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A G E N D A
BOARD OF TRUSTEES
OF
THE CORPORATION OF MERCER UNIVERSITY

APRIL 21, 2006

10:00 a.m.

David E. Hudson, Chairman

- I. Call to Order *David E. Hudson*

- II. Meditation and Invocation *W. David Sapp*

- III. Approval of the Minutes of the December 2, 2005 Meetings of the Board of Trustees

- IV. Report of the President of the University *R. Kirby Godsey*

- V. Matters of Current Business
 - 1. Report of the University Honors Committee and consideration of its actions *Richard V. Saunders*

 - 2. Report of the Audit Committee and consideration of its actions *David E. Linch*

 - 3. Report of the Educational Policy Committee and consideration of its actions *W. Louis Sands*

 - 4. Report of the Development Committee and consideration of its actions *Robert L. Steed*

 - 5. Report of the Finance, Investment, and Property Committee and consideration of its actions *L. Richard Plunkett, Jr.*

 - 6. Report of the Executive Committee and consideration of its actions *William A. Fickling, Jr.*

- VI. Matters of Other Business

- VII. Benediction *Craig T. McMahan*

- VIII. Adjournment

I. LAST THINGS

by R. Kirby Godsey
President, Mercer University

In the fields of theology and philosophy, there is a discipline known as eschatology – meaning literally a word about last things. During this year of my work as President and CEO of the University, I have been engaged in doing last things, making decisions, attending events, signing diplomas. It has been a year both of concluding my work as President and trying to prepare the way for a new and gifted leader, President-Elect Bill Underwood.

Every frame of our experience provides us with a new view of the world, indeed of our own history. Having reached the milestone of seventy years of age in recent days, I can see the world and Mercer in a different light than when I came to this office at age forty-three. These twenty-seven years have been a magnificent teacher and, while I yet have many lessons to learn, let me reflect upon some last words to the Board as a part of my *last things* as President – words that, for me, have been hammered out on the anvil of my years here at Mercer.

1. In order to prevail and even to lead in the years and decades ahead, Mercer University must not only be a learning place, but it must also be a place that learns. If we achieve our highest dreams, it will not be because we know more than everybody else; it will be because we have learned better than most. Opening ourselves to new ideas and new perspectives will keep us from

becoming rigid, trapped by our own past behavior. There is no person with whom we agree or disagree from whom we cannot learn. As a learning place, it will be increasingly imperative to keep learning alive. A great university will be an institution that continues to learn and to be open to new ideas and new directions.

2. The University's advance toward a national academic profile will be directly related to the courage to change our expectations. I call it the "courage factor." The strong affirmation of the present worth of our endeavors should not become a barrier to understanding that we can be a better university. We are not in possession of the Holy Grail of education. If, as a university, we wish to continue to rise in the arena of higher education, we must overcome the arrogance that our way is the only way. Whatever has made Mercer successful in the past will not alone make Mercer successful in the future. We cannot live on yesterday's successes. The future of the University must be re-imagined and recreated, molding new achievements, taking new initiatives, following new leadership. We must be willing to break old habits of educating and entertain new possibilities.

John Maynard Keynes once said, "The greatest difficulty is not for people to accept new ideas, it is to forget old ones." The courage to embrace change is not a liability; it is an asset. Our present realities – the way things are done – are always flawed. So, while we will want to hold onto the core principles that define our reason for being, our best future will lie in the willingness to re-conceive our

work and to reconsider our priorities. The road to becoming a nationally prominent, world-class university will most certainly take us through uncharted waters. So, though becoming a great university will not be for the timid in spirit, the years ahead hold Mercer's most exciting adventure.

3. As we raise our academic standing in the community of higher education, we should keep in mind that our most important challenge remains fostering creative power of one person. Every person matters. If there is a job in the university that doesn't matter, we should get rid of it. I am reminded of the person who called the campus switchboard and with an irate voice said, "I don't want to speak to anyone lower than the president." The operator replied, "Madam, there is no one here lower than the president." This affirmation is to say that even presidents matter.

Most of our human progress and our human failures are testaments to some person who made a dramatic difference in the world. Every community, every organization, every church, every business is usually catapulted to significant achievement by the power and presence of one individual.

Consider the power of one:

Martin Luther King

Alan Greenspan

Sister Teresa

Mao Tse Tung

Abraham Lincoln

Winston Churchill

Golda Meir
Karl Barth
Albert Schweitzer
Adam Smith
Albert Einstein
Stephen Hawking
George Bernard Shaw
Mozart
Bill Gates
Mahatma Gandhi
Abraham
Mohammed
Aaron Copland
Plato
Wernher Von Braun
Jesus
Confucius
Benjamin Franklin
Thomas Jefferson
John Smyth
Thomas Watson
Charles Schultz
Isaac Newton
Copernicus
Adolf Hitler
Rosa Parks
Fidel Castro
Osama bin Laden

The list continues. The fact is that certain individuals, persons who combine great talent and deeply-held values, shape the world and most of its enterprises. Our temptation, however, is to think that only a few people, such as those above, out of the world's millions make a difference. It is a tragic misunderstanding. The world is not mostly a small bundle of actions of a few great individuals. The world is mostly shaped by a large bundle of actions of scores of individuals. Each individual can do something that no other person can do. Only one person in all of human history will have the constellation of talent which that one person alone brings to the world. Every person can turn out to be an unduplicated gift to the world.

Our responsibility as educators is to help every person learn the power and significance of his or her presence here. Human society needs the benefits of every person's gifts. Learning is about setting free the capacity of every individual to make the constructive difference in the world that no other person can make. Our mission is not to educate students collectively. Our mission is to inspire the creative power of one.

4. Mercer University should set out to be a distinctive place, with its own identity, not a clone of other great universities. The greatness of the University ultimately rests with the Board. That greatness will not arise solely from what we do, but how we bring together stellar, world-class programs within a distinctive educational environment. How we educate matters.

The “branding” of Mercer is a complex issue. We should not construe our identity too narrowly or fall prey to simplistic jargon. We can achieve our best future only by paying attention to the substance of our programs and, at the same time, create a context for those programs that becomes compelling and transformative for every person who studies here.

Over and over in human experience, the college experience becomes the hinge upon which a person’s life turns. The college years are the period of years and the setting in which an individual begins to take responsibility for what he or she thinks, says, and does. So, one question that deserves our attention is, “What do we want students as alumni to remember about Mercer?” Certainly, we want them to become more knowledgeable, more competitive, more informed persons. But we should also be concerned about their capacity to make principled judgments, to communicate their ideas effectively, to broaden their understanding of the human situation, to take themselves lightly, to take others seriously, to see more clearly, and to care more deeply. What a person recalls about Mercer will be unlike any other experience in his or her life. Students will be taught by individuals whose voice and words they will never escape. They will form relationships that will color the rest of their lives.

We should set out to make Mercer a place of its own, a universe of one. If we are to be a great university, we must create a destiny of greatness. We must expect to be great before we can become great. The role of this administration has been to raise our sights, to make greatness possible in our own

expectations. The role of the new administration will be to help the University take possession of the promised land of being a great university.

5. The success of the University's march into the future will rest, in part, in claiming the power of connecting. When we examine up close the work of a university, it is mostly about relating – relating students and faculty, relating learning and ideas, and personal relationships will remain the most memorable component of the college years.

The essence of life lies in the power of the “in-between.” The real significance of life does not rely in the objects beyond or the subject within. Life is created by what goes on *in between* the subject and the object. None of us is whole in isolation. Connecting makes us whole people and constitutes the life-energy of an institution.

In our culture and our language, nouns have become more important than verbs. But life lies in the verbs. God is a verb. Life, in its essence, is lived as a verb and not a noun. We are not a collection of isolated entities in the world. Our lives, our very souls, are a constellation of relationships. We are defined by the power of the connections that make up our lives. Our genes are strands of connections. A person is more a set of relationships than an object with a name. Each of us is what I call a “region of behavior.” If I want to know you, I must know more than your name, or your age, or height, or weight, or your BMI. Names are shorthand definitions for a “region of behavior.” A person's soul is not a gland but a set of connections that create that person's being.

Institutions are like people. They have souls. They are verbs. And the worth of an institution is tied to an institution's capacity to be a connected universe, not a collection of discrete faculty and students. Connecting and collaborating are clues to being a university rather than a collection of colleges.

Teaching and administering is far more about relating than pontificating. Pontification is a serious malady of administrators, especially presidents. It is a contagious disease to which even trustees and faculties are susceptible. Some of us conduct much of our lives by speaking, caused, in part, by people asking us to "say a word." The difference between pontificating and speaking is very simple: Speaking always takes the listener into account. Pontificating does not. The pontiff is the only one in the room.

In one of my books, I wrote, "All real living is relating and relating at its highest is loving." All relating is life-giving. Relating, at its highest, means loving. Loving turns out to be the most creative and life-giving force in the world. Loving, of course, should not be confused with winsome sentimentality. Love takes another person with utter seriousness and seeks to act for that individual's good. Love is a verb. Being the most creative and redemptive force in the world, love teaches us that all human judgment should take place in the service of redemption. Otherwise, judgment is nothing more than vengeance, and vengeance is simply a lazy form of grief.

The university is about capturing the power of connecting and enriching the capacity of every student, every faculty member, every administrator, every trustee to think and to care.

6. Trust talent. The faculty, the trustees, and the administration of Mercer University constitute an enormous reservoir of talent. In the final analysis, the best universities will be defined by having the best talent. Clearly, we need to market our programs in a compelling fashion and communicate them effectively, but talent is likely to remain near the head of the list for achieving great things. The reason the university should pursue a billion dollars of endowment as a baseline for progress is to enable us to bring together the talent that is required to be a great university. Talent and ideas will prevail. The key to wealth in this country will not lie in who controls the physical property – the plants and equipment or even the land. The real key will be intellectual property. Who owns the ideas? Who possesses the talent? Being good at political maneuvering may be helpful from time to time – in the short run. In the long run, bright is better. Cultivating talent and ideas will yield greater dividends ultimately, I believe, than simply being politically savvy. The strength of the University will come down to the talent that has been brought into the Mercer orbit.

Rank and position, power and wealth matter. They will matter more if they are the external evidence of talent and competence. There is no erosion control for ignorance. Rank and position may indeed determine who speaks; talent and ideas will determine who listens.

Three major institutions with Baptist origins were searching for a president at the same time during this past year. In the marketplace of higher education, Mercer is generally viewed within the higher education community as having won the sweepstakes. The reason is that Mercer's Board of Trustees placed a premium on talent. In selecting President-Elect Bill Underwood, the Board has chosen a person who has the talent, the ideas, and the energy to lead the University to its highest achievements. Talent matters.

7. The University's progress will be determined, in part, by our remaining open to the unexpected. The future of the University cannot be shaped simply by planning ahead. The University Planning Council is an exceedingly valuable resource to the institution and is led and populated by some of the University's best and brightest minds. They can help the administration and the Trustees understand our strengths and our weaknesses, our vulnerabilities and our opportunities. I advocate their work strongly as an immense reservoir of talent to help chart our course. Their work can make Mercer a better University.

While planning should be the road we travel in a disciplined fashion, we should remain open to being surprised. We should never close ourselves to the unexpected, or even to the mavericks who turn out to be the pioneers of new endeavors. We should foster within the University the willingness to take academic risks. New ideas will emerge. New programs will spark the imagination. New schools will be born. Unexpected events will occur. The course of the University in the years ahead can only be partially planned. New ventures will

spring from imagination and events that have been unforeseen. In one sense, we must not become afraid to make mistakes. Without mistakes, we will make very little progress. The University would do well to establish a new initiatives fund that encourages faculty and administrators to break new ground, to sail uncharted waters, to explore new academic terrain. Some of these explorations will surely become the future stars of our academic endeavors. A few years ago, the relationship with Piedmont Healthcare was completely unexpected. Today, it provides an academic basket of new opportunities. Celebrate the unexpected – unexpected ideas, unexpected talent, unexpected opportunities. The future of the University will be crafted in large measure by remaining open to the unexpected.

8. The genius of Mercer University should lie in our intractable commitment to gaining knowledge and understanding along with a devotion to nurturing human character. We are all born learners. We have to learn not to learn. From the day we are born, we are confronted with sounds and voices, with light and shadows, with people and things that shape our world. The color and texture of the world comes streaming into our lives. The truth is that we are born as thinking, creative, imaginative persons. Growing up often begins to dull the edges of creative inquiry. Children ask innocent, but probing and difficult questions. What is time? Where did I come from? Will I die? What color is blue? Uneasy, we want to teach them to ask better questions. What is a touchdown? What is an iPod? We teach them to dress, to behave in socially acceptable ways, to speak and relate in certain language. We want to make them immune to

uncertainty and wonder. Even so, we should remember that the pursuit of knowledge always begins with uncertainty and wonder. Indeed, education at Mercer, at its heart, means rediscovering the power of wonder and uncertainty – the very gifts with which we were born. Learning springs from recovering the gift of imagination, pushing back the barriers of ignorance and prejudice, discovering that words are far more powerful than bullets.

A good education requires two things – doubt and discipline. We have to be willing to doubt that we already have all the answers, that our way of seeing the world is always the right way. Learning is never simply about confirming what we have always thought. Learning means shedding new light on old perceptions. If old truths are true, they will bear up under the light. And learning is also about discipline. I have watched it for a generation at Mercer. The chief difference between students who are over-achievers and those who are under-achievers is rarely talent alone. It is talent augmented by discipline. Learning is the disciplined search for truth. To be a great university, Mercer must be about the disciplined pursuit of knowledge, its discovery and its dissemination. But being on the leading edge of knowledge development alone will not be enough to achieve a distinctive mission.

Shortly before he died, the philosopher, theologian, and physician Albert Schweitzer wrote, “We live in the most dangerous age of all because heretofore nature has controlled people. But now people have learned to control nature before they have learned to control themselves.” The capacity of human

civilization to sustain itself will not be determined by whether we know enough. It will be determined by whether we are good enough. As we probe and pursue the world of knowledge and understanding, we, at some point, have to figure out how we are going to relate to the world. It is one thing to learn about the world. It is quite another to decide how to live in it.

Our compelling agenda at Mercer must be to bring together a superior educational experience that is intolerant of educational mediocrity with a genuine devotion to nurturing the values and principles and beliefs around which people actually build their lives. Ideas alone are dead. They come to life and make a difference in the grasp of people who believe in them. The real challenge is to take what we know and, through the filter of human character, translate what we have learned into wise decisions and principled judgments.

Suspended here in a void of space is an incredibly delicate balance and arrangement of geology, called Earth. This earth barely supports a few billion human beings. Like it or not, we are all in it together. We sometimes find ourselves focused more on revenge and getting even than creating a better way of being together in the world. It is all a sign that creation is not yet complete, that civilization is still in its infancy. Our human quarrels are so trivial. Our differences are so minor. Different ideas, different colors, different corners on the tiny earth. The future of the earth, floating out in the wilderness of space, will be determined by our capacity to bring together knowledge and character. If Mercer University deserves to endure, we must make a difference for our tiny earth.

9. If the University is to offer an education that is relevant in this century and the next, we must prepare students to be citizens of the world. Being a good American citizen will not be sufficient. Today, every critical human issue is a global issue. Climate changes are not an American issue; it is a global issue. Energy is not an American issue; it is a global issue. A pandemic is not an American issue; it is a global issue. The list is long: poverty, AIDS, war, peace, the economy, religion, crime. Politics may be local; the important human issues are global.

The great nation cultures in our world can no longer live in isolation. Technology and email, the internet and podcasts have put an end to that. Cultures are clashing because they can no longer stay out of one another's way. Products can be made anywhere and sold everywhere. The notion that we can protect "The American Way" is fanciful. The American way must be translated and conditioned to become the human way. We cannot assume that the rest of the world will want to embrace the American way. Certainly, we are admired and envied for our power and wealth, but the seeds for the erosion of the unilateral power and wealth belonging to Americans is well underway. The cultural and economic wars among America, Europe, the Middle East and the Far East have only begun. Military power will not be enough, and it will not be the key to economic power. Google and UPS and Microsoft are not powerful because they are American companies. They are powerful because they are world companies who are based in America. But some next Google may be based in China or

India. They will be based wherever the ideas are born. The only way we can maintain leadership in the world economy is to remain the birthplace of ideas.

The journey of learning at Mercer must transform every student into a citizen of the world. Students must understand that their chief competitors are not sitting in the desks next to them. They are sitting in a desk a half-world away. We have to broaden our horizons. Language will become more important. Escaping the mind-set of being defensive and protective will be imperative.

Religion has become one of the favored tools of cultural defensiveness. Religion is becoming a buttress for narrow nationalism. We are holding onto cultural prejudices in the name of remaining faithful to our religious beliefs. It is prejudice based upon fear. Fundamentalism – Christian, Jewish, Islamic – will become the hero of cultural myopia. Sadly, economic competition will likely have more to do with establishing political freedom than religion.

Globalization is not a trend to be realized in the decades ahead. We live and work and educate today in a world where the national and cultural walls are crumbling. Many universities, especially church-related colleges, will become apologists for preserving the old world order. I believe that Mercer should stake its future on the new world order.

10. The most important years of Mercer lie ahead, not behind. Therefore, the University, and specifically the Board of Trustees, should cherish the heritage of the University, but remain focused on taking responsibility for creating the University's future.

The change in Mercer's Charter, which is being approved at the Spring 2006 meeting of the Board of Trustees, represents arguably the most strategic development in the 175 year history of the University, and furthermore, this change of control has occurred in a relatively quiet and civil manner. The Convention was right. The divergence of commonality between Mercer University and the Georgia Baptist Convention had become so great that the time had come for a change in this historic relationship. It is appropriate that the change take place without rancor or engaging in hateful religious rhetoric.

Over these decades and centuries, the relationship has been gain to the University and to the Convention. This timely dissolution will also be gain at least for the University. In a few short years, the loss of financial support from the Convention itself will fade into insignificance. That the University chose to stand resolutely, without so much as a hint of wavering, on the principles of academic freedom, intellectual freedom, and respect for religious diversity will endure as principles on which we staked our worth and character as a university.

The University will cherish its heritage most importantly by holding fast to these essential values on which it was founded. We should never waste energy on harkening back to the days of denominational affiliation. The University can achieve more and enhance its prospect of being a voice for religious tolerance by providing education in the context of a historic Baptist university that is unchained from a limited state Baptist Convention.

Charting Mercer's course ahead remains the high and noble challenge. Whatever Mercer becomes in the future will not be limited by myopic or monolithic religious encumbrances. What we make of ourselves relies more than ever on our taking responsibility for our future.

It is profoundly important not to expect too little of ourselves as an institution. An institution centered here in Macon and Atlanta can become one of the world's premier universities. We can make discoveries that no one else can make. We can educate leaders that no one else can educate. We can compose music that has never been heard. We can write stories that have never been written. We can cure diseases that have never been cured. We can inspire one person to change the world.

Mercer's highest promise and best future lies ahead. We can become a genuinely national university, one of the top 50 in the nation. This Board of Trustees can become the Board that prominent corporate leaders want to be asked to join. We can offer premier doctoral programs and conduct groundbreaking research. Charting our future course will require imagination, intelligence, courage, stamina, and grace. We must embrace uncertainty and "imagine" our way through it. We must be intelligent enough to conceive new directions. We must have the courage to face into the future with an understanding that the ultimate failure is never to act for fear of failing. We must have the stamina not to grow weary even in the face of criticism and doubt, the stamina to stay up late and address the critical challenges we face. And, above

all else, we must open ourselves to the gift of grace. Bitterness and anger corrodes the human spirit; grace will set us free.

Cherish your heritage, but take responsibility for creating a future that will serve the world and serve every person for whom the University becomes the window of hope.

On behalf of my colleagues who have given life and direction to Mercer's diverse programs, thank you, the members of the Board of Trustees, for your devotion to Mercer. You have been the proverbial wind in the sails of those who labor within the University. Mercer is a far better university because you have taken trusteeship as a trust. While surely the shadows of difficulty and challenge will, from time to time, cross over our paths, Mercer's future is a pathway that is marked with light and energy and hope. The good work of Mercer will endure for generations to come and will bear witness to the wisdom and the stewardship of your presence on the Board of Trustees. Thank you for your commitment to assuring Mercer's successful journey toward becoming one of America's great universities.

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II. EXECUTIVE VICE PRESIDENT AND PROVOST

The Executive Vice President and Provost, Dr. Horace W. Fleming, oversees all academic and administrative programs of the University and coordinates the University's planning, program development, and budget development processes. Reporting directly to the President, the Executive Vice President and Provost also assists the President with the University's executive responsibilities. Reporting to Dr. Fleming is Dr. Scott Davis, Associate Executive Vice President and Vice Provost.

National Fellowships and Scholarships

Through the Office of the Executive Vice President and Provost, the University has increased its student nominations for national fellowships and scholarships, and more Mercer nominations have moved forward to the national competitions. In 2006, for the first time, the College of Liberal Arts Honors Program is incorporating the development of strong personal narratives required for national fellowship and scholarship competitions as part of its 300-level Honors course. In addition, awareness of each of the scholarship programs has increased through:

- Articles in the student newspaper
- Informational and deadline notices on e-mail communications and on the University online calendar
- Communication with first year honor society members and their parents
- Letters to students recognized on the President's List
- Informational brochure, highlighting the steps students must take to develop competitive applications

The next step will be to work with faculty members in a workshop format to strengthen the effectiveness of their nomination letters.

Summer Sessions

The Office of the Executive Vice President and Provost continues its efforts to increase the attractiveness of the University's undergraduate summer sessions. The promotion of the 2006 summer opportunities began in the Fall 2005 Semester with parents and students attending Family Weekend. Working closely with staff in University Advancement, a strategic promotional campaign was designed and implemented that has included:

- Enthusiastic articles in the student newspaper along with newspaper inserts of summer course schedules
- Continuous announcements on the student television channel and on internal televised announcement broadcasts
- Direct mailings to students' post office boxes
- Improvement of the summer session Web site
- Posters and banners placed throughout the Macon Campus, including each undergraduate academic building.

The Office of the Executive Vice President and Provost has worked closely with the undergraduate academic deans to coordinate and strengthen summer offerings and with the staff in the Department of Student Affairs to develop appealing summer session extracurricular activities.

Faculty members from the College of Liberal Arts, the College of Continuing and Professional Studies, the Tift College of Education, and the Eugene W. Stetson School of Business and Economics are participating in a Mercer Summer Online pilot program. Working closely with instructional designers in the University's Instructional Technology and Media Centers, faculty members participating in the pilot are committed to ensuring that the summer online course experiences will reflect Mercer's distinctive access to and interaction with faculty.

The following administrative and educational support programs report to the Executive Vice President and Provost and are discussed in this section:

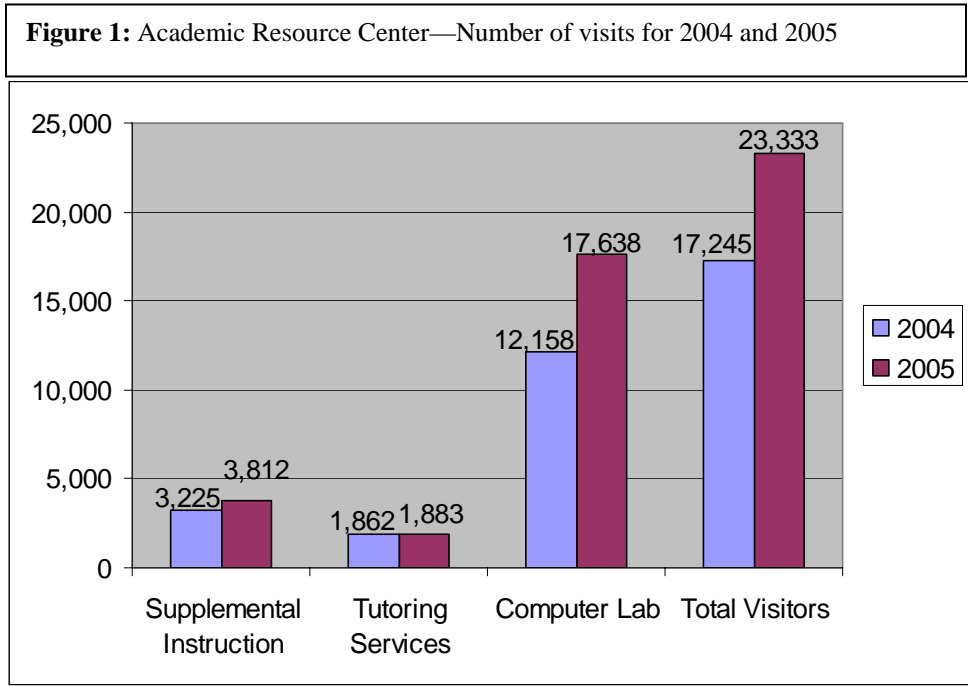
- A. Academic Resource Center
- B. Instructional Technology Center
- C. International Programs
- D. Media Center
- E. Mercer Center for Community Engagement
- F. Mercer Commons
- G. Mercer University Press
- H. Office of Academic and Career Services
- I. Office of Institutional Effectiveness
- J. Office of the Registrar
- K. Office of the Senior Vice President—Atlanta
- L. University Minister

A. Academic Resource Center

The Academic Resource Center, led by the Director, Ms. Sandra Rosseter, is located on the Macon Campus. It offers tutoring and supplemental instruction to students.

The Academic Resource Center continually seeks new opportunities to support both faculty and students at all Mercer locations. Because of its high-profile support services, the Academic Resource Center remains one of the University's most powerful tools for retention. The staff and tutors regularly visit classrooms to acquaint both students and faculty with the department's services. When requested by faculty, services can be provided for specialized course requirements. Attendance sign-ins for Fall 2005 Semester reached an all-time high of **23,333** student visits, an increase of 35% over the Fall 2004 Semester attendance.

Supplemental Instruction	3,812
Tutoring	1,883
Computer Lab	17,638



Several new projects are underway at the Academic Resource Center. Beginning in summer of 2006, the department will offer a one-hour credit course in College Study Skills for

students enrolled in the Freshman Summer Program. The Athletic Department has collaborated with the Academic Resource Center to increase the class limits and offer a second semester of the College Study Skills course to the Women's Soccer Team. Also in preparation for summer 2006, the Academic Resource Center Director and Assistant Director are meeting with Mercer faculty and staff to determine ways the Center can serve students who are taking online courses.

On February 25, 2006, the Academic Resource Center Director and the Assistant Director presented separate programs at the Georgia Tutoring Association's (GATA) annual conference at Macon State College. Academic Resource Center Assistant Director, Ms. Jennifer Zimmerman, serves as President of GATA and coordinated the statewide conference program. Senior Engineering student, Ms. Michelle Heath, a supplemental instructions leader for the Academic Resource Center, also presented and is being mentored by the Academic Resource Center Director, Ms. Sandra Rosseter.

Supplemental Instruction

During the Fall 2005 Semester, the Academic Resource Center provided supplemental instruction study assistance to fifteen sections of pre-calculus and calculus courses, ten sections of entry-level chemistry courses, and four sections of introductory and general physics, for a total of twenty-nine sections. Sixteen supplemental instruction leaders supported sixteen professors in this program.

Figure 2 summarizes the average grade increases of students who attended supplemental instruction sessions in math, chemistry, or physics.

Figure 2: Average grade increases for students who participate in supplemental instruction	
Higher Grades earned by SI Attendees	29 Sections of Mathematics, Chemistry, Physics
1/4 grade on average	16 sections
1/2 grade on average	14 sections
3/4 grade on average	5 sections
One whole grade or more on average	4 sections

Beginning Spring 2006 Semester, MAT 141 Mathematics for the Social Sciences, joins the Supplemental Instruction program. Response from both students and faculty has been positive. During the Spring 2006 Semester, the Academic Resource Center is providing supplemental instruction to eight sections of pre-calculus and calculus, eleven sections of chemistry, and six sections of physics, for a total of twenty-five sections. Seventeen Supplemental Instruction Leaders are supporting eighteen professors in this program.

Tutoring

The University-wide tutoring program continues to serve students across Mercer's colleges and schools. On the Macon Campus during the Fall 2005 Semester, twenty-six peer tutors assisted students in seventeen disciplines and provided help with writing across the curriculum. Tutor labs for Fall 2005 Semester operated a total of 129 staff hours per week and will remain the same for spring 2006.

On the Atlanta Campus, a boost in tutoring requests from both undergraduate and graduate students resulted in an increase of tutors and tutoring hours for Fall 2005 Semester. The number of tutors increased from five to seven, and tutoring hours increased from twenty-four to forty-one per week. These increases remain in effect for the Spring 2006 Semester.

At the Douglas, Henry, and Eastman Regional Academic Centers during the Fall 2005 Semester, thirteen degreed tutors offered assistance on a drop-in basis. In early spring of 2006, the Eastman Center provided students with Learning Plus, the software preparation for the professional test PRAXIS. The Academic Resource Center staff members continued to conduct study skills workshops and service overviews at numerous Regional Academic Center orientations. This participation has provided an opportunity to acquaint new students with the department's services before students even start classes.

Mercer's Academic Resource Center was re-certified by the College Reading and Learning Association (CRLA) to offer Level I Tutor Certification; the certification will be valid

through 2008. Degreed tutors from the Academic Resource Centers on the Atlanta Campus and at the Douglas and Henry Regional Academic Centers have joined the Macon Campus peer tutors in seeking the Level I Tutor Certification. A total of eleven Academic Resource Center tutors are now working toward this international tutoring recognition. One Macon Campus peer tutor, Farran Norris, has already achieved Level I Certification.

Computer Labs

The Academic Resource Center twenty-four hour service operated for seventy-nine nights during the Fall 2005 Semester. During those nights, 3,390 student sign-ins were recorded between midnight and 8:00 a.m., with an average of forty-three students per night. The highest number of students attending on a given night was 114, and Monday proved to be best-attended night.

B. Instructional Technology Center

The Instructional Technology Center is directed by Dr. Michael Drummond. The Center fulfills its mission by:

1. Encouraging and supporting the use of computer technology in the laboratory and classroom and use of the Internet as a tool to supplement traditional forms of instruction and learning
2. Recommending and supporting the use of technology in individual study and research environments
3. Conducting instructional workshops for faculty, staff, and students in a variety of software applications used at Mercer
4. Providing consulting services to faculty to assist in development and delivery of online instructional materials
5. Providing consulting services to assist staff in learning to use application software more effectively
6. Maintaining and supporting the University's course management system, WebCT, through course shell creation, faculty and student instruction, consulting services in course content development, and software administration
7. Coordinating student use of open-access computer labs and technology classrooms on the Macon and Atlanta Campuses, including providing student lab assistants who help students with course assignments that utilize a variety of software applications

Integration of Technology into Instruction

Integration of technology into the curriculum has expanded throughout the University, especially through WebCT, Mercer's course management system that the Instructional Technology Center administers. For the Fall 2005 Semester, the University had more than 350 courses, 218 instructors, and 5,700 enrolled students in blended or online courses that rely on WebCT. The Instructional Technology Center, Applications Programming, and Technical Support Services collaborated to develop and test the integration of WebCT and Mercer's Student Information System.

Five staff members completed the Professional Development in WebCT Course Design

certification. Through the WebCT training and certification process, these staff members have developed advanced skills and expertise to assist instructors in course development and implementation. All staff hold bachelor's degrees, and four hold master's degrees and multiple technology certificates. The Instructional Technology Center staff are currently enrolled in the Distance Education Certified Trainer Program through the University of West Georgia.

In addition to conducting regularly scheduled technology learning sessions for faculty, staff, and students on both major campuses and the Regional Academic Center campuses, the Instructional Technology Center conducts frequent one-on-one consultations with faculty and staff. These sessions are becoming the preferred method of technology learning by many instructors and staff. The staff also visit traditional academic classrooms to instruct students in a variety of software used for course activities, assignments, and projects.

Technology Classrooms and Student Labs

The Center has taken responsibility for daily oversight of the former Education Technology Classroom in Stetson Hall on the Macon Campus. The Center currently has oversight for eight computer labs and classrooms on the Macon Campus and three labs and classrooms on the Atlanta Campus. In September 2005, at the request of the Provost, the Instructional Technology Center submitted a detailed proposal for consolidating daily oversight of all computer labs and classrooms throughout the University. This proposal is currently under revision and consideration by University Administration. Also at the request of the Provost, the Center submitted a proposal for developing a Distance Learning program for Mercer.

New WebCT Server

In December 2005, funds were provided through the Office of the Provost to purchase and install a new WebCT redundant server system to ensure consistent availability for online course delivery. This system is critical just to maintain the current level of the University's online course activity. The Instructional Technology Center and Technical Support Services are

working with WebCT technical staff to install the new hardware and software during the Spring 2006 Semester. This system is required for current online course activities, such as year-end testing in the Southern School of Pharmacy and the online summer 2006 pilot program.

C. International Programs

Dr. Eric Spears is the Director of International Programs. In the 2005–2006 academic year, International Programs experienced its largest enrollment since the office was formed in the fall of 2000. A total of 167 Mercer students will go abroad on either a semester-long or short-term faculty-led program. Seventy Macon undergraduate students will have studied abroad in semester programs at different partner institutions. Australia and Western Europe are still the most popular destinations for Mercer students.

The top three semester programs abroad are: Bond University in Australia (18 students), the Oxford Overseas Study Course in England (15 students), and the Center for Cross-Cultural Study in Seville, Spain (6 students). The newest and fastest growing program is in the Czech Republic at Charles University, which is coordinated by American Institute of Foreign Study. Mercer has four students in Prague this academic year. In addition, Mercer sent its first student to the Denmark International Studies program, which is affiliated with the University of Copenhagen and is one of Europe's oldest study programs for American students (founded in 1958). Please refer to Figure 3 on page 31 for more information about faculty-led programs.

As part of the Quality Enhancement Program, the College of Liberal Arts and the Stetson School of Business and Economics' Macon program traveled together to Brazil for a two-week extended spring break study tour. The Brazil study abroad program is called Mercer Without Borders, which is symbolic for two reasons. First, Mercer Without Borders breaks down cross-cultural borders between Macon's undergraduate students and another culture that is not in Western Europe or Australia—the two most common places for study abroad. This program enables students to interact with facets of a culture within a developing economy. Second, Mercer Without Borders breaks down the academic boundaries between students in the liberal arts and the business schools. Two academic groups (e.g., business and sociology) do not commonly travel abroad and study a country, its culture, politics, and economy at the same

time. Mercer Without Border permits these two different groups of students and faculty, who have different academic perspectives, to explore and to discuss the effects and the opportunities presented by globalization in a Brazilian context. This type of experience cannot be replicated in the classroom.

In December 2005, Dr. Sarah Gardner, Associate Professor of History, and Dr. Eric Spears traveled to Oxford, England to propose a summer Honors Program experience for rising sophomore students. The two professors met with Dr. Francis Warner, Dean of Degrees at The University of Oxford and Director of the Oxford Overseas Study Course, to discuss implementing a new summer program in July of 2007. The proposal was accepted by Mercer’s partner in Oxford, and Drs. Gardner and Spears have begun making plans.

Figure 3: Faculty-led study-abroad programs for Spring and Summer 2006 Semesters

Primary Faculty	Number of Additional Faculty	Number of Students	2006 Semester	Location/Program
Dr. Michael Moore		11	Spring	Belize—tropical ecology students will gain field experience in the coral reef.
Dr. Eric Klingelhofer		2	Spring	St. Croix—archeological research
Dr. Charlotte Thomas	2	19	Summer	Paris, France—philosophy, Latin, and art
Dr. Eimad Houry	2	12	Summer	Morocco and France—North African-European political relations
Dr. Scott Nash		4	Summer	Corinth, Greece—archeological research and dig
Dr. Ed Weintraut		4	Summer	Marburg, Germany—German language and culture program
Dr. Sam Peppas		Not available	Summer	Western Europe—study international businesses
Mr. Thomas Tyner		Not available	Summer	Argentina—immerse students from pharmacy and nursing in Spanish language and culture
Ms. Ann Stewart		Not available	Summer	England—“Heart of England” tour with special lectures from well-known historians and literature experts

D. Media Center

Ms. Kelly Jones serves as the Director of the Media Center. The role of the Mercer University Media Center is to provide New Media and learning technology services, resources, programs, and facilities that address the pedagogical needs and enhance the academic programs of the undergraduate colleges and schools on Mercer's Macon Campus, and that contribute to the overall effectiveness of educational and administrative communication at Mercer. The Media Center provides the following services: acquiring, maintaining, and distributing media and learning resources; managing classroom learning technologies and environments; designing and developing New Media content; and planning and implementing instructional programs for faculty and student development.

New Media in the Classroom

The Media Center provides New Media instruction, support, and assistance to students in undergraduate courses. These students create digital stories, Web pages, blogs, video projects, DVDs, digital presentations, digital images, and audio clips. The Media Center held a workshop in December 2005 and introduced Mercer faculty to many of the New Media applications available in the center.

Ms. Jones represented Mercer at the Apple Digital Campus Leadership Institute held at Georgia College and State University in November 2005.

Video Production

The Media Center provided recording, editing, and production for several campus events including the Professionalism and Vocation Across the Professions colloquium in November 2005, the Baptist Summit in January 2006, intros for the men's and women's basketball teams, and six Grandkid shows (in partnership with the Grand Opera House), which will be viewed by 6,000 local elementary students.

Campus Broadcasting

The Media Center continues to supervise and support the student staff of MERCER99 (channel 99), MercerNet (channel 18), and Mercer Radio.

E. Mercer Center for Community Engagement

Several University initiatives that will strengthen students' development as citizens and leaders have been consolidated in one administrative unit under the leadership of Dr. Peter Brown, Associate Vice President and Professor of Philosophy and Interdisciplinary Studies. The Mercer Center for Community Engagement (MCCE) will combine the functions of the former Mercer Center for Service-Learning and Community Development with the learning initiatives adopted by the University as part of the Quality Enhancement Plan (QEP).

Community engagement has emerged over the past decade as the term for universities applying broad institutional resources to address and solve challenges facing communities through collaboration with these communities. The methods of engagement for academic institutions include community service, service-learning, community-based participatory research, training and technical assistance, capacity-building, and economic development.

The Center for Community Engagement will build University-community partnerships that contribute to community improvements in Macon, incorporate service-learning in academic course work across the University, coordinate the academic and co-curricular elements of new leadership programs being developed for Mercer undergraduates, and work with the deans and faculties of all ten colleges and schools to enhance the ethical development and civic professionalism of Mercer graduates through cross-unit collaboration and community engagement. Community service and civic responsibility have been a vital part of Mercer University's mission since its founding. These recent initiatives and their administrative consolidation mark the University's deepened commitment to preparing the next generation of leaders to build stronger communities and rededicate their professions to civic purposes. Both the Lilly Endowment and the John S. and James L. Knight Foundation have been very strong partners in helping develop these initiatives.

University-Community Partnerships in Macon

Mercer and a number of community partners are making important progress on the Beall's Hill Revitalization Project in the neighborhood immediately adjacent to the Macon Campus. The University received funding from two U.S. Department of Housing and Urban Development grants (\$400,000 and \$150,000) in 1999 and 2003. The project has also been supported by a major grant from the Knight Foundation (\$1.3 million) in 2000. These grants leveraged subsequent funding to the Macon Housing Authority, one of Mercer's primary partners in the Project, in the total amount of \$34.8 million, as well as the commitment by the City of Macon of \$3 million in bond financing. Some of the most important accomplishments of the partnership include:

- 42 dilapidated and abandoned structures demolished
- 58 new or rehabilitated homes built or under construction
- 44 substandard low- to moderate-income owner-occupied homes renovated
- 25 very low-income owner-occupied homes repaired
- 188 units of obsolete public-housing units demolished
- 97 units of mixed-income multi-family units built on public-housing site (Tattnall Place)
- 38% increase in home ownership in Beall's Hill
- 118% increase in number of moderate-income families in Beall's Hill

The first tenants of Tattnall Place took occupancy in March 2006. In addition, one existing structure and seven vacant lots in Beall's Hill have been sold to market-rate builders who will place their houses on the market at price points of \$80–\$90 a square foot.

The singular value of these community engagement partnerships is also indicated by their impact on community leadership. Ms. Pearlle Toliver, a Vice President at Branch Banking & Trust and a Mercer alumna from the 1960s, is one of twenty-five community leaders selected nationwide for a summit meeting at a prestigious Wingspread Conference in April 2006. Ms.

Toliver is the former chair of the Community Advisory Council and sits as a board member on the Beall's Hill Development Corporation. The summit is sponsored by the Johnson Foundation and Community-Campus Partnerships for Health and will focus on national strategies for building authentic campus-community partnerships.

Service-Learning Across the University

Under the very capable direction of Dr. Jean Fallis, the service-learning initiative of the Quality Enhancement Program is continuing to move forward strongly. In January 2006, Mercer's service-learning consultant of North Carolina State University, Dr. Patti Clayton, and her assistant, Dr. Myra Moses, returned to Mercer to conduct a tutorial workshop in Henry County for eight faculty and staff from the College of Continuing and Professional Studies, the Tift College of Education, and the College of Liberal Arts. These faculty and their students will be part of Dr. Clayton's current research and development of an online tutorial for "Reflection in Service-Learning." This tutorial is also intended as a means to assess improvements to students' critical-thinking skills. The research project also includes faculty and students at North Carolina State University and Indiana University-Purdue University at Indianapolis. Clayton will return to Mercer in May 2006 to work with faculty and review results and feedback from the work in spring 2006.

In February 2006, the Center submitted a grant application to the Corporation for National and Community Service for \$400,000 over three years to institutionalize and expand service-learning in Macon, with a focus on the professional schools. Dr. Tracy Lackey, Associate Professor of Education, will serve with Dr. Jean Fallis as Co-Principal Investigator if the grant is awarded. The application was greatly strengthened by the developing partnership between Mercer, John W. Burke Elementary School, Greater Little Rock Baptist Church, Out and Up, Inc., and the Hester Bivins Community Center of the Macon Housing Authority, which has been facilitated by Ms. Cheryl Robinson, MPH, CHES, the Director of Community

Resources for MCCE. Mercer faculty and students provide tutoring and enrichment to Burke students through in-school and after-school tutoring—in addition, the Center for Community Engagement has equipped the Hester Bivins Center and shares operating overhead with Greater Little Rock, which provides supervision and instruction. The Housing Authority provides the space and utilities without charge. A small grant to MCCE from Campus Compact will enable the partnership to hire a Community Center Coordinator in April 2006 to begin offering services through Mercer faculty and students to Burke parents and Tindall Heights adult residents in the areas of adult literacy, computer literacy, and financial literacy as well as health education and wellness training.

Leadership Programs for Undergraduates

The Division of Student Affairs, in support of the QEP's leadership component, has focused on two areas: redefining the Mercer Service Scholars program and developing a co-curricular leadership development program. The Scholar program has been broken into fifteen partial scholarships of \$5,000 annually. Under the leadership of Mr. Kevin Andres, Director of Campus Life, the reformulated program will begin in fall 2006 with the fifteen students. This program will seek to develop strong campus/community leaders through intensive leadership development programming as well as ensuring a strong community-service component. This four-year program will focus on the areas of self-awareness, communication, group processes, administrative skills, and social/community responsibility as the general leadership learning objectives. These same learning objectives are being applied to all co-curricular leadership programming through the Division, beginning with the Leadership MU workshop that took place in February 2006. This workshop offered thirteen sessions with eleven faculty/staff presenters dedicated to different topics on leadership. Fifty students participated in this event. The exit surveys showed that 75% liked the selection of sessions, 94% felt they learned something new about leadership, 98% had a positive experience at the conference, and 87.5% said they will

attend the workshop next year.

Ethical Development and Civic Professionalism

The ethics component of the QEP is led by Dr. Julie Hixson-Wallace, Assistant Dean for Administration and Clinical Associate Professor and Director of Continuing Education for the Southern School of Pharmacy on the Atlanta Campus. The visit of Dr. William Sullivan, senior scholar at the Carnegie Foundation for the Advancement of Teaching, in November 2005 was remarkably successful. The chance to discuss common issues with the direction of professional education revealed challenges and opportunities that Mercer may be uniquely poised to address. The participants in Dr. Sullivan's colloquium are eager to continue this dialogue within the University and hope that Dr. Sullivan will continue to work with Mercer to help rethink aspects of its professional education. In the meantime, the proceedings of the colloquium are being transcribed for distribution, and a roundtable of participants is scheduled for April 2006 to continue the discussion at a greater depth.

The University is also planning for a major symposium around the issues of ethical and social choice, which will engage many professional school students in the spring of 2007. The Symposium will be held on the Atlanta Campus and will feature the book of Rushworth Kidder, *How Good People Make Tough Choices* (1995). The book will also be the focus of professional ethics courses across the University. Kidder argues that, in today's extraordinarily complex and diverse world of choices, moral character must be both mindful and committed. He rejects values clarification as lacking conviction and absolutism. Mercer graduates and students who will be entering professional practice must learn how to grapple with difficult choices with integrity. Mercer University, with its strong historic Baptist identity and its commitment to freedom of conscience and intellect, should stand at the forefront of institutions of higher education who take this challenge seriously and meet it creatively.

F. Mercer Commons

The Mercer Commons is led by Dr. John Dunaway, Director of the Commons and Professor of Foreign Languages and Literature. Through meetings and symposia with faculty, the Commons brings together the ten colleges and schools to build on the University's institutional character and ethos.

Workshops and Events

The Mercer Commons sponsored its second annual Building the Beloved Community Symposium on February 3, 2006. About 200 local pastors and religious leaders, along with Mercer students and faculty, heard talks by the Rev. Gail E. Bowman, Chaplain at Dillard University in New Orleans, who spoke on "Building a Prophetic Future." The keynote speaker, the Rev. Dr. John M. Perkins, a Civil Rights hero and national authority on Christian community development, spoke on the topic, "Building on the Past."

The Commons is sponsoring Faculty Reading Groups in both Macon and Atlanta in the Spring 2006 Semester. Led by Dr. Douglas Thompson, Assistant Professor of Interdisciplinary Studies in the College of Liberal Arts (Macon), and Dr. Loyd Allen, Professor of Theology in the James and Carolyn McAfee School of Theology (Atlanta), the groups will discuss Walter B. Shurden's book, *The Baptist Identity: Four Fragile Freedoms*, as it illumines Mercer's identity as a Baptist University.

The Commons sponsored a one-woman musical drama on March 14, 2006 at McCorkle Recital Hall. Pianist Claudia Stevens, Professor at the College of William and Mary, performed "An Evening with Madame F," a program based upon first-hand accounts of the Holocaust at Auschwitz.

Other News

Judson Press published a manual for teens on responding to God's call on their lives, *Call Waiting: God's Invitation to Youth*, by Dr. Larry L. McSwain, Professor of Ethics and Leadership from the James and Carolyn McAfee School of Theology, and Dr. Kay Wilson Shurden, Faculty Emerita of the School of Medicine. The book was distributed at no charge to 667 Baptist youth workers.

Figure 4: Faculty members serving as Commons Fellows		
FELLOW	TITLE	SCHOOL/COLLEGE
Ms. Laurel Ashworth	Professor of Clinical and Administrative Sciences and Director of the Drug In Center	Southern School of Pharmacy
Dr. W. Carl Joiner	Dean Emeritus	Stetson School of Business
Mr. Mark L. Jones	Professor of Law	Walter F. George School of Law
Dr. Hope McIlwain	Associate Professor of Mathematics	College of Liberal Arts
Dr. Tom Scott	Associate Professor of History	College of Liberal Arts
Dr. Anna K. Silver	Assistant Professor of English	College of Liberal Arts
Ms. Krista Wieters	Instructor of Community Medicine	School of Medicine

G. Mercer University Press

Mercer University Press, with Dr. Marc Jolley as Director, published twenty-three new titles during the first six months of the fiscal year. In addition, the Press published ten reprints. Twenty-one new titles are planned for spring 2006. The following report reviews the work of Mercer University Press during the second half of the 2005–2006 fiscal year.

Publications for January 2006 – June 2006

Carmen Acevedo Butcher, *God of Mercy: Ælfric's Sermons and Theology*

Jack Welsh, *Two Confederate Hospitals and Their Patients: Atlanta to Opelika*

Fred Sauceman, *The Place Setting: Timeless Tastes of the Mountain South, from Bright Hope to Frog Level*

Don Davis, *Homeplace Geography: Essays on Appalachia*

Katherine VandeBrake, *How They Shine: Melungeon Characters in Appalachian Fiction*

Al Stramiello, et al, ed., *A Joyful Passion for Teaching*

John Brinsfield, ed., *The Spirit Divided: Memoirs of Civil War Chaplains, The Confederacy*

Carrie Dumas, *Benjamin Elijah Mays: A Pictorial Life and Times*

Eric Brooks, *Pursuing a Promise: A History of African Americans at Georgia Southern University*

Hank Segars, ed., *John Townsend Trowbridge's The South: A Tour of Its Battlefields and Ruined Cities, 1865–1866*

William R. Smith, *Villa Clare: The Purposeful Life and Timeless Art Collection of J. J. Haverty*

Philip L. Secrist, *Sherman's 1864 Trail of Battle of Atlanta*

Dwight A. Moody, *On the Other Side of Oddville*

Jamie H. Cockfield, ed., *Black Lebeda: The Russian Famine Diary of ARA Kazan District Supervisor J. Rives Childs, 1921–1923*

Tim Hashaw, *Children of Perdition: Melungeons and the Struggle of Mixed America*

Robert Perkins, ed., *Prefaces and Writing Sampler and Three Discourses on Integrated Occasions, International Kierkegaard Commentary Volumes 9 & 10*

Robert S. Davis, *Ghosts and Shadows of Andersonville: Essays in American Civil War Social History*

JoAnn Ford Watson, *Selected Spiritual Writings of Anne Dutton: Volume 3: Autobiography*

Joseph L. Price, *Rounding the Bases: Baseball and Religion in America*

Robert L. Cate, *One Untimely Born: The Life and Ministry of the Apostle Paul*

Marketing News

In the second half of the year, the Press will attend the following activities:

- American Historical Association
- Appalachian Studies Association
- Baptist Heritage and History Society
- BookExpo America
- Building the Beloved Community Symposium (Mercer)
- Cherry Blossom Festival
- Cooperative Baptist Fellowship
- Publishers Association of the South
- Southeastern Conference on the Study of Religion

H. Office of Academic Programs and Advising Services

Dr. C. Jay Pendleton serves as the Associate Vice President and Director of Academic Programs and Advising Services. For the 2005–2006 academic year, the Office of Academic Programs and Advising Services identified and achieved three primary goals:

1. Increased academic support for students in academic difficulty
2. Expanded academic advising services for sophomores
3. Enhanced resources for pre-health students

Students in academic difficulty who are receiving increased academic support include Summer Program participants, students with poor four-week and mid-term progress reports, and students with below a 2.0 GPA in the Fall 2005 Semester. Each group of students was contacted by the Office. In addition, the Office networked with the counseling staff, Residence Life staff, and faculty advisors to provide academic support information to these students.

For the first time, sophomores received mailings during summer 2005 regarding their “Sophomore Year Experience,” i.e., an outline of academic programs and services in which they were encouraged to participate. Parents of these students, as well as their former faculty advisors, were also contacted during the year and provided similar resources. The Office of Career Services developed a “Sophomore Shadowing” program whereby students, especially those undecided about a major, were partnered with a professional in the local community to explore career opportunities. In the area of professional development, the Office is hosting a University of South Carolina teleconference on “The Sophomore Year Experience,” with neighboring colleges and universities invited to attend.

In the area of pre-health programs and services, new guides were developed to assist students in their academic planning, and newly organized information was added to the Web site. In addition, plans are underway for spring 2006 programs that address options in healthcare professions. With the Georgia Baptist College of Nursing’s decision to begin its

course of study in the sophomore year, along with the impending new pre-health programs that Mercer expects to offer in the fall of 2006 and 2007, the Office plans to provide support for an increased number of pre-health students.

The Office continues to experience an increase in the requests for assistance from students' parents. The Office maintains a family listserv and distributes academic updates four to five times per semester. However, staff members find that parents are taking an increasingly active, "hands on," role in their student's academics.

Phi Eta Sigma, the first-year student honor society coordinated by the Office, saw an increase in both the numbers of students inducted into the society and the number of students participating in the group's year-long activities. In spring 2006, approximately 140 out of 200 eligible students were inducted into the organization. Membership is open to any first-year student earning a 3.5 GPA or higher.

Eight students will join Mr. Aaron Adkins, Assistant Director of First Year Programs and Coordinator of Orientation, in attending the regional conference of the National Orientation Association. Dr. Jay Pendleton and Mr. Tony Kemp, Associate Director, will present their academic paper on the Summer Program, which was accepted for presentation at two national conferences in Atlanta: the First-Year Experience conference and the National Academic Advising Association.

Effective February 2006, the Office of Career Services transitioned back to the Division of Student Affairs. To better reflect the breadth of programs and services that the Office provides to all students, not simply first-year students, the Office of First-Year Programs and Academic Advising was renamed the Office of Academic Programs and Advising Services.

I. Office of Institutional Effectiveness Accreditation, Assessment, Planning, and Research

The Office of Institutional Effectiveness, led by Dr. O. Suthern Sims, Jr. as Vice Provost, is in the process of establishing a physical office with all its members in one place. Dr. Sims, Dr. Barry Jenkins, Dr. Whitney McMath, and Ms. Tracey Wofford will join Ms. Sarah May, Ms. Cindy Glance, and Mr. Dan Fischer in the Patterson Building. Additionally, Ms. Susan Gladin will provide support. The Office of Institutional Effectiveness will provide a resource room which will include the following types of resources:

- Accreditation reports and information
- Assessment data and resources
- General Mercer information (such as catalogs, student handbooks, and fact books)
- Institutional research (such as enrollment profiles, trend analysis, and common data sets)
- Planning documents (such as unit strategic plans)
- *President's Reports 1978–2006*
- Program review material
- Student surveys (such as the National Study of Student Engagement and the Graduating Student Survey)

Figure 5: Quick facts about Mercer

Quick Facts	
Academic Programs	95
Administrative and Educational Support units	75
Assessment Plans	171
Accrediting Bodies	21

The Office of Institutional Effectiveness has been very successful in establishing a University-wide assessment system and templates for developing planning material. Currently, the Office is designing a systematic program review process—a requirement of Mercer’s primary accreditor, the Commission on Colleges of the Southern Association of Colleges and Schools (SACS). Program reviews serve to guide the development of individual programs and to inform administrators who are making resource decisions. Each unit of the University undergoes a program review every five to seven years. However, Mercer’s review process utilizes any unit’s review by an outside accrediting body, so those units will not duplicate work.

The result of this process is to analyze the program's functionality based on assessment results, opinions from an outside consultant, and recommendations from the Provost. The units use the results of the program review to improve their programs.

J. Office of the Registrar

The Office of the Registrar, under the leadership of Dr. Marilyn P. Mindingall, has made some staff changes. Ms. LaShunda Dennis joined the Macon Office as the Assistant Registrar for Catalogs and Transfer Credit. Ms. April Cantrell is now serving as the Registrar Associate in the Macon Office.

The registrars throughout the University meet each term to share information and ensure uniformity of procedure. This group of registrars includes those on the Macon Campus, the Atlanta Campus, the Regional Academic Centers, the Walter F. George School of Law, and the School of Medicine. Their collaborative work over the current academic year pertains to new academic programs, transcript fees, student insurance hard waiver, and student directory information.

The Office of the Registrar is preparing for eight of the ten commencements that will occur in May 2006. The University Center on the Macon Campus will serve as a venue for commencement for the first time. The Office of the Executive Vice President and Provost, University Advancement, the Division of Student Affairs, and the Office of the Registrar are collaborating during the planning phases and are meeting with various groups of graduating students to get their feedback and answer their questions.

In addition to the cyclical tasks and projects of the Office of the Registrar, two long-term projects have begun. The first involves the definition of transfer credit articulation agreements between Mercer University and other postsecondary institutions. A format and procedure for putting these agreements in place is under development. A model for such agreements was tested in 2006 in collaboration with the College of Continuing and Professional Studies, the Tift College of Education, the Office of the Registrar, and Griffin Technical College. The work on this model culminated in a signing ceremony on February 2, 2006 between Mercer and Griffin Tech.

The second long-term project pertains to the review of all academic spaces on the Macon Campus. The Office of the Registrar has begun work to better define the academic spaces. The space descriptions will be updated to indicate more than location, room capacity, and set up. Details regarding technology, access, and use potential will be added. Where possible, pictures of the spaces will be available. The Associate Provost and University Registrar, Dr. Marilyn Mindingall, and the Assistant Registrar for Computer/Data Management, Ms. Emmilee Mercer, have met with associate deans and academic departments to determine their specific space needs.

Ms. Lucy Wilson, Senior Associate Registrar; Ms. Kay Webb, Atlanta Registrar; Ms. Sarah McCommon, Associate Registrar for the Regional Academic Centers; and Dr. Mindingall, Registrar, attended the Southern Association of Collegiate Registrars and Admissions Officers in Lexington, Kentucky on February 5-8, 2006. Ms. Wilson served as a session coordinator. One focus of the regional conference, and of particular interest to the Office of the Registrar, was document imaging and management. Web-based systems are available that can automate the process of capturing and inserting content derived from various documents into the Student Information System. The documents can range from applications to transcripts and include both hard copy and electronic copy. The imaging feature allows for the easy internal sharing of student documents with no handling of the original record once it is scanned, which allows the Office to better preserve the old documents and move from the use of microfiche. The Office of the Registrar will continue to review the various products available for document imaging and management.

K. Office of the Senior Vice President—Atlanta

The Atlanta Campus community, led by Senior Vice President for Atlanta, Dr. Richard Swindle, is eagerly anticipating new programs that will have a significant impact on Mercer's future in Atlanta. In fall 2006, a cohort in the new Ph.D. in Educational Leadership program from the Tift College of Education will matriculate in Atlanta. This program will be the second Ph.D. degree offered in Atlanta, the other being a Ph.D. in Pharmaceutical Sciences from the College of Pharmacy and Health Sciences. In addition, a Physician Assistant Program is being established in Atlanta under the auspices of the College of Pharmacy and Health Sciences and as a component of the Center for Health and Learning partnership with Piedmont HealthCare. This program will enroll its first class of twenty-five students in fall 2007, with an eventual total enrollment of at least one hundred students. Currently, a search committee is seeking a director for the Physician Assistant Program. This important position will be filled in time for the director to recruit faculty and staff and prepare for an accreditation visit in November 2006. Piedmont Healthcare officials serve on this search committee.

The Atlanta Campus continues to implement its strategy of using the facilities and the location of the campus to attract activities and events to publicize the University, as well as provide additional revenue. For example, the eMagination Computer Camp will return to the Atlanta Campus in the summer of 2006. eMagination is a national group based in Connecticut, which operates three computer camps in the United States. The first camp on the Mercer Atlanta Campus, conducted in 2005, was extremely successful. Students from all over the United States and other countries participated. Because these students are from the Atlanta area, they and their parents are introduced to Mercer University through this camp. In addition, for the first time this year, the Mercer soccer program in Macon is partnering with the Atlanta Campus to provide soccer camps for Atlanta area soccer players. This camp is being operated by Mercer's soccer coach, Mr. Tom Melville. This is an excellent collaboration between Macon

and Atlanta.

Center for Health and Learning

The partnership between Mercer University and Piedmont HealthCare continues to strengthen. Much of the activity in this partnership is focused in Atlanta and Dr. Richard Swindle, Senior Vice President–Atlanta, is the primary Mercer liaison for this relationship. In addition to the Physician Assistant program, the Piedmont Nursing Scholars Program is slated to be in full force beginning Fall 2006. The current academic year has been a pilot program with twelve students and has been very successful. In 2006–2007, approximately forty-seven students will enroll as Piedmont scholars, which will eventually grow to as many as 150 scholars in the program.

A significant component of the Piedmont Mercer partnership is the research activity between the School of Pharmacy and Fuqua Heart Center at Piedmont Hospital. This partnership involves collaboration between Mercer faculty and physicians and researchers at Piedmont, mostly related to the analysis of cholesterol. Dr. Spencer King and Dr. Robert Superko of Piedmont are working with Dr. Michael Jann, Professor and Chair of the Department of Clinical and Administrative Sciences at Mercer, in establishing means of subtyping/typing HDL and LDL, as well as performing DNA analysis. Piedmont will supply the patients and the plasma samples, and Mercer will house the plasma samples in a -80° freezer on the Atlanta Campus.

Regional Academic Centers

The Regional Academic Centers of Mercer, which fall under the responsibility of the Senior Vice President–Atlanta, are experiencing quite a bit of activity. Construction will begin during summer 2006 on a state-of-the-art science lab at the Douglas County Regional Academic Center. The science lab will be named in honor of Fred and Aileen Boorish, two long-time supporters of the University who have a special interest in the education of students in the

Douglas County area. This lab will provide an opportunity for the students to study science in a first-rate facility, and it will also provide options for the University to offer new programs that involve the physical sciences.

A task force has been appointed to study the potential expansion of the Henry County Regional Academic Center. A meeting was held in January 2006 between President Godsey and other Mercer officials and community leaders in the Henry County area, including state legislative representatives, as well as business and education leaders. The purpose of this task force is to ascertain how Mercer can grow its program offerings in the Henry County vicinity. This area of metro Atlanta is growing very quickly, and the types of programs that Mercer is offering are in great demand. One area of special interest is the potential expansion of the Henry County Center. Currently, space is at a premium in the Center. For example, the Tift College of Education is experiencing significant growth in faculty and programs, and other schools and colleges are also anticipating growth in Henry County. This issue will be high on the University's agenda during the coming academic year.

L. University Minister and Dean of Chapel

With the severing of its ties to the Georgia Baptist Convention, Mercer University embarks upon a new phase of its journey as a Baptist University. Prior to this separation, Mercer's Baptist identity came quite naturally from its formal relation with Georgia Baptists. In the future, however, this identity must be forged on the anvil of intentionality. The University Minister and Dean of the Chapel, Dr. Craig McMahan, contributes strategically to this endeavor by focusing in four primary areas: religious practice, theological reflection, social engagement, and pastoral support.

Each week, Dr. McMahan plans and conducts University Worship services that reflect the best of Baptist tradition, style, and thought. The current semester's theme, *Peculiar Treasures*, includes the spiritual biographies of seminal Baptists like Dr. Martin Luther King, Jr. and Mr. Walter Rauschenbusch. To further enrich the experience of worship, Dr. McMahan has worked collaboratively with Dr. John Simons, who coordinates the Townsend Institute of Church Music, to craft student-led worship events that are creative and deeply rooted in Baptist theology. The Holy Week Tenebrae service is the most recent example of this partnership.

Because authentic faith is perpetually in search of greater understanding, Dr. McMahan provides a variety of opportunities for theological reflection. From leading organized theological discussions with various student groups to having an informal conversation with a student who is struggling with the academic challenges posed to faith, he personally engages students in matters of faith and learning. Plans for two student-centered symposia are presently in progress. The first will focus on faith and vocation, and the second will feature an inter-faith panel discussing the meaning of suffering. Mercer University can offer no greater service to Baptists than to give their students the sturdy footing of a well-informed faith.

The Baptist understanding of the spiritual life calls for an outward expression of inward piety. Social engagement, caring for "the least of these," is a vital component to mature faith.

Fostering involvement in social ministry connects Mercer students to some of Baptist's deepest roots. Along with others from the Mercer community, Dr. McMahan participated in Mercer's relief efforts for the victims of Hurricane Katrina. In addition, he has joined with Mercer students, working on the current Habitat for Humanity house being built near the Macon Campus. Nurturing vital faith through social engagement is a genuinely Baptist part of the "Mercer experience."

The tragic death of a student, the untimely death of a faculty member, and a spectrum of personal crises have become occasions for the University Minister to fulfill an important pastoral role on campus. In times of trauma, the resiliency of faith is both tested and affirmed. The University Minister has been available to offer spiritual support and affirmation to students, faculty and staff who are in need of pastoral encouragement. On some university campuses, a pastoral presence may be deemed a luxury that cannot be afforded or an intrusion that is not needed, but at Mercer it is valued.

Through religious practice, theological reflection, social engagement, and pastoral support, Dr. McMahan is working purposively and persistently to enhance the Baptist identity of Mercer University.

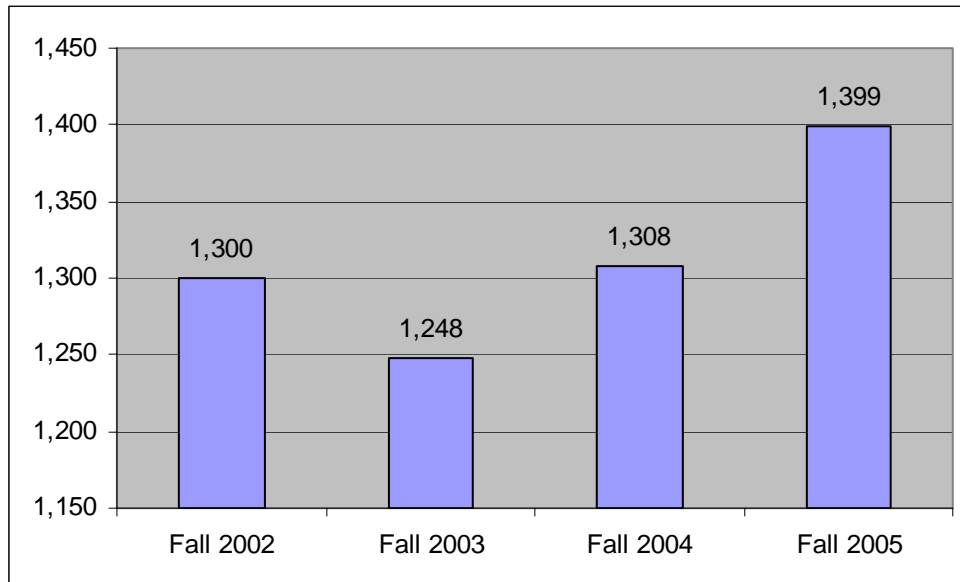
III. ACADEMIC PROGRAMS

Mercer University is made up of ten colleges and schools located on the Macon Campus, the Cecil B. Day Campus in Atlanta, and four Regional Academic Centers in Douglas County, Henry County, Eastman, and Macon. The University offers degree programs in professional, graduate, and undergraduate levels.

A. College of Liberal Arts

Dr. Richard Fallis serves as Dean of the College of Liberal Arts, which continues to enjoy a successful academic year. For the Spring 2006 Semester, 1,303 students are enrolled, which is an increase of 4.65% compared to Spring 2005 Semester and of 10.8% compared to the spring of 2004. The number of seniors who graduate in May 2006 should increase by 6.7% compared with 2005. At the other end of the spectrum, the percentage of first-year students in academic difficulties declined for the third year in a row.

Figure 6: College of Liberal Arts—Fall headcount enrollment 2002–2005



Biology continues to be the largest major in the College, with over one hundred students. Psychology, Communications and Theatre Arts, English, and Political Science also continue to attract many students. These have been among the College's leading majors for many years, but growth has also been notable recently in Journalism, Spanish, Women's and Gender Studies, and Mathematics.

The College has particularly emphasized partnering with other units at Mercer this year. Construction has begun on the new Science and Engineering Building. When completed, it will provide state-of-the art facilities for the College's Department of Physics as well as new opportunities for cooperation with the School of Engineering.

As Physics vacates the first floor of Willet Science Center, space will become available for more instruction in other science fields. Beginning fall 2006, the College will host first-year students from the Georgia Baptist College of Nursing who will receive their General Education on the Macon Campus. To meet their needs, the Biology Department is adding an Anatomy and Physiology sequence and a faculty member in that field, initiatives that should help support other health-related programs on the campuses in both Macon and Atlanta. In conjunction with the Walter F. George School of Law, the College is strengthening advising and instruction for students anticipating legal careers. Through the Townsend Institute, the College's Music Department continues to collaborate with the James and Carolyn McAfee School of Theology in developing graduate opportunities for church musicians.

In January 2006, Dr. Horace Fleming, Executive Vice President and Provost; Dr. Richard Fallis, Dean of the College of Liberal Arts; and Dr. Mary Alice Morgan, Chair of Women's and Gender Studies, met in Washington with John Churchill, executive secretary of Phi Beta Kappa, to review the College's preliminary application to host a chapter of the nation's leading academic honorary society. While gaining a chapter is a slow and painstaking process that may take several more years, steady progress is being made. In a related effort, the College is participating actively in a University-wide program to encourage more highly-qualified students

to apply for national and international scholarships and fellowships. Meanwhile, six of last year's seniors are receiving support for their first year of graduate and professional study through the Wallace Odell DuVall Excellence in Leadership awards.

Students in the Mercer Singers look forward to a tour to Eastern Europe in summer 2006. The Binary Bears, the Computer Science programming team, has again dominated competition in the Southeast this winter. Mercer debaters have done well in regional tournaments. Juniors and seniors in many disciplines will be presenting their research at regional and national conferences.

While teaching is the first priority for the College's faculty, many have applied to the Dean's Office for research funding for the summer of 2006. Among the projects receiving support are studies of native vegetation restoration and Lyme disease by members of the Biology faculty, both involving students in the research. Students and faculty will also collaborate on research in chemistry, environmental science, psychology, and sociology during the summer of 2006. Two members of the faculty will go to Germany to study early documents from the Moravians, who were among Georgia's early settlers, while a third will be researching the history of the *Book of Common Prayer*. Faculty archaeologists will be at work in Greece and on the island of Nevis. One faculty member will complete editing a new edition of the first German grammar published in America while another will begin a new translation of Plato's *Protagoras*. The project to record and distribute the recitals of the Music faculty on compact disc will continue as well as a disc of Aaron Copland's music for two pianos.

Summer funding will also support a number of new initiatives to improve teaching. Faculty members of the Great Books program will participate in a workshop on incorporating the fine arts into their program's curriculum. Faculty associated with the Department of Women's and Gender Studies will gather to study opportunities for including more service-learning in their courses. A professor in mathematics plans to develop a course using handcrafts to teach abstract mathematics, while a colleague in Spanish will be developing a course on practical

Spanish for Macon's medical community. The Interdisciplinary Studies Department is completing a self-study of its First-Year Seminar Program; the College's General Education Committee continues to examine how the curriculum can better meet the goals of providing a broad liberal education.

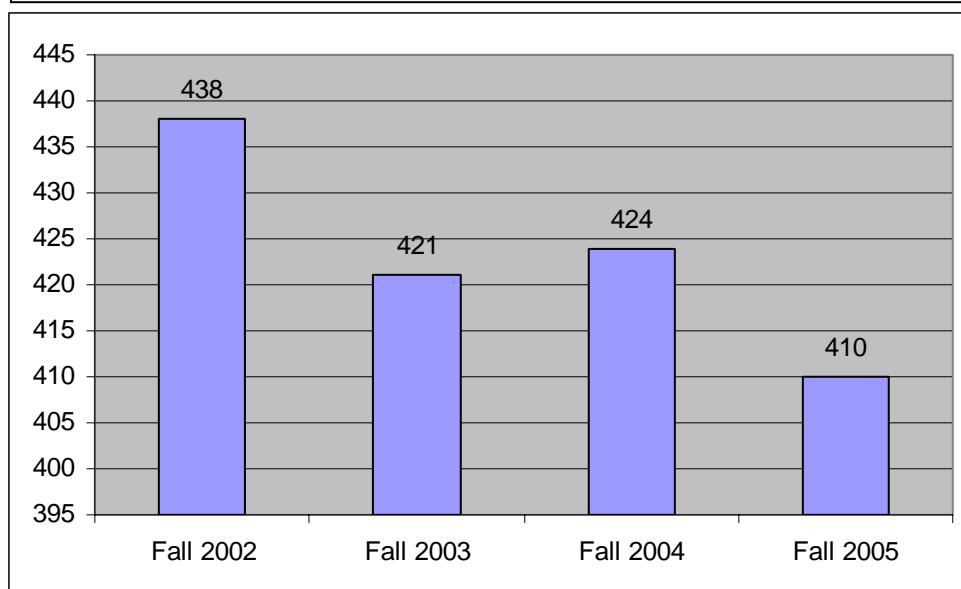
As always, the College seeks both to nurture and challenge students. The College believes that small classes and genuine relationships with faculty members are key. Students often build those relationships in the First-Year Seminar classes, returning to their teachers then for informal advising all through their Mercer careers. Opportunities for research with faculty members and for service-learning in the community further cement relationships. Likewise, building relationships with other units at Mercer is part of a continuing strategy to expand the horizons of what the liberal arts can mean and do on the campus. As John Gardner wrote two decades ago, "Much education today is monumentally ineffective. All too often we are giving young people cut flowers when we should be teaching them to grow their own plants." In the College of Liberal Arts, engagement with faculty mentors, engagement in research, and engagement in the community are all means to help students "grow their own plants."

B. Walter F. George School of Law

Ms. Daisy Floyd, J.D. leads the Walter F. George School of Law as Dean. For the School, enrollment is based on several goals. Significant programmatic aspects of the award-winning Woodruff Curriculum are affected by the student-faculty ratio, as are the goals of continued improvement in the quality of the entering class and high bar passage rates. Classroom space limitations also affect the size of each first-year class; exceeding 150 students in an entering class strains both classrooms and the Legal Writing resources beyond desirable levels. Finally, what makes Mercer different from its competitor law schools is its relatively small size with the resulting accessibility of faculty and staff and the creation of a supportive environment within which to study law.

The Woodruff Curriculum, funded by a generous gift from George Woodruff, is dependent upon a low student-faculty ratio and a small student body. Many advanced courses are taught in small sections in which the primary pedagogy is placing students in roles as lawyers. The Woodruff gift was used in part to reduce the size of the student body. The stated enrollment goal under the Woodruff Curriculum is between 380 and 390. In recent years, the enrollment goal has been between 410 and 420 students.

Figure 7: Walter F. George School of Law— Fall headcount enrollment 2002–2005



Bar Results

Mercer Law graduates once again performed well on the Georgia Bar exam. The pass rate for Mercer graduates who took the bar exam for the first time during the July 2005 administration was 91.1% (103 of 113). The pass rate for Mercer's all-time takers was 89.2% (108 out of 121). The pass rates for first-time takers from the other Georgia law schools were 91.5% for the University of Georgia; 93.5% for Georgia State University; 96.3% for Emory University; and 54.2% for John Marshall-Atlanta.

Faculty

The Mercer Law Faculty was again ranked among the top ten in the nation by *The Princeton Review* on its list entitled "Professors Rock (Legally Speaking)." The ranking, contained in the online version of *The Best 159 Law Schools, 2006 Edition*, is based on responses from student surveys on two ratings: the quality of teaching and the accessibility of faculty. The year 2006 is the second consecutive year that the Mercer faculty has ranked in the top ten.

Law faculty continue to be active in research and publication, speaking, and service activities. On February 13, 2006, Professor Jim Fleissner, representing the United States as a Special Assistant U.S. Attorney, argued on behalf of the government before the U.S. Court of Appeals for the Second Circuit in *The New York Times Co. v. Alberto Gonzales*. The argument was held at the Thurgood Marshall Federal Courthouse in Manhattan. The New York Times was represented by Floyd Abrams of Cahill, Gordon & Reindel.

Other faculty achievements include the following:

- Professor Jack Sammons is a member of the American Bar Association's Georgia Task Force on the Death Penalty, which recently released a report examining Georgia's death penalty. The task force was composed of ten lawyers, including former Georgia Supreme Court Justice Harold Clarke and two former American Bar Association

Presidents.

- Professor Stephen Johnson is serving as co-counsel with the Environment and Natural Resources Law Clinic at Vermont Law School to file an *amicus* brief in the U.S. Supreme Court on behalf of the Association of State Wetlands Managers in *Rapanos v. United States*. The Court heard oral arguments on the case in February 2006.
- Professor David Brennen was elected chair of the Minority Groups section of the Association of American Law Schools
- Professor Linda Edwards was elected to a three-year term on the Board of Governors of the Society of American Law Teachers.
- Dean Daisy Floyd has been appointed by Michael Greco, President of the American Bar Association, to the Association's Presidential Advisory Council on Diversity in the Profession.

Georgia Court of Appeals Visits the Law School

The Georgia Court of Appeals sat at the Law School on October 19, 2005. The three-judge panel, composed of Presiding Judge Edward Johnson, Judge Ann Barnes, and Chief Judge Jack Ruffin, heard three cases in the Law School Courtroom. Students and other visitors attended the oral arguments. Following arguments, the Court members had lunch with the faculty and members of the local judiciary.

Symposia

On November 17 and 18, 2005, The Law School, The Office of Institutional Effectiveness, and the Mercer Commons jointly sponsored a symposium entitled Professionalism and Vocation Across the Professions. The symposium, which was an outgrowth of Professor Mark Jones's Mercer Commons project, brought teams from each of Mercer's colleges and schools together to discuss ways to teach professionalism and vocation. Dr. William Sullivan, Senior Scholar at the Carnegie Foundation for the Advancement of

Teaching was the keynote speaker for the event.

On February 17, 2006, the Mercer Law Review hosted a symposium entitled *Revitalizing FRCP 68: Can Offers of Judgment Provide Adequate Incentives for Fair, Early Settlement of Fee-Recovery Cases?* The symposium examined the continuing apparent underutilization of Rule 68 in federal fee-shifting cases, the reasons it has withered despite the incentives for its use, the states' growing experience with counterpart rules, and proposals to reinvigorate Rule 68 in federal fee-shifting litigation. Eight prominent civil rights and employment discrimination lawyers from around the nation, representing the perspectives of plaintiffs and defendants, provided the principal testimony on the tactical and economic considerations attending the use of Rule 68 offers. They were joined by the Honorable William Schwarzer, a senior federal judge who is perhaps the nation's foremost judicial expositor of the Federal Rules of Civil Procedure and an author of his own proposal for amending Rule 68. The expert panel was rounded out by Mr. Hal Lewis, the Walter F. George Professor of Law, and Mr. Tom Eaton, the Alton J. Hosch Professor of Law at the University of Georgia. Professors Lewis and Eaton are conducting national empirical studies of Rule 68 and related state rules. The symposium proceedings will be published in the *Mercer Law Review*.

American Bar Association and Association of Law Schools Re-Approval Process

The Law School continues to work on a self-study as part of the American Bar Association re-approval process. A site team, made up of representatives from the American Bar Association and the Association of American Law Schools, will visit the Law School in fall of 2006.

Students

On November 4–5, 2005, the Law School team won the Region V, National Moot Court competition in Atlanta. The team, which includes Zach McEntyre, Ann-Patton Nelson, and Brett Thompson, also received awards for the Best Brief in the competition, Best Oralist in the four

preliminary rounds (Ann-Patton Nelson), and Best Oralist in the final round (Zach McEntyre).

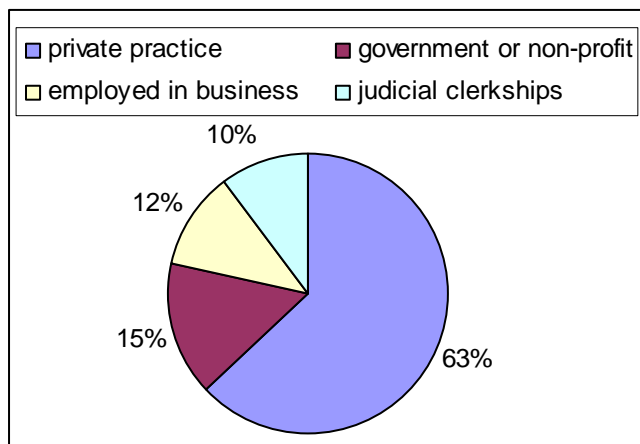
The team advanced to the national competition in New York City. The team is coached by Professor Reynold Kosek.

Three members of the Student Bar Association represented the Law School at Tulane University Law School's Pro Bono Publico Event in January 2006. Students participated in public service projects, toured areas of New Orleans affected by Hurricane Katrina, and listened to speakers who addressed the challenges facing New Orleans. The event was sponsored by the Tulane Student Bar Association.

Placement Statistics for the Class of 2005

The National Association for Law Placement collects statistics on placement of graduates nine months after graduation. The reporting date in February shows that 96.6% of the Law School's 2005 graduates were employed or enrolled in a full-time degree program (please refer to Figure 8). Of the graduates, 81.1% are in Georgia. The remaining are in twelve other states. The average salary for all graduates is \$55,008.

Figure 8: Percentage of employed 2005 Law graduates by type of employment.



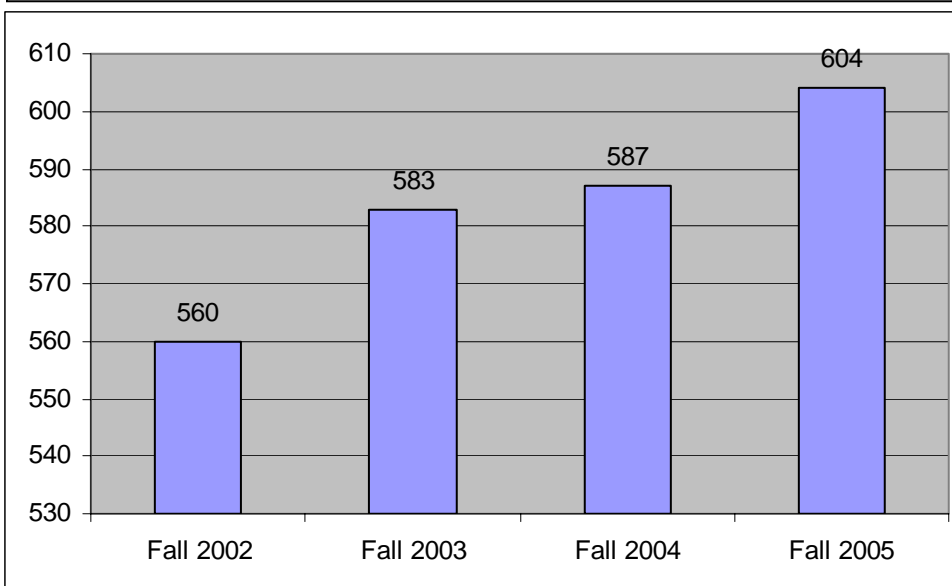
C. Southern School of Pharmacy

Dr. Hewitt “Ted” W. Matthews serves as Dean of the Southern School of Pharmacy and as Vice President for the Health Sciences. Faculty and students have significantly enhanced the reputation of the School via their involvement in professional and academic organizations. The commitment of the faculty, students, and staff to continuous quality improvement has created a good working and learning environment for those constituents.

School Highlights

- Mercer’s Board of Trustees approved the name change from the Southern School of Pharmacy to the College of Pharmacy and Health Sciences, effective July 1, 2006.
- The School is establishing a new Physician Assistant Program to begin fall 2007.
- A review and restructuring of the current experiential program is underway.
- The School established a Pharmacy College to provide community service for DeKalb County residents.
- Dr. Catizone, CEO and Executive Director/Secretary of the National Association of Boards of Pharmacy, will be the 2006 commencement speaker.

Figure 9: Southern School of Pharmacy—Fall headcount enrollment 2002–2005



- Dr. Daniel Hussar, Professor of Pharmacy Practice at Philadelphia College of Pharmacy, served as the second lecturer for the G. Van Green Distinguished Lecture in April 2006.
- Career Day was held on January 12, 2006 with thirty-nine companies and 120 representatives in attendance. Over 47% of fourth-year students were interviewed.
- The Southern School of Pharmacy is ranked third among private pharmacy schools in National Institutes of Health (NIH) funding.
- The School had a record 2,178 applicants for the entering class of 2006.
- The School is engaged in a research initiative with Piedmont Hospital to start a pharmacogenomics program in heart failure patients.

Faculty Highlights

- Dr. Kristi M. Quairoli, Clinical Assistant Professor of Clinical and Administrative Sciences, and Dr. Candace B. Barnett, Professor of Clinical and Administrative Sciences, received a \$1,430 grant from the Center for the Advancement of Teaching and Learning for the “Development of a unique methodology for teaching Spanish to pharmacy students.”
- Dr. Michael W. Jann, Professor of Clinical and Administrative Sciences, was appointed to the editorial board of *Molecular Diagnosis and Therapy*, a journal published by Adis International.
- Dr. Gina J. Ryan, Clinical Assistant Professor of Clinical and Administrative Sciences, passed the Board Certified Pharmacotherapy Specialist re-certification examination.
- Dr. Jennifer R. Montgomery, Clinical Assistant Professor of Clinical and Administrative Sciences, passed the Board Certified Pharmacotherapy Specialist certification examination.
- Dr. Michael W. Jann, Professor of Clinical and Administrative Sciences, and Dr. Ajay K. Banga, Professor of Pharmaceutical Sciences, received a \$44,480 grant from

GlaxoSmithKline for the “Evaluation of enhanced permeation of acyclovir cream by application of ultrasound device versus iontophoresis using cutaneous microdialysis.”

- Dr. Richard A. Jackson, Professor of Clinical and Administrative Sciences, and Dr. Karla T. Foster, Clinical Assistant Professor of Clinical and Administrative Sciences, received a \$27,000 grant from the National Association of Community Pharmacists for “The development of manuals for pharmacy owners to transfer ownership and potential owners to purchase or establish a pharmacy.”
- Dr. Ajay K. Banga received a \$150,000 grant from Pfizer, Inc. for “Enhancement methods for transdermal delivery of proteins,” a \$61,800 grant from Transport Pharmaceuticals for the “Delivery of methotrexate into skin by microneedles,” and a \$35,400 grant from Travanti Pharma for the “Delivery of sumatriptan succinate by iontophoresis.”
- Dr. Stephen J. Cutler, Associate Professor of Pharmaceutical Sciences, Dr. Horace G. Cutler, Senior Research Professor of Pharmaceutical Sciences, and Dr. Stanley H. Pollock, Professor of Pharmaceutical Sciences, were recently awarded a \$19,920 grant from Southwest Medical Association for the “Preliminary Studies in the Isolation and Biological Evaluation of MH41 for Pharmaceutical Use.”

Student Highlights

- The Gamma Psi chapter of Kappa Psi Pharmaceutical Fraternity, Inc. was named as the Chapter of the Year in Province 4. Mr. Scott Fleming, a third-year student, and Mr. Jonathon Shuler, a second-year student, were elected to the Province 4 executive committee.
- The student chapter of the National Community Pharmacists Association (NCPA) placed third among all pharmacy schools in the Pruitt-Schutte Business Plan Competition.
- Third-year student, Mr. Robert Scott Tomerlin was awarded the 2005 Willard B.

Simmons Scholarship by the National Community Pharmacists Association Foundation. Tomerlin received a \$2,000 scholarship and a free trip to the convention. The Simmons Scholarship winner is selected based on an interest in government and community affairs.

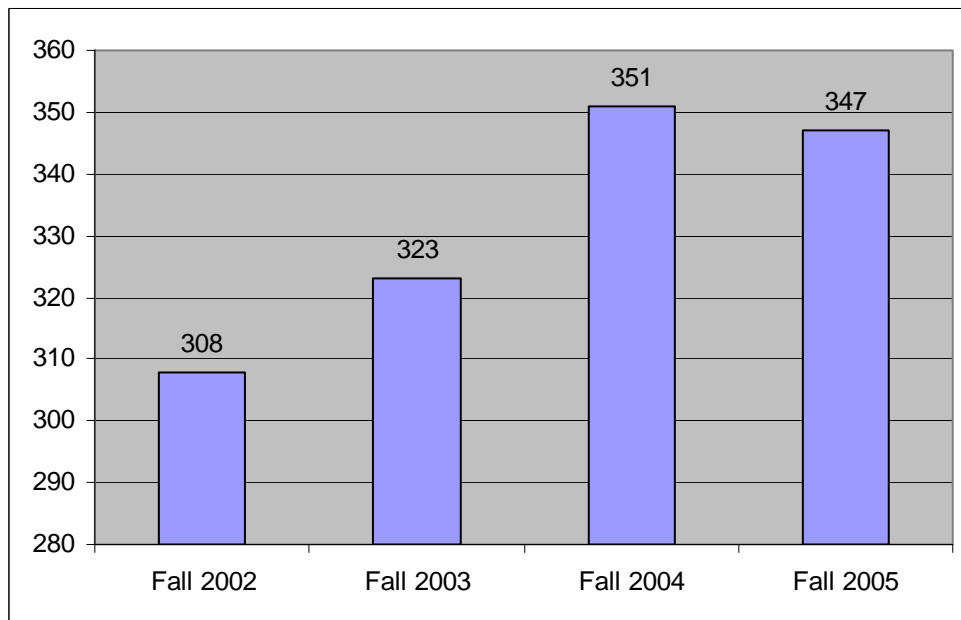
- Mr. Bryan Rodgers, a third-year student, received the National Community Pharmacists Association Foundation 2005 Presidential Scholarship on the basis of academic achievement, leadership qualities, interest in independent community pharmacy, and extracurricular accomplishments.
- The third annual PCAT review session was held with 148 prospective applicants/ students attending.
- Third-year student Ms. Ashley Adams was selected as one of six Zada M. Cooper Scholarship recipients, which is awarded annually by the Kappa Epsilon Foundation.

D. School of Medicine

The School of Medicine has experienced a successful and smooth transition of leadership to Dean Martin L. Dalton, M.D. Dr. Dalton has established an agenda for the School that includes a strong student-oriented approach to overall operations, an increased emphasis on research, responsible stewardship of resources, and increasing the presence of the School within the University and the community.

Dr. Dalton and the School continue to focus on the Liaison Committee on Medical Education (LCME) limited survey and site visit scheduled for October 8–11, 2006. A team from the School of Medicine traveled to the Chicago LCME offices in December 2005 to meet with Dr. Frank Simon, Secretary of the LCME, and Dr. Barbara Barzanski and to discuss plans for addressing LCME's upcoming visit. Dr. Simon and Dr. Bob Eaglen of the Washington LCME office have agreed to visit Mercer on May 11–12, 2006, for an on-site consultation on the School's progress.

Figure 10: School of Medicine—Fall headcount enrollment 2002–2005.



A search is underway for a new chair for the Department of Internal Medicine. The search committee has reviewed applications and is currently interviewing qualified candidates. An appointment is anticipated before the end of the current academic year.

The interview process for the entering student class of 2006 is nearing completion. The School received 703 applications (up 2% from 2005) and has granted 257 interviews for the 60 available positions. Due in part to the strength of the applicant pool, 27 students have received early admission invitations. To date, the admissions committee has selected a total of 49 students for admission. Preliminary results point to the probability of the strongest admissions scores in the history of the School for the entering class of 2006.

Existing students continue to perform quite well as measured by national benchmarks. The junior class was required to take the United States Medical Licensure Examination (USMLE) Step 1 earlier this year. The first time pass rate for the School of Medicine's students (98%) exceeded the national average (93%) for Step 1. The final pass rate was 100%. Mercer's senior students were required to take USMLE Step 2 this year, and the pass rate for this exam stands at 100%, with one score yet to be reported.

The School of Medicine continues to support its students in achieving success in the curriculum and in reaching career choices that serve the needs of the students and the School. An enhanced advisor process for the clinical experiences and career planning will be enacted in April 2006. In addition, the student body has designed a mentorship program that will become active for the next academic cycle.

On March 16, 2006, the seniors will be notified of their residency match. On May 6, 2006, the School of Medicine will confer the M.D. degree on fifty-four new graduates. The graduation speaker will be Julie Louise Gerberding, M.D., M.P.H., director of the Center for Disease Control and Prevention.

The School of Medicine has reported to the Georgia Board of Physician Workforce data from the class of 2000, which completes the database and confirms that the School is meeting

its mission. These data indicate that 50% of the graduates from the class of 2000 are currently practicing in Georgia. Of these graduates in Georgia, 83.3% are practicing in a medically-underserved area and 79.2 % are practicing in a health professions shortage area. Overall, 65% of all School of Medicine graduates who have completed their training are practicing in Georgia.

Dr. Dalton has appointed Walt Newman, Ph.D., as Associate Dean of Research. Dr Newman has enjoyed a long and distinguished career in clinically-oriented research, and will bring that expertise to the new position as he works to improve research infrastructure, productivity, collaborative endeavors, and research funding for the School.

The School jointly sponsored a seminar with the Medical Center of Central Georgia in January 2006 that emphasized developing collaborative transitional research between the two organizations. Plans were announced to improve research support between the Institutional Review Boards of the two organizations. Over 100 faculty from the two institutions participated.

The School of Medicine is identifying opportunities for collaboration with other colleges and schools within the University. For example, the School of Medicine and the Tift College of Education have discussed the possibility of utilizing the Tift College's expertise in education to improve the educational programs of the School of Medicine. Further, the School of Medicine would like to offer its educational programs as a laboratory for Tift College's doctoral candidates. The School of Medicine has also approached the Stetson School of Business with the possibility of developing a financial impact statement for the School and for preliminary discussions on the possibilities of joint educational efforts. In addition, Mercer's medical and law faculty have discussed the potential for collaborative educational opportunities.

At the post-graduate level, the Family Medicine residency program recently received approval for a fellowship in geriatrics—the first School of Medicine affiliated fellowship program. A number of the residency programs at both the Macon and Savannah campuses have recently completed accreditation visits, with full accreditation awarded following each visit.

International activities are ongoing. In the fall of 2005, the School of Medicine facilitated an educational experience for five residents from Japan. Three medical faculty members are scheduled to visit Kurobe, Japan in 2006 as visiting professors. Four students from Kanazawa Medical University will be participating in an educational exchange at the School of Medicine in March 2006, and three medical students will reciprocate with an experience in Kanazawa in the 2006–2007 academic cycle.

The greatest challenge for the School of Medicine continues to be stability in funding streams. The School has been working diligently with the State of Georgia to ensure continued adequate state support for the School. Other challenges will be to improve research infrastructure, develop clinical teaching sites, and the number of faculty in each of the four master's degree programs in the School of Medicine.

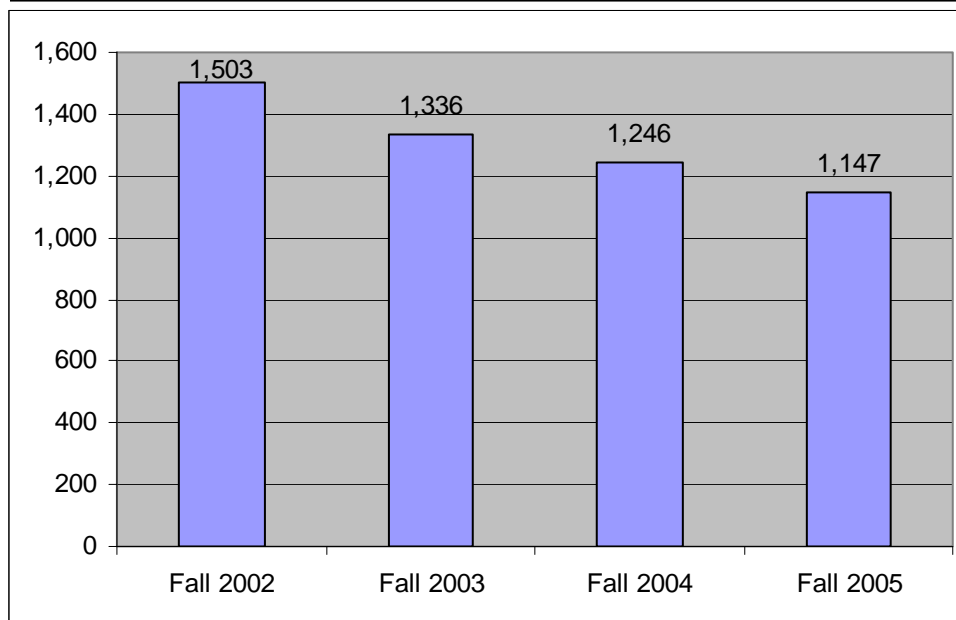
E. Eugene W. Stetson School of Business and Economics

The Eugene W. Stetson School of Business and Economics is led by Dr. Roger Tutterow as Dean. The School offers bachelor's and master's courses on the Macon Campus, Atlanta Campus, and the Regional Academic Centers.

Approximately twenty-five new students attended the spring semester orientation program, which was held on the Atlanta Campus in January 2006. Students were greeted by the Dean, Associate Dean, and Program Directors and introduced to representatives from offices of the Registrar, Bursar, Financial Aid, and other University service components. The MBA program in Macon experienced a twenty percent increase in credit hour production between Spring 2005 and Spring 2006.

The Executive MBA program has been redesigned in a manner that stresses integration of topics and shortens the time required to complete the program. The faculty of the Stetson School of Business and Economics has participated in three workshops to review and revise the curriculum. The MBA program is undergoing a similar review and revision.

Figure11: Stetson School of Business and Economics—Fall headcount enrollment 2002–2005.



In October of 2005, Room 251 of Stetson Hall was dedicated as the Charles H. Andrews Classroom. As part of the dedication, the room was outfitted with a new computer, a smart podium, and new carpet, which was made possible by the generosity of Mr. Robert C. Goddard, III and Ms. Kathleen H. Goddard. Mr. Goddard, a 1977 graduate of Mercer University's College of Liberal Arts, wanted to recognize the contributions of Dr. Charles H. Andrews. Dr. Andrews, the first dean of the Stetson School of Business and Economics, is retiring in June 2006 after thirty years of service.

Faculty News

Faculty research has resulted in publication of numerous articles. The following table displays the articles and publications that were accepted in the 2005–2006 academic year.

Figure 12: List of faculty publications that were accepted in the 2005–2006 academic year.

FACULTY	ARTICLE TITLE	PUBLICATION
Dr. Scott Beaulier	"The Political Foundations of Development: The Case of Botswana"	<i>Constitutional Political Economy</i>
Dr. Linda Brennan	"Operations Management for Engineering Consulting Firms: A Case Study"	<i>Journal of Management in Engineering</i>
Dr. Spero Peppas	"Attitudes of Hispanics and non-Hispanics in the US: A Comparative Study of Business Ethics"	<i>Management Research News</i>
Dr. Steven Simon	"An Examination of the Financial Feasibility of Electronic Medical Records (EMRs): A Case Study of Tangible and Intangible Benefits"	<i>International Journal of Electronic Healthcare</i>
Dr. Vijaya Subrahmanyam (co-author)	"Stock Exchange Governance Initiatives: Evidence from the Italian STARS"	<i>Journal of Banking and Finance</i>
Dr. Vijaya Subrahmanyam (co-author)	"Are Audit Committee Reports Disclosing Enough?"	<i>Managerial Auditing Journal</i>
Dr. Jim Weisel	"How Sensitive Are Your Forecasts?"	<i>Journal of Accountancy</i>

Several faculty members attended conferences during the Spring 2006 Semester.

- Dr. Scott Beaulier participated in three conferences: (1) the Colloquium for Markets and Institutions at New York University, (2) "Liberty and Economics of the Great Depression" sponsored by the Liberty Fund, the Africa Business Forum sponsored by the Wharton

School of the University of Pennsylvania, and (3) the Southern Economics Association.

- Dr. Jordan Blanke made a presentation at the Academy of Legal Studies in Business.
- Dr. Kirk Heriot presented a paper and led a workshop at the U.S. Association for Small Business and Entrepreneurship.
- Dr. Reza Jalili had an article accepted for publication in *The Journal of American Academy of Business* and also attended the American Economic Association Conference.
- Dr. Kenneth Lord attended the Executive MBA Council Conference in Barcelona, Spain, and presented a paper, "Product Placement: Adopting a B@C Strategy to a B@B Market," which he co-authored with Dr. Pola B. Gupta of Wright State University at the Thirteenth Annual Academic Workshop sponsored by The Center for Business and Industrial Marketing at Georgia State University.
- Dr. Allen Lynch was the keynote speaker at the M2005 SAS Data Mining Conference. Dr. Lynch discussed his paper entitled "Predicting the NCAA Dance Card."
- Dr. David McIntyre attended the managerial accounting section of the American Accounting Association.
- Dr. William McNay presented a paper, "Development of Managers in the 21st Century: Deja-vu All Over Again," at the Association of Global Business Conference.
- Mr. John Miller presented a paper at the 47th Mountain Plains Management Conference.
- Dr. Atul Saxena presented a paper at the meetings of the Eastern Finance Association. His paper was entitled "Can Fraud be Predicted?"
- Dean Tutterow delivered several dozen speeches to business and professional groups throughout the state.

Guests and Lecture Series

Dr. Faye Sisk, Associate Professor of Health Care and Management, shared results of her research “Sarbanes-Oxley and Its Impact on Healthcare Organizations: From Spillover to Waterfall,” at the faculty Brown Bag luncheon held in October of 2005. The original research “Sarbanes-Oxley and Non-Profits” was presented and published in the *Proceedings* of the IABAPAD conference in New Orleans and at the Voluntary Hospitals of America Compliance Conference.

The Stetson School of Business and Economics First Week Speaker Series hosted guest lecturer, Mr. Fritz Brown. Mr. Brown is an alumnus of both Mercer and Emory Universities. He began his career with Merrill Lynch in 1987 and later moved to Oppenheimer and Company where he currently serves as Vice President of Institutional Sales. Mr. Bill Astary, Vice President of Lithonia Lighting, visited the Mercer University Atlanta Campus to meet to discuss opportunities for speaking to the business students at a future First Week Speaker Series.

The Stetson School of Business and Economics was featured in the Atlanta MBA Showcase on BusinessWeek.com during November and December 2005. Members of the Stetson School of Business and Economics faculty participated in the Atlanta Business Chronicle’s Business Growth Expo at the Cobb Galleria. Speakers at this event included:

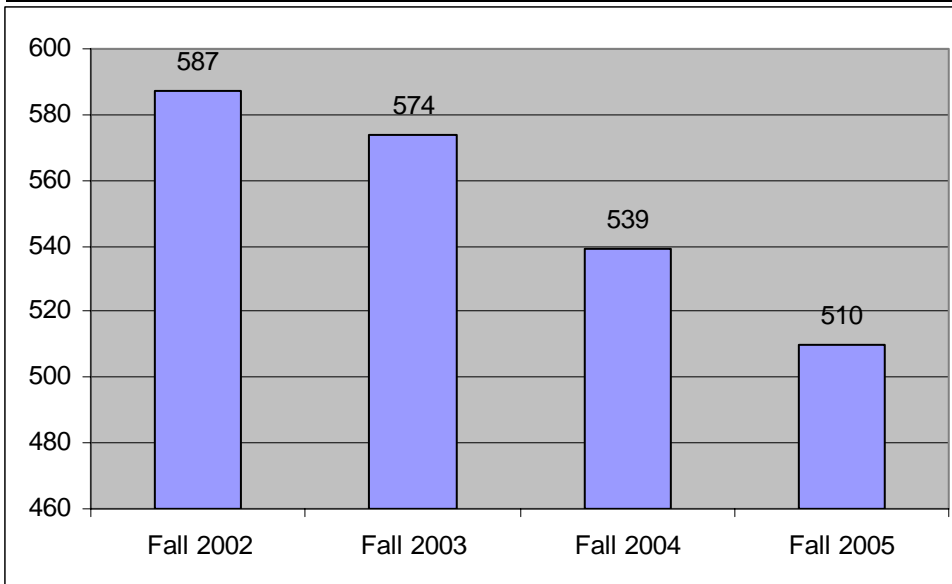
- Jeff Gitomer, Leading Authority in Sales and Customer Service
- Bob Nelson, Employee Motivation and Energizing Expert
- Jane Applegate, Small Business Management Specialist

F. School of Engineering

Students enrolled in the School of Engineering, led by Dr. Dayne Aldridge as Dean, continue to demonstrate outstanding accomplishments. Four industrial engineering students co-authored a paper that won second place in the 2006 Regional Student Conference of the Institute of Industrial Engineers. The paper reported on a project conducted for local operations of the YKK Corporation of America. Senior students are in the midst of twenty-six design projects. Each project involves a team of students that will culminate with a presentation, a demonstration, and submission of a final report to the project client. The Mercer University Student Chapter of the Institute of Electrical and Electronic Engineers (IEEE) organized and led several projects that engaged students, staff, and faculty in celebration of National Engineers Week.

The School of Engineering faculty approved sweeping changes in non-technical curriculum requirements. Culminating more than two years of effort, the new curricular requirements will not only be responsive to new accreditation requirements, but will also allow

Figure 13: School of Engineering—Fall headcount enrollment 2002–2005



students enrolled in engineering undergraduate programs to take greater advantage of the total spectrum of liberal arts courses available on the Macon Campus. The new requirements will become effective in the fall term of 2007.

Dr. Clayton Paul, Professor and Sam Nunn Eminent Chair in Aerospace Engineering, published the second edition of his successful textbook titled *Introduction to Electromagnetic Interference*. The first edition sold more than 16,000 copies and was translated into Japanese and Italian. The second edition will also be translated into Chinese.

Dr. Joan Burtner, Assistant Professor of Industrial Engineering, was invited to publish two papers in the *Annals of Research on Engineering Education*. Both papers deal with the retention of engineering students.

Dr. Philip Olivier, Professor of Electrical Engineering, was selected to lead and host the Southeastern Symposium of Systems Theory in the spring of 2007. Researchers and faculty members from other universities will gather on the Macon Campus in the spring of 2007 for the annual meeting.

Dr. Helen Grady, Associate Professor of Technical Communication, was elected an Associate Fellow of the Society for Technical Communication. Dr. Hodge Jenkins, Assistant Professor of Mechanical Engineering was elected vice chair of the new Mercer University chapter of Sigma Xi, the prestigious society for researchers in all fields of science and engineering.

Gulfstream Aerospace established a business partnership with the Mercer University School of Engineering. The Savannah-based producer of world-class business jets is providing three years of financial support and is working with Mercer faculty and staff to recruit students, assist curriculum development, and provide opportunities for faculty members to gain industry experience. A highlight of the partnership was CEO Bryan Moss speaking at the February 2006 Executive Forum.

The School of Engineering is working with Piedmont Healthcare as part of the Piedmont-

Mercer Partnership to establish joint projects that provide students with real-world engineering experience in healthcare problems and assist Piedmont in providing patients with the best service possible.

The School of Engineering features a new Web site, designed by Ms. Carla Paschke, a 2005 honors graduate of the Technical Communication program. The pages were designed for visual and functional appeal to prospective students and others who seek specific information about School of Engineering programs. Eventually, all the School's Web pages will be replaced with new templates that will facilitate daily maintenance, such as posting daily news items about activities in the School.

The new Science and Engineering Building that will house laboratories and classrooms for the School of Engineering and the Department of Physics is under construction with plans for a March 2007 completion.

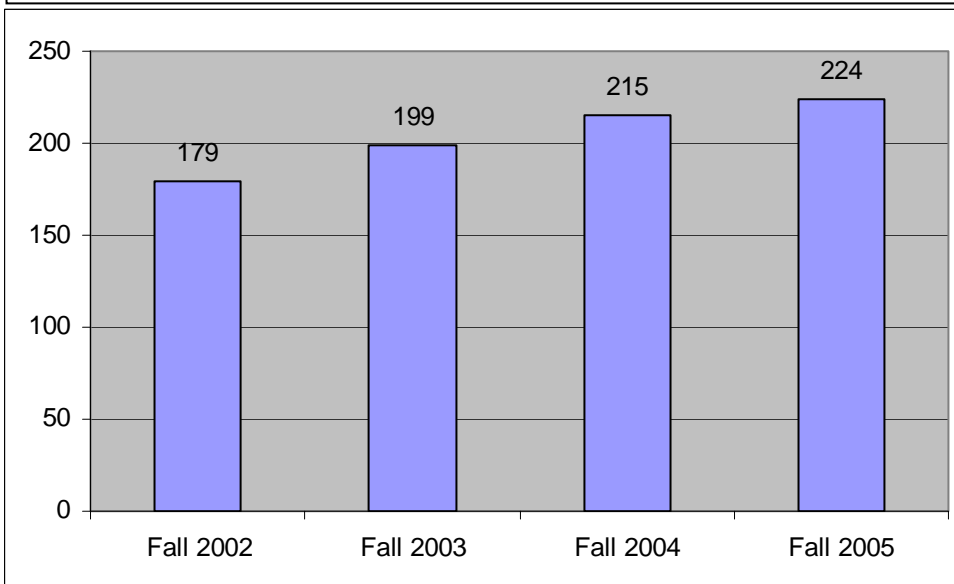
G. James and Carolyn McAfee School of Theology

The James and Carolyn McAfee School of Theology, led by Dr. Alan Culpepper as Dean, continues to grow since its founding in 1996. The academic year has been significant for the School of Theology as the faculty and students absorb the loss of Dr. John Claypool, Visiting Professor of Preaching, in September 2005 and the action of the Georgia Baptist Convention in November 2005. On the positive side, it is the first year of the Pastoral Residency Program, sponsored by the Lilly Endowment; the School is in the midst of a self-study process in preparation for a reaccreditation visit from the Association of Theological Schools in 2007; and the faculty is developing a new concentration in urban ministry.

Enrollment

McAfee admitted twelve new Master's of Divinity students in the Spring 2006 Semester. With some normal attrition, the spring enrollment is 203 master's students. McAfee also admitted eleven new Doctor of Ministry students who will begin summer 2006. For the Spring 2006 Semester, McAfee has twenty-three students in the doctoral degree program and a total of 226 students.

Figure 14: James and Carolyn McAfee School of Theology—Fall headcount enrollment 2002–2005.



Pastoral Residency Program

With the support of the Lilly grant, McAfee has undertaken a five-year program designed to ease the transition from school to church for McAfee graduates who plan to become pastors. McAfee has established a series of two-year residencies for McAfee graduates in teaching churches that support Mercer. Six graduates began residencies in Baptist churches in Georgia in June 2005. Both the residents and the supervising pastors meet in peer groups. Mr. Dock Hollingsworth directs the residency program, meets with the peer groups, and collaborates with partners at the Care and Counseling Center of Georgia and the Pastoral Institute.

Faculty

A search process is underway for a full-time professor of preaching, for the vacancy created by Dr. Claypool's death. McAfee hopes to fill this position by summer 2006. Dr. Graham Walker is on sabbatical leave for the spring 2006, and Dr. Karen Massey is serving as associate dean for the master's of divinity program in his absence.

Endowment

The School of Theology has reached an endowment of \$10,807,818 as of February 2006, with a total of \$28,315,216 received and pledged to the School of Theology as of December 31, 2005. In 2005, the School had a total of 404 donors.

Alumni

After seven graduations, McAfee has 172 alumni. One hundred and thirteen of the 172 are in ministry (66%), which is well above the average for theology schools. Twenty-nine are pastors; fifty-one are associate pastors or serve in staff positions; and twenty-seven are chaplains. Seventeen are pursuing master's of theology or doctoral studies.

Library

In October 2005, the Theology collection in the Swilley Library contained 48,796 volumes, which represents an increase of 3,571 volumes or 7.9% in a year. The continued growth of this collection is vital for the accreditation and the excellence of the academic programs in Theology.

Curriculum

The McAfee School of Theology now has Master of Divinity concentrations in Academic Research, Business, Christian Education, Church Music, Counseling, and Pastoral Care. With support from a grant from Faith and the City, which will begin July 1, 2006, the School will implement a new concentration in Urban Ministry in summer 2006. The Urban Ministry will involve a year of ministry in an urban setting, courses in urban ministry and public policy, and an annual conference in urban ministry. The faculty is also revising the concentrations in Counseling and Pastoral Care and is creating a dual degree program with the Counseling Department of the College of Continuing and Professional Studies.

Events

A number of exciting events are occurring this year:

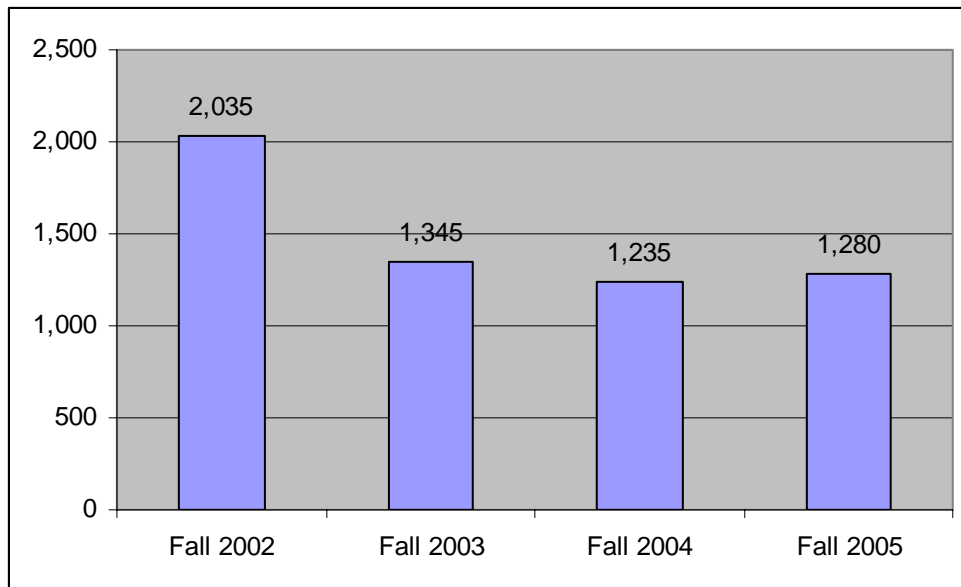
- Eighth McAfee School of Theology Graduation, May 20, 2006
- McAfee Alumni and Friends Dinner, June 22, 2006
- The Mercer Preaching Consultation, St. Simons Island, September 24–26, 2006

H. Tift College of Education

Dr. Carl Martray serves as Dean of the Tift College of Education, which has been engaged in numerous programmatic modifications, as well as the development of the new Ph.D. program in Educational Administration. Modifications to Tift's programs and the development of new programs in the College have been designed to meet and exceed national standards and to address the local needs of the educational communities it serves in Macon, Henry County, Douglas County, Eastman, and Atlanta. The following is a summary:

- The Ph.D. program in Educational Administration, under the leadership of Dr. Penny Elkins, has been approved by the Graduate Council. The College is actively engaged in the search process for “seasoned” doctoral level faculty to work with its current staff during the early stages of this program. In addition, Tift College is preparing to launch its advertising campaign indicating that the first cohorts of students will be enrolled in the Fall 2006 Semester.

Figure 15: Tift College of Education—Fall enrollment numbers for 2002–2005



* Please note that the College of Continuing and Professional Studies formed its own college in January 2003. The reduction in enrollment reflects that split.

The new masters program in Educational Leadership continues to flourish with strong enrollments. In addition to the cohorts started in the Fall 2005 Semester, the program also initiated a new cohort of twenty-five students in January 2006 in partnership with the Gwinnett County School System, which is the largest district in the state.

- Tift College of Education faculty are ready to initiate the new program in Early Child Care and Learning designed to meet new certification standards for professionals working in the Birth-5 field. This program will serve as a model, as it was developed as part of a partnership process with the Professional Standards Commission, which provided a \$50,000 grant for the purpose of development of certification standards in this new certification area. Also, Tift College received a \$200,000 grant from the Department of Early Care and Learning concerning infrastructures for professional training for providers of early care programs in Georgia. This grant is underway and is allowing the College to form many partnerships and contacts that should have a positive effect on this Fall 2006 Semester enrollment at the Henry County Regional Academic Center.
- The faculty in Atlanta have modified the current post-baccalaureate certification program into a Master of Arts in Teaching program. This modification should be quite attractive to those individuals who currently hold bachelor's degrees and are interested in becoming teachers. Modifications to the current master's and specialist's degrees should also increase the attractiveness of these degrees for individuals currently practicing in the field.

The faculty and staff activity level is extraordinarily high as Tift College continues its preparation for national accreditation as well as partnering with other schools and agencies. Some of these activities, including faculty performance updates, are provided in the following highlights.

- The electronic portfolio system that utilizes LiveText is now fully implemented. Data from students' portfolios and LiveText are fed into the data management system, which

provides programmatic information to the faculty and administration of Tift College.

- Program chairs have been working with junior colleges and technical schools in the development of articulation agreements to aid in the student recruitment process. Tift College is working on, agreements with Griffin Tech, Gordon College, Georgia Military College, Middle Georgia College, and others.
- Faculty from the Tift College of Education and colleagues from the College of Liberal Arts and the College of Continuing and Professional Studies are serving on content review panels in the development of new certification assessment instruments to replace the current Praxis series in the State of Georgia. In addition, Mercer has been chosen as a field test site for the validation of these assessments. This opportunity will result in students receiving vouchers to offset future costs as they matriculate through the assessment process required by the Professional Standards Commission (PSC) for certification.
- Faculty and staff, under the leadership of Associate Dean Susan Malone, have conducted numerous training sessions concerning the use of LiveText and assessment for adjunct instructors, field supervisors, and students. An ad hoc committee of field supervisors, under the leadership of Professor Carolyn Garvin and Dr. Emilie Paille, has contributed immensely to the development of assessment instruments utilized during field experiences.
- The Tift College faculty have significantly increased their activity through presentations at state, regional, and national professional conferences and publications. The vast majority of current faculty in Tift College of Education have contributed chapters to *A Joyful Passion for Teaching*, a publication that shares the faculty's "passion" for teaching.
- The College has made some advancement in its efforts to upgrade technology

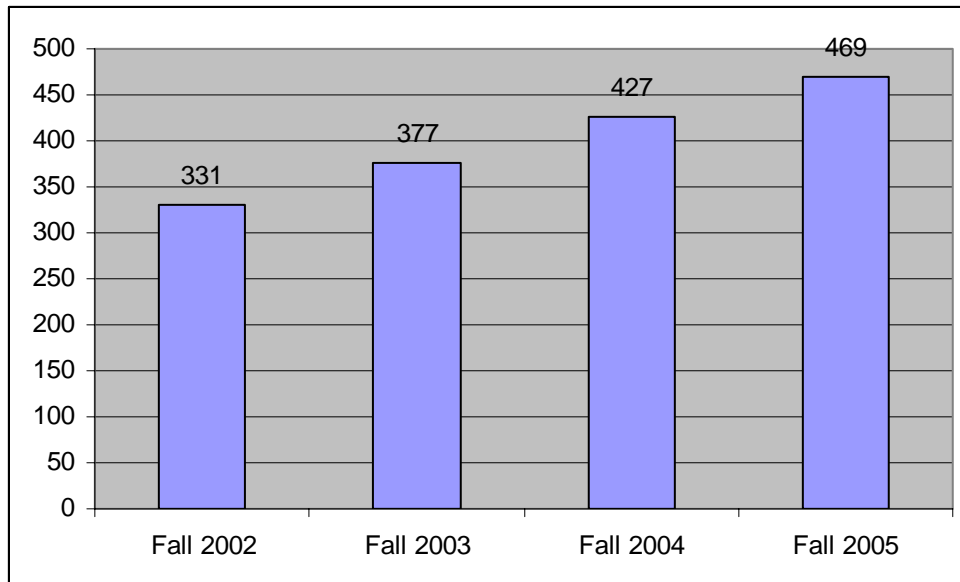
resources in the classrooms. With the assistance of the Provost, Tift College has been able to acquire funding for a mobile wireless computer classroom in Atlanta to offset some of the critical needs at that site. The Tift College hopes to upgrade a couple of classrooms in Macon and one at the Douglas Regional Academic Center in spring 2006.

- Dr. Emilie Paille, Assistant Professor in the graduate program, has initiated a newly-required clinical placement for the College's students. This course is an early field experience, required during students' second semester at Mercer, which is designed to provide a teaching experience (one-on-one tutoring), an early experience in the grade levels of the student's major, and more time in schools—something the program has lacked on the Atlanta Campus. This new clinical experience is required for all students who began the program in Fall 2005 Semester. Students are placed in six school systems in the Atlanta area, both during the day and in after-school programs, as well as in the Family Refugee Center in Clarkston, Georgia, where students new to America and English come for after-school help with homework and language.

I. Georgia Baptist College of Nursing

Dr. Susan Gunby serves as Dean of the Georgia Baptist College of Nursing. On December 8, 2005, forty-eight undergraduate students were honored at a Pinning Ceremony, which celebrated the completion of their course of study for the Bachelor of Science in Nursing degree. This ceremony also included the recognition of students receiving academic achievement awards. Ms. Hilary Herndon Wright received the Davison-McKie-Newton award as the most outstanding graduating student; this award is the highest honor bestowed upon a student by the College of Nursing. Ms. Wright also received the Academic Achievement Award. Ms. Hope Amanda Weed received the Nursing Student of the Year Award, which recognizes a student's outstanding achievement in clinical practice and classroom performance, along with the demonstration of a professional demeanor and caring attitude. The Pi Gamma Chapter of Sigma Theta Tau International honor society recognized Ms. Rebecca Fay Wood for the most outstanding senior project paper; her project was entitled "Teaching Labor and Delivery Nurses about Disseminated Intra-vascular Coagulation."

Figure 16: Georgia Baptist College of Nursing—Fall headcount enrollment 2002–2005.



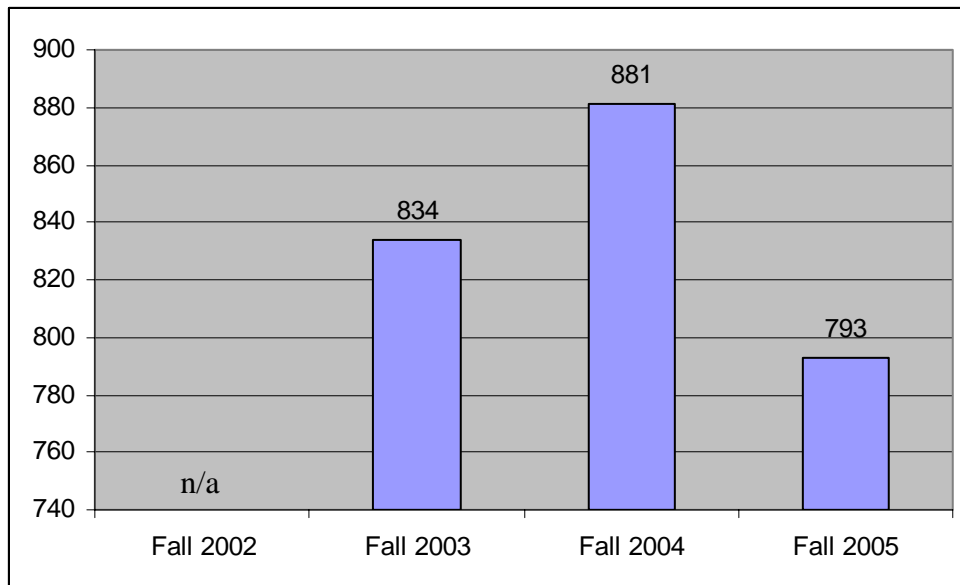
The first initiative under the Center for Health and Learning, a partnership of Mercer University and Piedmont Healthcare, was the selection of the inaugural group of Piedmont Nursing Scholars. Twelve students from the College of Nursing were selected to participate in the scholarship program. Selection criteria included scholastic achievement, evidence of leadership skills, and a commitment to advancing the nursing profession. The students honored at a December 5, 2005 reception held at Piedmont Hospital were Claire Draffin, Susan Garcia, Lisa Giles, Tiffany Johnson, Elizabeth Kennedy, Katie Melton, Lindsay Morales, Stephanie Morton, Kimberly Smith, Lynne Sycamore, Dahvide Taylor, and Christina Vidana.

Georgia Baptist College of Nursing's Pi Gamma Chapter of Sigma Theta Tau International (STTI) honor society was awarded its third consecutive Chapter Key Award at the November 2005 biennial convention of STTI. This award honors chapters that excel in professional and leadership development, recruitment and retention of members, and outstanding publicity and programming. At the biennial convention, the College of Nursing was represented by twenty-four members, including four students. Dr. Susan S. Gunby, Dean of the College of Nursing, presented a research paper entitled "Caring for Dressings and Tubes: Ethical Challenges of Registered Nurses in Caring for Suffering Individuals" at the scientific session of the convention. Faculty members, Dr. Helen Hodges, Ms. Elaine Grier, and Ms. Ann Keeley, presented their research entitled "Professional Resilience, Career Longevity, and Parse's Theory for Baccalaureate Education." Dr. Hodges also presented a paper on "Interdisciplinary Collaborative Problem-Based Learning Between Nursing and Pharmacy Students."

J. College of Continuing and Professional Studies

The College of Continuing and Professional Studies, led by Dr. Tom Kail, Dean, marked the third anniversary of its founding on January 20, 2006. An important milestone that is emblematic of the College's commitment to academic quality and standards at Mercer's Regional Academic Centers includes the establishment of the adult learner orientation program that requires all new students to complete proficiency assessment examinations in writing, reading comprehension, and mathematics. The implementation of higher admission standards, along with a concerted effort through faculty development and other actions to increase learning outcomes and overall student engagement, has begun to create an environment at the Regional Academic Centers where a commitment to high performance is a shared goal among faculty and students. The next challenge for the College of Continuing and Professional Studies is to make a commitment to continuous quality improvement through rigorous assessment of learning outcomes, especially in writing and critical thinking.

Figure 17: College of Continuing and Professional Studies—Fall headcount enrollment 2002–2005.



* Please note that the College of Continuing and Professional Studies split from the Tift College of Education to establish its own college in January 2003.

The new Master of Science in Public Safety Leadership has been approved by the Graduate Council. It will be voted on at the April Board of Trustees meeting. The program is aimed at Metro Atlanta's law enforcement, fire, emergency medical, and other public safety professionals who represent local, state, and federal agencies. In addition to the focus on leadership development, the curriculum includes coursework in terrorism, disaster planning, disaster response, budgeting, and other areas. If approved, the program will be offered on Mercer's Atlanta Campus through the College's Department of Counseling and Human Sciences and will be the only one of its kind in the state of Georgia.

Also on the Atlanta Campus, the College is offering a non-credit certificate program in substance abuse counseling for the state of Georgia Department of Corrections. The program, consisting of five week-long modules offered over five months, prepares Department of Corrections' personnel to take Georgia's Certified Addiction Counselor Examination.

Through its Center for Continuing Counselor Education, the College of Continuing and Professional Studies hosted the third annual Master Therapist Series Workshop entitled "Stop Treating Symptoms and Start Resolving Trauma: Etiotropic Trauma Management and Trauma Resolution Therapy." More than eighty counselors, social workers, therapists, and psychologists from throughout the state of Georgia participated in the workshop held on the Atlanta Campus. The program featured speaker Denise Colson, LPC, author of *Stop Treating Symptoms and Start Resolving Trauma: Inside Out Healing for Survivors*.

Three academic programs are at various stages of preparation for professional accreditation. An outside visitation team representing the Council for Accreditation of Counseling and Related Education Programs will review the master's program in Community Counseling in the spring of 2007. The undergraduate program in Human Services, the College's largest major, is undergoing review for accreditation from the Council for Standards in Human Service Education in the spring of 2007. The undergraduate program in Information Systems is currently studying the feasibility of obtaining professional accreditation from the

Accreditation Board for Engineering and Technology.

Mercer's adult students who enroll at the Regional Academic Centers seek to obtain skills that will enable them to pursue new career opportunities or advance careers in which they are already engaged. Quality and convenience are important attributes that draw students to Mercer, but also important are the programs that address current issues and have relevance to the workplace. Two new interdisciplinary minors (totaling six courses) were developed to meet this need. The first combines science and criminal justice courses so that law enforcement and related professionals can study criminal forensics. The second is in digital forensics and includes courses from the disciplines of criminal justice and information systems. The latter minor is aimed at helping students majoring in criminal justice, information systems, and business understand how technology can be used in illegal activities. These two minors have been approved by the University's Undergraduate Curriculum Committee.

The above initiatives and many others underscore the College's entrepreneurial spirit. Its undergraduate and graduate programs have never been stronger academically. The retention rate of adults seeking to complete their education through the College of Continuing and Professional Studies is significantly above national norms for colleges and universities that serve adult learners with off-campus programs.

K. University Libraries and Division of Library Services

The University Libraries, which are led by Ms. Beth Hammond as Dean, include the Jack Tarver Library on the Macon Campus, the Monroe F. Swilley Library on the Atlanta Campus, and library services to the Regional Academic Centers. The Libraries are involved in many facets of the University academic programs and administrative activities.

Ms. Susan Broome, Associate Director for Technical Services, is Chair-Elect for the House of Delegates, 2006–2007. She is the first member of the Division of Library Services who has been chosen for this leadership role.

Mr. Peter Otto, Education Liaison from the Swilley Library, and Mr. Bob Frasier, Systems Librarian, actively participated in the Mercer University Colloquium/Workshop on Professionalism and Vocation Across the Professions during October and November 2005, which featured keynote speaker Dr. William Sullivan for the Carnegie Foundation. Mr. Otto created a bibliography and list of Web resources about librarianship and professionalism, led a discussion with Atlanta faculty members of Dr. Sullivan's book *Work and Integrity*, wrote a synopsis of the discussion, and moderated a large-group discussion at the Colloquium.

Swilley Library

The Swilley Library has undergone several changes. Beginning in mid-December 2005, new carpet was installed in the building. In January 2006, Swilley Library unveiled a new Web site. This new version of <http://swilley.mercer.edu> keeps the Web site up to date with current usability standards. In cooperation with the Office of Student Affairs, the Library established a study room with a computer and scanner, installed with special software for students with vision challenges. The Library also has software with voice recognition.

Ms. Beth Perry, the Theology Librarian, participated in the McAfee School of Theology Self Study for Association of Theological Schools accreditation and obtained a grant in the "ATLAS for Alumni/ae" program. This program allows McAfee alumni to have free access to the

American Theological Library Association Serials (ATLAS) database, which is the full-text component of the ATLAS Religion Database. In addition, the Swilley Library received new collections in support of the McAfee School of Theology from John Claypool and Daniel G. Ariail, and from Dr. Robert G. Gardner, Senior Researcher at Tarver Library.

The Swilley Library welcomed two new employees, who are described in the table below.

Name	Rank/Position	Previous Rank and Position/Institution	Degrees and Institutions
Kim L. Eccles	Associate Director of Public Services	Director, Library and Academic Support Center—Atlanta Metropolitan College	MSLS degree in Library Science—Clark Atlanta University BA degree in Political Science—Oglethorpe University
Rodrigo Davalos	On-call Library Assistant I	Student Assistant	Master of Business Administration—Mercer University

Brown Art Gallery

The Swilley Library continues to have some fascinating art exhibits in the Brown Art Gallery. Dr. Gene Younts, a former University of Georgia professor, exhibited photographs of Cuba. The next exhibit is entitled, “Architectural Art.” It includes sculpture, photos of landscape design, architectural collages, and linocuts, and is sponsored by the Georgia Chapter of the American Institute of Architects (AIA of Georgia).

Tarver Library

The Chappell Classroom is now open as a lab and study space for students. With this addition, an additional seventeen computer workstations are available for student use. A total of thirty-two workstations are available on the main floor of the library.

The Tarver Library Web site <http://tarver.mercer.edu> has been enhanced and revised to

reflect the activity of Subject Librarians. This site enables the librarians to target specific library resources for particular disciplines and provides a valuable tool for both students and faculty. These pages typically include links to electronic resources, a description of print materials available in the library as well as contact information.

Instruction

Instruction in using the library was offered to 824 students during the Fall 2005 Semester. The Research Clinic assisted twenty-two students October 31–November 4, 2005. A specific emphasis during January 2006 was the Organic Chemistry literature lab, which provided in-depth classroom instruction to 112 students. A Web site was created that outlined the chemistry sources and answered questions frequently asked by students who completed the course in previous semesters.

The Interlibrary Loan Department implemented an e-mail delivery service for articles. Instead of waiting for a photocopied and mailed article to arrive from a lending library, patrons can now receive a PDF file of the scanned article directly to their email account from the lending library.

Special Collections, Tarver Library

Special Collections has continued to serve students, staff, and researchers by providing access to the Baptist history collections and University archives. Since October 2005, the department has had 547 off-campus contacts, assisted sixty-four on-site researchers, and loaned five reels of Baptist records on microfilm, totaling 616 contacts. Print and online indices to collection holdings have been updated, making current information available to researchers. The department also sent recent issues of *The Mercerian* and *The Cluster* for binding.

A number of Mercer students used the archives for class assignments, including participants in the journalism, history, and Southern studies programs as well as students from the Douglas County Regional Academic Center. The department also assisted the Florida Baptist Historical Society with a reference request and worked with members of the Macon

community who needed items from the Meriwether photograph collection.

The department's collections have grown, particularly in the area of Primitive Baptists, a previously under-represented group. Other donations include the library of a longtime Georgia pastor, a handwritten journal that lists minerals purchased for study at both the Penfield and Macon campuses, and numerous church and association records. The niece of a significant Baptist female contacted the department in December upon her aunt's death; staff members are negotiating the transfer of her papers to the department.

A permanent display of about 150 books used by the earliest Mercer students at Penfield (1833–1870) has been installed in a new glass-doored bookcase in the department's reading room. Not only do these books represent early courses taught at Penfield (such as rhetoric, geography, and Latin), but they include such important works as the 1854 Audubon-illustrated set of *The Quadrupeds of North America*. In addition to the bookcase, two new illuminated glass display cases were purchased to allow exhibits featuring various aspects of Mercer's history.

The Georgia Baptist History Depository was represented at the annual meeting of the Georgia Baptist Convention in Columbus, and a staff member attended the fall convocation of the Cooperative Baptist Fellowship of Georgia in Griffin. Plans are underway to update the display panels for spring and summer meetings.

The Office of University Advancement donated several hundred photographs spanning twenty years to Special Collections; student assistants continue to process this collection, which effectively triples the number of University photographs held by the department. Wrapping up the year, staff members were involved in the search for a new department head. Ms. Laura Botts, formerly of Georgia State, joined the department as Head of Special Collections in January 2006.

Regional Academic Centers

Beginning fall 2005, the Douglas and Henry County Regional Academic Centers Libraries established fully-staffed open hours for patron service. Faculty, staff, and students now have access to personal help with resources and technology, and the Libraries are better monitored for equipment and collection security. Weekend hours of operations were expanded in spring 2006 to meet demands.

The Regional Academic Center Libraries are conducting a survey of students and faculty at the Douglas and Henry Centers during spring 2006. Faculty at the Centers and a large sample of students will be queried regarding the quality and usefulness of the print and electronic resources at the Centers Libraries for supporting coursework. Results of the survey should help define what the Centers' community considers appropriate and useful collections at each Center.

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IV. PROMOTIONS, TENURE, AND SABBATICALS

Promotion and Tenure Requests

College of Liberal Arts

Faculty	Department	Promote To
Monty Cole	Music	Associate Professor
Jeff Denny	Mathematics	Associate Professor
Joel Dopke	Chemistry	Associate Professor
Nancy Dopke	Chemistry	Associate Professor
Kedrick Hartfield	Mathematics	Associate Professor
Giselle Hillyer	Music	Associate Professor
Eimad Houry	Political Science	Professor
Paul Lewis	Christianity	Associate Professor
Paul Oppy	Communication and Theatre Arts	Professor Emeritus

Tenure
Monty Cole
Jeff Denny
Joel Dopke
Nancy Dopke
Giselle Hillyer
Paul Lewis

College of Continuing and Professional Studies

Faculty	Department	Promote To
Ian Henderson	Liberal Studies	Professor

School of Engineering

Faculty	Department	Promote To
Joan Burtner	Mechanical and Industrial Engineering	Associate Professor

Tenure
Joan Burtner

Georgia Baptist College of Nursing

Faculty	Department	Promote To
Diane White	Nursing	Associate Professor

Walter F. George School of Law

No Requests

School of Medicine

Faculty	Department	Promote To
James Burke, II	Obstetrics/Gynecology – Savannah	Academic Associate Professor
G. E. Alan Dever	Community Medicine – Macon	Professor Emeritus
Sabry Gabriel	Family Medicine	Professor
Jan H. LaBeause	Medical Library	Library Professor
Lee R. McCarley	Medical Library	Library Assistant Professor
Shariar Sedghi	Internal Medicine	Clinical Associate Professor
Melton Strozier	Psychiatry and Behavioral Science	Professor
James L. Thomas	Basic Sciences	Academic Associate Professor

Tenure
Rachel M. Brown
James L. Thomas

Eugene W. Stetson School of Business

Faculty	Department	Promote To
Harold Jones	Management	Associate Professor
Gina Miller	Assistant Dean/Marketing	Professor

Tift College of Education

Faculty	Department	Promote To
Linda Adams	Early Childhood	Professor
Penny Elkins	Education Leadership	Professor
Leonard Lancette	Middle Grades	Associate Professor
Dana Lilly	Early Childhood	Professor
Emilie Paille	Graduate Education/ Field Experience	Associate Professor
Bruce Sliger	Graduate Education	Professor

Tenure
Mary Kay Bacallao
Ismail Gyagenda
Leonard Lancette
Christopher McCormick
Karen Michael
Emilie Paille

Southern School of Pharmacy

Faculty	Department	Promote To
John M. Holbrook	Pharmaceutical Sciences	Professor Emeritus

James and Carolyn McAfee School of Theology

Faculty	Department	Promote To
Graham B. Walker	Instruction	Professor

University Libraries

Faculty	Department	Promote To
Louise Lowe	Swilley Library	Assistant Professor

Requests for Sabbaticals

College/ School	Employee	Date(s) Requested	Sabbatical Purpose
College of Continuing and Professional Studies	No Requests		
College of Liberal Arts	Drake, Mary Ann	Spring 2007	Research and develop course emphasizing narratives about scientific discoveries
	Pratt, Miranda	Spring 2007	Continue researching eating disorders
	Silver, Andrew	Fall 2006 – Spring 2007	Research, writing, and workshop a companion play to "Combustible/Burn"
	Silver, Anna Krugovoy	Fall 2006 – Spring 2007	Research and develop new upper level English course on "Literature and Medicine"; Prepare an essay on her experiences of dealing with cancer during pregnancy
School of Engineering	No Requests		
Georgia Baptist College of Nursing	No Requests		
Walter F. George School of Law	Wells, Chris	Spring 2007	Research, writing, and visiting professor affiliation at another university
University Libraries	No Requests		
Southern School of Pharmacy	No Requests		

College/ School	Employee	Date(s) Requested	Sabbatical Purpose
School of Medicine	James, Erskine	April – June 2006	Complete Cardiac MRI mini-fellowship
	Roche, Patrick	September 2006 – February 2007	Work with medically indigent in Haiti
	Zalups, Rudolfs K.	October 2006 – April 2007	Research projects at the London Regional Cancer Centre in London, Ontario; visiting professor at the University of Toronto
Eugene W. Stetson School of Business and Economics	Blanke, Jordan	Spring 2007	Further professional development by teaching at another university as a visiting professor or engaging in research and writing
	Brennan, Linda	Spring 2007	Research, writing, and visiting professor affiliation at another university
	Peppas, Sam	Spring 2007	Research and visiting professor affiliation at a European university
Tift College of Education	No Requests		
James and Carolyn McAfee School of Theology	deClaisse- Walford, Nancy	Spring 2007	Work on a book, “Wisdom Shaping of the Book of Psalms”
	Jones, Peter Rhea	Fall 2006	Study at Princeton University; Work on a book on the beatitudes of Jesus
	Massey, Denise	Spring 2007	Work on a textbook on basic skills in pastoral care; Participate in continuing education workshops and conferences

V. STUDENT AFFAIRS

Dr. Douglas Pearson, Vice President for Student Affairs and Dean of Students, leads the Division of Student Affairs. The Division began work in January 2006 to reevaluate and redefine its three-year plan. From a series of staff meetings, five themes were identified that will be used to focus divisional programming and service efforts over the next three years.

1. Build a stronger campus community
2. Develop student leadership programs
3. Enhance multicultural and diversity initiatives
4. Increase professional training and development opportunities
5. Utilize assessment research more effectively in programs

Five division-wide committees, including areas outside of the Division (i.e. Athletics, Orientation, various faculty, etc.), are generating action steps from these themes that will guide the Division's planning and allocation of resources. The Division plans to implement these action steps in fall 2006.

Several organizational changes were implemented in spring 2006. The first change was moving Student Disability Services from the Federally Funded Education Programs (TRIO) into a stand-alone department. This move was made in response to limited funding provided by the federal government. This change also allows the Division to better coordinate University services with the Atlanta Campus and the Regional Academic Centers, as well as to meet Mercer's legal obligations to its student population. Student Disability Services, under the direction of Ms. Carole Burrowbridge now reports directly to the Associate Dean of Students, Mr. Jeremy Baham.

In addition, the Office of Career Services, under the leadership of the Director, Dr. Steve Brown, has been moved from First-Year Programs back into the Division of Student Affairs. Career Services is a natural fit within the Division. This addition will also provide a natural

extension of the Division's leadership program as students transition from campus leadership positions to career placement opportunities and community leadership positions.

Campus Life

The Office of Campus Life, led by Director Mr. Kevin Andres, continues to provide support to the Greek community, to the student activities board, and to more than one hundred recognized student organizations.

The Greek community has been busy both on and off campus. In February 2006, the Interfraternity Council sent four members of its Executive Council to the Southeastern Interfraternity Conference (SEIFC) in Atlanta. SEIFC is a leadership conference for fraternity members in the southeast United States. This is the first time in three years that Mercer has sent delegates to the conference. Since January 2004, Greek debt has been reduced by more than \$50,000.

Also in February 2006, the men of Sigma Alpha Epsilon hosted another successful blood drive, benefiting the American Red Cross. The women of Alpha Delta Pi and the men of Pi Kappa Phi hosted fundraisers for the Ronald McDonald House and PUSH America (People Understanding the Severely Handicapped) respectively. On February 25, 2006, Campus Life and the leadership committee hosted Leadership MU, a conference designed to strengthen student leadership skills. Mr. Jermaine Davis, a nationally-recognized author, entrepreneur, and motivational speaker from Chicago, presented the keynote address to the fifty-two registered participants and ten faculty and staff workshop presenters.

In March 2006, Panhellenic sent six sorority members to the annual Southeastern Panhellenic Conference (SEPC) in Atlanta. SEPC is a leadership conference for sorority women in the southeastern United States. Mercer University is represented each year at SEPC.

Campus Life continues to plan for the Leadership Awards ceremony to be held on April

21, 2006 in Willingham Auditorium. This year, the Greek Life and Campus Life awards ceremonies will be combined into one event, with a reception following.

QuadWorks continues to coordinate a wide variety of popular campus programs. Campus Life co-sponsored Frankenstein films to complement the School of Medicine's workshops, reading groups, panel discussions, and lectures related to the science, literature, and medicine of Frankenstein. Campus Life and Counseling and Psychological Services co-sponsored a "stress-free" day prior to final exams and brought aqua massage beds to campus for student relaxation. Quadworks had another blockbuster Midnight Movie night with more than 662 students in attendance. In February 2006, Homecoming activities proved particularly popular. QuadWorks brought a hypnotist to campus (376 students), coordinated a skit competition (498 students), and hosted a Battle of the Bands (320 students).

Career Services

Students continue to seek career guidance and employment opportunities through the office of Career Services. The professional staff has met with approximately 475 individuals since the beginning of the academic year to discuss career choices, internships, and the job search. In addition, more than seventy-five students have participated in the Spring 2006 Semester programs thus far to include *Careers in Risk Management and Real Estate*, *Dress for Success*, *Preparing for Career Day*, *Finding a Summer Internship*, and *Applying to Graduate School*.

Career Services staff members have visited thirty-two classes to present information about Career Day and Teacher Recruitment Day. Eighty-two employers participated in Career Day on March 1, 2006, which represents an increase of ten employers from last years' event. The increase suggests that the economy is improving and that employers are seeking Mercer graduates. Employers attending this year's Career Day included IBM, the FBI, the IRS, BB&T, Merck Pharmaceuticals, Delta Airlines, Gulfstream Aerospace, Milliken Corporation, and

Northrop Grumman.

Also, forty-two school systems from around the state participated in Teacher Recruitment Day on February 28, 2006. On-campus recruitment for the Spring 2006 Semester includes BB&T, SunTrust Banks, Milliken Corporation, Chick-Fil-A Corporate Headquarters, Warner Robins Air Logistics, Enterprise Rent-A-Car, Northwestern Mutual Financial Network, and CMI Market Research.

Efforts to connect with the Regional Academic Centers have included participation in the monthly coordinating committee at Henry County. Career Services traveled twice to the Eastman Center to speak to classes. Career Services is also supporting the Summer School enrollment initiative by encouraging students to participate in internships for credit.

Counseling and Psychological Services (CAPS)

Counseling and Psychology Services (CAPS) continues to offer individual counseling and psychological services to Mercer students, as well as consultation to the Mercer community, through its two licensed psychologists, Drs. Jeffrey Henderson and Emily Piassick. Ms. Natalie Shaw joined the CAPS team this past fall as Administrative Secretary. The professional staff and Mercer University Peer Educators have completed approximately twelve outreach and educational programs this year, including theme and awareness days pertaining to such diverse topics as body image, sexual assault, alcohol abuse, and stress. The professional staff has also assisted in the training of Orientation Assistants, Resident Directors, and Resident Assistants.

CAPS also continues to serve as a field placement site for outstanding senior psychology students. Ms. Alicia Crampton is now serving in the capacity as the lead Peer Educator and field placement student for the spring semester. She provides leadership to a group of six Peer Educators who are enrolled in a one-hour course to learn peer helping skills taught by Dr. Henderson. Dr. Henderson serves as Advisor to the group and Dr. Piassick serves as Program

Coordinator. Drs. Piassick and Henderson continue to serve as adjunct faculty with the University, teaching Human Sexuality and UNV 101.

Disability Support Services

Disability Support Services continues to provide support services to students with disabilities on the Macon Campus and to provide technical assistance to faculty and administrators on the Macon and Atlanta Campuses, as well as at the Regional Academic Centers. At the beginning of the Spring 2006 Semester, faculty accommodation forms were requested by forty-four of the ninety-seven students currently registered with the office. The number of accommodated exams administered through Disability Support Services during the spring of 2006 is expected to exceed 200.

Both the Tarver Library on the Macon Campus and the Swilley Library on the Atlanta Campus have established workstations to improve access for students with physical, visual, or reading disabilities. An assistive technology software license, received as a grant from Premier Assistive Technology, will permit additional accessibility stations to be placed on all campuses.

Ms. Carole Burrowbridge, the Coordinator on the Macon Campus, has provided training on disability compliance and accommodations to faculty and administrators on the Macon and the Atlanta campuses with additional training planned for both campuses and the Regional Academic Centers in the Spring and Fall 2006 Semesters. To raise awareness of disabilities resulting from brain injuries, Disability Support Services will host a speaker from the Shephard Center during the Spring 2006 Semester.

In conjunction with Delta Sigma Omicron, a new disability service fraternity, an annual faculty recognition award in memory of Mercer Law School Professor Adam Milani will be established this spring 2006. In the fall of 2007, additional magnification technology will be placed on all campuses to increase access for students with visual impairments. To improve accountability and the quality of note-taking services provided to student with disabilities,

student note-takers will begin to receive compensation.

Housing and Residence Life

The Office of Housing and Residence Life, housing approximately 1,750 residents, continues to focus on providing a safe and secure environment for residents while offering programs and services that encourage student development and involvement outside the classroom. The staff in the residence halls provided 210 programs in the Fall 2005 Semester and will continue to offer educational, social, and recreational programs for residents, as well as continue to document any violations of the Student Code of Conduct. The Office staff has implemented a new “personal data card” system to more accurately track residents and their personal information. Residence Life will continue to offer summer housing at a reduced rate to help with the promotion of summer classes. Mr. Jessie Guilliot joined the Office as Assistant Director. He and the rest of the Residence Life staff have selected new resident directors and resident assistants for fall 2007.

Residence Life, along with the Physical Plant, has scheduled renovations and repairs for summer 2006 to keep the facilities competitive with the region. General updates include the following:

- Re-roofing of the Orange Street apartments and some of the flat roofs of MEP
- Replacing and upgrading mattresses with new fire-rated mattresses
- Renovate Roberts Hall to include new carpet and a lounge space
- Completing minor renovations in Shorter Hall and the MEP complex
- Painting the common areas and hallways in Mercer Hall

Fifty sets of furniture will be added to the Adams/Winship apartment complex to support sophomore students required to live on campus. In the past, sophomores were only offered residence hall space. This change will increase the occupancy of the Adams/Winship area to more than 200 residents and enable Housing to offer private bedrooms for all juniors and

seniors who wish to live on-campus.

Judicial Education

The Office of Judicial Education continues to enhance the learning environment for students of Mercer University by adjudicating alleged violations of the Student Code of Conduct. During the 2005–2006 academic year, the Office adjudicated eighty-two cases. In fall 2006, the Office of Judicial Education will institute a new multi-tiered alcohol education program. First-time minor alcohol violators will be required to complete a three-hour online course developed by Outside the Classroom. This course, titled “AlcoholEdu,” is designed to educate students on the dangers and unintended consequences of alcohol use. The program also contains an anonymous survey about campus alcohol use, the results of which will be released back to the University with no identifying information on the students. Repeat offenders, or incidents judged to be of a more serious nature, will be required to attend a “Primed for Life” program. This program is an intensive twenty-hour class taught over a weekend that focuses on the effects and consequences of alcohol abuse.

Recreational Sports and Wellness

Recreational Sports and Wellness continues to provide leadership and direction that engages the students and University community in healthy and active lifestyles through participation in each of the five program areas. The Offices of Recreational Sports and Wellness are located in the University Center and offer Aquatics, Sport Clubs, Fitness/Wellness, Intramural Sports, and Mercer Outdoors to the students and the University community.

Aquatics

The Plunkett Pool underwent major renovations during fall 2005 and spring 2006 with the re-plastering of the pool and the removal of the metal frame covering. These changes gave more room for people to enjoy the facility, increased the lifespan of the pool itself, and reduced potential accidents and liability. More than 2,000 students, faculty, staff, and summer campers

will use the Plunkett Pool during the spring and summer months in 2006. The University Center Pool remains very active as well with aqua aerobics, lap swimming, the kayak roll clinics, the Club Swimming team, physical education classes, and intramural sports events. Also, lifeguard training and swim lessons will be available to the University community in spring and summer 2006.

Sport Clubs

Nine clubs are currently operating on campus. These clubs consist of bowling, karate, sports officials association, soccer, swimming, cycling, Frisbee golf, volleyball, and wrestling. Recreational Sports and Wellness is working in conjunction with Bibb County Parks and Recreation to install a nine-hole course in Tattnell Square Park for Frisbee golf. The wrestling club will be competing in the national championships in the spring of 2006. New clubs that will be organized and active by the end of the Spring 2006 Semester include scuba, ultimate frisbee, golf, and the adventure club.

Fitness and Wellness

The Fitness and Wellness program continues to provide numerous health promotion and wellness programs to students, faculty, and staff. The new fitness incentive program, Healthy "U," that was implemented in the fall of 2005 has proven to be a great success. A total of 329 students are logging in their daily physical activity and have accumulated more than 10,000 points. In addition, 112 faculty and staff participating in the program have accumulated more than 7,000 points. Twenty-nine fitness classes were offered weekly in fall 2005, with more than 3,500 participants. During the Spring 2006 Semester, twenty-two group fitness classes are being offered each week, with an average class participation of twenty. Participation in all areas of the fitness programs are continuing to increase.

Intramural Sports

The Intramural Sports program is showing tremendous signs of growth. From the start

of the Fall 2005 Semester through the mid-point of intramural basketball season this spring 2006, over 600 students participated more than 5,000 times. In addition, more than 4,000 spectators have come out to observe the action. Intramural Sports has had students attend extramural tournaments in Florida, Alabama, North Carolina, and Georgia. More than one hundred student workers have been employed by intramural sports thus far in 2005–2006.

Recreational Sports and Wellness is anticipating approximately fifty teams from other colleges and universities March 10–12, 2006, when Mercer University hosts the Georgia Collegiate Intramural Basketball Championships.

Mercer Outdoors

Mercer Outdoors started the Spring 2006 Semester by taking eight participants on a ski trip to Breckenridge, Colorado. Fourteen students are studying open-water scuba diving and enriched oxygen diving for academic credit through physical education classes sponsored in conjunction with the College of Liberal Arts. The students completed their studies at Vortex Springs, Florida at the end of February 2006. Eight students spent three days camping on a trip to Cumberland Island, which is off the coast of Georgia. To conclude the semester, there will be two rafting trips on the Chattooga and Ocoee Rivers in Georgia and a two-day rock climbing trip in western North Carolina. The University Challenge Course, the on-campus Ropes Course, had more than 400 participants during the fall 2005 and will be busy during the Spring 2006 Semester with physical education classes and group outings.

TRIO Programs

The Federal TRIO programs include Upward Bound and the Educational Opportunity Center and continue to provide programs and services to first-generation, low-income, Pell-eligible students. Due to decreased federal funding, the University has set aside funds to continue to support this population at Mercer.

Educational Opportunity Center

At the beginning of September 2005, the Educational Opportunity Center (EOC) was awarded \$465,429 in federal funding from the U.S. Department of Education to serve 2,050 disadvantaged adults for the 2005–2006 academic year. In an effort to increase enrollment in higher education, the program provides assistance with respect to financial aid and admissions to adults and high school students who desire to pursue postsecondary education. In March and April 2006, the program will host eight financial aid workshops at high schools in Houston and Baldwin Counties. The program will also partner with the Princeton Review to host two SAT Strategy Sessions in the Houston County area. Additionally, the EOC project plans to serve approximately 1,000 participants through outreach workshops at Robins Air Force Base, Central Georgia Technical College, the Department of Labor, and the Department of Family and Children Services.

Upward Bound

For fiscal year 2005–2006, Upward Bound received \$603,103 in grant aid from the U.S. Department of Education to serve 165 students. Upward Bound offers Bibb County high school students supplemental instruction in academic areas, cultural activities, in addition to an intensive six-week residential program that hosts approximately ninety-seven participants. Summer program staff will include Mercer faculty members Dr. Kedrick Hartfield, Assistant Professor of Mathematics, and Dr. Keith Howard, Associate Professor of Mathematics, both from the College of Liberal Arts, along with six Mercer students and/or Mercer Upward Bound graduates.

Forty students participated in four college campus tours to Savannah State University, Georgia Southern University, Tennessee State University, and Vanderbilt University in February–March 2006. Thirty-one seniors took the SAT and applied for college admission for the fall of 2006. One participant has been accepted for admission at Mercer and has been

invited to the Mercer Heritage Scholars Day. Eight Upward Bound students participated in the Georgia Association of Special Programs Personnel Student Initiative Weekend held March 10–12, 2006 at Calloway Gardens in Georgia. The agenda consisted of sessions with state legislators, leadership development workshops, and academic competitions. Eighty students will participate in the 2006 six-week summer residential programs.

Minority Affairs

On February 25, 2006, twenty-five Mercer University students toured the Tubman Museum in recognition of Black History Month. Currently thirty-six minority students at Mercer participate in the Minority Mentor Program along with seven upper classmen that serve as mentors. In March of 2006, 150 students and fifty local minority professionals attended the Seventh Annual Occupational Insight Dinner to network and receive encouragement towards their future professions. Also in attendance were representatives from Inroads and the Ronald McNair Post-Baccalaureate Program (a summer program focused on encouraging under-represented students to pursue a Ph.D. in math or science). Seven students, providing weekly peer tutoring, are anticipated to log more than 400 hours during the spring and summer semesters in addition to two mentoring activities per month.

Mercer University Student Support (Opportunity Scholars)

Mercer University Student Support serves 155 first-generation, low-income and/or disabled students. Services offered include academic advising, financial aid assistance, weekly peer tutoring, group counseling, informational workshops, and other intensive services aimed at retaining students from disadvantaged backgrounds or with an academic need. Three Mercer faculty members will teach in the areas of mathematics, science, and English in summer 2006 for up to fifty Mercer freshmen. These students will receive college credit.

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VI. FINANCE

Dr. Thomas Estes serves as the Senior Vice President for Finance. Finance includes the offices of Accounting, Payroll and Benefits, Human Resources, Computer Application Development, Budget and Institutional Research, and the Mercer Engineering Research Center.

Human Resources Office

The Human Resources Office continued its assessment of University non-faculty staff salaries relative to their respective salary markets. While consistent allocation of funds over the years has allowed the University to make some progress in this area, this updated study demonstrated there is still significant work to be done.

Four models were provided to the University Administration to address the differences between market data/benchmarks and University actuals. One model could be used in part of the budget preparation for fiscal year 2006-2007. Ultimately the selection of the appropriate model would be based not only on the available resources but also on the compensation philosophy of Mercer University and how that philosophy supports Mercer's mission.

During this time period, eighty vacancies were opened with 4,621 applicants utilizing the on-line system that resulted in 82 new hires. This was an increase in 236 additional applicants over the previous six months. The vacancies included 40 staff positions, 6 professional/administrative positions and 34 faculty positions.

Office of Budget and Institutional Research

The Office of Budget and Institutional Research (OBIR) provides informational and analytical resources to officers and academic and support units of the University to effectively realize the mission of Mercer University. Functions include coordination of the annual budget process, internal research, modeling and forecasting for academic and administrative needs, coordination and/or satisfaction of external reporting requirements, and support of planning

efforts at all levels of the University. The office has primary responsibility for satisfying external reporting requirements, such as IPEDS, SACS, college guides, and news magazine college surveys.

A continuing goal of OBIR is development and refinement of information resources supporting planning, assessment and decision-making by Mercer's academic schools and departments. The OBIR internet Web site (<http://www.mercer.edu/pbir/>) features Term Enrollment, Freshman Profiles, Degrees Awarded, Graduation Rates, the Common Data Set (CDS), and the Mercer Academic Research System (MARS).

Bursar Office

With the drop for non-payment policy in place for two years, the amount of tuition revenue written off each year has decreased by 41% from fiscal year 2004 to 2005.

In cooperation with Admissions, the President's Office, Financial Planning, and Mercer Health Systems, the Bursar Office has assisted in implementing the new Student Health Plan/Policy. The new policy requires that all Mercer students, with the exception of students enrolled in the Regional Academic Centers or distance learning programs, will be enrolled in the University sponsored health insurance program. If the student cannot provide proof of insurance, then Mercer will charge for insurance through a secondary insurance company.

In response to student requests, Mercer University now accepts credit card payments online. From January to December 2004, credit card payments received online was \$2,263,962. From January 2005 to December 2005, credit card payments received was \$5,530,713.

Student Loan Office

The University Cohort default rate decreased from 9.63% to 7.44%. This is a record low default rate for the University. The industry norm percentage is below 12%.

Purchasing

Usage of the procurement card has increased by over 3,000 transactions a month and assists with streamlining the use of Accounts Payable vouchers. A new purchasing card policy was drafted and implemented to provide improved guidance University-wide.

Accounting

Mercer University reported a positive cash flow from operations of \$5.5 million and an unqualified opinion from KPMG. Mercer University also successfully completed the annual 2004 A-133 audit of federal funds with no material findings.

With several successful meetings with the Moodys rating agency, Mercer University continues to have an investment grade of Baa2.

Grants and Contract Accounting

Mercer University has successfully implemented a new facilities and administrative cost policy. This policy was drafted to provide incentives to researchers and the individual schools to provide the infrastructure needed to grow research. This policy is University-wide and not by each individual school.

Benefits and Payroll Administration

During the 2005-2006 fiscal year, the challenge for benefits continues to be meeting the University's budgetary needs while maintaining a quality level of health care for employees. The Benefits Advisory Committee recommended a premium rate increase of \$5.00 per employee for this plan year. Mercer will contribute \$6,300 per employee each year up from \$6,180 last year.

Computer Application Development

Computer Application Development meets with its constituent offices on a regular basis and is currently involved in a number of projects determined by each department to be mission critical.

- Enhancing the integration of the Student Information Systems with the WebCT Online Course Development System
- Installing an interface between Student Information System and the new RMS Housing System
- Installing an interface between Student Information System and BearPort to collect Student Insurance waiver information
- Installing an interface between BearPort and Barnes & Nobles to facilitate textbook purchases
- Installing the annual Financial Aid regulation changes and enhancements
- Enhancing the interface between Student Information Systems and the email system to facilitate class listservs
- Enhancing the Fixed Asset system to be updated from Accounts Payable on a nightly basis
- Installing upgrades to the check printing hardware and software

VII. ADMINISTRATION

Administration, under the leadership of Major General Richard N. Goddard, includes Auxiliary Services, Information Technology and Technical Support, Mercer Police, and Physical Plant. Each of these areas continues to provide strong support for the University mission. New and ongoing initiatives cover a broad spectrum of University requirements.

Physical Plant

The Physical Plant workforce continues to be heavily tasked. During the past year, Physical Plant responded to 8,400 work requests on the Macon Campus and approximately 2,000 work requests on the Atlanta Campus. Event set-ups and moves have increased dramatically over the past three years, increasing from 60 per month in 2001 to over 180 per month in 2005.

The rising cost of utilities continues to have significant impact. A recent rate hike approved by the Public Service Commission, combined with fuel cost recovery, has had an adverse effect on the 2005–2006 budget. Estimates for the current fiscal year indicate that utility costs for natural gas and electricity combined could exceed the budgeted amount by as much as one million dollars.

The new Science and Engineering Building continues on schedule. The new building will add 52,000 square feet to the Macon Campus and will provide lab, classroom, office, and auditorium space for the School of Engineering and the College of Liberal Arts' Physics Department. Construction began in December 2005 and is projected to be complete in March 2007. The building, designed by Savannah architect Hussy, Gay, Bell and DeYoung, is being constructed by Chris R. Sheridan & Co of Macon.

Long-range planning has begun on a new Science Center to replace the Willet Science Building. The need for modern labs and science classrooms has grown beyond the capacity of Willet. A committee has been appointed to define requirements and provide overall guidelines

for building design.

Information Technology

Information Technology is the most dynamic and challenging area within the University support infrastructure. During the past year, Technical Support technicians completed 7,516 work orders in support of student, faculty, and administrative staff. Compared to fall 2005, overtime hours have been dramatically reduced through the use of screening software to scrub student computers (worms and viruses) prior to being logged-on to the University network.

All planned upgrades are part of the Mercer Informational Technology Master Plan, which provides a three- and five-year guide to network expansion and system modernization. The plan is updated annually to address issues with emerging technology. Network security and data protection demand constant vigilance.

Major initiatives, which were undertaken during the 2005–2006 fiscal year, include fault tolerance and redundancy upgrades to the key educational server and a storage area network system that will provide the ability to store and manage data on a single, more robust storage architecture shared by many servers. The storage area network system will improve data management, performance, availability, security, backups, and fault tolerance, as well as reduce long-term costs for additional data storage.

Managing limited resources for technology upgrades continues to be a challenge. However, through innovation, strict budget control, and prudent use of consulting expertise, the Information Technology staff continue to provide the University community with capable and reliable networks and computer systems.



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"We are about creating competence, intelligence, creativity, and hope in a new generation. We want every student's presence in the world to make the difference that only that one student can make."

— R. KIRBY GODSEY
University President and CEO

MERCER UNIVERSITY
OFFICE OF UNIVERSITY
ADVANCEMENT,
ADMISSIONS AND EXTERNAL AFFAIRS

supports each college and school and all other academic and non-academic units of the University through the following activities:

- student recruitment
- student financial planning
- student employment office
- fundraising
- marketing
- alumni services
- special events
- donor relations
- grant writing
- governmental relations
- foundation proposals
- community relations



OVERVIEW OF THE
OFFICE OF UNIVERSITY ADVANCEMENT,
ADMISSIONS AND EXTERNAL AFFAIRS



With 10 schools
and colleges, Mercer is the
nation's most comprehensive
university under
10,000 students.

DEVELOPMENT AND FUNDRAISING

- Raise \$2.6 million annually for Mercer Fund — unrestricted funds (the endowment needed to produce this amount = \$50 million)
- Plan and implement the Advancing the Vision Capital Campaign
- Coordinate more than 1,000 volunteers who serve on University boards and/or committees
- Raise funds for schools and colleges, general university, athletics, Mercer University Press, University Libraries, Grand Opera House, endowed scholarships, freshman computers, University Center, Department of Music and new construction and renovations
- Operate the Phonathon — contacting alumni of all schools and colleges
- Cultivate major donors, including President's Club membership and foundations
- Prepare proposals and grant applications
- Assist University President with Board of Trustees events, activities and requests
- Cultivate Georgia Baptist relationships, including Cooperative Baptist Fellowship and churches
- Organize and implement donor recognition program, including plaques, portraits and gifts
- Provide charitable estate planning for donors

ADMISSIONS

- Office of University Admissions (undergraduate admissions)
- Office of Graduate Admissions for Stetson School of Business & Economics (Macon and Atlanta)
- Assist Office of Admissions for McAfee School of Theology
- Undergraduate and graduate admissions for the Regional Academic Centers

ALUMNI AND UNIVERSITY SPECIAL EVENTS

- Plan and implement more than 100 alumni and special events, including scholarship competitions, employee recognitions/retirement ceremonies, golf tournaments, Woodruff House holiday celebration, alumni recognitions, dedications and groundbreakings
- Coordinate alumni boards for the University's schools and colleges, including the national board of directors
- Produce ten commencements
- Sponsor the Mercer Ambassadors and the Tift Scholars
- Handle special programs for alumni, including Chip off the Old Block (Mercer legacies), Half Century Club (alumni who graduated at least 50 years ago), Mercer Connections (alumni gatherings across the Southeast), alumni days and the international alumni program



**OVERVIEW OF THE
OFFICE OF UNIVERSITY ADVANCEMENT,
ADMISSIONS AND EXTERNAL AFFAIRS**



UNIVERSITY RELATIONS AND MARKETING

- Write and design publications and materials for schools and colleges and other University units, such as the Regional Academic Centers, Athletics, Mercer University Press, The Grand Opera House and MERC
- Develop and execute marketing plans for the University and its schools and colleges and other University units
- Handle media inquiries and make “pitches” to promote positive accomplishments of University, schools and colleges, and faculty
- Responsible for all imaging of the University: Mercer Classic (classic car), collateral pieces, logos, wordmark, banners, etc.
- Coordinate photography and uploads online photographs
- Produce special writing and materials, such as remarks, programs, citations, scripts, etc.
- Co-manage the University Web and serve as editor of all Web pages under the content management software system

OTHER FUNCTIONS OF ADVANCEMENT

- Operate the Office of Arts Administration, including The Grand Opera House and Fickling Recital Hall in McCorkle Music Building
- Manage Tift Alumnae House, Lee Alumni House, Woodruff House, 400 Poplar Street Building, Welcome Center, Carriage House, The Grand Opera House and University Center
- Manage Mercer Ticket Sales (MTS), providing ticketing services to The Grand Opera House, Mercer Athletics events, McCorkle Music Series and community performances
- Manage The GrandKids program, the Broadway Series and other booked productions at The Grand Opera House
- Manage The Executive Forum, Georgia’s Premier Business Enrichment Program, which has more than 350 members in Macon and Atlanta

OTHER UNITS

University Advancement is a unit of a much broader department. Other units and responsibilities include:

- Office of Student Employment
- Office of Student Financial Planning
- Office of Resource 25
- Office of Governmental Relations
- Manage the operations and staff of the University Center



VIII. UNIVERSITY ADVANCEMENT

The areas of University Advancement, Admissions, and External Affairs support each college and school and all other academic and non-academic units of the University through the following activities: student recruitment, student financial planning, student employment office, fundraising, marketing, alumni services, special events, donor relations, grant writing, governmental relations, foundation proposals, community relations, and any other activity that promotes and advances the mission of Mercer University. This comprehensive program is led by Ms. Emily P. Myers, Senior Vice President.

Some of the campaign highlights since the December 2005 meeting include:

- \$1,500,000 pledge from the Peyton Anderson Foundation for the construction of the new Science and Engineering Building
- \$750,000 from the Federal Government (HUD) for the construction of the new Science and Engineering Building
- \$109,018.43 from the estate of Winifred Colquitt Williams to establish the Colquitt Scholarship for the Tift College of Education
- \$100,000 from Carolyn McAfee and Tom McAfee for the James T. McAfee Endowed Vision and Leadership Scholarship
- \$51,364.00 from Dr. and Mrs. Frank Graham to establish the Frank B. and Dorothy H. Graham Endowed Scholarship in the School of Medicine
- \$50,000 from Dr. G. Van Greene for the Greene Scholarship at the College of Pharmacy and Health Sciences

Advancing the Vision Campaign

Gift Report Summary
As of March 17, 2006

Advancing The Vision Goal — **\$350,000,000**

<i>PHASE I - Total pledged and received</i>	<i>\$146,166,571.33</i>
<i>PHASE II - Century Center Property given by Remer and Emily Crum</i>	<i>\$62,000,000.00</i>
<i>Total of Phases I and II (Completed)</i>	<i>\$208,166,571.33</i>
PHASE III GOAL	\$142,000,000.00

Total pledged and received to date	\$60,999,085.77
Percentage of Goal Raised to Date	43%
<i>Balance to be Raised</i>	\$81,000,914.23
Total of Phases I, II and III To Date	\$269,165,657.10
Percent of Goal	77%

Griffin B. Bell, *Chair*
Robert L. Steed, *Executive Vice Chair*

Campaign Component Totals For Phase III

MERCER FUND

Phase III Goal - \$9,000,000.00
Received and Pledged to date - \$9,724,613.76
Percent of Goal - 108.05%

SCIENCE AND ENGINEERING BUILDING

Phase III Goal - \$12,500,000.00
Received and Pledged to date - \$12,583,004.00
Percent of Goal - 100.66%

GENERAL UNIVERSITY

Phase III Goal - \$13,500,000.00
Received and Pledged to date - \$10,094,360.74
Percent of Goal - 74.77%

UNIVERSITY CENTER

Phase III Goal - \$10,000,000.00
Received and Pledged to date - \$5,885,924.05
Percent of Goal - 58.86%

UNIVERSITY LIBRARIES ENDOWMENT, TECHNOLOGY UPGRADES, & RENOVATIONS

Phase III Goal - \$4,000,000.00
Received and Pledged to date - \$2,010,805.55
Percent of Goal - 50.27%

STUDENT CENTER RENOVATION

Phase III Goal - \$4,000,000.00
Received and Pledged to date - \$2,000,000.00
Percent of Goal - 50.00%

STETSON SCHOOL OF BUSINESS AND ECONOMICS

Phase III Goal - \$3,000,000.00
Received and Pledged to date - \$1,414,719.54
Percent of Goal - 47.16%

GRAND OPERA HOUSE
Phase III Goal - \$3,000,000.00
Received and Pledged to date - \$1,003,295.00
Percent of Goal - 33.44%

SCHOOL OF MEDICINE
Phase III Goal - \$10,000,000.00
Received and Pledged to date - \$3,322,595.78
Percent of Goal - 33.23%

SOUTHERN SCHOOL OF PHARMACY
Phase III Goal - \$7,000,000.00
Received and Pledged to date - \$1,653,335.36
Percent of Goal - 23.62%

SOUTHERN SCHOOL OF PHARMACY RESEARCH BUILDING RENOVATION
Phase III Goal - \$3,000,000.00
Received and Pledged to date - \$300,000.00
Percent of Goal - 10.00%

GEORGIA BAPTIST COLLEGE OF NURSING
Phase III Goal - \$4,000,000.00
Received and Pledged to date - \$756,505.42
Percent of Goal - 18.91%

SCHOOL OF ENGINEERING
Phase III Goal - \$3,000,000.00
Received and Pledged to date - \$556,329.78
Percent of Goal - 18.54%

WELCOME CENTER (EDUCATION & ADMINISTRATION CENTER)
Phase III Goal - \$6,000,000.00
Received and Pledged to date - \$0.00
Percent of Goal - 0.00%

ENDOWMENT FOR STUDENT SCHOLARSHIPS
Phase III Goal - \$50,000,000.00

General University Goal	\$1,000,000	Rec'd/Ple'd - \$2,606,693.67
Athletic Department Goal	\$2,000,000	Rec'd/Ple'd - \$47,775.00
Music Department Goal	\$2,000,000	Rec'd/Ple'd - \$137,468.25
College of Liberal Arts Goal	\$7,000,000	Rec'd/Ple'd - \$1,660,081.62
W. F. George School of Law Goal	\$5,000,000	Rec'd/Ple'd - \$475,172.01
McAfee School of Theology Goal	\$5,000,000	Rec'd/Ple'd - \$547,177.41
Tift College of Education Goal	\$3,000,000	Rec'd/Ple'd - \$1,033,330.72
School of Medicine Goal	\$10,000,000	Rec'd/Ple'd - \$1,543,209.58
School of Engineering Goal	\$4,000,000	Rec'd/Ple'd - \$431,475.08
Stetson School of Business Goal	\$4,000,000	Rec'd/Ple'd - \$224,900.00
Southern School of Pharmacy Goal	\$4,000,000	Rec'd/Ple'd - \$725,556.21
GA Baptist College of Nursing Goal	\$3,000,000	Rec'd/Ple'd - \$260,757.24
Total Received and Pledged to date - \$9,693,596.79		
Percent of Goal - 19.39%		

University Center Entries for 2005-2006

Figure 18: Number of people who entered the University Center

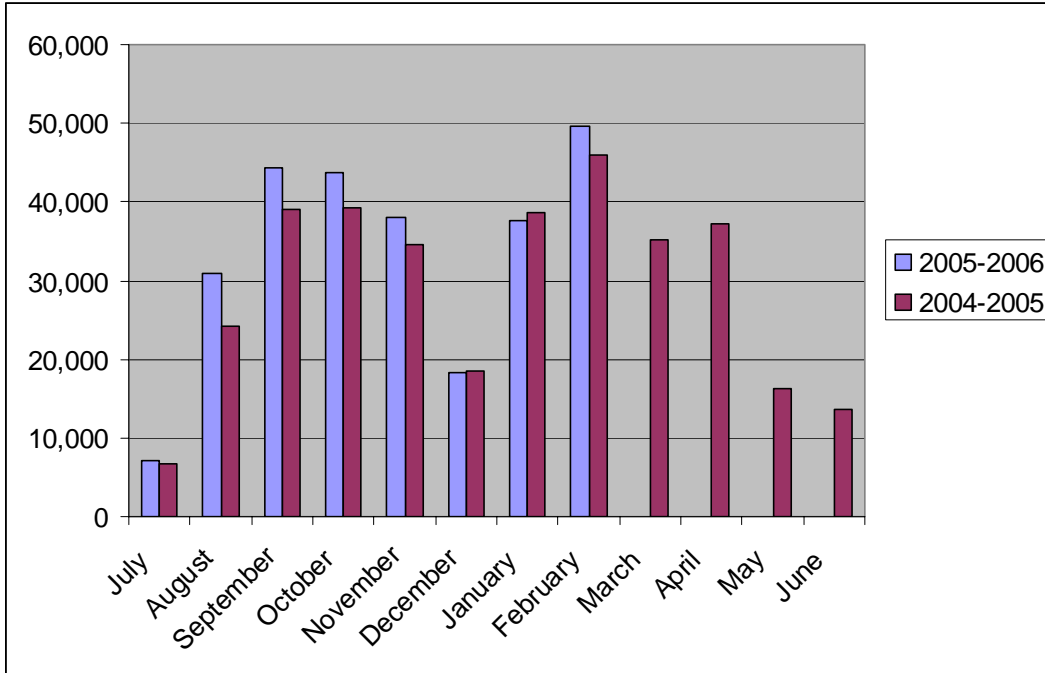
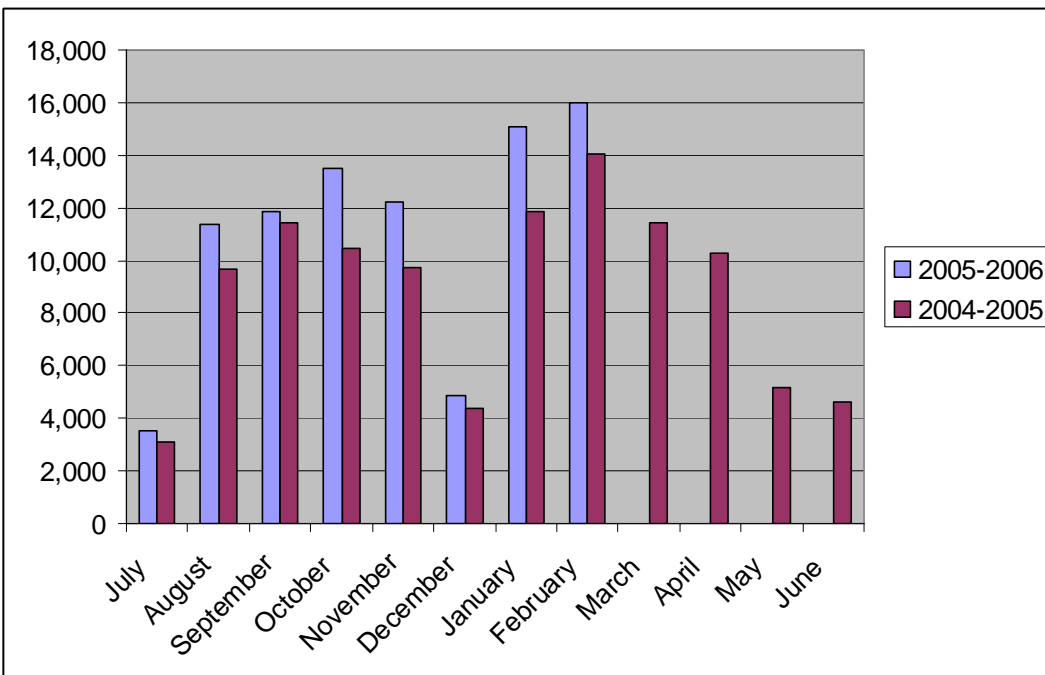


Figure 19: Number of people who entered the Fitness Center



Upcoming Important Dates

Thursday, April 20, 2006

Macon:

6:30 p.m. Board of Trustees Reception and Dinner honoring
Bill and Lesli Underwood - Idle Hour Country Club

Friday, April 21, 2006

Macon:

9:30 a.m. Continental Breakfast for Trustees and Spouses - University Center
10:00 a.m. Board of Trustees Meeting - Griffin B. Bell Board Room, U.C.
12:30 p.m. Luncheon for Trustees and Spouses - Presidents Dining Room, U.C.

Friday, October 27, 2006

Atlanta:

10:00 a.m. President's Club Golf Outing - location TBD
6:30 p.m. President's Club Reception and Dinner in Honor of Bill and Lesli Underwood -
The Georgia Aquarium Ballroom

Saturday, October 28, 2006

Atlanta:

11:00 a.m. President's Club Brunch - Piedmont Driving Club

Saturday, November 11, 2006

Atlanta:

10:00 a.m. Authors Luncheon - Grand Hyatt Atlanta in Buckhead

Commencement Information for Macon and Atlanta

Date: Saturday, May 6, 2006
Time: 9:00 a.m.
Place: Sheffield Center, Atlanta Campus
School: College of Pharmacy and Health Sciences
Speaker: Dr. Carmen A. Catizone, CEO and Executive Director/Secretary
National Association of Boards of Pharmacy
Invocation/Benediction: Dr. Larry McSwain - Faculty, McAfee

Date: Saturday, May 6, 2006
Time: 12:00 noon
Place: Sheffield Center, Atlanta Campus
School: Mercer University Georgia Baptist College of Nursing
Speaker: Ms. Sharon H. Cox, '66, GBCN
Principal Consultant, Cox & Associates
Invocation/Benediction: Nancy Declaisse-Walford - Faculty, McAfee

Date: Saturday, May 6, 2006
Time: 5:00 p.m.
Place: University Center, Macon Campus
School: Mercer University School of Medicine
Speaker: Dr. Julie Gerberding
Director of the Centers for Disease Control and Prevention (CDC)
Invocation/Benediction: Dr. Tim Stapleton, Mercer Trustee
Honorary Degrees: Dr. Julie Gerberding and Dr. W. Douglas Skelton

Date: Friday, May 12, 2006
Time: 5:00 p.m.
Place: University Center, Macon Campus
Event: Baccalaureate
Speaker: Dr. Jim Dant, Pastor Highland Hills Baptist Church
Invocation/Benediction: Dr. Margaret "Dee" Bratcher - Faculty, CLA

Date: Friday, May 12, 2006
Time: 6:00 p.m.
Place: City Auditorium, Macon
School: Walter F. George, School of Law
Speaker: The Honorable Norman S. Fletcher, Retired Supreme Court Justice
Invocation/Benediction: William D. Underwood (President-Elect)
Honorary Degree: The Honorable Norman S. Fletcher

Date: Saturday, May 13, 2006
Time: 10:00 a.m.
Place: University Center, Macon Campus
Schools: Undergraduate (CLA, Business, Engineering and Education)
Speaker: Not complete - Options:
1. Chuck Leavell, Author and Pianist (Rolling Stones)
2. President-elect Bill Underwood
Invocation/Benediction: Dr. Craig McMahan, University Minister
Honorary Degree: Chuck Leavell (if he can be present)

Date: Saturday, May 13, 2006
Time: 4:00 p.m.
Place: University Center, Macon Campus
School: College of Continuing & Professional Studies (Macon, Henry Co. & Eastman)
Speaker: Dr. Craig McMahan, University Minister
Invocation/Benediction: Dr. James C. Bruner, Vice President & Sr. Assistant to the President

Date: Saturday, May 20, 2006
Time: 9:00 a.m.
Place: Sheffield Center, Atlanta Campus
School: College of Continuing & Professional Studies (Douglas County)
Speaker: Mr. Jim Huling, President and CEO
MATRIX Resources, Inc.
Invocation/Benediction: Dr. Richard V. Swindle, Senior Vice President

Date: Saturday, May 20, 2006
Time: 11:30 a.m.
Place: Sheffield Center, Atlanta Campus
School: McAfee School of Theology
Speaker: Dr. Lien Hwa Chow, author of 80 books, Baptist theologian in Asia
Invocation/Benediction:
Honorary Degree: Dr. Lien Hwa Chow

Date: Saturday, May 20, 2006
Time: 2:30 p.m.
Place: Sheffield Center, Atlanta Campus
School: Mercer University's Tift College of Education
Speaker: Dr. Cathryn Futral, Retired Faculty
Tift College and Tift College of Education
Invocation/Benediction: Dr. Richard Swindle, Senior Vice President

Date: Saturday, May 20, 2006
Time: 5:30 p.m.
Place: Sheffield Center, Atlanta Campus
School: Eugene W. Stetson School of Business and Economics
Speaker: Ms. Linda Willis, '87 CLA and '91 Law
Senior Managing Director
Bear Stearns & Company, Inc.
Invocation/Benediction: Ms. Emily P. Myers, Senior Vice President, Advancement/Admissions

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IX. OTHER UNIVERSITY AGENDA

A. Athletic Department

The Athletic Department is led by Mr. Bobby Pope. Mercer Associate Athletics Director Sybil Blalock and the Men's Basketball Head Coach Mark Slonaker have been appointed to prestigious committees of the NCAA Division I Championships/Competition Cabinet. Ms. Blalock, who also serves as the University's Senior Woman Administrator, has been named to the Division I Men's and Women's Tennis Committee, while Coach Slonaker has been chosen to serve on the Division I Men's Basketball Issues Committee. Both appointments are effective September 1, 2006.

The Fall 2005 Semester was another good one for Mercer student-athletes in the classroom. Once again, the 200 plus athletes who represent the University in athletic competition compiled an overall grade point average of 3.0. Included in that group are eleven individuals who recorded perfect 4.0 grade point averages. Men's basketball player Mr. Will Emerson was named to the first team ESPN The Magazine Academic All-America team for the second consecutive year. He was joined by players from Stanford, West Virginia, Notre Dame, and Sacred Heart. Mr. Emerson is a candidate for an NAA Post Graduate Scholarship as well as an NCAA Walter Byers Scholarship. He plans to attend medical school following graduation and carries a 4.0 GPA in biology.

Two Mercer teams made trips outside the Continental United States in spring 2006. The women's softball team played in a tournament in Hawaii over spring break, and the men's golf team took part in the Hyatt Intercollegiate at the Plantation Club at Dorado Beach in Puerto Rico. It was the softball team's second trip to Hawaii in the last four seasons. This year's golf team is the first to play in a tournament outside the mainland.

The Athletic Department sponsored its twenty-first annual Big Dance on February 11,

2006 and raised more than \$12,000. Two more fund-raising events are planned for spring 2006: the annual M Club golf tournament will be played in May, and the annual Big Auction is set for May 25.

Mercer alumnus, Mr. Wesley Duke continues to bring the University publicity. Mr. Duke was the starting tight end for the Denver Broncos in the AFC championship game in January 2006. He is currently playing in NFL Europe with the Hamburg SeaDevils. He will report back to the Broncos training camp in July 2006. Mr. Duke has two one-year contracts remaining with Denver.

It has been an eventful year already for Mercer teams in competition. Both basketball squads qualified for their respective conference tournaments this season. Coach Mark Slonaker moved past Coach Jim Cowan into third place for most career wins. He finished the year with 104 wins. Mr. Will Emerson became the thirty-first member of Mercer's 1000 point club, reaching that figure in a game against the University of North Florida in February 2006.

As of the first of March, 2006, the Mercer baseball team holds two wins over number one ranked teams. The Bears defeated previously-ranked number one team, Florida, 3-2 on February 15, 2006 and, eleven days later, beat previously-ranked number one team, Clemson, 3-2. This is the first time in University history that a Mercer team has beaten two top ranked teams in the same season. The Bears defeated Georgia Tech twice during the 1990s when the Yellow Jackets were ranked first in baseball.

B. Audit and Compliance

Mr. Jim Calhoun serves as the Vice President for Audit and Compliance. In this capacity, he is responsible for the offices of Internal Audit, Corporate Compliance, and Health and Safety.

Internal Audit Office

The Internal Audit Office is an independent and objective resource that provides support to management and trustees through a pro-active audit philosophy. The Office interacts with University Senior Management on a regular basis and communicates frequently with the Chairman of the Audit Committee. In this role, Internal Audit has assisted in improving the control environment, identifying and reducing risks, enhancing operational efficiencies, and keeping management informed. Since December 2005, the Internal Audit Office has performed operational reviews in five areas, seven special projects, and provided advisory services for six University projects/committees.

Corporate Compliance

Corporate Compliance is currently in the process of establishing an oversight program that oversees reporting and compliance with external regulatory bodies. Included in this initiative is HIPAA (Health Insurance Portability and Accountability Act) compliance. Mr. Calhoun, as HIPAA Privacy Officer, is leading the compliance initiative in the arena of HIPAA privacy and security through an ongoing training program, management, and analysis. Other current initiatives include compliance with the Graham-Leach-Bliley Act.

Health and Safety

The Health and Safety Office performs a significant role for the University in many areas, including, but not limited to: Radioactive Materials Program, Hazardous Chemical Waste Disposal Program, University Emergency Preparedness Program, University Radiation Safety

Officer, and support for the Institutional Radiation Safety and Bio-Safety Committees. Since December 2005, the Health and Safety Office has assisted in special projects in the Southern School of Pharmacy, the School of Medicine, the College of Liberal Arts's Chemistry Department, the School of Engineering, and completed the required state licensing Radiation Safety Audit.

C. Legal Affairs—Litigation Report

Mr. Bill Solomon serves as Vice President and General Counsel. Since the last meeting of the Board of Trustees, no new suits have been filed against the University. One pending lawsuit has been resolved on terms favorable to Mercer, and the University has filed a motion for summary judgment in another pending suit. Discovery is continuing in three other pending cases.

Melanie Ross v. Psi Chapter, LLC, d/b/a The Georgia Psi Chapter of Sigma Alpha Epsilon, and The Corporation of Mercer University
(United States District Court, Middle District of Georgia)

This case arose out an alleged incident of acquaintance rape that purportedly occurred in January 2003 in a fraternity house on the Macon Campus. According to the Complaint, the plaintiff attended a “Drink and Drown” promotional event at a local bar off-campus where she met a former boyfriend, also a Mercer student. After spending the evening together, the two students returned to the boyfriend’s fraternity house, where the plaintiff spent the night. On the night of the following day, she reported to the Macon Police that she had been raped by her former boyfriend on the previous night.

Upon learning of the alleged incident, the University undertook an investigation of the matter. According to the plaintiff’s own statement, she did not recall anything directly from the time she left the off-campus bar until she awoke the following morning. In his statement, her former boyfriend adamantly denied having committed a sexual assault against the plaintiff. At the request of the plaintiff, the University suspended any further investigation or disciplinary proceedings in connection with the matter, pending the completion of the investigation by the Macon Police. The Bibb County District Attorney subsequently declined to prosecute the case for lack of evidence that a crime had been committed.

In January 2005, the plaintiff filed suit against Mercer and the fraternity in U. S. District Court, and filed a separate suit against the alleged perpetrator in the Bibb County Superior

Court. In both cases, the plaintiff is represented by counsel, Amanda Farahany.

The suit against the University alleges that Mercer was deliberately indifferent to the plaintiff's allegations, and that the University's failure to take disciplinary action against the alleged perpetrator created a hostile environment for her in violation of Title IX of the Education Amendments of 1972. The University filed an Answer denying liability for all asserted claims.

The deadline for completion of discovery expired in December 2005. In early February 2006, the University filed a Motion for Summary Judgment in the case, asserting that the plaintiff had failed to produce any evidence to support her allegations against Mercer and that her claims against the University, lacking factual and legal merit, should be dismissed.

The plaintiff's response to the University's motion is due in April 2006.

***Ruth S. Martin v. The Corporation of Mercer University, The Brickman Group, Ltd., and
John Doe***
(Superior Court of Bibb County)

On January 25, 2003, the plaintiff, a visitor, slipped and fell on a patch of ice on a sidewalk on the Macon Campus. Two years later, the plaintiff filed suit, alleging that the University and its landscape contractor, Brickman, negligently failed to operate, monitor, and maintain an irrigation system that may have contributed to the dangerous condition.

The University's insurer, without acknowledging liability for the accident, paid \$5,000 of the plaintiff's direct medical expenses associated with the accident. The plaintiff's suit against Mercer, Brickman, and an unnamed Brickman employee seeks additional reimbursement for medical expenses, as well as compensatory and punitive damages for her injuries.

The University filed an Answer denying liability in the case and asserting further that the plaintiff's damages, if any, were caused by the negligence of a third party over which the University had no control.

Discovery is continuing in the case.

Margaret A. Cox v. The Corporation of Mercer University
(United States District Court, Middle District of Georgia)

The plaintiff is a former employee of the University who was terminated from her Administrative Coordinator position due to poor work performance.

The plaintiff subsequently filed a charge of discrimination with the Equal Employment Opportunity Commission (EEOC) alleging that her work performance was affected by a medical disability, and that the University's termination of her employment was based upon that disability and/or the University's perception of that disability in violation of the Americans with Disabilities Act. Following an unsuccessful attempt to mediate her complaint, the EEOC issued a right to sue notice to the plaintiff, who then filed suit against the University on the grounds of alleged disability discrimination.

The University filed an Answer denying liability for all asserted claims. In the course of discovery in the case, the parties entered into an agreement for the settlement and dismissal of the suit on terms favorable to Mercer.

Kimberly R. Welch v. Mercer University
(United States District Court, Middle District of Georgia)

The plaintiff is a former employee of the University who was terminated from her position in the School of Medicine due to poor work performance.

The plaintiff had recently returned to work from extended unpaid medical leave pursuant to her rights under the Family Medical Leave Act. Upon the subsequent termination of her employment due to unsatisfactory work performance, she filed a charge of discrimination with the Equal Employment Opportunity Commission (EEOC) alleging that her termination was based upon her disability and/or the University's perception of that disability in violation of the Americans with Disabilities Act. She alleged further that the University had discriminated against her on the basis of her race, and she also alleged equal pay violations.

In January 2005, the EEOC determined that it had found no evidence that Mercer had

discriminated against the plaintiff in any manner.

The plaintiff then filed suit against the University as a *pro se* litigant on the grounds of alleged disability discrimination, race discrimination, and violation of the Equal Pay Act. The University filed an Answer denying liability for all asserted claims.

The plaintiff later retained an attorney, who withdrew from the case within a month. The Court granted the plaintiff a 45-day period during which she could seek to retain new counsel.

The plaintiff has now retained a new attorney, and discovery is continuing in the case.

Sherry Moore Williamson v. Mercer University
(United States District Court, Middle District of Georgia)

The plaintiff is a former employee of the University who was terminated from her employment in the Mercer Center for Community Development due to the restructuring of that office and the elimination of her position.

The plaintiff subsequently filed a charge of discrimination with the Equal Employment Opportunity Commission (EEOC) alleging that the University's termination of her employment was based upon her race and gender in violation of the Civil Rights Act of 1964. The plaintiff requested a Right to Sue letter from the EEOC before the EEOC had completed its investigation of her charge of discrimination, and the EEOC complied with her request. The plaintiff then filed suit against the University on the grounds of alleged race and sex discrimination, unlawful retaliation, and breach of contract. The University filed an Answer denying liability for all asserted claims.

Discovery is continuing in the case.