



VALDOSTA STATE UNIVERSITY

INITIATIVE, INNOVATION AND CHALLENGES

"In order to preserve its academic excellence, reputation and competitiveness, given the projections for continued economic pressures and explosive student growth, the University System of Georgia must accelerate the pace of innovation." – Chancellor Erroll B. Davis, Jr.

INITIATIVE AND INNOVATION

Instruction and Student Learning

- Added 900 students with no additional faculty while increasing the seats available per student to the highest rate in recent history.
- Total enrollment at VSU is a historical high of 12,391 students, representing an increase of 7.9% from Fall 2008 and the institution's largest one-year enrollment growth in 16 years.
- Implemented the new degree audit and student advising system, DegreeWorks.
- Established budgets for academic equipment, scientific equipment, instructional setting renovation, reassigned time for research, graduate assistantships, library reference and special collections, and faculty scholarly travel.
- Funded 70 new graduate assistantships from the increase in student faculty ratio and frozen positions. Assistantships were assigned to activities that promote faculty productivity. In some cases, they replace permanent faculty or staff positions.
- Increased electronic credits from 183 online sections to 268 online sections between 2007 and 2009. VSU leads the state system with GOML credits earned.
- Converted 40 short- and long-term temporary faculty positions held by individuals without terminal degrees to tenure track positions that require the terminal degree.
- Implemented the Upward Bound program in Summer 2008 using a \$1 million TRIO grant from the U.S. Department of Education.
- Established funding for six model demonstration projects involving student and faculty engagement in discipline specific research activity.
- Provided 40 sections of reassigned time for faculty engaged in research or creative projects.

University Administration

- Created a salary policy for existing faculty that will equitably distribute the salary pool by market, merit, and special factors (i.e., special contributions to retention and graduation).
- Created a salary policy for new hires that benchmarks offers to the CUPA database.
- Increased direct marketing to high school students with three two-day tours of the Chamber Singers to Atlanta and Savannah to recruit quality students to VSU.
- Established a procedure for vetting, ratifying, and publishing university-wide policies.
- Established university wide open budget processes, creating funding "pools" with established guidelines for common expenditure types that will increase our scholarly mission and prominence as a regional university (i.e., academic equipment, scientific equipment, instructional setting renovation, reassigned time for research, graduate assistantships, library reference and special collections, and faculty scholarly travel).
- Utilized a weekly enrollment model for predicting fall enrollments and budget. Implemented budget controls reducing unexpected expenditures and year-end sweep-up thereby allowing purchases earlier in the fiscal year.



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- Reduced administrative positions and associated personnel costs where appropriate to redistribute salary savings to mission critical operations (e.g., merged Vice President for Student Affairs with Dean of Students position and directed savings to Police and Counseling).
- Plan a 300-bed residence hall, seek funding for a health science center, construct an academic building to house the Department of Psychology and Counseling, the Graduate School, and Office of Sponsored Programs and Research, and construct Jennett Hall.

Student Life

- Added a new women's intercollegiate sport, women's soccer, which included hiring our first female head coach.
- Initiated VSU's first comprehensive living-learning communities program to include one-third of all new freshmen in Fall 2010, with the goal to include all new freshmen by Fall 2012.

University Advancement

- Held first annual "Blazin' Hot Night" gala dinner and auction, raising \$60,000 for the VSU Foundation. The second gala dinner is planned for April 2010.
- Conducted a "President's 12-City Tour," which included targeting regions with high application rates.
- Equipped an 11 station on-campus call center employing VSU students, raising \$77,000 in the first six weeks of calling, which is a 300% increase over the previous out-sourced annual campaign.
- Implemented a facilities naming program resulting in approximately \$800,000 gift pledges to VSU.
- Increased corporate sales to \$350,000, which according to a consultant's report completed in Spring 2009, is the largest dollar amount for athletic corporate sponsorship revenue in the country for NCAA Division II institutions.

CHALLENGES

- Establish promotion and tenure policies that include definitions and standards for scholarship, evaluation procedures for teaching, and a university-wide promotion and tenure committee.
- Continue to establish cost controls that allow for strict budgeting, thereby increasing resources to mission critical efforts in exchange for reducing year-end sweep up money.
- Develop embedded assessment as an alternative to the Regents' test.
- Increase the percentage of faculty with terminal degrees from 75% to 85%.
- Expand electronic courses and degrees to disciplines outside of education.
- Increase retention by 2% through the creation of living-learning communities.
- Expand the Arts & Sciences Honors program to a university-wide Honors College.
- Create an Assistant Vice President for Research position with a goal of promoting models of student engagement in faculty research, increasing faculty scholarship, and increasing extramural funding.
- Create a student services culture in the University Police department.
- Increase athletic and coaching opportunities for women (Title IX compliance).
- Promote governance and problem solving by strengthening the chain of command.
- Professionalize the workforce in Physical Plant and Facilities Planning. This will involved higher salaries, better skilled individuals, and reduced reliance on supervision and transportation.