$627,592
KSUF Trustees	$43,326	$111,398	$51,903	$103,914	$1,663,017	.	-$43,326
KSU Alumni	$82,107	$86,325	$75,468	$72,272	$145,710	.	-$82,107
KSU Campus	$103,283	$108,355	$205,965	$154,928	$123,572	.	-$103,283
Total $	$5,480,841	$4,207,410	$3,560,295	$3,513,457	$6,421,677	$0	-$5,480,841

* Corporation includes organizations as well.

Auxiliary Services Revenues

FY 2009 Revenue Sources
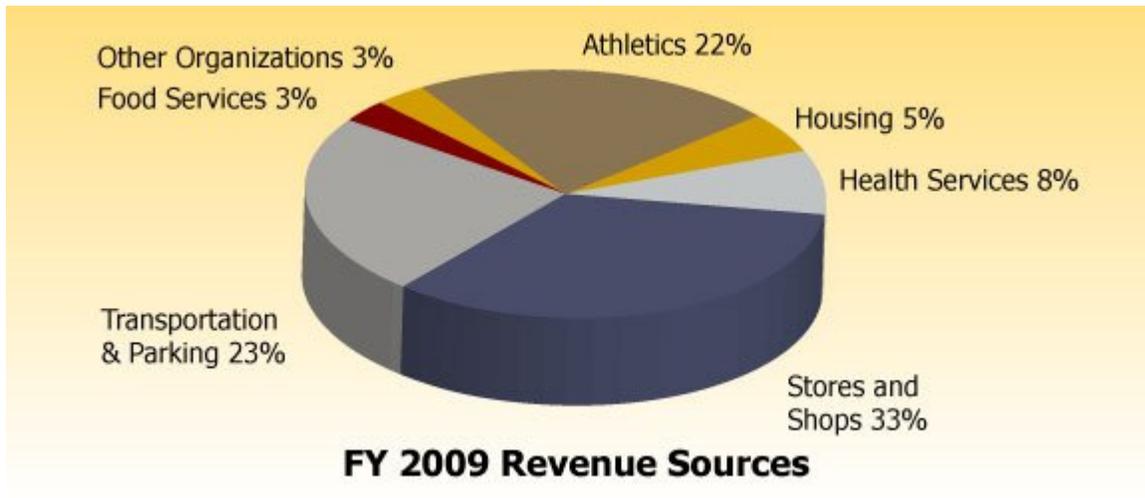
Auxiliary Unit	FY 2009 $ Revenues	% Total
Stores and Shops	$9,368,769	14%
Transportation and Parking	$6,515,846	10%
Athletics	$6,291,000	9%
Health Services	$2,366,588	4%
Other Organizations	$1,031,000	2%
Housing	$1,416,000	2%
Food Services	$856,158	1%
Total	**$27,845,361**	**42%**

Highlights

- Revenues from Transportation and Parking rose substantially in FY 2009 as fees increase to cover costs of parking deck and shuttle expansions.

- Food Services revenues increased by more than half due to the implementation of a voluntary meal plan program in anticipation of expanded service in FY 2010.

KSU 2008-2009 Fact Book

List of Facilities

Land			
Main Kennesaw Campus - 240 Acres			
Classrooms/Offices/Support	**Gross Sq. Ft.**	**Year Built**	**Year Acquired**
Music Building	8,570	1967	1967
Public Safety	9,365	1967	1967
Technology Annex	14,316	1967	1967
University College	21,014	1967	1967
W. Wyman Pilcher Public Service Building	21,014	1967	1967
Willingham Hall	21,014	1967	1967
Nursing	31,615	1967	1967
Physical Education Building	40,010	1967	1967
James W. Carmichael Student Center	37,106	1975	1975
Humanities Building	35,091	1981	1981
Horace W. Sturgis Library	100,617	1981	1981
Wellstar Center for Women's Health	5,092	1986	2002
Health Clinic	5,408	1986	2002
International House	5,836	1986	2002
ILEC	6,024	1986	2002
CASA and Center for Elections	6,391	1986	2002
CETL	6,441	1986	2002
Georgia Games	6,441	1986	2002
Alumni House	7,511	1986	2002
Global Center for Social Change	8,440	1986	2002
Physical Education Annex	5,760	1989	1989
Office Annex	6,480	1989	1989
Joe Mack Wilson Performing Arts Building	37,949	1989	1989
KSU Center	162,577	1990	1999
A.L. Burruss Building	105,385	1991	1991
LeoDelle and Lex Jolley Lodge	6,871	1993	1993
Bookstore	12,896	1993	1993
Science Building	104,336	1995	1995
Chastain Pointe	87,218	1995	2003
Campus Services Facility	20,758	1998	1998
Student Center Addition	68,469	1998	1998
Kennesaw Hall	131,182	1998	1998
Visual Arts Building	32,423	1999	1999
Town Point	52,893	2000	2005
Bobbie Bailey Athletic Facility	18,607	2002	2002
Clendenin Building	37,184	2002	2002
Convocation Center	130,893	2002	2005
English Addition	67,267	2003	2003
ROTC and Auxiliary Services	3,117	2003	2005
Student Rec. and Wellness Addition	15,575	2005	2005
Social Science Classroom Bldg.	162,595	2005	2005
KSU Performance Hall	31,970	2006	2006
Commons Dining Hall	51,767	2008	2009
Wilson Annex	17,937	2008	2009
Bowen Building	6,886	2008	2008
Owl's Nest	15,901	2009	2009
Hitting And Pitching Building	4,147	2009	2009

Student Housing	Beds	Year Built	Year Acquired
KSU Place	550	1984	2002
University Place	700	2002	2002
University Village Phase I + II	881	2003	2004
University Village Phase III	993	2007	2007
Parking	**Spaces**	**Year Built**	**Year Acquired**
Parking Deck West	651	2003	2003
Parking Deck East	1,482	2003	2003
Parking Deck North	1,558	2004	2004
Parking Deck Central	2,664	2007	2008

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Academic Square Footage in USG Universities
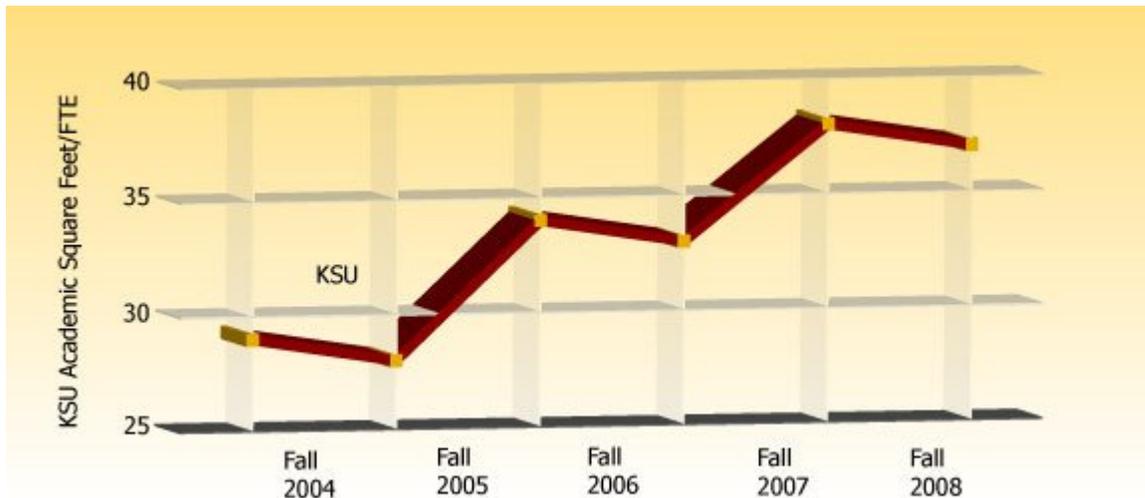
	Fall 2008		
USG Institutions	**FTE**	**Academic Sqr. Ft.**	**Academic Sq. Ft./FTE**
Kennesaw State University	19,036	710,098	37
Augusta State University	5,769	239,132	41
Georgia State University	24,831	1,232,056	50
Clayton State University	4,792	265,572	55
State University of West Georgia	9,988	567,558	57
Valdosta State University	10,489	660,726	63
North Georgia College & State University	4,847	307,530	63
Georgia Southern University	16,136	1,142,937	71
Armstrong Atlantic State University	5,984	445,458	74
Georgia College and State University	6,033	578,028	96
Southern Polytechnic State University	4,161	399,319	96
Columbus State University	6,711	660,476	98
Savannah State University	3,238	353,167	109
Georgia Southwestern State University	2,404	331,479	138
Fort Valley State University	2,984	571,768	192
Georgia Institute of Technology	18,330	3,710,830	202
University of Georgia	32,261	7,517,123	233

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Size of Campus Facilities

Decades in Which KSU's Current Buildings Were Acquired
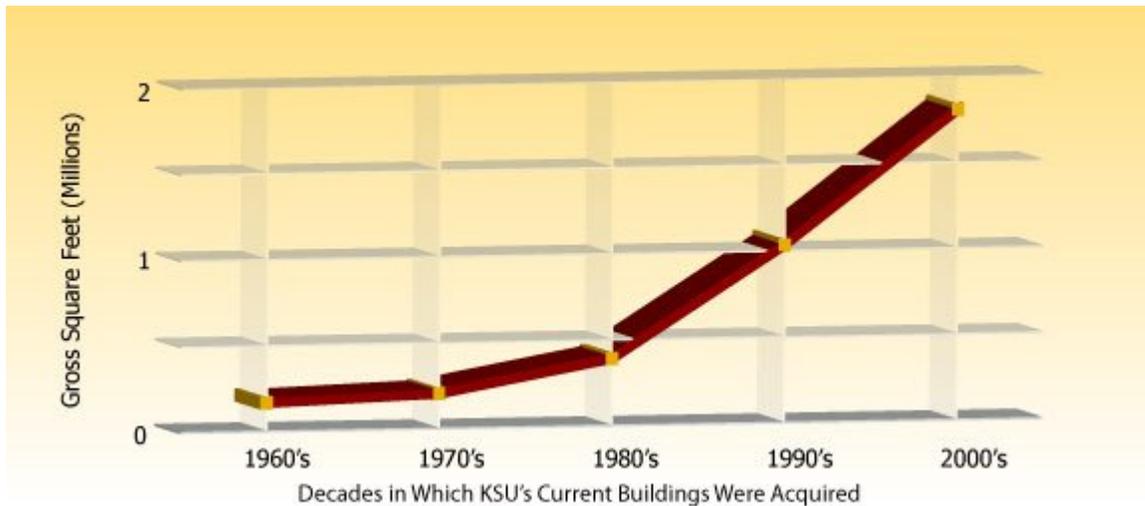
Yr. Building Acquired	Gross Sq. Ft.	Cumulative Gross Sq. Ft.	Largest New Acquisition Sq. Ft.
1960s	166,918	166,918	40,010
1970s	37,106	204,024	37,106
1980s	185,897	389,921	100,617
1990s	644,897	1,034,818	162,577
2000s	761,541	1,805,838	162,595

Highlights

- The cumulative size of KSU's original facilities in the 1960s was doubled by the 1980s, and that total was more than doubled in the 1990s, and that total was nearly tripled by 2008. Building sizes also grew substantially over those decades.

- There literally has been an "extreme makeover" of the KSU campus since 1990, and the center of campus has moved from the west side where the original buildings are located to the east side where most of the largest buildings (other than those for student housing) are located.

- A little less than half of the cumulative gross square feet at KSU in 2008 is student housing, all of which has been acquired since 2002.

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General Information

Historical Summaries	
Page	**Source**
The Facts	Enterprise Information Management
Early History of Kennesaw Junior College	Enterprise Information Management
Evolution of Kennesaw College into Kennesaw State University	Enterprise Information Management
KSU's New Era of Leadership & Vision	Enterprise Information Management
Mission and Accreditations	
Page	**Source**
Vision, Mission, and Goals	Enterprise Information Management
Accreditations	Enterprise Information Management
Strategic Plans	
Page	**Source**
KSU's Current Strategic Plan	Office of the President
USG's Current Strategic Plan	Board of Regents' of the University System of Georgia
Organizational Chart	
Page	**Source**
Office of the President	Office of the President
Academic Affairs	Provost & Vice-President of Academic Affairs
College of the Arts	Provost & Vice-President of Academic Affairs
Coles College of Business	Provost & Vice-President of Academic Affairs
Bagwell College of Education	Provost & Vice-President of Academic Affairs
College of Humanities and Social Sciences	Provost & Vice-President of Academic Affairs
College of Science and Mathematics	Provost & Vice-President of Academic Affairs
Wellstar College of Health and Human Services	Provost & Vice-President of Academic Affairs
University College	Provost & Vice-President of Academic Affairs
Continuing Education	Provost & Vice-President of Academic Affairs
Student Success and Enrollment Services Division	Vice-President of Student Success
University Advancement	Vice President University Advancement KSUF Executive Director
Operations Division	Vice President for Operations
External Affairs	Special Assistant to the President for External Affairs
Legal Affairs	University Attorney and Special Assistant to the President for Legal Affairs

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Student Information

USG Comparisons	
Page	**Source**
KSU Is Maturing as a Metropolitan University	USG Semester Enrollment Report (SER) and Academic Data Mart (ADM)
Largest of Georgia's Public Universities	USG Semester Enrollment Report (SER) and Academic Data Mart (ADM)
USG Institutions Receiving the Largest Number of Transfers	USG Undergraduate Student Transfer Report
Fall Enrollment Growth in the Largest State Universities	USG Semester Enrollment Report (SER) and Academic Data Mart (ADM)
Summer Enrollment Growth in the Largest State Universities	USG Semester Enrollment Report (SER) and Academic Data Mart (ADM)
First-Year Retention Rates at USG Universities	USG Retention Report
Six Year Graduation Rates at USG Universities	Academic Data Mart (ADM)
Average SAT Score of First-Time Freshmen Among Four-Year USG Institutions	USG First-Time Freshman SAT Scores
Enrollment Trends	
Page	**Source**
Decades of KSU's Growth	Academic Data Mart (ADM)
Undergraduate Fall Enrollment	USG Semester Enrollment Report (SER) and Academic Data Mart (ADM)
Graduate Enrollment Distribution	Academic Data Mart (ADM)
Retention, Progression, and Graduation Rates	Academic Data Mart (ADM)
New Student Enrollment for Fall	USG Semester Enrollment Report (SER) and Academic Data Mart (ADM)
New Student Enrollment By Term	Academic Data Mart (ADM)
Annual New Student Intakes	Academic Data Mart (ADM)
Fall Semester Enrollment	USG Semester Enrollment Report (SER) and Academic Data Mart (ADM)
Spring Semester Enrollment	USG Semester Enrollment Report (SER) and Academic Data Mart (ADM)
Summer Semester Enrollment	USG Semester Enrollment Report (SER) and Academic Data Mart (ADM)
Credit Hours	
Page	**Source**
Fall Credit Hours	USG Credit Hours Report and Academic Data Mart (ADM)
Credit Hours Generated by Fiscal Year	USG Semester Credit Hours Production Report
Instructional Budget Expense and Credit Hours	Annual Budget, USG Credit Hours Report, and Academic Data Mart (ADM)
Demographics	
Page	**Source**
KSU's Traditional and Nontraditional Undergraduates	Academic Data Mart (ADM)
Day and Evening Enrollment	Academic Data Mart (ADM)
Enrollment by Gender	Academic Data Mart (ADM)
Fifteen-Year Trends of Fall Enrollment by Racial Group	Academic Data Mart (ADM)
Average Age of Students	Academic Data Mart (ADM)
Undergraduate and Graduate Course Loads	Academic Data Mart (ADM)
Fall Enrollment by Country of Origin	Academic Data Mart (ADM)
Enrollment by County of Residence	Academic Data Mart (ADM)
Admissions	
Page	**Source**

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Undergraduate Application Statistics	SunGard Higher Education Banner and EIM Rolling Admissions Application
Principal Feeder High Schools	SunGard Higher Education Banner and EIM Rolling Admissions Application
Top Ten Transfer Institutions	SunGard Higher Education Banner and EIM Rolling Admissions Application
Readmission of Former Students	SunGard Higher Education Banner and EIM Rolling Admissions Application
State and National SAT Comparisons	CollegeBoard SAT State Profile Report (National and Georgia)

Financial Aid	
Page	Source
Financial Aid Awards	USG Financial Aid Reporting System (FARS)
Georgia HOPE Scholarships at KSU	USG Financial Aid Reporting System (FARS)

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Academic Programs

Degrees by Program	
Page	**Source**
[Bachelor Programs Ranked by Degrees Awarded](#)	USG Degrees Conferred Reports
[Master's Programs Ranked by Degrees Awarded](#)	USG Degrees Conferred Reports
[Degrees Conferred - College of Arts](#)	USG Degrees Conferred Reports
[Degrees Conferred - College of Business](#)	USG Degrees Conferred Reports
[Degrees Conferred - College of Education](#)	USG Degrees Conferred Reports
[Degrees Conferred - PTEU (All Education Programs)](#)	USG Degrees Conferred Reports
[Degrees Conferred - College of Health and Human Services](#)	USG Degrees Conferred Reports
[Degrees Conferred - College of Humanities and Social Sciences](#)	USG Degrees Conferred Reports
[Degrees Conferred - College of Science and Mathematics](#)	USG Degrees Conferred Reports
[Degrees Conferred - University College](#)	USG Degrees Conferred Reports
Declared Majors	
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[Undeclared Undergraduate Majors](#)	Academic Data Mart (ADM)
[Declared Majors - College of Arts](#)	Academic Data Mart (ADM)
[Declared Majors - College of Business](#)	Academic Data Mart (ADM)
[Declared Majors - College of Education](#)	Academic Data Mart (ADM)
[Declared Majors - PTEU (All Education Programs)](#)	USG Degrees Conferred Reports
[Declared Majors - College of Health and Human Services](#)	Academic Data Mart (ADM)
[Declared Majors - College of Humanities and Social Sciences](#)	Academic Data Mart (ADM)
[Declared Majors - College of Science and Mathematics](#)	Academic Data Mart (ADM)
[Declared Majors - University College](#)	Academic Data Mart (ADM)
Continuing Education	
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[Continuing Education](#)	Continuing Education

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Faculty Characteristics

Faculty Characteristics	
Page	**Source**
Full-Time Instructional Faculty	Academic Affairs and the KSU Faculty Information System (FIS)
Full-Time Instructional Faculty By Department and College	Academic Affairs and the KSU Faculty Information System (FIS)
New Full-Time Instructional Faculty	Academic Affairs and the KSU Faculty Information System (FIS)
Full-Time Instructional Faculty By Rank	Academic Affairs and the KSU Faculty Information System (FIS)
Tenure Status Crossed with Gender and Ethnicity	Academic Affairs and the KSU Faculty Information System (FIS)
Age of Instructional Faculty by College	Academic Affairs and the KSU Faculty Information System (FIS)
Full-Time/Part-Time Faculty Profile	Academic Affairs and the KSU Faculty Information System (FIS)
Average Academic Year Faculty Salary Comparisons	AAUP
Average Academic 9-Month Faculty Salaries By College	AASCU Salary Study

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Resources

Resources	
Page	**Source**
Full-Time Employees By Gender and Race	IPEDS HR Salary Survey
Annual Operating Budget	Office of Budget and Sponsored Programs
Education and General Budget by Function	Office of Budget and Sponsored Programs
Education and General Revenue Sources	Office of Budget and Sponsored Programs
Sponsored Programs Expenditures	Office of Budget and Sponsored Programs
KSU Foundation Gift Revenue	Office of Development
Auxiliary Services Revenues	Office of Budget and Sponsored Programs
Size of Campus Facilities	SunGard Higher Education Banner Facilities Module
List of Facilities	SunGard Higher Education Banner Facilities Module
Academic Square Footage in USG Universities	USG Information Digest (Square Feet by Classification)