



Kennesaw State University

2012-2013 Fact Book



Enterprise Information Management

KSU 2012-2013 Fact Book

KSU Is Maturing as a Metropolitan University

Fall 2012	Georgia Southern University (Rural)	Georgia State University (Urban)	Kennesaw State University (Metropolitan)
Freshman	29%	20%	24%
Sophmores	24%	18%	23%
Juniors	22%	23%	23%
Seniors	25%	39%	30%
Subtotal	100%	100%	100%
Lower Division	53%	39%	47%
Upper Division	47%	61%	53%
Subtotal	100%	100%	100%
Undergraduates	83%	77%	92%
Graduates	13%	21%	8%
Other/Transients	4%	2%	0%
Subtotal	100%	100%	100%

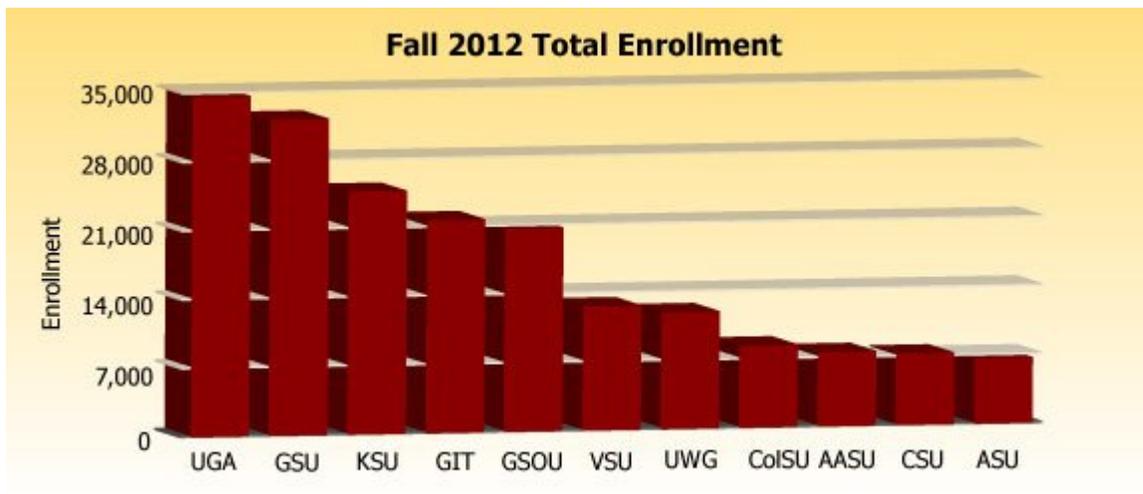
¹ Percent totals may not equal 100 due to rounding.

Highlights

- Rural universities with high residential student population like Georgia Southern tend to cater to traditional freshmen whose numbers decline substantially by the senior year. Urban universities like Georgia State and metropolitan universities like KSU have larger senior classes than freshmen classes because they serve substantially larger numbers of transfer and nontraditional-age students in addition to traditional freshmen.
- Since graduate programs are attractive to working professionals, universities in urban and metropolitan areas tend to have high percentages of graduate enrollment because of their proximity to residences and workplaces of such students.
- KSU's continuing maturation as a metropolitan university bodes well for continued enrollment growth at the upper division level.

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Largest of Georgia's Public Universities



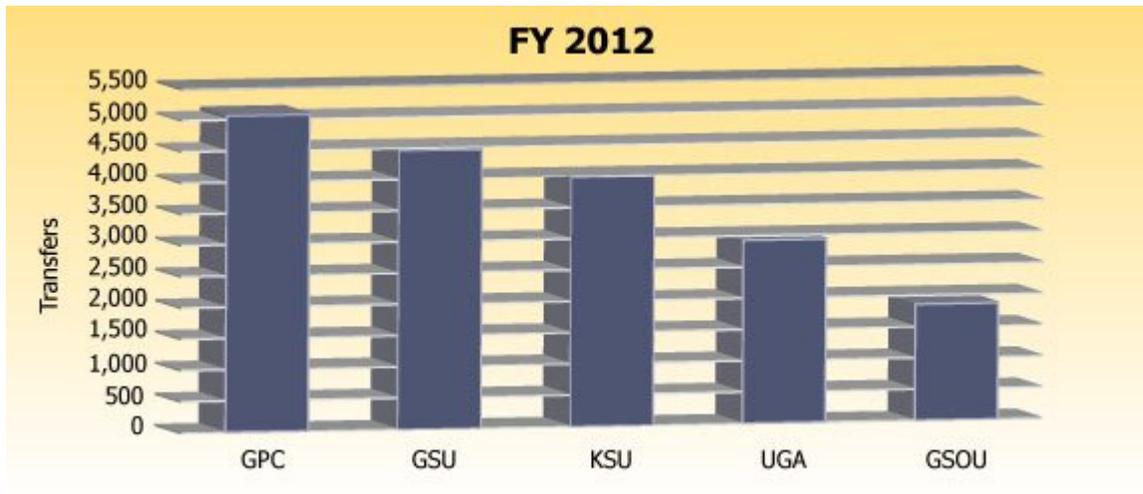
Largest 10 Public Universities in GA	Total Enrollment	FTE Students	Graduate Enrollment	Upper Division	New Students
University of Georgia	34,518	33,119	6,605	14,562	8,070
Georgia State University	32,087	28,568	6,751	14,821	8,020
Kennesaw State University	24,604	22,017	1,920	11,952	6,107
Georgia Institute of Technology	21,558	20,245	7,032	8,021	5,814
Georgia Southern University	20,574	18,706	2,581	8,014	5,440
Valdosta State University	12,515	11,384	2,225	4,691	3,185
University of West Georgia	11,769	10,638	1,806	4,158	3,266
Columbus State University	8,239	7,047	1,214	3,072	2,176
Armstrong Atlantic State University	7,439	6,512	708	2,884	1,983
Clayton State University	7,140	5,920	332	3,943	1,779
Augusta State University	6,528	5,730	701	2,449	1,608

Highlights

- KSU is now the third largest institution in the University System of Georgia (as of Fall 2012) in terms of total enrollment and full-time equivalent students, behind the University of Georgia and Georgia State University and ahead of the Georgia Institute of Technology and Georgia Southern University.
- In terms of graduate enrollment, KSU trails the University of Georgia, Georgia State University, and the Georgia Institute of Technology by thousands of students.
- Upper division undergraduate enrollment at KSU is substantially larger than Georgia Tech's and Georgia Southern's and more than 4,000 students under Georgia State's.

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USG Institutions Receiving the Largest Number of Transfers



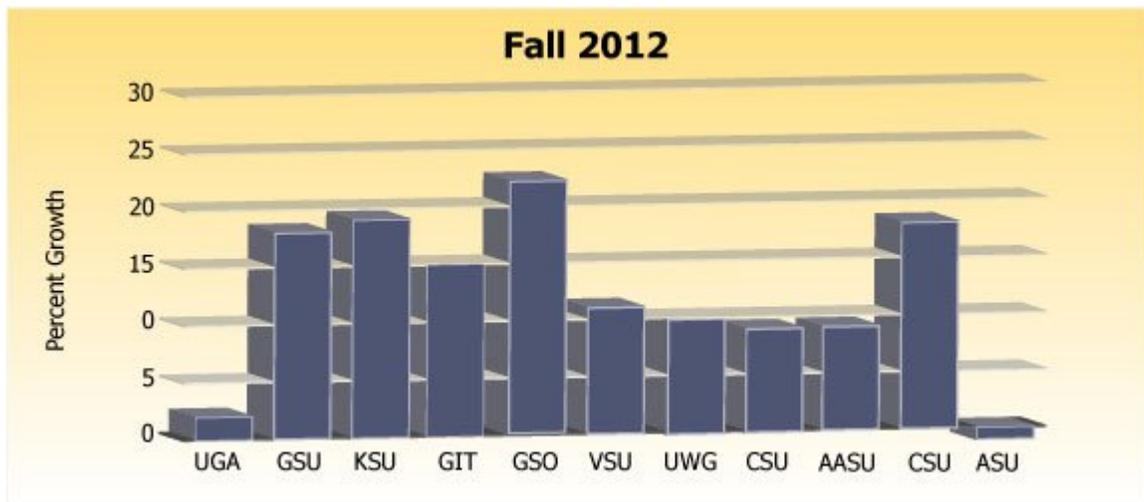
Largest Receivers	Total	In-System Transfers	Out-of-System Transfers
Georgia Perimeter College	5,381	1,902	3,479
Georgia State University	4,783	2,894	1,889
Kennesaw State University	4,064	2,200	1,864
University of Georgia	2,912	2,295	617
Georgia Southern University	1,998	1,411	587

Highlights

- KSU enrolled the third highest number of new transfer students in FY 2012. The differences between KSU and Georgia State University and the University of Georgia have widened significantly.
- As urban/metropolitan institutions, Georgia Perimeter College, KSU and Georgia State University enrolled the highest numbers of out-of-system transfers, many of which were nontraditional-age out-of-state transfer students relocating to Atlanta; KSU's number of out-of-system transfers was third highest.
- Georgia State University attracted the highest number of transfers from institutions within the University System of Georgia; KSU enrolled the third highest number.

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Fall Enrollment Growth in the Largest State Universities



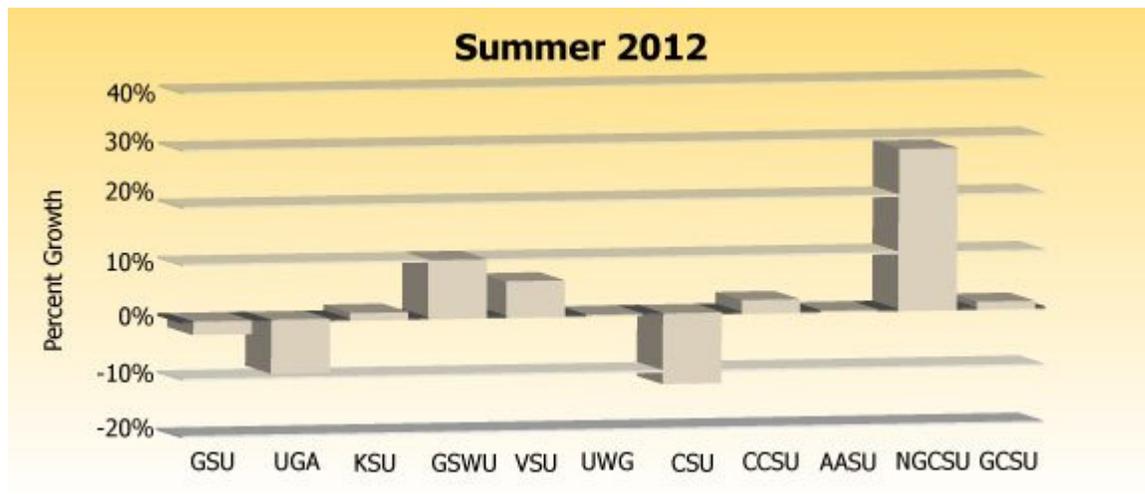
Institution	Fall 2007	Fall 2012	5-Year # Change	5-Year % Change
University of Georgia	33,831	34,518	687	2%
Georgia State University	27,134	32,087	4,953	18%
Kennesaw State University	20,607	24,604	3,997	19%
Georgia Institute of Technology	18,747	21,558	2,811	15%
Georgia Southern University	16,841	20,574	3,733	22%
Valdosta State University	11,280	12,515	1,235	11%
University of West Georgia	10,677	11,769	1,092	10%
Columbus State University	7,593	8,239	646	9%
Armstrong Atlantic State University	6,848	7,439	591	9%
Clayton State University	6,043	7,140	1,097	18%
Augusta State University	6,588	6,528	-60	-1%

Highlights

- KSU's fall enrollment ranked third in size behind the University of Georgia and Georgia State University and was approximately two to four thousand students larger than Georgia Southern University and the Georgia Institute of Technology.
- KSU was second to all other state universities in fall enrollment growth over the last five years, surpassed only by Georgia State University.
- Fall enrollment growth at the University of Georgia was modest at 2% and up significantly at Georgia State University over the past five years. Nearly all others has a double-digit increase.

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Summer Enrollment Growth in the Largest State Universities



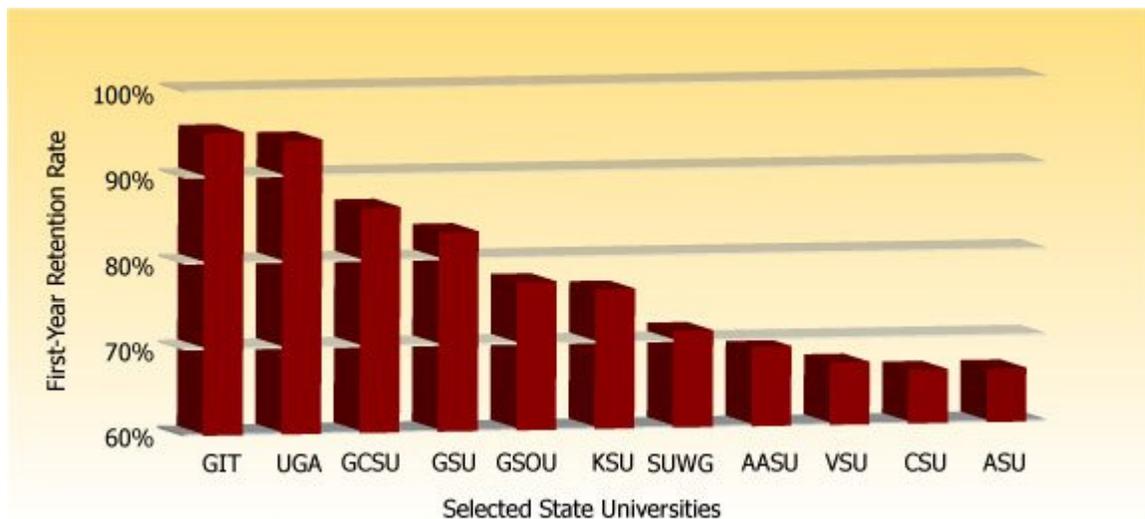
Institution	Summer 2007	Summer 2012	5-Year # Change	5-Year % Change
Georgia State University	14,456	14,109	-347	-2%
University of Georgia	15,299	13,854	-1,445	-9%
Kennesaw State University	10,759	10,836	77	1%
Georgia Southern University	8,830	9,754	924	10%
Valdosta State University	5,186	5,483	297	6%
University of West Georgia	5,202	5,189	-13	0%
Columbus State University	4,261	3,750	-511	-12%
Clayton State University	3,454	3,508	54	2%
Armstrong Atlantic State University	3,295	3,302	7	0%
North Georgia College & State University	2,575	3,296	721	28%
Georgia College & State University	3,112	3,154	42	1%

Highlights

- KSU's summer enrollment ranked third in size behind Georgia State University and University of Georgia and was approximately two to five thousand students larger than Georgia Southern's and Valdosta State's.
- KSU, like many other state universities, lagged in growth of summer enrollment over the last five years, increasing by only 77 students or 1%.
- Summer enrollment growth in Georgia's major research universities was either modest or negative over the last five years. However, substantial growth was realized by the regional universities, especially Georgia Southern University and Valdosta State University.

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First-Year Retention Rates at USG Universities



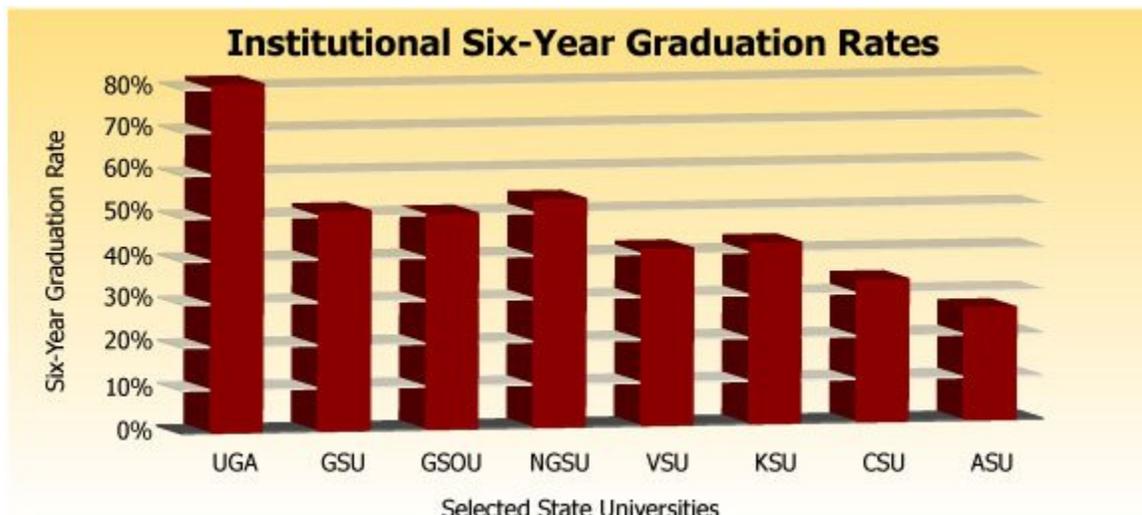
USG University	Fall 2006 Cohort	Fall 2011 Cohort
Georgia Institute of Technology	92%	95%
University of Georgia	93%	94%
Georgia College & State University	82%	86%
Georgia State University	82%	83%
Georgia Southern University	79%	77%
Kennesaw State University	76%	76%
University of West Georgia	73%	71%
Armstrong Atlantic State University	69%	69%
Valdosta State University	72%	67%
Columbus State University	70%	66%
Augusta State University	65%	66%

Highlights

- First-year retention rates are notably higher among the most selective universities like the University of Georgia and Georgia Institute of Technology.
- First-year retention rates have declined modestly at some state universities, but KSU's has consistently remained in a narrow range of 75% to 77% over the last five years.

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Six Year Graduation Rates at USG Universities



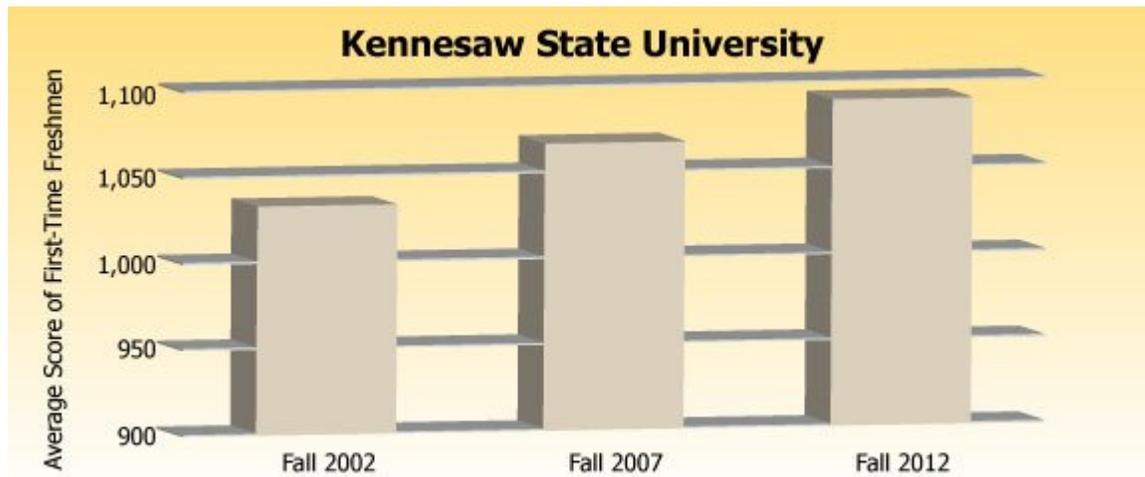
USG University (Fall 2006 Cohort FT/FT Freshman Cohort)	Institutional	Within USG
University of Georgia	81%	84%
Georgia Institute of Technology	79%	81%
Georgia College & State University	57%	75%
North Georgia College & State University	53%	63%
Georgia Southern University	50%	61%
Georgia State University	51%	58%
Valdosta State University	41%	52%
Kennesaw State University	42%	51%
Southern Polytechnic State University	37%	49%
Albany State University	39%	46%
University of West Georgia	37%	46%
Columbus State University	33%	41%
Armstrong Atlantic State University	31%	41%
Georgia Southwestern State University	29%	40%
Savannah State University	32%	38%
Clayton State University	28%	37%
Fort Valley State University	29%	34%
Augusta State University	26%	34%

Highlights

- Six-year graduation rates only pertain to students who begin as first-time full-time freshmen and complete the bachelor's degree within six years (i.e., traditional-age undergraduates). KSU's nontraditional-age student population of transfers and older adult undergraduates are not counted in calculations of these rates.
- Despite KSU's high level of annual degree completions, traditional-age undergraduates have a substantially lower than average six-year graduation rate at KSU compared to other USG universities, and is 10% below the national average of 51%.
- Universities with highly selective admission standards that cater to traditional students such as the University of Georgia and Georgia Institute of Technology tend to have high institutional six-year graduation rates. Metropolitan and urban universities that serve large nontraditional-age student populations tend to have low graduation rates. This trend has persisted for the last decade.

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Average SAT Score of First-Time Freshmen Among Four-Year USG Institutions



USG Institution	Fall 2002	Fall 2007	Fall 2012	10-Year % Change
Georgia Institute of Technology	1325	1333	1365	3%
University of Georgia	1008	1225	1238	23%
Georgia College & State University	1062	1127	1160	9%
Southern Polytechnic State University	1094	1106	1141	4%
North Georgia College & State University	1069	1079	1117	4%
Georgia Southern University	1052	1108	1115	6%
Kennesaw State University	1032	1066	1089	6%
Georgia State University	1066	1084	1082	2%
Armstrong Atlantic State University	1010	1012	1016	1%
Valdosta State University	1020	1009	1015	0%
Georgia Southwestern State University	1005	983	987	-2%
Columbus State University	970	992	987	2%
Augusta State University	984	991	985	0%
University of West Georgia	1211	1013	965	-20%
Clayton State University	993	974	947	-5%
Albany State University	926	910	890	-4%
Savannah State University	887	866	867	-2%
Fort Valley State University	893	883	844	-5%
State Universities Average	1034	1042	1045	1%

Highlights

- Nearly half of the USG State University sector institutions experienced a decrease in their average combined SAT scores for freshmen over the past decade. KSU has continued to achieve single-digit increases.
- After excluding the USG Research University sector institutions (i.e., the University of Georgia, Georgia Institute of Technology, and Georgia State University), significant differences between state and regional universities emerge with nearly 45% falling below 1000.

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Enrollment Highlights

KSU Students	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012
Headcount						
Total Student Body	20,607	21,449	22,389	23,452	24,175	24,604
Undergraduate Enrollment						
Undergraduate Students	18,272	19,171	20,304	21,467	22,333	22,684
Average Age	24	24	24	24	24	23
Percent < 25 years of age	69%	70%	70%	70%	71%	73%
Percent 35+ years or older	10%	10%	10%	10%	9%	8%
Graduate Enrollment						
Graduate Students	2,335	2,278	2,085	1,985	1,842	1,920
Average Age	34	34	34	34	35	34
Percent 35+ years or older	43%	44%	41%	42%	43%	43%
Full and Part-time Enrollment						
Full-time	69%	71%	74%	74%	73%	72%
Part-time	31%	29%	26%	26%	27%	28%
Day and Evening Enrollment						
Day Only Enrollment	9,389	9,629	10,036	10,603	11,270	12,483
Day and Evening Enrollment	8,364	8,991	9,435	10,176	10,410	9,779
Evening Only Enrollment	2,854	2,829	2,918	2,673	2,495	2,342
Residency						
State of Georgia Students	19,847	20,630	21,579	22,595	23,302	23,676
Out-of-State Students	760	819	810	857	873	928
International Students	1,700	1,622	1,584	1,556	1,552	1,538
Military						
Military/Veterans	630	716	766	943	1,073	1,090
Gender						
Male	8,150	8,576	9,125	9,700	10,110	10,255
Female	12,457	12,873	13,264	13,752	14,065	14,349
Race/Ethnicity						
Minority	20%	20%	26%	27%	29%	31%
Housing						
Living On-Campus	3,044	3,044	3,044	3,044	3,044	3,495

¹ International students are a subset of total student body.

² Number is based on number of students receiving educational benefits such as G.I. Bill or other Department of Defense funding.

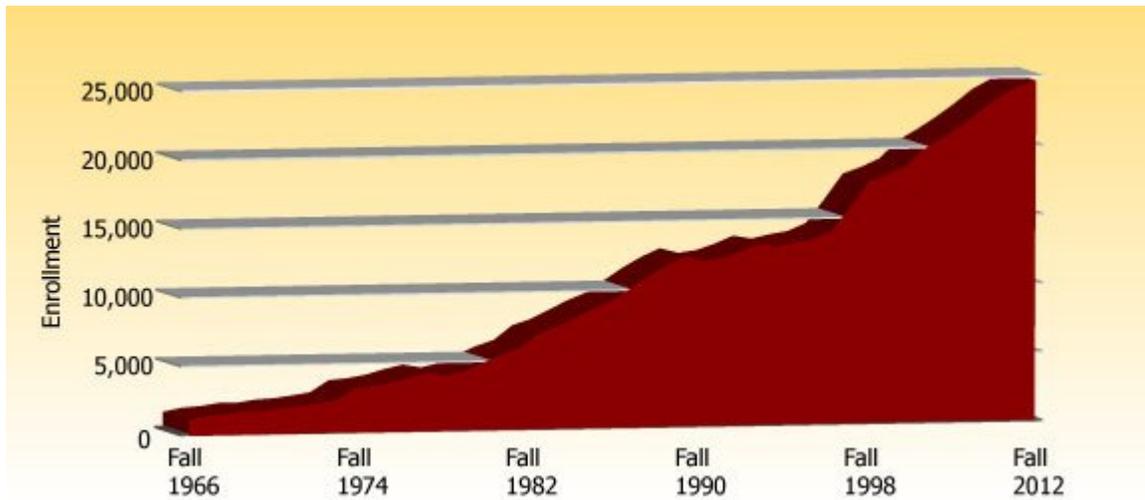
³ Number provided by Residence Life, a reporting unit of the Division of Student Success.

Highlights

- During Fall 2012, Kennesaw State University became the third largest university within the University System of Georgia, which consisted of 35 institutions at that time spanning the research, regional, state university, and state college sectors. KSU continues to remain a strong growth story.

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Decades of KSU's Growth



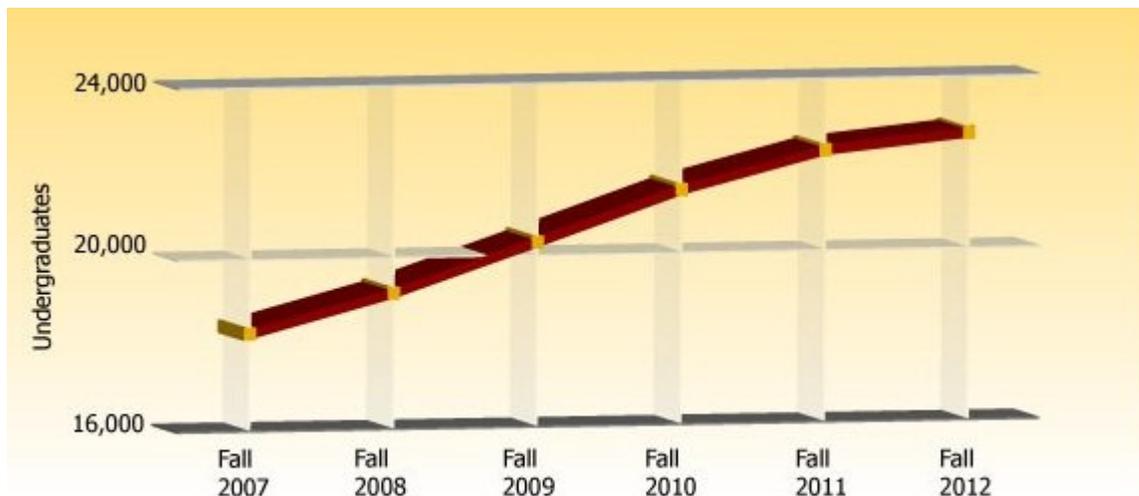
Fall Headcount	Past Decades of Growth				To Date
	1966-1976	1976-1986	1986-1996	1996-2006	2006-2016
Start of Decade	1,014	3,211	7,296	12,537	19,854
End of Decade	3,211	7,296	12,537	19,854	24,604
Ten-Year # Change	2,197	4,085	5,241	7,317	4,750
Ten-Year % Change	217%	127%	72%	58%	24%
Average Annual Change	13%	9%	6%	5%	3%
Highest Annual Change	38%	18%	10%	12%	5%
Lowest Annual Change	0%	-6%	-3%	-2%	2%
# of Annual Increases	9/10	9/10	9/10	9/10	6/6

Highlights

- KSU's historical trends of annual growth have begun to slow after being exceptionally strong in the past. Over the past 46 years since the University's inception in Fall 1966, record high fall enrollments have been achieved 40 times. Fall enrollment has declined significantly only four times from the previous year. The most recent decline of -0.40 was in 2012 and associated with the declining number of high school graduates in Georgia.
- Double-digit annual percentage increases in fall enrollment have become very difficult to realize. A percentage point gain in Fall 1967 only required 10 additional students over the total enrollment for Fall 1966. In Fall 2012, a one percentage point growth required 246 more students than were enrolled in Fall 2011.
- Over the past four decades, KSU's rate of fall enrollment growth has slowed and been trending downward in terms of percentage increases and is likely to continue to do so. A 25% to 30% growth in the current decade (2006-2016) is likely if KSU's 40-year trends continue, which would raise enrollment to between 25,000 and 27,000 students by Fall 2016.

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Undergraduate Fall Enrollment



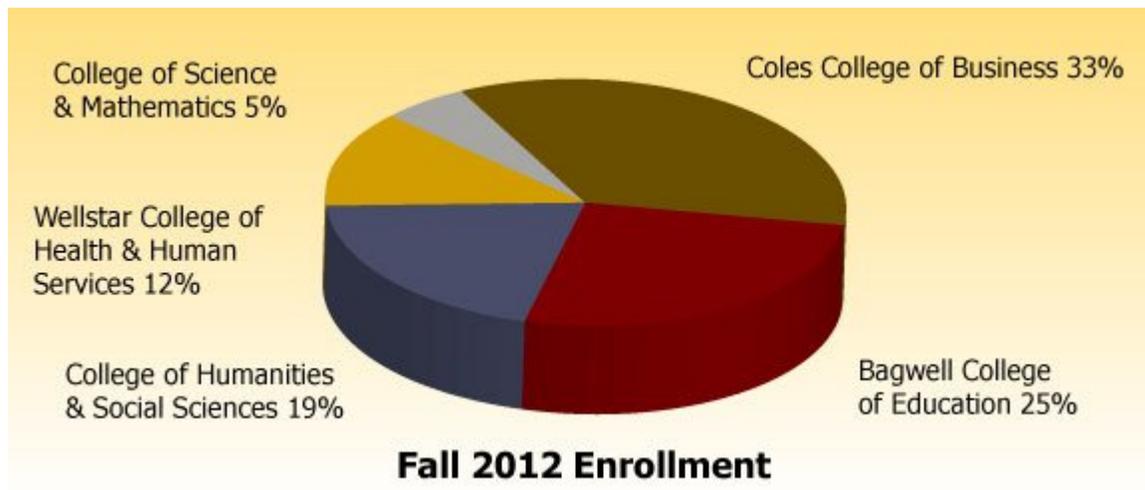
Classification	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year # Change	5-Year % Change
Dual Enrollment	108	79	125	150	196	186	78	72%
Freshman	4,754	4,941	4,749	5,054	5,118	5,254	500	11%
Sophomore	4,145	4,319	4,778	4,824	5,189	5,182	1,037	25%
Junior	3,906	4,209	4,614	4,931	5,032	5,238	1,332	34%
Senior	5,304	5,565	5,971	6,404	6,701	6,714	1,410	27%
Other	55	58	67	104	97	110	55	100%
Undergraduates Total	18,272	19,171	20,304	21,467	22,333	22,684	4,412	24%
Annual % Change	3%	5%	6%	6%	4%	2%		

Highlights

- KSU's total undergraduate fall enrollment has increased by more than 4,400 students, or 24% over the past five years.
- All classifications have seen double-digit increases over the last five years.
- Since the introduction of additional on-campus housing in Fall 2007, the number of freshmen has typically been sustained each subsequent fall since then.
- Increases in state funding for dual enrollment (high school seniors obtaining early admission and completing high school requirements while taking college courses) has contributed to the rise in KSU's Dual Enrollment Honor's Program in the last three years.

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Graduate Enrollment Distribution



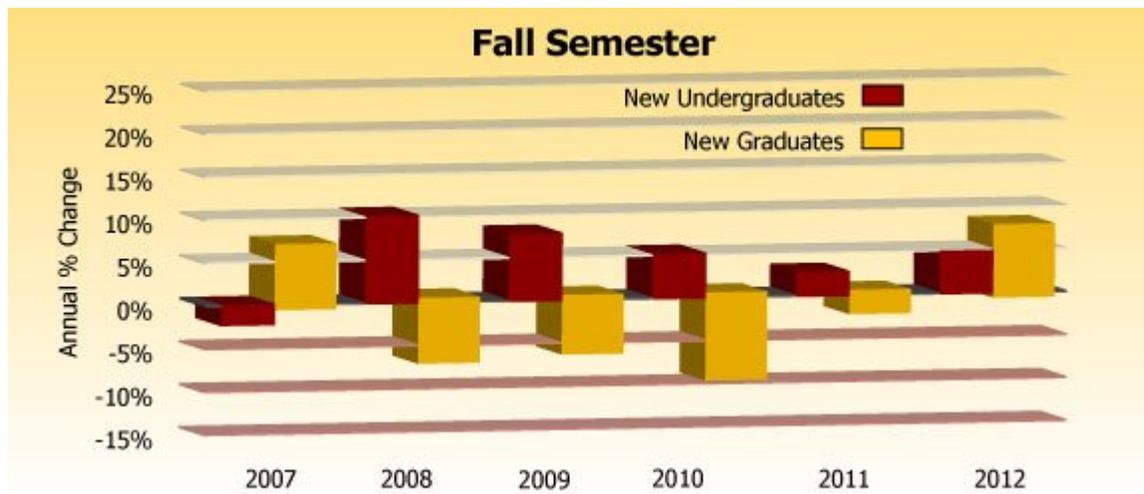
College	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year # Change	5-Year % Change
Bagwell College of Education	730	720	477	409	429	483	-247	-34%
Coles College of Business	886	864	808	722	638	635	-251	-28%
College of Health & Human Services	169	175	203	220	213	221	52	31%
College of Humanities & Social Sciences	225	250	278	345	368	370	145	64%
College of Science & Mathematics	189	151	178	173	114	107	-82	-43%
Graduate College	0	0	0	0	0	0	0	0%
Other	136	118	141	116	80	104	-32	-24%
Graduates Total	2,335	2,278	2,085	1,985	1,842	1,920	-415	-18%
Annual % Change	9%	-2%	-8%	-5%	-7%	4%		

Highlights

- Business and education programs have led all others in graduate enrollment for the past decade. Six out of every ten graduate students in Fall 2012 were either in the Coles College of Business or the Bagwell College of Education.
- Three of the five colleges have experienced declines in graduate enrollment over the last five years. The decreases in the Bagwell College of Education have been attributed to the eroding economic climate in Georgia, whereas the Coles College of Business was due to increasing academic standards.
- Whereas the differences in graduate students in education and business had all but disappeared in Fall 2007 and 2008, a significant variance has re-emerged since Fall 2009.

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New Student Enrollment for Fall



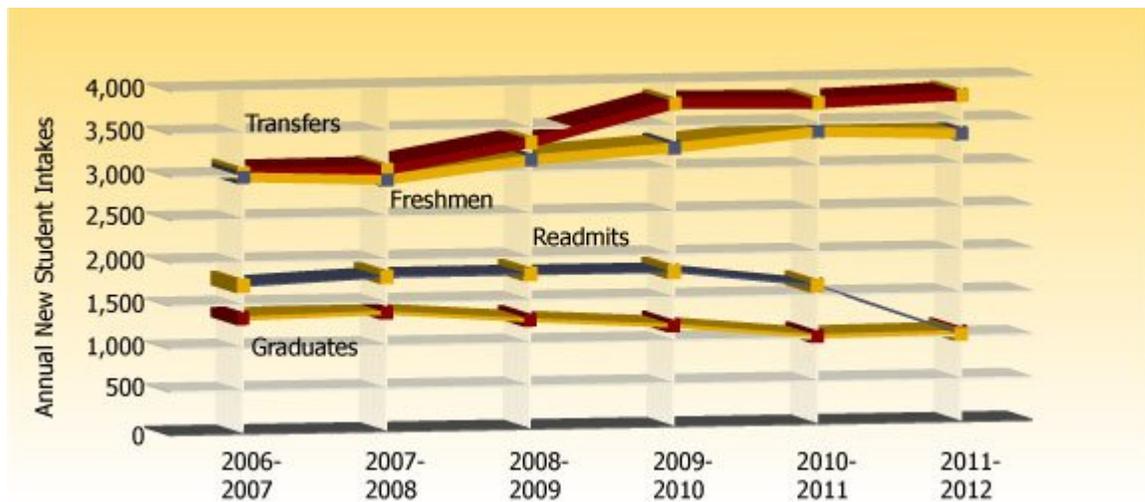
Classification	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year # Change	5-Year % Change
Joint Enrollment Honors	106	76	125	150	187	186	80	75%
Beginning Freshman	2,361	2,639	2,749	2,892	2,880	3,088	727	31%
Transfer	1,611	1,761	1,944	2,004	2,130	2,164	553	34%
Other Undergraduate	37	54	62	83	70	86	49	132%
Graduates	689	644	607	552	543	583	-106	-15%
Annual % Change	-1%	8%	6%	4%	2%	5%		
990	4,804	5,174	5,487	5,681	5,810	6,107	1,303	27%

Highlights

- From Fall 2007 to Fall 2012, there has been a continuous percentage increase in percentage growth of new undergraduate students enrolled and a substantial percentage decrease in new graduate students, although annual growth rates were not consistently positive in either group prior to Fall 2012.
- Annual growth rates averaged 6% for new graduate students and -3% for new undergraduates over the past five years.
- Beginning freshmen constitute 50% of new students in the fall, and another 35% are undergraduate transfers. In the spring and summer terms, new transfer student enrollment greatly outnumbers new freshmen.
- The nontraditional nature of KSU's student attendance patterns suggest that trends in annual intakes of new students are more important for overall enrollment trends and projections than analyses of new fall enrollment alone, although beginning freshmen outnumber new transfer students.
- During Fall 2012, undergraduate and graduate new student intake groups both experienced positive annual percentage changes at the same time since Fall 2006.

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Annual New Student Intakes



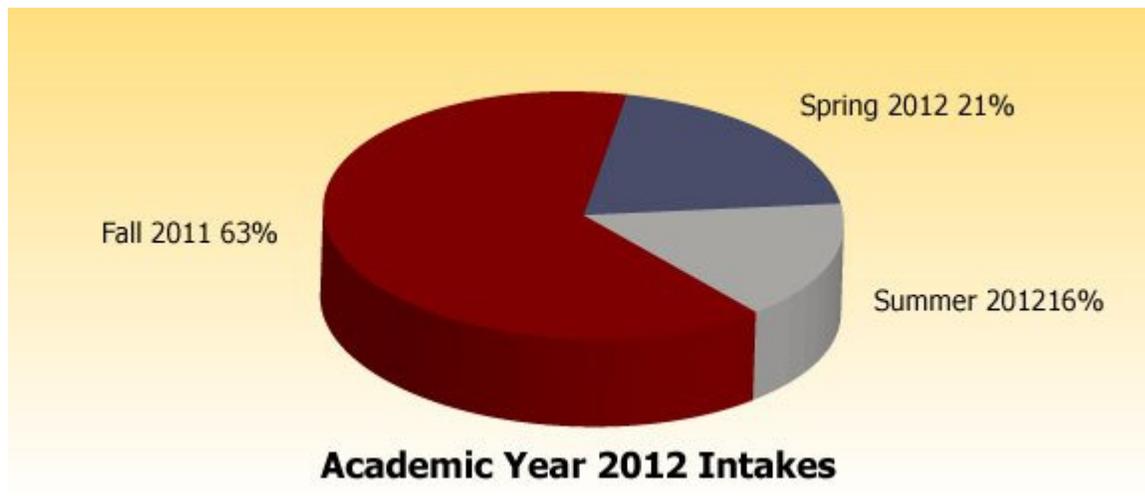
Intake Groups	AY 2007	AY 2008	AY 2009	AY 2010	AY 2011	AY 2012	5-Year # Change	5-Year % Change
Transfers	3,033	3,045	3,336	3,756	3,733	3,796	763	25%
Freshmen	2,990	2,931	3,133	3,244	3,403	3,350	360	12%
Readmits	1,722	1,799	1,802	1,799	1,610	1,643	-79	-5%
Graduates	1,343	1,381	1,267	1,173	1,020	1,037	-306	-23%
Total	9,088	9,156	9,538	9,972	9,766	9,826	738	8%
Annual % Change	2%	1%	4%	5%	-2%	1%		

Highlights

- Despite some annual volatility in the number of new freshmen and new transfers in AY 2011-12, KSU's intakes of beginning freshmen and undergraduate transfers recovered in AY 2012-13, building in an assurance of slight enrollment growth in the years to come.
- The cumulative effect over three to six years of swapping our smaller returning freshmen, sophomore, junior, and senior classes with larger cohorts of returning students who initially enrolled since AY 2007-08 helps ensure increases in KSU's overall institutional enrollment, even if there is no growth in the annual intakes of new transfers or new freshmen in a particular year.
- In AY 2009-10, annual new graduate intakes experienced the first decline in five years. This was due in part to higher admission requirements to the Master of Business Administration program which is KSU's largest graduate program in terms of new intakes.

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New Student Enrollment By Term



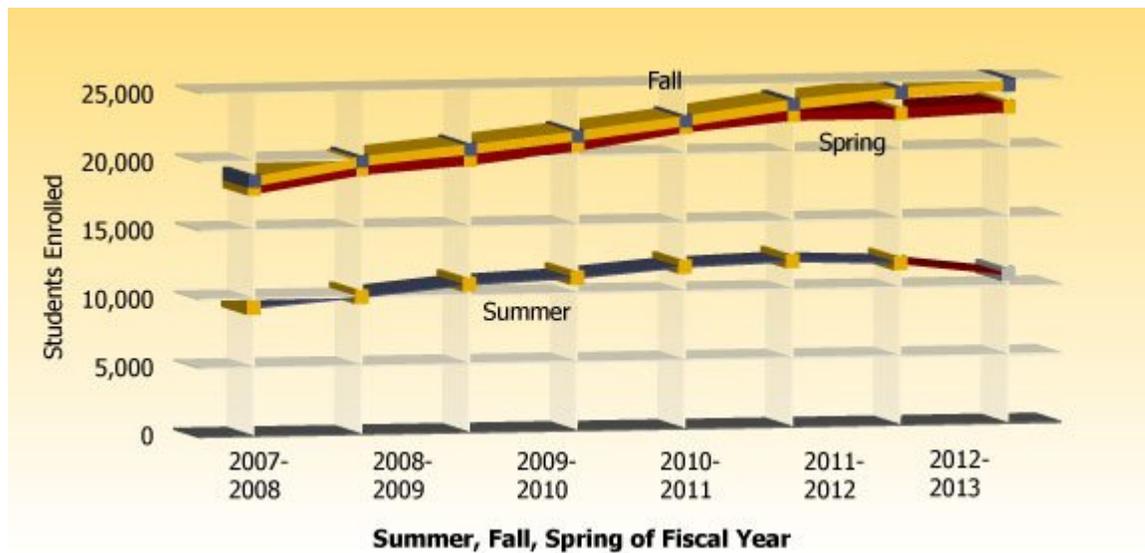
Term	AY 2007	AY 2008	AY 2009	AY 2010	AY 2011	AY 2012	5-Year # Change	5-Year % Change
Fall	4,857	4,804	5,174	5,487	5,681	5,810	953	20%
Spring	1,720	1,663	1,719	1,931	1,836	1,822	102	6%
Summer	1,407	1,656	1,438	1,558	1,436	1,455	48	3%
Total	7,984	8,123	8,331	8,976	8,953	9,087	1,103	14%
Annual % Change	3%	2%	3%	8%	0%	1%		

Highlights

- Unlike a rural campus that caters to traditional-age students who typically matriculate in the fall term, five out of every ten new students at KSU enroll for the first time during the spring or summer terms. Consequently, trends in new student intakes on an annual basis are more important for understanding and projecting total enrollment changes at KSU than analyses of fall term intakes alone.
- The total number of new student intakes per year increased significantly over the past five-year period and has fluctuated with relatively small percentage increases and decreases from year-to-year since AY 2007. The cumulative effects of the lack of new student growth in AY 2011 and AY 2012 should slow KSU's total enrollment growth in the near future.
- Over the last five years, KSU's attractiveness to traditional freshmen has increased since on-campus student housing first became available in Fall 2002, 2005, and 2007. Consequently, intakes of new students in the fall have grown 20% since then.
- In contrast to increases during fall semester over the past five years, the volume of new student intakes has remained relatively flat during AY 2011 and AY 2012 due largely to decreases during spring and summer semesters.

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Fall Semester Enrollment



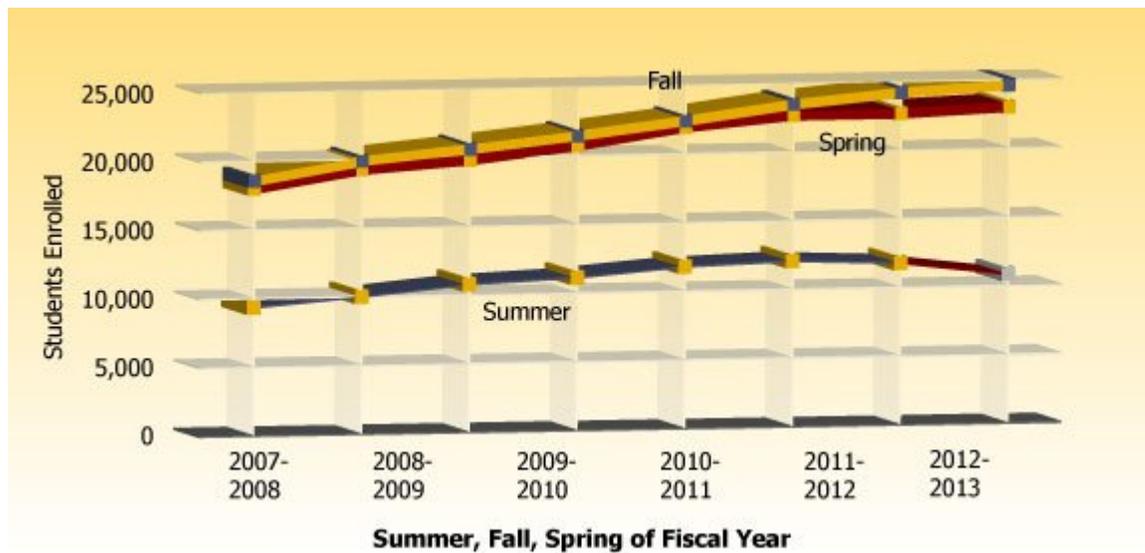
Fall Semester Enrollment - All Students								
Classification	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year # Change	5-Year % Change
Joint Enrollment Honors	108	79	125	150	196	186	78	72%
Freshmen	4,754	4,941	4,749	5,054	5,118	5,254	500	11%
Sophomores	4,145	4,319	4,778	4,824	5,189	5,182	1,037	25%
Juniors	3,906	4,209	4,614	4,931	5,032	5,238	1,332	34%
Seniors	5,304	5,565	5,971	6,404	6,701	6,714	1,410	27%
Graduates	2,335	2,278	2,085	1,985	1,842	1,920	-415	-18%
Other	55	58	67	104	97	110	55	100%
Total	20,607	21,449	22,389	23,452	24,175	24,604	3,997	19%
Annual % Change	4%	4%	4%	5%	3%	2%		
FTE	18,076	19,036	20,085	21,135	21,644	22,017	3,941	22%
Annual % Change	5%	5%	6%	5%	2%	2%		

Highlights

- Fall enrollment has grown annually throughout the last five years and is typically higher than the subsequent spring and summer enrollments, with five out of ten students entering as beginning freshmen.
- Substantial growth of undergraduate students at the upper division (Juniors and Seniors) has occurred over the last five years; although graduate student enrollment declined between Fall 2007 and Fall 2011, it started to increase again in Fall 2012.
- Unlike the substantial growth patterns for other classifications, freshmen enrollment has been erratic since peaking in Fall 2003 (5,024 students), it has now started to show signs of stability since Fall 2010.

KSU 2012-2013 Fact Book

Spring Semester Enrollment



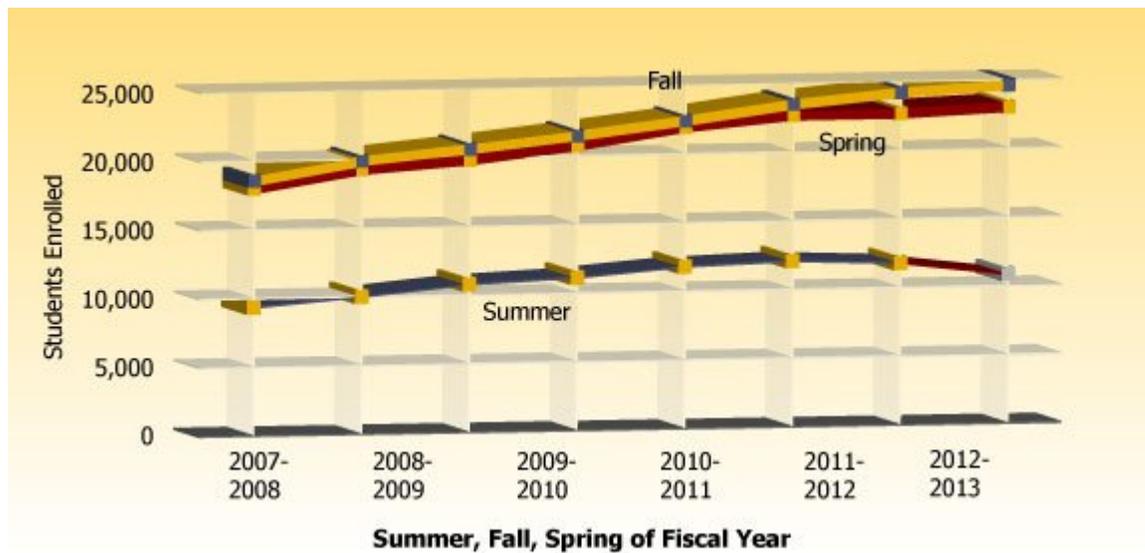
Classification	Spring Term Enrollment - All Students						5-Year # Change	5-Year % Change
	Spring 2008	Spring 2009	Spring 2010	Spring 2011	Spring 2012	Spring 2013		
Joint Enrollment Honors	100	74	116	139	185	167	67	67%
Freshmen	3,637	3,853	3,975	4,088	3,964	3,873	236	6%
Sophomores	4,096	4,251	4,501	4,643	4,793	4,873	777	19%
Juniors	4,172	4,380	4,851	5,120	5,301	5,269	1,097	26%
Seniors	5,553	5,964	6,385	6,741	7,025	6,933	1,380	25%
Graduates	2,234	2,152	2,018	1,830	1,756	1,792	-442	-20%
Other	48	55	79	94	79	98	50	104%
Total	19,840	20,729	21,925	22,655	23,103	23,005	3,165	16%
Annual % Change	3%	4%	6%	3%	2%	0%		
FTE	17,332	18,360	19,523	20,171	20,546	20,373	3,041	18%
Annual % Change	5%	6%	6%	3%	2%	-1%		

Highlights

- Spring enrollment tends to follow the previous fall closely and has grown annually in parallel ways over the last five years.
- Spring 2013 enrollment was 7.0% lower than Fall 2012 enrollment, the largest decrease in the last ten years. Changes in Financial Aid processing (Satisfactory Academic Progress) in early 2011 may be responsible for the decline in persistence from fall to spring.

KSU 2012-2013 Fact Book

Summer Semester Enrollment



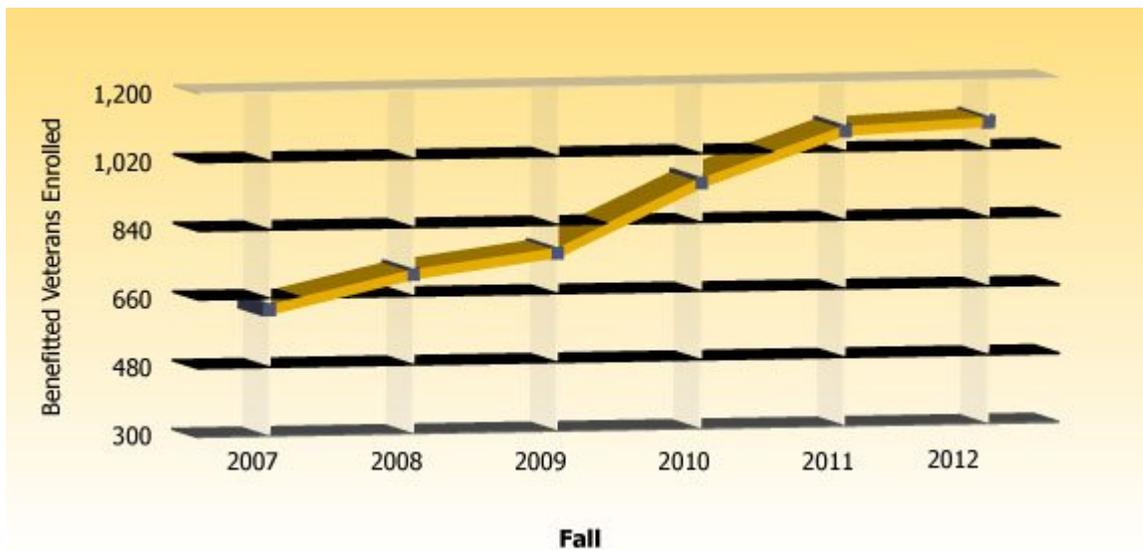
Classification	Summer 2007	Summer 2008	Summer 2009	Summer 2010	Summer 2011	Summer 2012	5-Year # Change	5-Year % Change
Joint Enrollment Honors	0	1	1	0	0	0	0	0%
Freshmen	1,241	1,203	1,455	1,408	1,271	1,018	-223	-18%
Sophomores	1,578	1,576	1,858	1,821	1,896	1,620	42	3%
Juniors	2,097	2,217	2,392	2,582	2,440	2,335	238	11%
Seniors	3,669	3,829	4,038	4,257	4,361	3,980	311	8%
Graduates	1,688	1,690	1,616	1,422	1,297	1,320	-368	-22%
Other	486	608	423	563	506	563	77	16%
Total	10,759	11,124	11,783	12,053	11,771	10,836	77	1%
Annual % Change	8%	3%	6%	2%	-2%	-8%		
FTE	6,024	6,339	6,823	7,210	6,899	6,180	156	3%
Annual % Change	8%	5%	8%	6%	-4%	-10%		

Highlights

- Summer tends to enroll a little more than half of the number of students enrolled in the fall.
- Despite the large number of freshmen who do not earn enough credits by the end of the spring semester to become sophomores, the enrollment of freshmen in the summer term is not large relative to the other classifications. Nearly four times as many seniors enroll in the summer term as freshmen, with many seeking to graduate by the end of the semester.
- Graduate enrollment is normally greater than freshmen enrollment in the summer. In Summer 2012, graduate enrollment once again began to significantly exceed freshmen enrollment.
- Enrollment during summer term has been steadily declining since reaching its peak in 2010, with all undergraduate classifications and graduates experiencing decreases.

KSU 2012-2013 Fact Book

Fall Semester Benefitted Veteran Enrollment



	Fall Semester Enrollment						5-Year # Change	5-Year % Change
	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012		
Benefitted Veterans	630	716	766	943	1,073	1,090	460	73%
Annual % Change	14%	14%	7%	23%	14%	2%		

Highlights

- KSU only tracks veterans that are currently receiving benefits. This includes traditional G.I. Bill and Post 9/11 benefitted veterans. In Fall 2011, KSU started collecting on the admissions application additional self-reported veteran information including the branch of service.
- The number of benefitted veterans has nearly doubled since Fall 2007.
- Since Fall 2007, the number of benefitted veterans at KSU has steadily increased each fall. The average percentage increase each year has been over 12% with Fall 2012 being the lowest increase in the last five years.

KSU 2012-2013 Fact Book

Student/Faculty Ratios

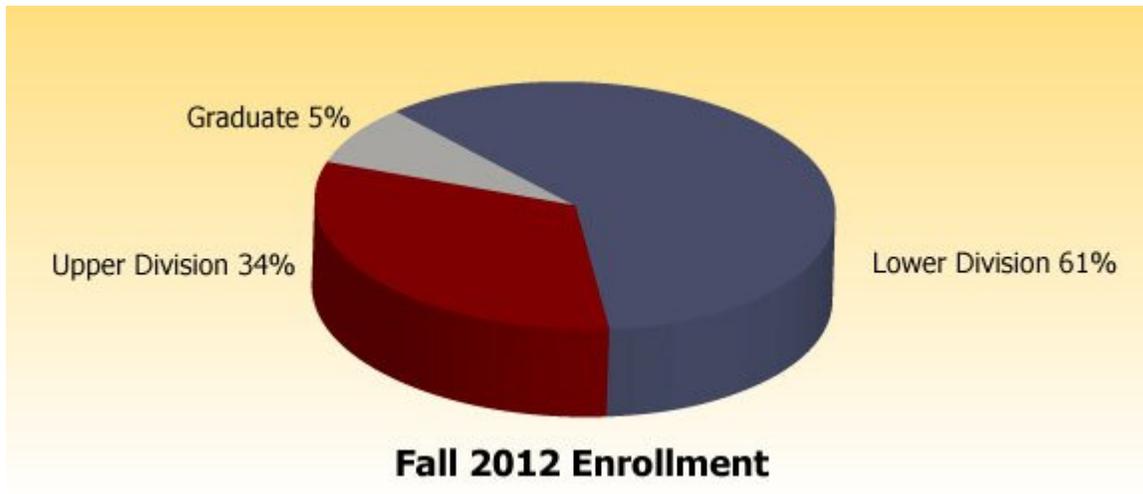
Classification	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012
FTE Student/FTE Faculty Ratio	20/1	21/1	21/1	21/1	21/1	21/1
FTE Students	16,332	17,348	18,486	19,427	19,750	20,056
FTE Faculty	797	837	879	917	924	943
FTE Students Increase	975	1,015	1,139	940	323	306
FTE Faculty Increase	58	40	42	38	7	19
FT Faculty Increase	56	10	28	36	1	9
PT Faculty (FTE) Increase	2	30	13	2	6	10

Highlights

- KSU's FTE Student to FTE Faculty ratio as defined for the Common Data Set and IPEDS reporting has been extremely stable over the last five years. KSU has successfully balanced the hiring of both full- and part-time faculty to maintain a 21 to 1 student-to-faculty ratio.
- Hiring of full-time faculty at KSU continued to slow during Fall 2012, with only nine new full-time faculty members added. Part-time faculty increased by 30.
- KSU's continuing enrollment growth is only generating about 200 additional full-time-equivalent students each year compared to 1,000 a year up to Fall 2010. This slower growth only requires an additional 10 full-time-equivalent faculty to maintain a 21 to 1 student/faculty ratio. That requirement for FTE Faculty growth has basically been maintained in Fall 2012, but has not achieved the higher levels required to reduce the student/faculty ratio. (For example, an annual increase of nearly 50 FTE Faculty would be needed presently to reduce KSU's ratio to 20 to 1).

KSU 2012-2013 Fact Book

Fall Credit Hours



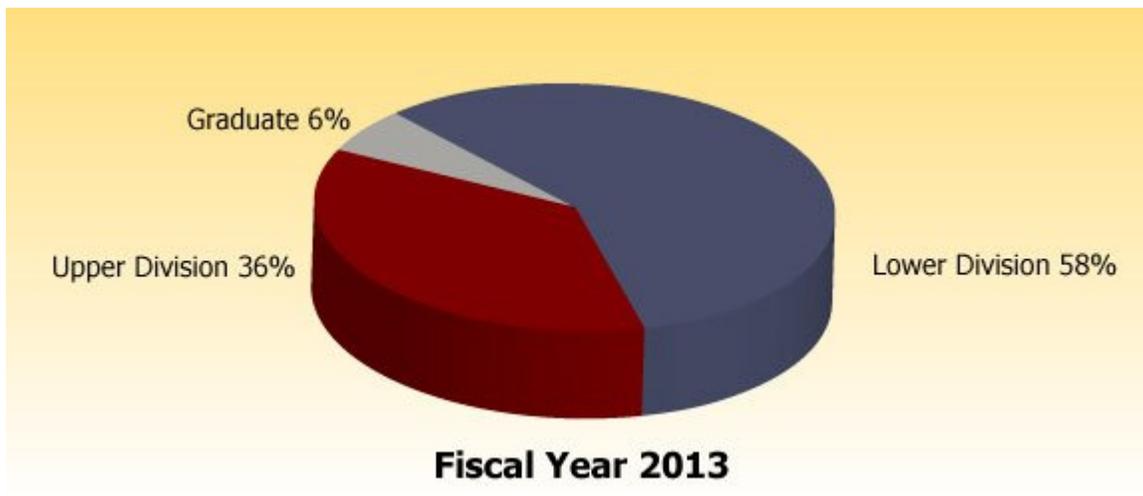
Level	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year # Change	5-Year % Change
Lower	139,930	150,433	158,781	167,405	171,698	174,606	34,676	25%
Upper	78,068	81,750	88,857	94,873	98,019	98,931	20,863	27%
Graduate	16,176	16,514	15,401	15,087	13,764	14,268	-1,908	-12%
Total	234,174	248,697	263,039	277,365	283,481	287,805	53,631	23%
Annual % Change	5%	6%	6%	5%	2%	2%		

Highlights

- Credit hour enrollment has consistently grown each fall for the past five years, with the exception of a significant decrease of 13.6% in Graduate credit hours from Fall 2007 to Fall 2012. The decrease in Graduate credit hours has now brought the overall increases in line with student headcount.
- Over the past five years, the percentage of credit hours for the undergraduate lower division courses had less of an increase at 25% compared to the upper division courses with a 27% increase. Although undergraduate credit hours have begun to slow, the impact to upper division credit hours has been much more significant.
- A little less than half of the credit hours generated each year at KSU are produced in the fall semester.

KSU 2012-2013 Fact Book

Credit Hours Generated by Fiscal Year



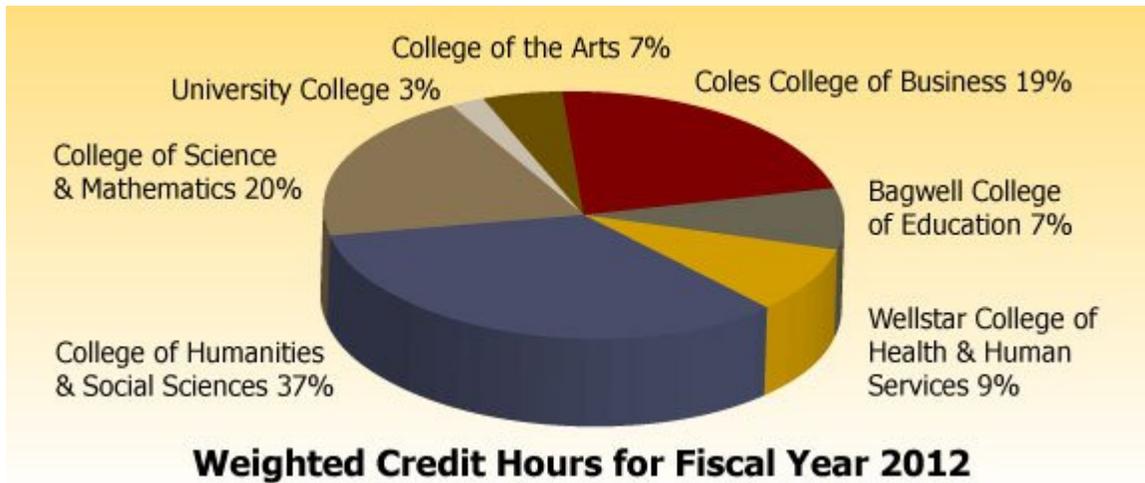
Level	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	5-Year # Change	5-Year % Change
Lower	299,893	321,867	346,048	361,772	368,385	362,027	62,134	21%
Upper	188,880	199,831	214,424	228,265	232,403	229,750	40,870	22%
Graduate	42,059	42,253	39,756	37,451	34,565	35,696	-6,363	-15%
Total	530,832	563,951	600,228	627,488	635,353	627,473	96,641	18%
Annual % Change	6%	6%	6%	5%	1%	-1%		

Highlights

- Annual credit hour generation at KSU has grown consistently each year and substantially over the past five years, with the exception of a decrease (-1%) in overall credit hours from FY 2012 to FY 2013.
- Credit hour growth at the lower and upper divisions have been nearly the same over the past five years.
- The increases in credit hour growth have leveled out as seen in the 1% annual percent change in credit hours during FY 2012, and have now begun to trend downward.

KSU 2012-2013 Fact Book

Instructional Budget Expense and Credit Hours



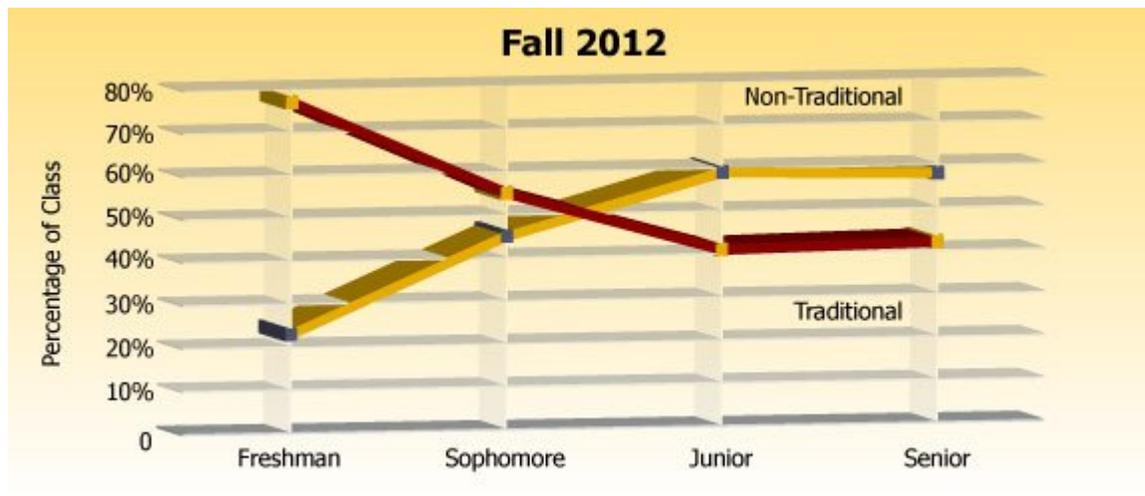
College	FY 2012 Credit	Weighted Credit	Original Budget FY 2012	Costs for FY 2012	% of Weighted Hours	% of Budget	% of Costs
College of the Arts	33,861	39,699	\$5,942,634	\$6,426,864	5%	7%	7%
Coles College of Business	111,859	151,358	\$23,562,873	\$23,961,101	19%	26%	25%
Bagwell College of Education	33,810	51,398	\$9,247,433	\$9,482,281	7%	10%	10%
College of Health & Human Services	54,731	73,121	\$9,964,487	\$10,253,539	9%	11%	11%
College of Humanities & Social Sciences	242,649	288,920	\$23,892,992	\$27,410,296	37%	27%	29%
College of Science & Mathematics	138,609	160,171	\$13,672,653	\$14,654,389	20%	15%	15%
University College	19,336	20,582	\$3,133,735	\$3,321,229	3%	4%	3%
Total	634,855	785,249	\$89,416,807	\$95,509,697	100%	100%	100%

Highlights

- The Georgia legislature's funding formula for the USG weights credit hours by level and disciplinary groupings. In general, upper division credit hours are weighted 50% more and graduate credit hours are weighted 100% more than lower division credit hours in funding formula calculations. The aggregate funding formula allocates state appropriation to the USG, but is not specific enough to be used to allocate state funding to member units of the USG. The State of Georgia is considering replacing this formula in FY 2016 with a performance-based formula that take completions into account.
- Historically, there has been a strong but not perfect relationship between the percentage of weighted credit hours generated by each college and the percentage of the instructional budget assigned to each college.
- The weighted credit hours attempt to equalize the productivity by giving extra weights to upper division (1.5) and graduate and clinical instruction (2).

KSU 2012-2013 Fact Book

KSU's Traditional and Nontraditional Undergraduates



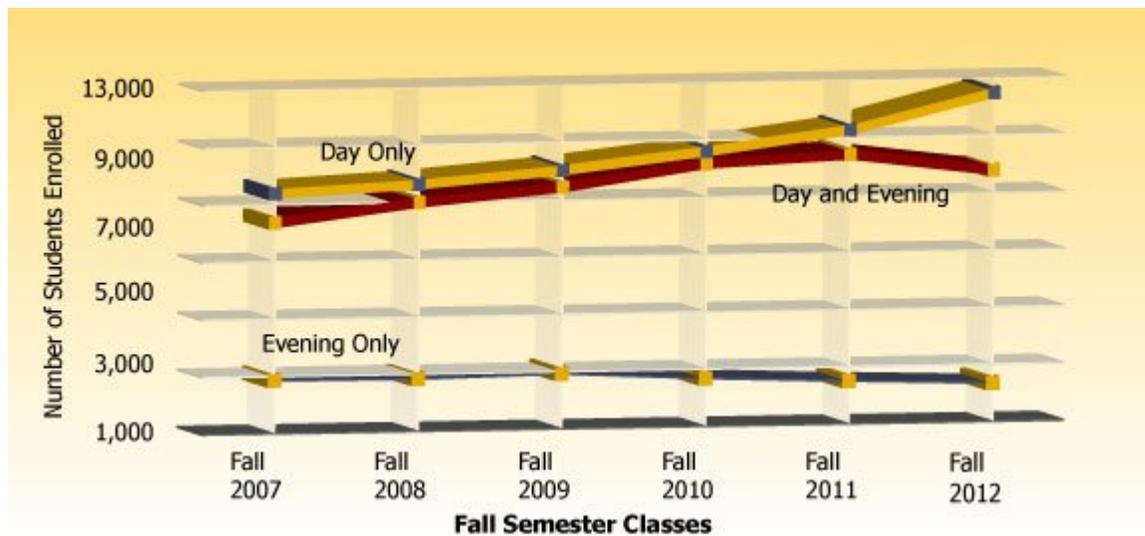
Classification	Traditional-Age		Nontraditional-Age	
Freshman (19 or younger)	4,064	77%	1,190	23%
Sophomore (20 or younger)	2,872	55%	2,310	45%
Junior (21 or younger)	2,169	41%	3,069	59%
Senior (23 or younger)	2,799	42%	3,915	58%
Total	11,904	53%	10,484	47%

Highlights

- KSU's retention, progression, and graduation tracking system reveals that most KSU first-time full-time freshmen matriculate as traditional freshmen but quickly adopt nontraditional characteristics, such as taking the minimum full-time load, dropping down to part-time status, working at a job more than 20 hours per week, stopping out periodically, etc. Consequently, they do not progress to the next classification each year as a traditional-age college student would be expected to do.
- Since the initiation and expansion of on-campus student housing, the traditional-age student population has been continually growing. In Fall 2007, 70% of the freshmen and 30% of all undergraduates were traditional-age compared to 77% of the freshmen and 23% of all undergraduates in Fall 2012.
- Traditional-age undergraduates now outnumber the nontraditional students in both the freshmen and sophomore classifications. Traditional-age students lead the minority in the junior and senior classifications, but they have increased significantly since Fall 2007. There are more than four times as many traditional-age freshmen than non-traditional-age freshmen, but there are only one-and-a-half times that amount by the time the student reaches the junior and senior classification.

KSU 2012-2013 Fact Book

Day and Evening Enrollment



Students Enrolled	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year # Change	5-Year % Change
Day Only	9,389	9,629	10,036	10,603	11,270	12,483	3,094	33%
Evening Only	2,854	2,829	2,918	2,673	2,495	2,342	-512	-18%
Both Day and Evening	8,364	8,991	9,435	10,176	10,410	9,779	1,415	17%
Total	20,607	21,449	22,389	23,452	24,175	24,604	3,997	19%

Course Enrollments by Class Times	Monday	Tuesday	Wednesday	Thursday	Friday
Morning					
Early (6:30-9:29)	2,839	3,099	2,877	3,089	1,624
Mid (9:30-10:59)	4,626	4,718	4,890	4,743	2,635
Late (11:00-12:29)	4,416	4,815	4,526	4,865	2,382
Subtotal	11,881	12,632	12,293	12,697	6,641
Afternoon					
Early (12:30-1:59)	3,723	3,789	4,056	3,754	1,536
Mid (2:00-3:29)	3,989	4,669	4,059	4,724	308
Late (3:30-4:59)	3,303	3,342	3,366	3,300	4
Subtotal	11,015	11,800	11,481	11,778	1,848
Evening					
Early (5:00-7:59)	6,020	6,148	6,023	6,098	36
Late (8:00-11:00)	1,235	1,188	1,227	1,188	0
Subtotal	7,255	7,336	7,250	7,286	36

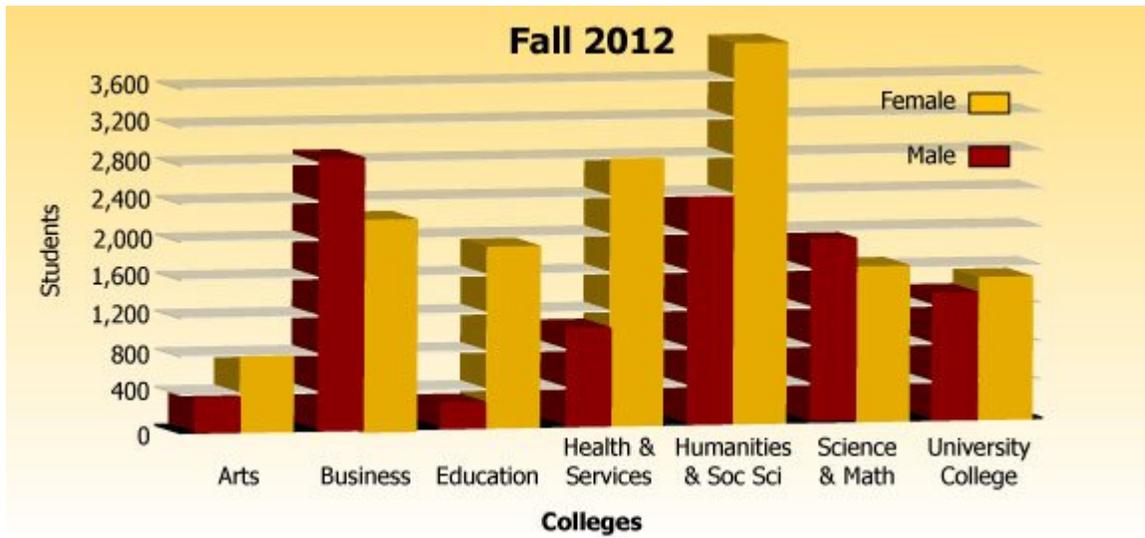
Highlights

- More students consistently register for classes in the early evening than any other class period, followed by the mid and late morning time blocks.
- The late evening and early morning time blocks have substantially fewer course registrations than any other time periods.
- The population of students who only enroll in evening courses has declined notably in the last five years while the population of day-only students has increased substantially. Those students enrolled in both day and evening courses has decreased for the first time in the last five years.

- The number of students enrolled in courses on Friday increased substantially over prior years. This was due to KSU improving Friday utilization as part of a University System of Georgia initiative to increase course offerings on Friday's (up to 3:00 p.m.).

KSU 2012-2013 Fact Book

Enrollment by Gender



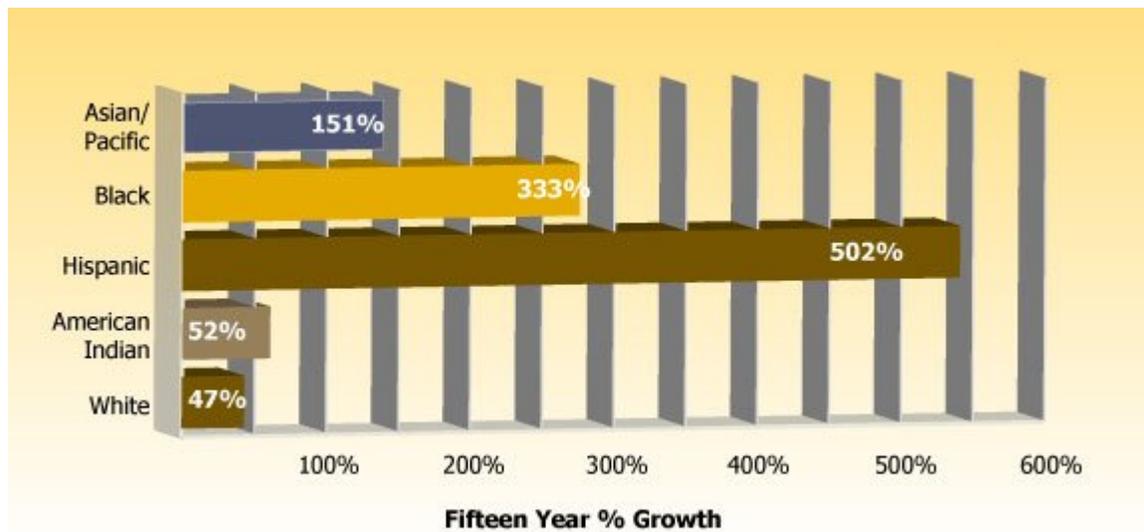
College Code	Male	Female	Male %	Female %
College of the Arts	359	704	34%	66%
Coles College of Business	2,844	2,125	57%	43%
Bagwell College of Education	260	1,801	13%	87%
Graduate College	0	2	0%	100%
College of Health & Human Services	1,022	2,710	27%	73%
College of Humanities & Social Sciences	2,379	3,893	38%	62%
College of Science & Mathematics	1,888	1,531	55%	45%
University College	1,324	1,393	49%	51%
Other	179	190	49%	51%
Total	10,255	14,349	42%	58%

Highlights

- KSU's student body has a gender split of about 60/40, females to males, which has been consistent for many years.
- Female representation is especially dominant in teacher education and nearly three times higher in health and human services programs. In addition, females are the majority in humanities and social science programs.
- Men are in the majority in business programs as well as sciences and mathematics.

KSU 2012-2013 Fact Book

Fifteen-Year Trends of Fall Enrollment by Racial Group



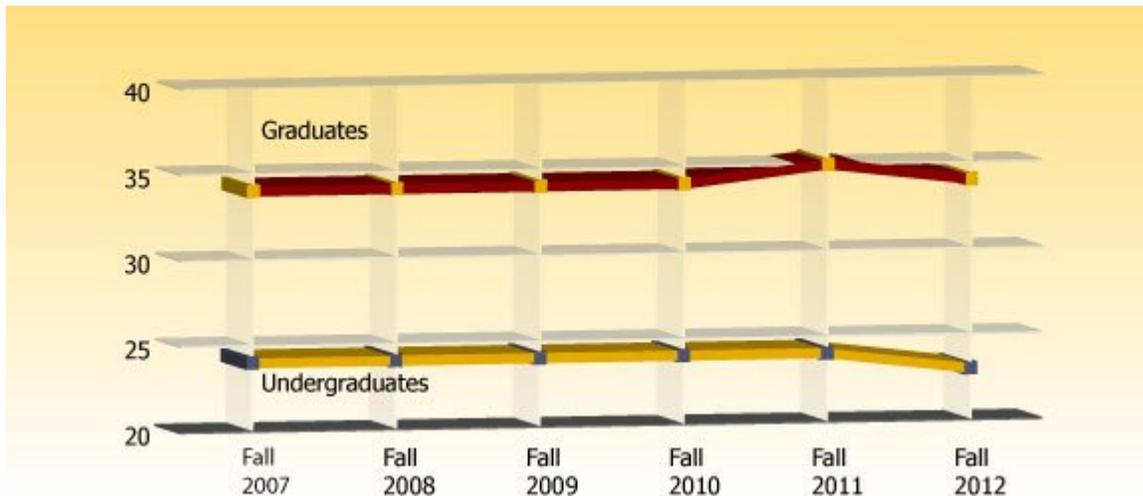
Minority and Majority Group	Fall 1997	Fall 2002	Fall 2007	Fall 2012	15-Year % Change	10-Year % Change	5-Year % Change
American Indian or Alaskan Native	35	37	69	56	60%	51%	-19%
Asian	407	542	743	972	139%	79%	31%
Black, Non-Hispanic Origin	1,078	1,772	2,177	4,043	275%	128%	86%
Hispanic	257	464	835	1,646	540%	255%	97%
Multi-Racial	92	428	346	814	785%	90%	135%
Native Hawaiian or Other Pacific Islander	0	0	0	37	.	.	.
Undeclared	0	0	0	1,121	.	.	.
White, Non-Hispanic Origin	11,225	12,411	16,437	15,915	42%	28%	-3%
Total	13,094	15,654	20,607	24,604	88%	57%	19%
% Minority	14%	21%	20%	31%			

Highlights

- Minority students comprised only 14% of the KSU student body 15 years ago and have grown to 31% of KSU students in Fall 2007.
- Of the minority groups enrolled in the last 15 years, Multi-Racial students had the highest percentage growth and Black students increased the most in numbers enrolled.
- In the decade between Fall 2002 and Fall 2012, the growth of minority student groups (25%) kept pace with the growth of students in the majority population (28%). Over the last ten years since the initiation and expansion of on-campus student housing in Fall 2002, the growth rates of all groups have been more similar with the exception of the Multi-Racial and Hispanic groups which have continued to outpace all others.

KSU 2012-2013 Fact Book

Average Age of Students



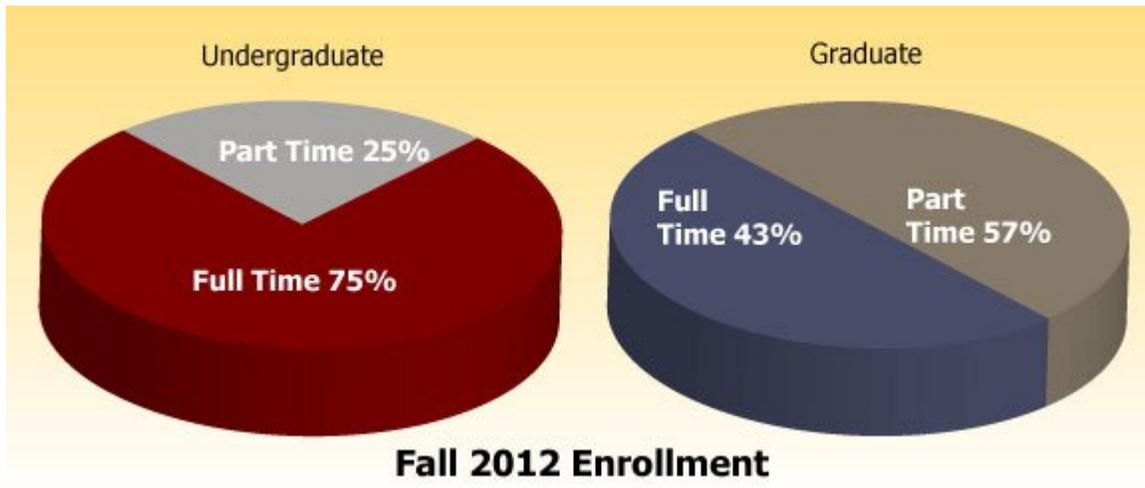
Undergraduate	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012
Average Age	24	24	24	24	24	23
Oldest Student	81	82	79	80	81	82
Youngest Student	16	16	16	15	14	16
Number 35+ Years Old	1,853	1,851	1,940	2,059	2,095	1,902
Percent 35+ Years Old	10%	10%	10%	10%	9%	8%
Graduate	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012
Average Age	34	34	34	34	35	34
Oldest Student	72	82	83	84	85	74
Youngest Student	21	20	21	20	21	21
Number 35+ Years Old	1,001	1,013	847	825	790	816
Percent 35+ Years Old	43%	44%	41%	42%	43%	43%

Highlights

- The average age of KSU's undergraduates and graduates has changed very little over the last five years.
- Virtually all of the growth in the undergraduate student body since Fall 2007 has been associated with increases in students younger than 35 years of age, lending support to the observation that KSU's student body appears to be getting younger.
- The number of older undergraduates 35+ years of age reached its biggest peak in 2011 and has declined 9% since then.
- Graduate students tend to be about ten years older than undergraduates on the average.

KSU 2012-2013 Fact Book

Undergraduate and Graduate Course Loads



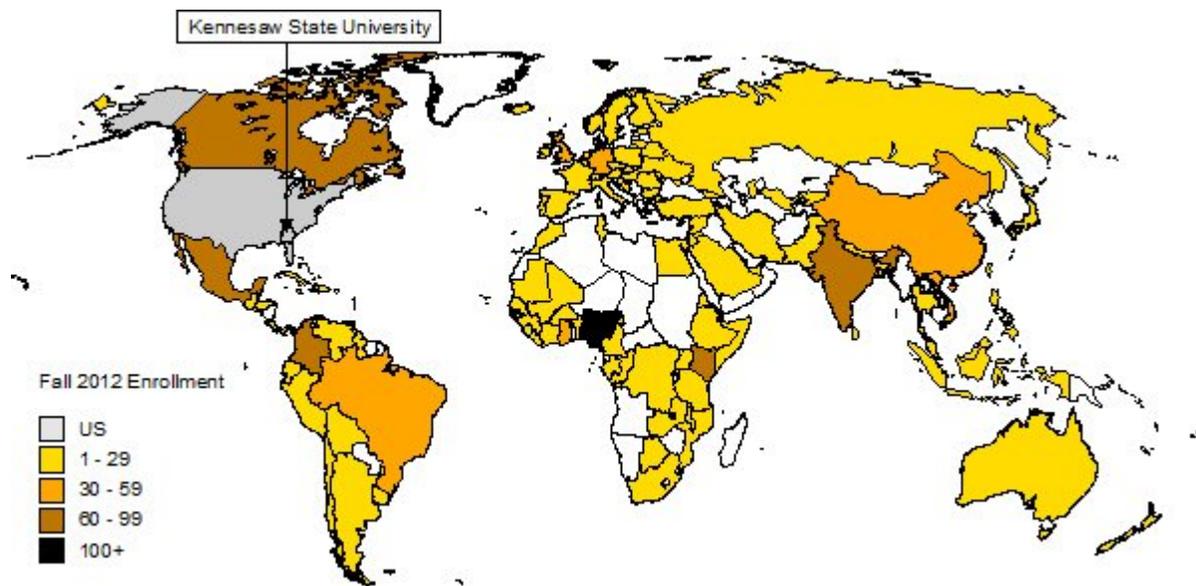
Undergraduate	Fall 2007	Fall 2012	5-Year # Change	5-Year % Change
1-5 hours	803	594	-209	-26%
6-11 hours	4,165	5,136	971	23%
Total Part-Time	4,968	5,730	762	15%
12-15 hours	11,480	14,846	3,366	29%
16+ hours	1,824	2,108	284	16%
Total Full-Time	13,304	16,954	3,650	27%
Graduate	Fall 2007	Fall 2012	5-Year # Change	5-Year % Change
1-3 hours	272	188	-84	-31%
4-8 hours	1,172	904	-268	-23%
Total Part-Time	1,444	1,092	-352	-24%
9-12 hours	788	694	-94	-12%
13+ hours	103	134	31	30%
Total Full-Time	891	828	-63	-7%

Highlights

- Part-time undergraduate enrollment has increased over the past five years while the full-time undergraduate rate of increase has slowed to 27%.
- Nearly 75% of undergraduates were enrolled full-time in Fall 2012 compared to nearly 73% five years earlier.
- The proportion of graduate students enrolled full-time changed slightly from 38% in Fall 2007 to 43% in Fall 2012 despite declines in overall graduate enrollments since Fall 2007.

KSU 2012-2013 Fact Book

Fall Enrollment by Country of Origin



Top 10 Last 5 Years	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Korea, Republic Of	57	56	50	63	87	121	112%
Nigeria	111	108	104	114	121	119	7%
Canada	89	84	80	88	74	79	-11%
Kenya	82	79	81	83	87	72	-12%
Colombia	88	88	81	72	75	72	-18%
Mexico	96	83	78	59	53	66	-31%
India	136	121	112	92	89	64	-53%
Brazil	71	58	67	64	54	55	-23%
United Kingdom	37	39	49	44	40	45	22%
Ghana	25	21	28	37	42	42	68%

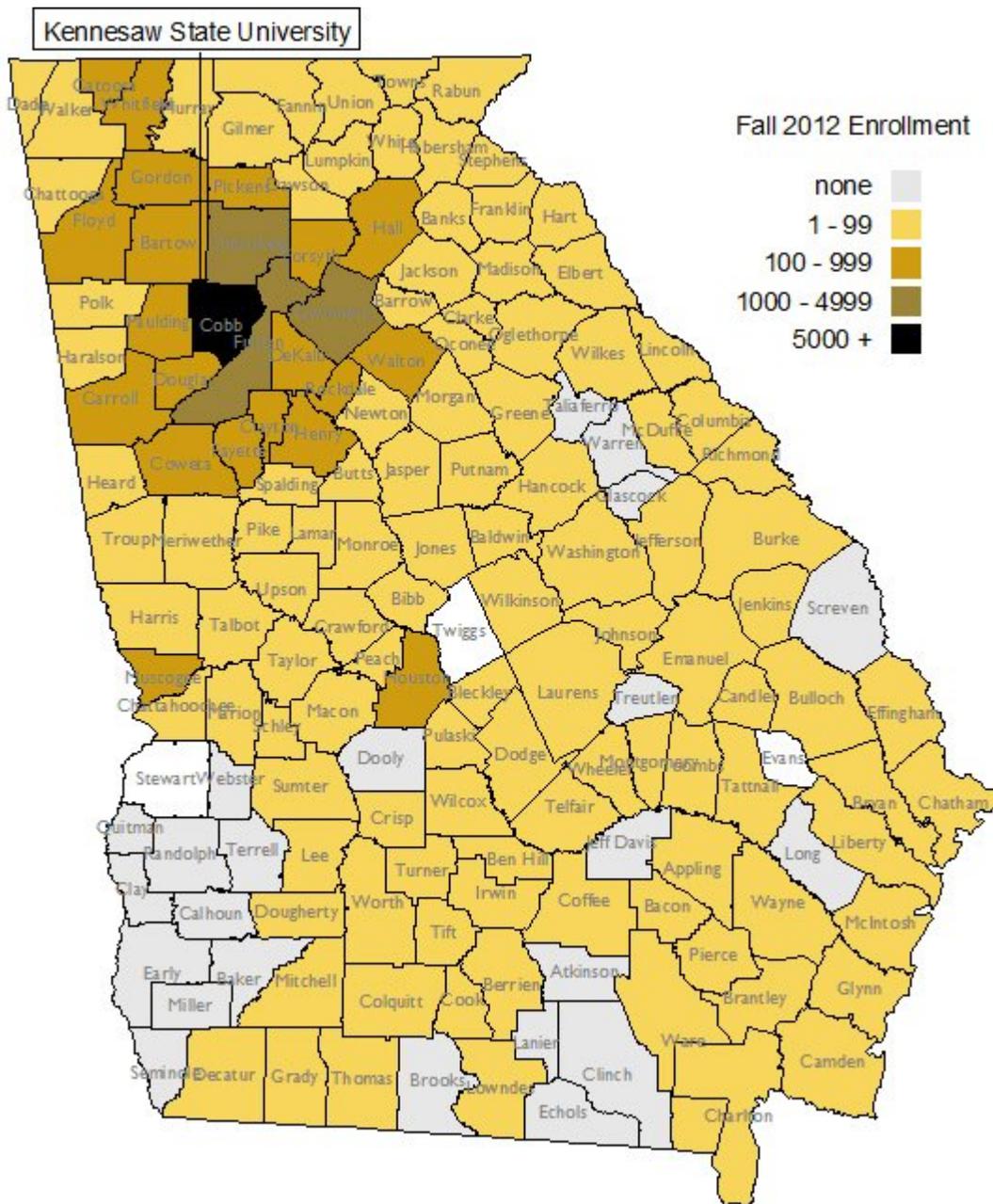
International Group	Fall 1997	Fall 2002	Fall 2007	Fall 2012	15-Year # Change	15-Year % Change
Total International Headcount	723	1,295	1,700	1,538	815	113%
Total Countries Represented	104	123	142	128	24	23%
Percent of Student Body	6%	8%	8%	6%		

Highlights

- Nearly the same number of countries of origin were represented by KSU's students in Fall 2012 as in Fall 2007. Fewer countries of origin have been represented in the last five years.
- Enrollment growth of international students has tripled over the past fifteen years and has risen more slowly in the last five years.
- Among the top ten countries represented, the number of students from the Republic of Korea, Ghana, and United Kingdom grew the most, and the numbers from India and Mexico declined over the past five years.

KSU 2012-2013 Fact Book

Enrollment by County of Residence



County	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Cobb	7,684	7,536	7,597	7,546	7,611	7,605	-1%
Cherokee	2,432	2,585	2,781	2,923	3,045	3,065	26%
Fulton	1,770	1,834	1,894	1,987	2,002	2,128	20%
Gwinnett	1,098	1,244	1,331	1,476	1,641	1,752	60%
Paulding	677	737	769	805	861	821	21%
Dekalb	499	515	550	600	654	709	42%
Bartow	555	579	605	617	607	630	14%
Forsyth	296	339	335	429	466	489	65%
Douglas	215	237	259	292	355	398	85%
Fayette	232	254	289	330	370	382	65%
Henry	128	136	153	182	235	270	111%
Floyd	161	157	193	216	227	221	37%

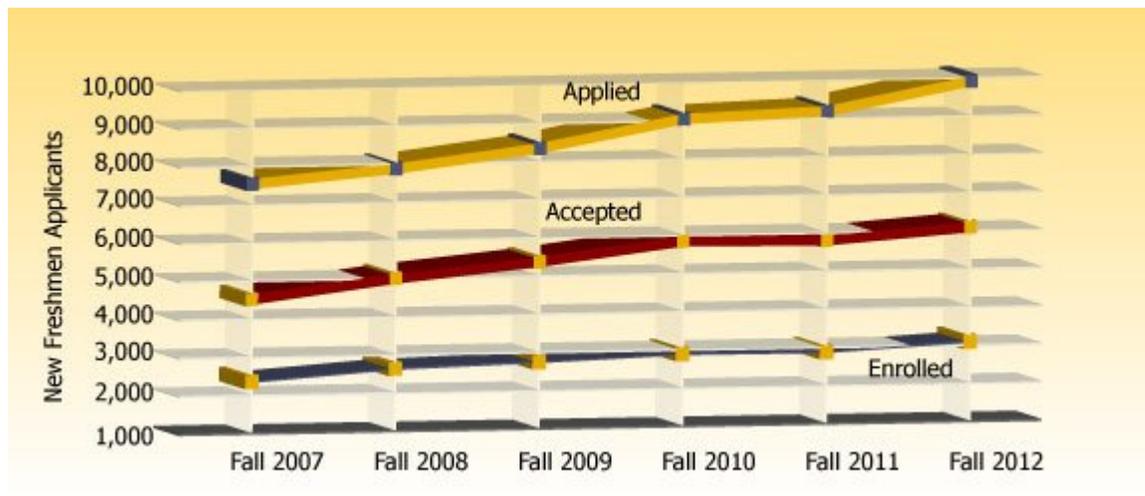
Coweta	117	111	132	136	181	193	65%
Walton	64	72	92	125	126	159	148%
Whitfield	166	157	148	155	164	158	-5%
Gordon	173	173	164	152	137	145	-16%
Pickens	140	151	146	146	142	143	2%
Muscogee	69	87	101	122	131	128	86%
Rockdale	112	130	115	113	117	124	11%
Clayton	87	79	70	85	104	116	33%
Carroll	47	59	69	90	100	114	143%
Houston	72	78	79	84	90	112	56%
Hall	69	85	82	92	98	102	48%
Catoosa	88	76	87	86	88	101	15%

Highlights

- Over 45% of the KSU student body were Cobb residents five years ago, and that proportion dropped to 38% in Fall 2012.
- Counties adjacent to Cobb, such as Cherokee, Fulton, Paulding and Bartow have had double-digit increases in the last five years. Counties like Paulding are served by off-campus instructional initiatives and sites.
- Counties not geographically adjacent to Cobb have some of the highest percentages of enrollment growth which may be due to the attractiveness of on-campus student housing as well as nearby student-focused off-campus housing.

KSU 2012-2013 Fact Book

Undergraduate Application Statistics



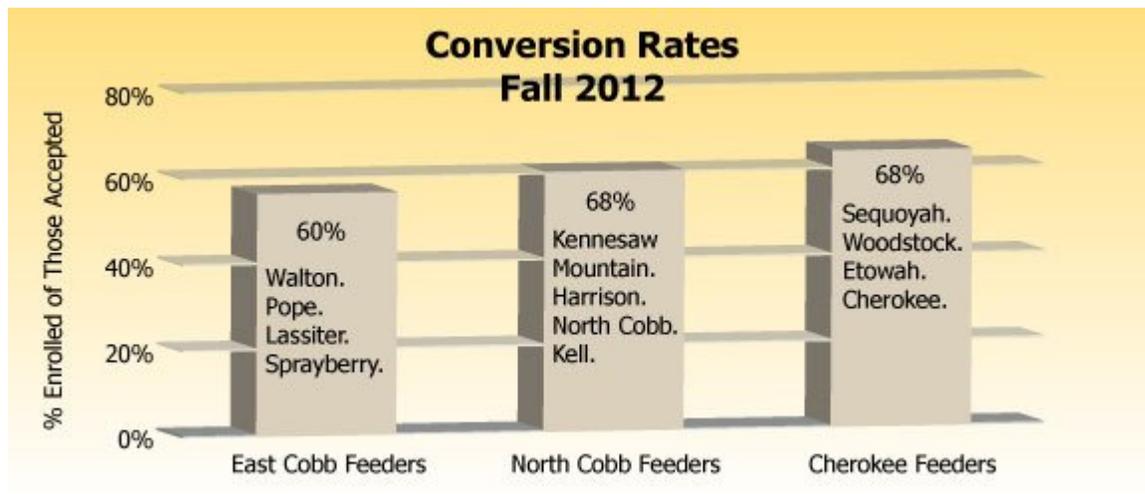
Classification	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year # Change	5-Year % Change
New Freshmen Applicants								
Applied Freshmen	7,545	7,883	8,308	9,054	9,191	9,915	2,370	31%
Accepted Freshmen	4,519	5,003	5,352	5,848	5,807	6,089	1,570	35%
Enrolled Freshmen	2,361	2,639	2,749	2,892	2,880	3,088	727	31%
% of Enrolled / Accepted	52%	53%	51%	49%	50%	51%		
SAT Avg. Verbal	534	537	539	541	541	548	14	3%
SAT Avg. Math	531	538	537	541	538	541	10	2%
SAT Avg. Total	1065	1075	1076	1082	1079	1089	24	2%
New Transfer Applicants								
Applied Transfer	3,466	3,465	3,925	4,321	4,264	4,525	1,059	31%
Accepted Transfer	2,523	2,610	2,912	3,181	3,319	3,474	951	38%
Enrolled Transfer	1,611	1,761	1,944	2,004	2,130	2,164	553	34%
% of Enrolled / Accepted	64%	67%	67%	63%	64%	62%		

Highlights

- The number of applications and acceptances for freshmen and transfer admissions has continued to grow significantly more over the last five years than the number of students who subsequently enroll.
- Only 31% of the new freshmen applicants and 49% of the new transfer applicants actually enrolled in Fall 2012, which has remained in a consistent, narrow range over the last six years. Conversion rates continued to remain higher for accepted freshmen applicants (50%) as well as transfer students (62%).
- Average SAT scores for beginning freshmen have started to once again show modest gains in Fall 2012 after having remained stagnant over the last five years.

KSU 2012-2013 Fact Book

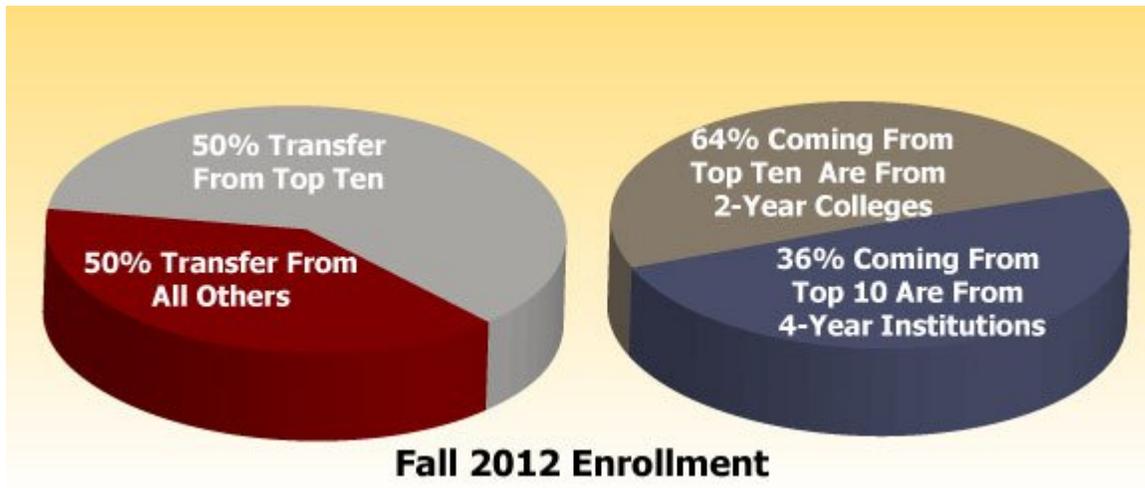
Principal Feeder High Schools



Feeder H.S. (coming) >40 New Freshmen Fall 2012	Number Applied	Number Accepted	Number Enrolled	% Enrolled of Accepted
North Cobb High School	257	187	126	67%
Harrison High School	235	190	125	66%
Woodstock HS	215	169	117	69%
Kennesaw Mountain High School	196	152	104	68%
Sequoyah High School-Canton	176	141	100	71%
Lassiter High School	201	163	100	61%
Kell HS	180	127	92	72%
Etowah High School	179	138	91	66%
Sprayberry Senior High School	171	124	89	72%
Hillgrove HS	143	107	77	72%
Allatoona High School	160	118	76	64%
George Walton Comprehensive Hs	183	125	66	53%
Alan C Pope High School	159	116	63	54%
Cherokee High School	141	99	62	63%
Brookwood High School	193	126	58	46%
Wheeler High School	113	79	57	72%
Collins Hill High School	157	121	57	47%
East Paulding High School	91	72	56	78%
Milton High School	145	99	52	53%
Creekview High School	125	104	49	47%
North Gwinnett High School	138	100	48	48%
Roswell High School	126	87	44	51%
Woodland High School	86	61	41	67%
Meachern High School	120	65	41	63%

KSU 2012-2013 Fact Book

Top Ten Transfer Institutions



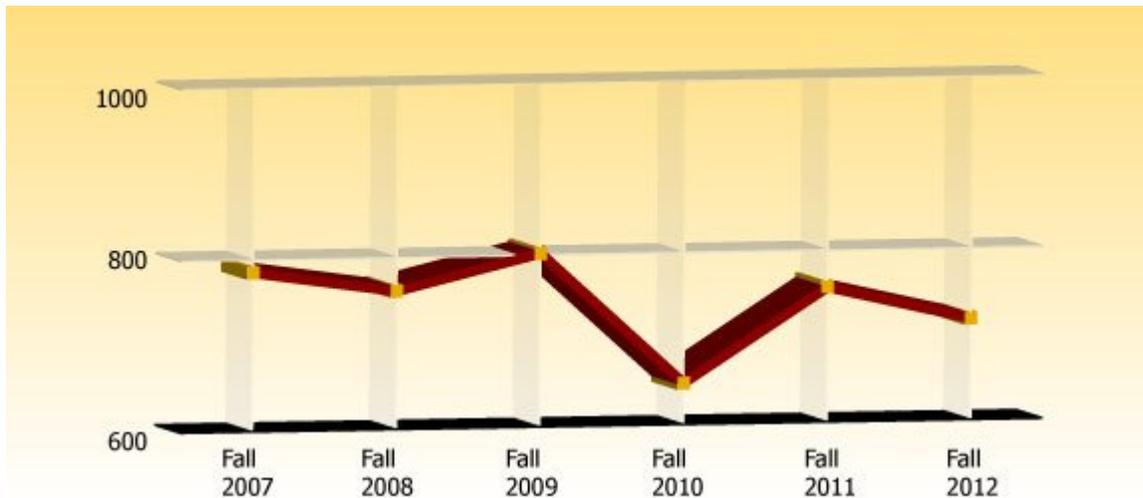
Most Undergraduate Transfers in Fall 2012	Number Applied	Number Accepted	Number Enrolled	% Enrolled of Accepted
Georgia Perimeter College	625	506	307	61%
Georgia Highlands College	314	270	217	80%
Chattahoochee Tech College	288	208	164	79%
Georgia Southern University	139	122	72	59%
Gainesville State College	137	116	67	58%
Valdosta State University	121	96	57	59%
Georgia State University	153	128	56	44%
Univ of West Georgia	94	72	50	69%
Georgia Gwinnett College	98	72	43	60%
Gordon College-Georgia	65	51	37	73%
All Other Institutions	2,485	1,831	1058	58%

Highlights

- Half of the new transfer students in Fall 2012 come from one of the top ten transfer institutions.
- Three (3) of the top ten transfer institutions were 2-year colleges and continued to account for 64% of the new transfer students in Fall 2012.
- In Fall 2012, KSU enrolled 61% of the overall accepted new transfer student intakes. The top ten transfer institutions accounted for 31% of the acceptances, with all other transfer institutions at 30%.

KSU 2012-2013 Fact Book

Readmission of Former Students



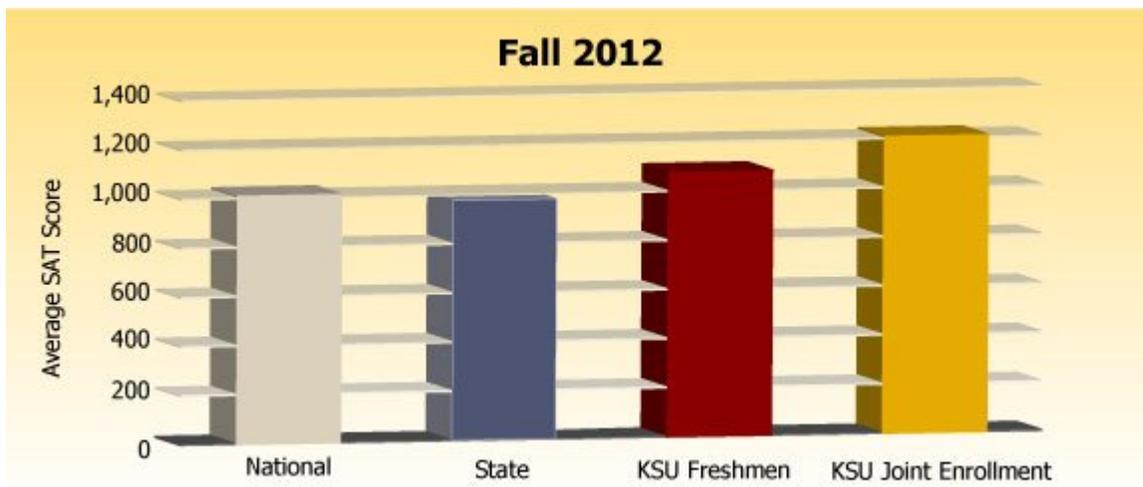
Classification	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Freshmen	209	216	213	165	175	150	-28%
Sophomore	204	188	188	168	201	192	-6%
Juniors	158	160	174	147	191	181	15%
Seniors	152	145	163	130	141	135	-11%
Graduate	20	27	26	17	33	39	95%
Other	42	25	38	21	16	21	-50%
Total	785	761	802	648	757	718	-9%

Highlights

- The number of readmissions has continued to slowly decline in the last five years. This may be due to a policy change in Fall 2006 that required students to reapply for admissions after a six-semester absence.
- The annual readmission of returning former students continues to substantially exceed the number of new graduate students each fall.

KSU 2012-2013 Fact Book

State and National SAT Comparisons



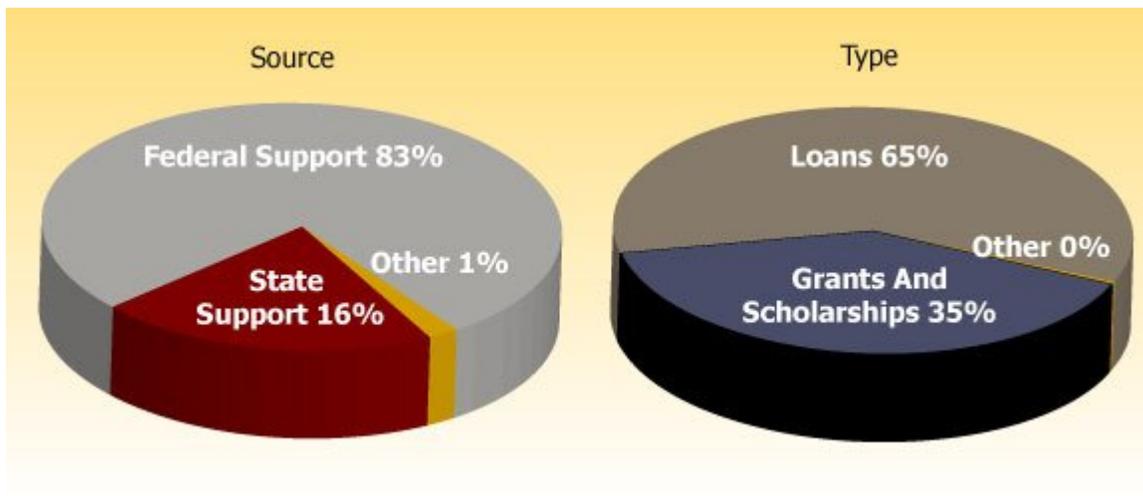
	Verbal	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012
National		503	502	501	501	497	496
State		494	491	490	488	485	488
KSU First-Time Freshmen		533	537	539	541	541	547
KSU Freshmen		533	534	536	538	537	541
KSU Dual Enrollment Honors		611	597	609	607	603	606
	Math						
National		515	515	515	516	514	514
State		495	493	491	490	487	489
KSU First-Time Freshmen		531	538	537	541	537	540
KSU Freshmen		530	533	533	536	533	536
KSU Dual Enrollment Honors		607	600	604	594	605	602
	Total						
National		1,018	1,017	1,016	1,017	1,011	1,010
State		989	984	981	978	972	977
KSU First-Time Freshmen		1,064	1,075	1,076	1,082	1,078	1,087
KSU Freshmen		1,063	1,067	1,069	1,074	1,070	1,077
KSU Dual Enrollment Honors		1,218	1,197	1,213	1,201	1,208	1,208

Highlights

- KSU's mean SAT scores have consistently exceeded the state and national averages for freshmen over the past five years. The averages for KSU's dual enrollment honors students were substantially higher.
- Average SAT scores at KSU have changed very little over the past five years.

KSU 2012-2013 Fact Book

Financial Aid Awards



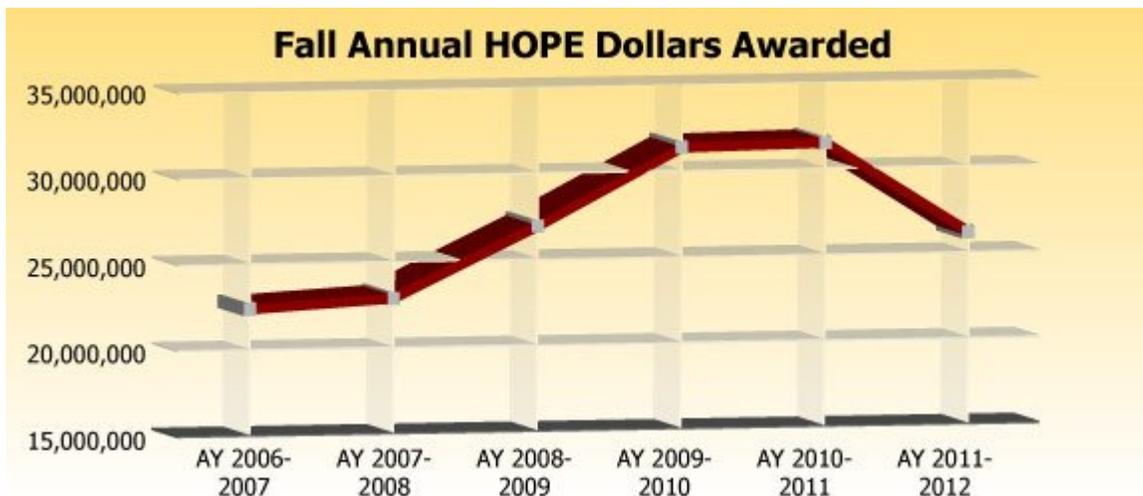
Types of Financial Aid in AY 2011-2012	Awards	Support
Loans		
Direct - Subsidized Loans (Federal)	13,393	54,053,333
Direct - Unsubsidized Loans (Federal)	12,585	58,488,544
Alternative Loans (Private)	447	3,602,134
PLUS Loans (Federal)	609	6,601,408
Perkins Loans (Federal)	4	11,000
Grants & Scholarships		
HOPE Scholarships (Georgia)	8,463	26,153,557
Pell Grants (Federal)	10,214	37,235,828
KSU Scholarships and/or Grants (Institutional/Foundation)	1,352	2,753,088
Supplemental Educational Opportunity Grants (Federal)	943	611,678
Other Assistance		
Federal Work Study (Federal)	213	534,924
Total Financial Aid Paid	22,876	190,045,494

Highlights

- Eighty percent (80%) of KSU students receive some form of financial aid.
- Eighty-three percent (83%) of the financial aid awarded comes from federal sources and subsidies.
- The HOPE Scholarship program accounts for less than 14% of KSU's student financial aid, and KSU/KSUF scholarships and grants make up just over 1% of the annual aid awarded.
- Nearly \$6 out of every \$10 in financial aid comes in the form of a loan that must be repaid.

KSU 2012-2013 Fact Book

Georgia HOPE Scholarships at KSU



Classification	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	5-Year % Change
Freshman	2,762	2,009	2,100	2,096	2,414	2,319	-16%
Sophomore	1,297	1,544	1,601	1,841	1,588	1,917	48%
Junior	1,292	1,337	1,468	1,585	1,055	1,696	31%
Senior	949	1,061	1,157	1,251	981	1,423	50%
Other	6	5	7	7	4	4	-33%
Total	6,306	5,956	6,333	6,780	6,042	7,359	17%

Highlights

- The number of junior and senior HOPE Scholarship recipients increased by nearly 40% in the last five years. This may indicate that students are performing better academically as they reach upper-level courses in the major and thus retaining the HOPE Scholarship longer.
- Nearly 30% of students enrolled at KSU in Fall 2012 received a HOPE Scholarship, which is a decrease from 32% in Fall 2006 due to changes in Hope Scholarship funding.

KSU 2012-2013 Fact Book

Baccalaureate Degree Programs

Bachelor of Arts

African and African Diaspora Studies
Art History
Dance
English
Geography
History
International Affairs
Modern Language and Culture (P-12)
Music
Philosophy
Theatre and Performance Studies

Bachelor of Business Administration

Accounting
Economics
Finance
Information Security and Assurance
Information Systems
International Business
Management
Marketing
Professional Sales

Bachelor of Fine Arts

Art

Bachelor of Music

Music Education (P-12)
Music Performance

Bachelor of Nursing

Nursing (Accelerated)
Nursing (Traditional)
Nursing (RN-B.S.N.)

Bachelor of Science

Anthropology
Art Education (P-12)
Biochemistry
Biology
Biology Education (Secondary)
Biotechnology
Chemistry
Communication
Computer Science
Criminal Justice
Early Childhood Education (Birth to Age Five)
Early Childhood Education (P-5)
English Education (Secondary)
Exercise & Health Science
Geographic Information Science
Health & Physical Education (P-12)
History Education (Secondary)

Human Services
Integrative Studies
Mathematics
Mathematics Education (Secondary)
Middle Grades Education (4-8)
Political Science
Psychology
Sociology
Sport Management

Highlights

- KSU was authorized by the University System of Georgia to offer 52 baccalaureate programs of study in academic year 2012-13.

KSU 2012-2013 Fact Book

Graduate Degree Programs Authorized

Master's Degree Programs

Master of Arts with a Major in Integrated Global Communication (M.A.)
Master of Arts with a Major in American Studies (M.A.)
Master of Accounting (M.Acc.)
Master of Arts in Professional Writing (M.A.P.W.)
Master of Arts in Teaching (M.A.T.)
Master of Business Administration
Master of Education with a Major in Reading (M.Ed.)
Master of Education with a Major in Secondary Education (M.Ed.)
Master of Education with a Major in Middle Grades Education (M.Ed.)
Master of Education with a Major in Instructional Technology (M.Ed.)
Master of Education with a Major in Inclusive Education (M.Ed.)
Master of Education with a Major in ESOL, Teaching English to Speakers of Other Languages (M.Ed.)
Master of Education with a Major in Early Childhood Education (M.Ed.)
Master of Education with a Major in Adolescent Education (M.Ed.)
Master of Education with a Major in Special Education (M.Ed.)
Master of Education with a Major in Teacher Leadership (M.Ed.)
Master of Public Administration (M.P.A.)
Master of Science with a Major in Applied Exercise & Health Science (M.S.)
Master of Science with a Major in Integrative Biology (M.S.)
Master of Science with a Major in Criminal Justice (M.S.)
Master of Science in Information Systems (M.S.I.S.)
Master of Science with a Major in International Policy Management (M.S.)
Master of Science with a Major in Chemical Sciences (M.S.)
Master of Science with a Major in Applied Statistics (M.S.)
Master of Science in Nursing with a Major in WellStar Primary Care Nurse Practitioner Program (M.S.N.)
Master of Science in Conflict Management (M.S.C.M.)
Master of Science with a Major in Applied Computer Science for Experienced Professionals (M.S.)
Master of Science in Nursing with a Major in Advanced Care Management and Leadership (M.S.N.)
Master of Social Work (M.S.W.)

Specialist Degree Programs

Specialist in Education with a Major in Educational Leadership for Learning (Ed.S.)
Specialist in Education with a Major in Instructional Technology (Ed.S.)
Specialist in Education with a Major in Middle Grades Education (Ed.S.)
Specialist in Education with a Major in Secondary Education (Ed.S.)
Specialist in Education with a Major in Special Education (Ed.S.)
Specialist in Education with a Major in Teaching Leadership (Ed.S.)
Specialist in Education with a Major in Curriculum and Instruction (Ed.S.)
Specialist in Education with a Major in Early Childhood Education (Ed.S.)

Doctoral Degree Programs

Doctor of Business Administration (D.B.A.)
Doctor of Education with a Major in Early Childhood Education (Ed.D.)
Doctor of Education with a Major in Educational Leadership for Learning (Ed.D.)
Doctor of Education with a Major in Instructional Technology (Ed.D.)
Doctor of Education with a Major in Middle Grades Education (Ed.D.)
Doctor of Education with a Major in Secondary Education (Ed.D.)
Doctor of Nursing Science (D.N.S.)

Highlights

- KSU began offering graduate degrees at the master's level in 1985 and initiated its first combined specialist and doctoral program in 2007.
- KSU added its first the Doctor of Philosophy in 2010. The Ph.D. in International Conflict Management is one of only a handful of similar programs available in North America.
- KSU's graduate degree programs tend to be professionally oriented and are typically offered at night and on weekends to cohorts of practicing professionals.

KSU 2012-2013 Fact Book

Post-Baccalaureate Certificates Authorized

Advanced Certificate

Post-Baccalaureate Certificate in American Studies
Post-Baccalaureate Certificate in Educational Assessment and Measurement
Post-Baccalaureate Certificate in Information Security and Assurance
Post-Baccalaureate Certificate in Instructional Technology
Post-Baccalaureate Certificate in Leadership and Ethics
Post Baccalaureate Certificate in Online Teaching
Post-Baccalaureate Certificate in Regulatory Affairs and Clinical Trials
Post-Baccalaureate Certificate in Special Education

Certificates of Less than One Year

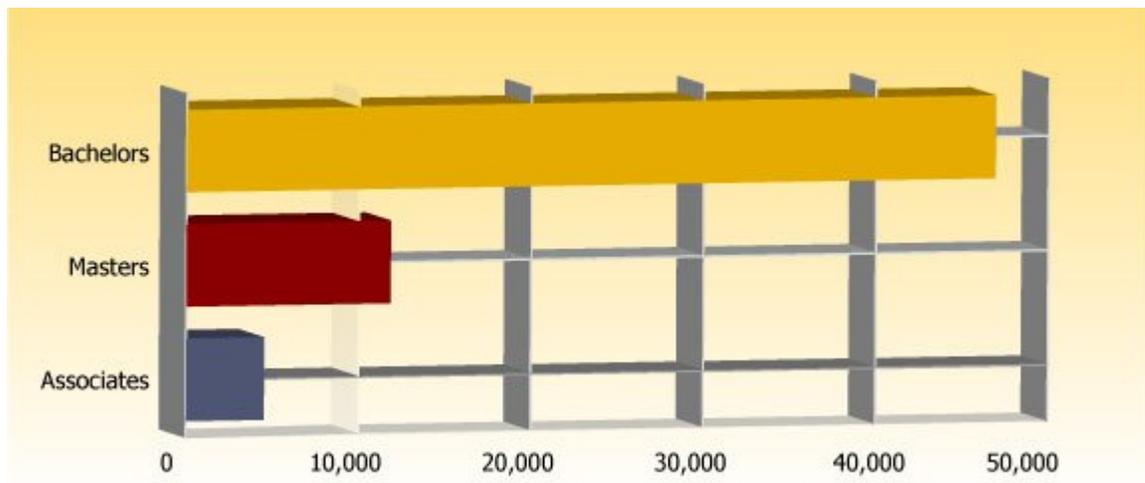
Multiplatform News reporting
Interdisciplinary Music and Entertainment Business
Leadership Studies

Highlights

- The Siegel Institute's Graduate Certificate in Leadership and Ethics is the only master's degree level program of its kind in the southeastern United States.

KSU 2012-2013 Fact Book

Degrees Awarded Since KSU's Founding



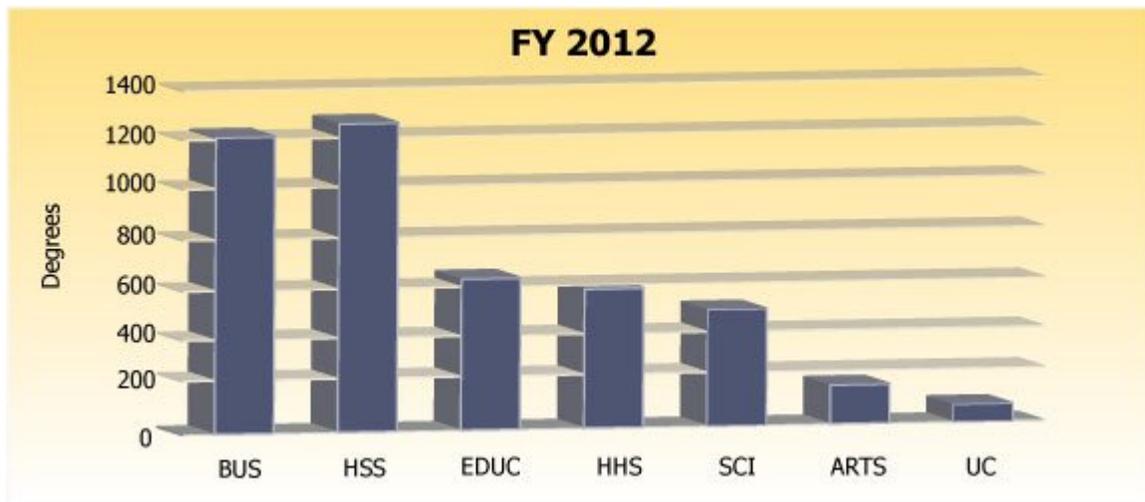
Associate's	Advanced Certificates	Bachelor's	Education Specialists	Master's	Doctoral	Total
4,534	28	46,939	90	11,855	29	63,475

Highlights

- Almost three-fourths of the university's alumni with earned degrees received a Bachelor's from KSU.
- The last of the Associate degree programs was discontinued in 1997. Bachelor's degrees have been awarded since 1980, and Master's have been awarded since 1986. KSU's Education Specialists program awarded the first Ed.S. in FY 2009. KSU awarded its first doctoral degrees in FY 2011, with the final Ph.D. being awarded in FY 2013. Advanced Certificates (1-year) have been awarded since FY 2011.
- The growth in the number of Bachelor's and Master's degrees awarded parallels the rapid growth of upper division and graduate programs at KSU over the last ten years.

KSU 2012-2013 Fact Book

Degrees Awarded by College



College of the Arts	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
College of the Arts	99	100	95	110	122	158	60%
% of KSU Total	3%	3%	2%	3%	3%	4%	
Coles College of Business							5-Year % Change
Coles College of Business	951	1,132	1,230	1,214	1,247	1,209	27%
% of KSU Total	29%	30%	31%	30%	30%	28%	
Bagwell College of Education							5-Year % Change
Bagwell College of Education	681	747	681	726	638	616	-10%
% of KSU Total	21%	20%	17%	18%	15%	14%	
College of Health & Human Services							5-Year % Change
College of Health & Human Services	415	460	486	504	542	566	36%
% of KSU Total	13%	12%	12%	12%	13%	13%	
College of Humanities & Social Sciences							5-Year % Change
College of Humanities & Social Sciences	827	958	1,082	1,042	1,166	1,257	52%
% of KSU Total	25%	25%	27%	26%	28%	29%	
College of Science & Mathematics							5-Year % Change
College of Science & Mathematics	320	419	420	434	455	473	48%
% of KSU Total	10%	11%	10%	11%	11%	11%	
University College							5-Year % Change
University College	3	6	13	23	27	70	2,233%
% of KSU Total	0%	0%	0%	1%	1%	2%	
Graduate College							5-Year % Change
Graduate College	0	0	0	13	3	6	0%
% of KSU Total	0%	0%	0%	0%	0%	0%	
Bachelor's Total	2,505	2,854	3,029	3,133	3,319	3,532	41%
Master's Total	791	968	951	903	853	728	-8%
Doctoral Total	0	0	0	0	7	22	-
Advanced Certificate Total	0	0	1	18	4	8	-

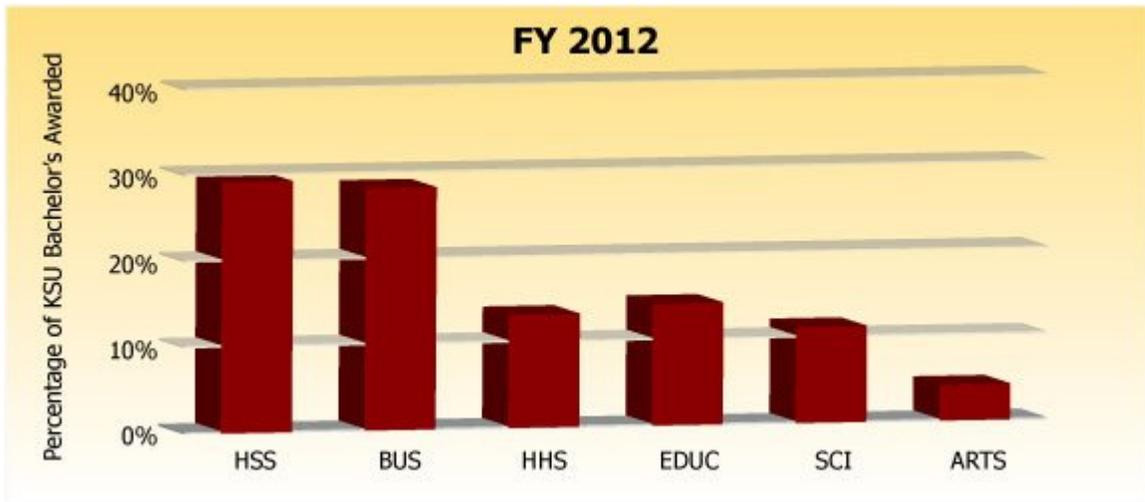
Education Specialist Total	0	0	26	12	17	36	-
University Total	3,296	3,822	4,007	4,066	4,200	4,355	32%
Annual % Change	13%	16%	5%	1%	3%	4%	

Highlights

- For many years, the Coles College of Business has awarded more degrees than any other college and has now been surpassed by the College of Humanities and Social Sciences in FY 2012.
- The University College posted the greatest percentage growth, increasing the number of degrees awarded over the last five years, followed by the College of Arts, College of Humanities and Social Sciences, and the College of Science and Mathematics.
- Every college increased their annual number of degrees awarded over the last five years, and KSU's total degrees awarded increased by 35%.
- KSU awarded more than 4,400 degrees in FY 2012.

KSU 2012-2013 Fact Book

Bachelor Programs Ranked by Degrees Awarded



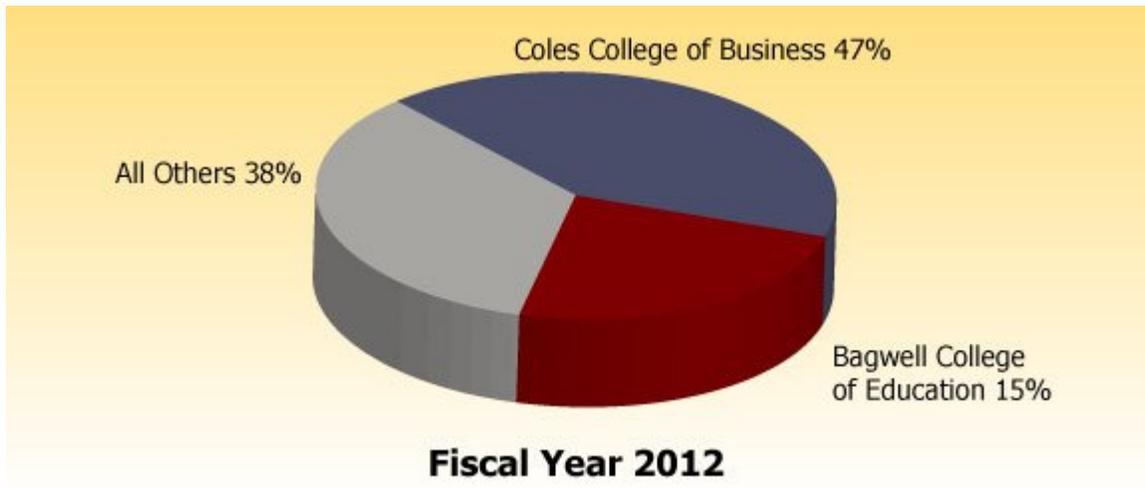
Most Productive Programs	Degrees Awarded
Early Childhood Education (P-5)	328
Management	271
Communication	269
Accounting	222
Nursing	220
Psychology	199
Finance	135
Marketing	132
Biology	116
Criminal Justice	114
English	109
Exercise & Health Science	102
Human Services	77
Information Systems	76
History	75
Sociology	74
Political Science	72
Middle Grades Education (4-8)	68
Art	65
Integrative Studies	58
History Education (Secondary)	57
International Affairs	55
English Education (Secondary)	47
Sport Management	46
International Business	43
Mathematics	40
Chemistry	37
Information Security and Assurance	37
Modern Language and Culture	37

Least Productive Programs	Degrees Awarded
Computer Science	34
Professional Sales	32
Economics	30
Health & Physical Education (P-12)	29
Mathematics Education (Secondary)	29
Theatre and Performance Studies	27
Biochemistry	23
Anthropology	23
Biotechnology	19
Music Performance	17
Music Education (P-12)	17
Dance	12
Art Education (P-12)	12
Biology Education (Secondary)	9
Geographic Information Science	9
Geography	8
Music	6
Early Childhood Education (Birth to Age Five)	6
African and African Diaspora Studies	3
Information Systems	2
Art History	2
Philosophy	2

-
- KSU's most popular baccalaureate program continues to be Early Childhood Education with more than 350 degrees per year.
 - Five of the top ten programs in degree productivity were in the Coles College of Business.
 - The top ten programs in degrees productivity account for almost 60% of the degrees awarded each year.

KSU 2012-2013 Fact Book

Master's Programs Ranked by Degrees Awarded



Master's Program	Degree Awarded	% of Total
MBA	253	35%
Master of Accounting (M.Acc.)	43	6%
Master of Science in Nursing - WellStar Primary Care Nurse Practitioner Program (M.S.N.)	38	5%
Master of Public Administration (M.P.A.)	34	5%
Master of Social Work (M.S.W.)	31	4%
Master of Education in Early Childhood Education (M.Ed.)	30	4%
Master of Arts in Teaching (M.A.T.) - Mathematics	24	3%
Master of Arts in Professional Writing (M.A.P.W.)	24	3%
Master of Science in Applied Statistics (M.S.)	23	3%
Master of Science in Information Systems (M.S.I.S.)	21	3%
Master of Arts in Teaching (M.A.T.) - English	20	3%
Master of Education in Educational Leadership (M.Ed.)	19	3%
Master of Science in Conflict Management (M.S.C.M.)	19	3%
Master of Science in Applied Exercise & Health Science (M.S.)	18	2%
Master of Science in International Policy Management (M.S.)	18	2%
Master of Science in Applied Computer Science for Experienced Professionals (M.S.)	18	2%
Master of Education in Adolescent Education (M.Ed.)	17	2%
Master of Education in Inclusive Education (M.Ed.)	17	2%
Master of Arts in Teaching (M.A.T.) - TSOL	14	2%
Master of Arts in Teaching (M.A.T.) - Biology	12	2%
Master of Science in Information Systems (M.S.I.S.)	10	1%
Master of Arts in American Studies (M.A.)	9	1%
Master of Arts in Teaching (M.A.T.) - Physics	5	1%
Master of Arts in Teaching (M.A.T.) - Chemistry	5	1%
Master of Science in Nursing - Advanced Care Management and Leadership (M.S.N.)	4	1%
Master of Arts in Teaching (M.A.T.) - Art	2	0%
Total Master's Degrees Awarded	728	

Highlights

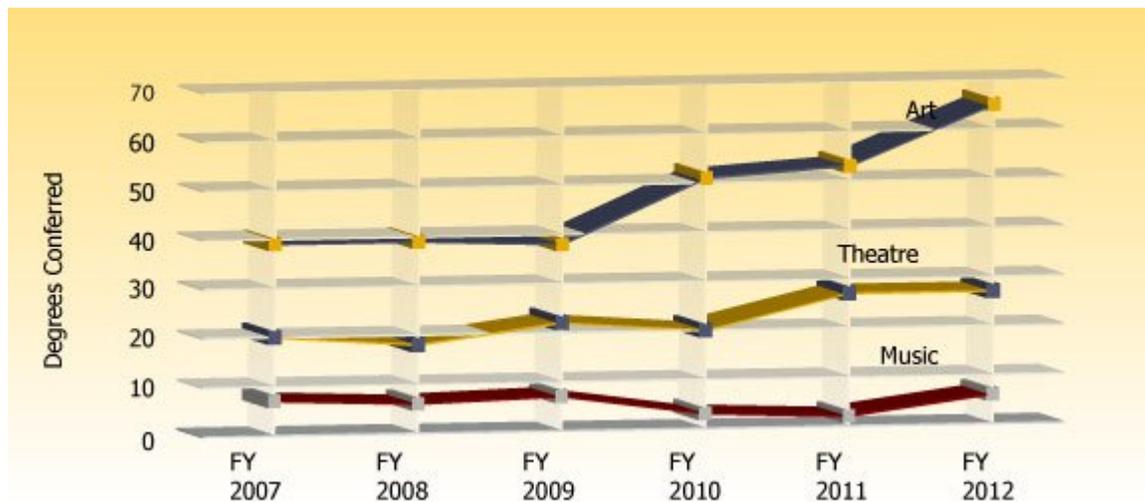
- The top three graduate programs were responsible for 46% of the graduate degrees

awarded in FY 2012. This is the first time in the last five years it has been below 50%.

- The Bagwell College of Education and the Coles College of Business produced two-thirds of all the master's degrees awarded.
- The Coles College of Business awarded the highest number of master's degrees followed by the Bagwell College of Education, which have a proportionately higher number of graduate programs.

KSU 2012-2013 Fact Book

Degrees Conferred - College of Arts



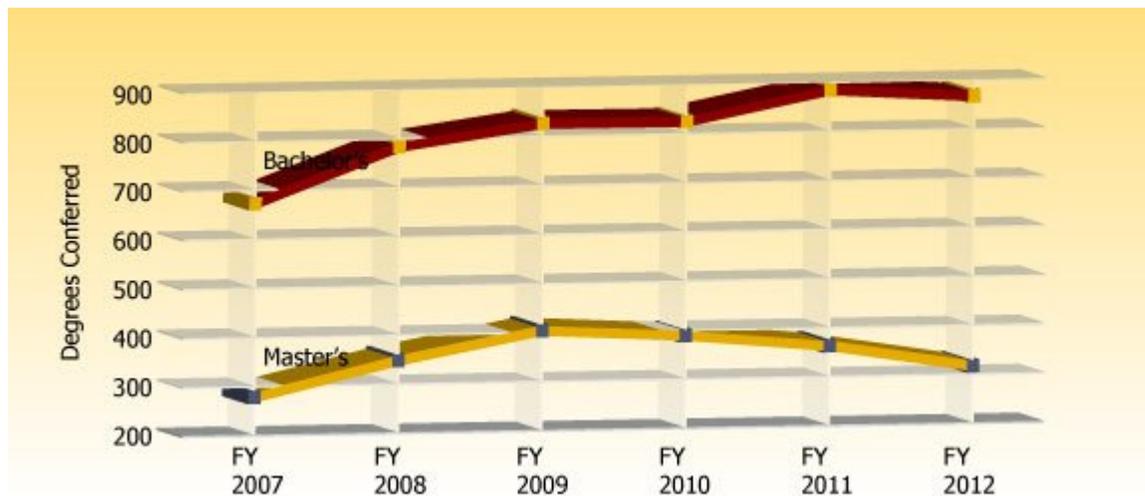
Bachelor's	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
Art Education (P-12)	13	13	8	15	13	12	-8%
Art	39	39	38	51	53	65	67%
Art History	0	0	0	0	0	2	0%
Dance	0	0	0	7	11	12	0%
Music Education (P-12)	8	17	14	8	10	17	113%
Music Performance	12	7	6	6	6	17	42%
Music	7	6	7	3	2	6	-14%
Theatre and Performance Studies	20	18	22	20	27	27	35%
College Total	99	100	95	110	122	158	60%
Annual % Change	41%	1%	-5%	16%	11%	30%	

Highlights

- The number of degrees conferred in the College of the Arts is relatively small, comprising only 4% of the total degrees conferred for the University.
- Among the degree programs in this college, Art and Theatre and Performance Studies continued to remain the most popular in FY 2012.
- The number of degrees produced by the college grew by 60% over the last five years; Music Education (P-12) had the greatest percentage growth in the college, due to the small number of enrolled students.

KSU 2012-2013 Fact Book

Degrees Conferred - College of Business



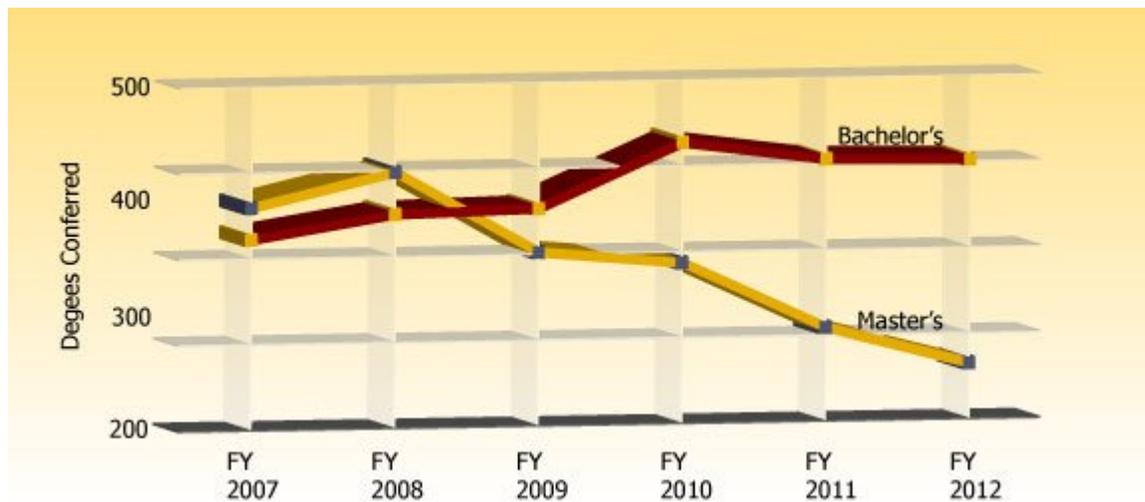
Bachelor's	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
Accounting	128	183	176	194	221	222	73%
Economics	20	15	17	19	26	30	50%
Finance	143	137	140	155	149	135	-6%
International Business	0	0	6	14	27	43	0%
Information Systems	0	0	0	0	0	2	0%
Management	222	260	279	244	294	271	22%
Marketing	139	169	177	165	151	132	-5%
Operations and Purchasing	0	1	0	0	0	0	0%
Professional Sales	21	19	31	34	16	32	52%
Bachelor's Total	673	784	826	825	884	867	29%
Master's	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
Master of Accounting	48	52	70	69	74	43	-10%
MBA	230	296	334	320	289	253	10%
Information Systems	0	0	0	0	0	21	0%
Master's Total	278	348	404	389	363	317	14%
College Total	951	1,132	1,230	1,214	1,247	1,184	25%
Annual % Change	17%	19%	9%	-1%	3%	-5%	

Highlights

- The Coles College of Business continues to graduate a large proportion of students among the colleges within KSU, although that portion decreased slightly in FY 2012.
- Despite some annual fluctuations in recent years, the number of bachelor's and master's degrees awarded has shown a small decrease in FY 2012 from the previous year, yet has experienced an increase of 27% over the last 5 years.

KSU 2012-2013 Fact Book

Degrees Conferred - College of Education



Bachelor's	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
Early Childhood Education (Birth to Age Five)	0	0	0	0	0	6	0%
Early Childhood Education (P-5)	272	283	308	375	354	328	21%
Middle Grades Education (4-8)	50	66	45	52	51	68	36%
Bachelor's Total	322	349	353	427	405	402	25%
Master's	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
Adolescent Education (M.Ed.)	62	54	45	37	29	17	-73%
Master of Arts in Teaching (M.A.T.) - TSOL	0	0	13	17	14	14	0%
Inclusive Education (M.Ed.)	23	21	27	15	15	17	-26%
Master of Arts in Teaching (M.A.T.) - Art	0	0	0	0	10	2	0%
Master of Arts in Teaching (M.A.T.) - Biology	0	0	0	1	9	12	0%
Master of Arts in Teaching (M.A.T.) - Chemistry	0	0	0	5	7	5	0%
Master of Arts in Teaching (M.A.T.) - English	0	14	12	12	23	20	0%
Master of Arts in Teaching (M.A.T.) - Mathematics	0	4	11	19	22	24	0%
Master of Arts in Teaching (M.A.T.) - Physics	0	0	0	1	5	5	0%
Early Childhood Education (M.Ed.)	135	125	74	64	63	30	-78%
Educational Leadership	139	180	120	116	12	19	-86%
Master's Total	359	398	302	287	209	165	-54%
Education Specialist	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
Educational Leadership for Learning	0	0	25	10	1	13	0%
Teacher Leadership for Learning	0	0	1	2	16	23	0%
Education Specialist Total	0	0	26	12	17	36	0%
Doctoral	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
Teacher Leadership for Learning	0	0	0	0	7	13	0%
Doctoral Total	0	0	0	0	7	13	0%
College Total	681	747	681	726	638	616	-10%

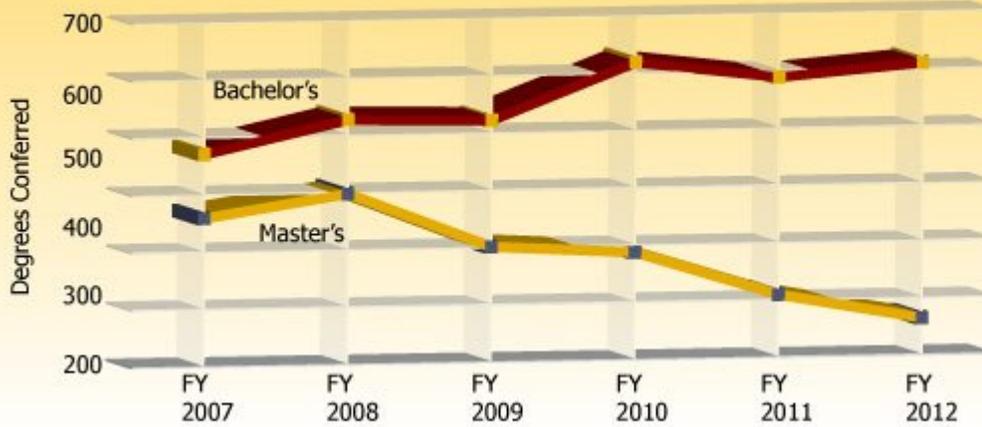
Annual % Change	18%	10%	-9%	7%	-12%	-3%
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Highlights

- In FY 2011, the number of bachelor's degrees awarded in education continued to exceed the number of master's degrees awarded increasing by 25% over the last five years. The program largely responsible for this growth was Early Childhood Education.
- In FY 2011, the Bagwell College of Education awarded KSU's first doctoral degrees. The number of doctoral graduates has since doubled between FY 2011 and FY 2012.

KSU 2012-2013 Fact Book

Degrees Conferred - PTEU (All Education Programs)



Bachelor's	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
Art Education (P-12)	13	13	8	15	13	12	-8%
Biology Education (Secondary)	11	8	4	12	10	9	-18%
Early Childhood Education (Birth to Age Five)	0	0	0	0	0	6	0%
Early Childhood Education (P-5)	272	283	308	375	354	328	21%
English Education (Secondary)	30	54	43	48	48	47	57%
History Education (Secondary)	49	47	48	49	46	57	16%
Health & Physical Education (P-12)	18	9	24	24	27	29	61%
Mathematics Education (Secondary)	15	25	24	31	21	29	93%
Middle Grades Education (4-8)	50	66	45	52	51	68	36%
Modern Language and Culture	5	5	4	5	9	8	60%
Music Education (P-12)	8	17	14	8	10	17	113%
Bachelor's Total	471	527	522	619	589	610	30%
Master's	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
Adolescent Education (M.Ed.)	62	54	45	37	29	17	-73%
Master of Arts in Teaching (M.A.T.) - TSOL	0	0	13	17	14	14	0%
Inclusive Education (M.Ed.)	23	21	27	15	15	17	-26%
Master of Arts in Teaching (M.A.T.) - Art	0	0	0	0	10	2	0%
Master of Arts in Teaching (M.A.T.) - Biology	0	0	0	1	9	12	0%
Master of Arts in Teaching (M.A.T.) - Chemistry	0	0	0	5	7	5	0%
Master of Arts in Teaching (M.A.T.) - English	0	14	12	12	23	20	0%
Master of Arts in Teaching (M.A.T.) - Mathematics	0	4	11	19	22	24	0%
Master of Arts in Teaching (M.A.T.) - Physics	0	0	0	1	5	5	0%
Early Childhood Education (M.Ed.)	135	125	74	64	63	30	-78%
Educational Leadership	139	180	120	116	12	19	-86%
Master's Total	359	398	302	287	209	165	-54%

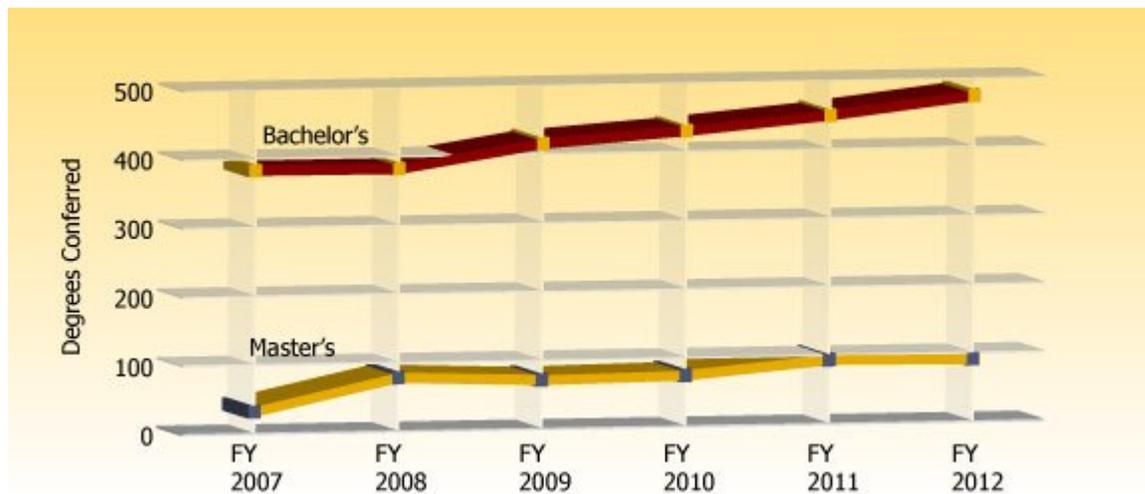
Doctoral	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
Teacher Leadership for Learning	0	0	0	0	7	13	0%
Doctoral Total	0	0	0	0	7	13	0%
Education Specialist	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
Educational Leadership for Learning	0	0	25	10	1	13	0%
Teacher Leadership for Learning	0	0	1	2	16	23	0%
Education Specialist Total	0	0	26	12	17	36	0%
College Total	830	925	850	918	822	824	-1%
Annual % Change	13%	11%	-8%	8%	-10%	0%	

Highlights

- The PTEU is the umbrella organization representing over twelve different departments and five colleges which collaborate on the design, delivery, approval, and accreditation of all teacher preparation programs.
- The number of teachers prepared at the bachelor's level has changed significantly over the last five years, increasing by 30%.

KSU 2012-2013 Fact Book

Degrees Conferred - College of Health and Human Services



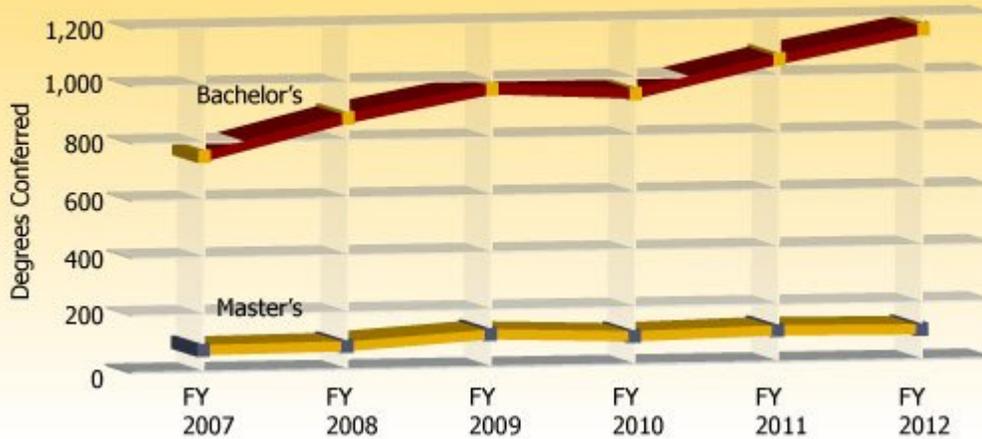
Bachelor's	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
Nursing	201	167	208	211	202	220	9%
Exercise & Health Science	64	74	89	90	96	102	59%
Health & Physical Education (P-12)	18	9	24	24	27	29	61%
Human Services	49	81	62	64	73	77	57%
Sport Management	51	51	32	41	51	46	-10%
Bachelor's Total	383	382	415	430	449	474	24%
Master's	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
Applied Exercise & Health Science	0	0	0	3	6	18	0%
WellStar Primary Care Nurse Practitioner Program	28	42	35	38	43	38	36%
Advanced Care Management and Leadership	4	3	3	1	13	4	0%
Social Work	0	33	33	32	31	31	0%
Master's Total	32	78	71	74	93	91	184%
College Total	415	460	486	504	542	565	36%
Annual % Change	11%	11%	6%	4%	8%	4%	

Highlights

- The number of Nursing degrees awarded was larger than any other program in this college from FY 2011 to FY 2012, although Health and Physical Education (P-12) had the largest percentage growth over the past five years.
- There has been a continued, significant increase in the number and percentage of master's degrees conferred since the implementation of both the Master of Social Work program as well as the Applied Exercise and Health Science program.

KSU 2012-2013 Fact Book

Degrees Conferred - College of Humanities and Social Sciences



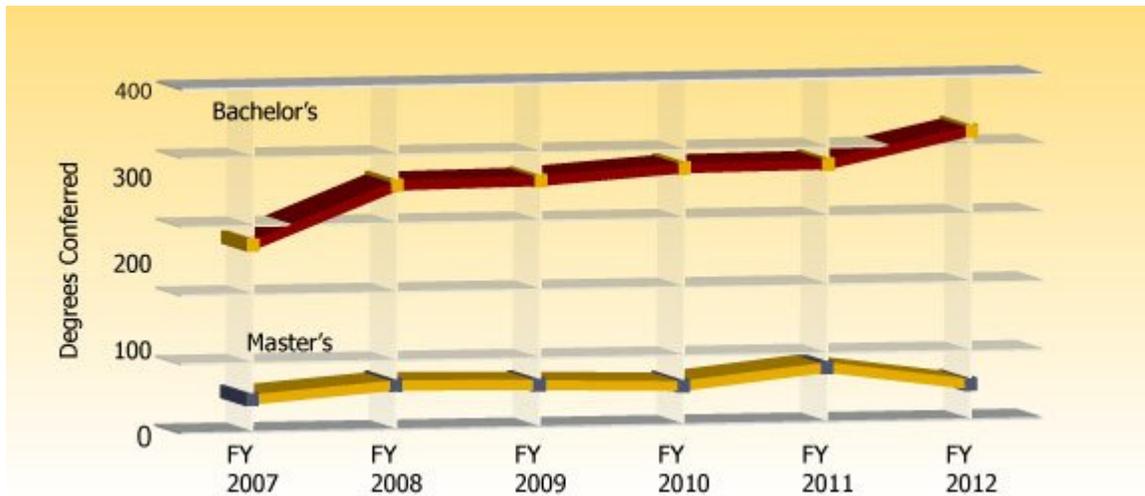
Bachelor's	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
African and African Diaspora Studies	0	1	1	0	1	3	0%
Anthropology	0	4	14	12	28	23	0%
Criminal Justice	79	67	104	86	91	114	44%
Communication	156	199	210	227	259	269	72%
English Education (Secondary)	30	54	43	48	48	47	57%
English	60	93	78	81	81	109	82%
Geography	0	0	5	7	13	8	0%
Geographic Information Science	14	9	15	8	12	9	-36%
History Education (Secondary)	49	47	48	49	46	57	16%
History	48	59	53	52	64	75	56%
International Affairs	47	49	59	46	47	55	17%
Modern Language and Culture	31	24	43	32	34	37	19%
Philosophy	0	0	0	0	2	2	0%
Political Science	55	64	64	64	80	72	31%
Psychology	143	161	180	175	187	199	39%
Sociology	40	46	52	58	64	74	85%
Bachelor's Total	752	877	969	945	1,057	1,153	53%
Master's	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
American Studies	0	0	0	0	2	9	0%
Conflict Management	22	29	27	25	45	19	-14%
Master of Public Administration	20	24	48	32	37	34	70%
Professional Writing	33	27	38	40	25	24	-27%
International Policy Management	0	0	0	0	0	18	0%
Master's Total	75	80	113	97	109	104	39%
College Total	827	957	1,082	1,042	1,166	1,257	52%
Annual % Change	7%	16%	13%	-4%	12%	8%	

Highlights

- The number of degrees conferred in the College of Humanities and Social Sciences has the highest total percentage of all the KSU colleges (29%); the Coles College of Business has the second largest total percentage (with 28%).

KSU 2012-2013 Fact Book

Degrees Conferred - College of Science and Mathematics



Bachelor's	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
Biochemistry	13	27	27	10	18	23	77%
Biology Education (Secondary)	11	8	4	12	10	9	-18%
Biology	72	94	118	116	120	116	61%
Biotechnology	16	21	19	24	21	19	19%
Chemistry Education (Secondary)	2	0	0	0	0	0	-100%
Chemistry	21	32	31	37	28	37	76%
Computer Science	29	36	29	30	37	34	17%
Information Systems	76	64	67	58	56	76	0%
Information Security and Assurance	4	15	16	19	26	37	825%
Mathematics Education (Secondary)	15	25	24	31	21	29	93%
Mathematics	14	33	23	36	38	40	186%
Bachelor's Total	273	355	358	373	375	420	54%
Master's	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
Applied Statistics	0	8	17	19	38	23	0%
Information Systems	33	40	31	25	24	10	-70%
Applied Computer Science	14	16	13	12	17	18	29%
Master's Total	47	64	61	56	79	51	9%
Advanced Certificate	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
Information Security and Assurance	0	0	1	5	1	2	0%
Advanced Certificate Total	0	0	1	5	1	2	-
College Total	320	419	420	434	455	473	48%
Annual % Change	0%	31%	0%	3%	5%	4%	

Highlights

- The number of degrees conferred in the College of Science and Mathematics rebounded with a 3% increase in FY 2010 after being flat in FY 2009, bringing the headcount of graduating students to 473 in FY 2012.

- In FY 2012, the Information Systems and Information Security and Assurance programs were moved to the Coles College of Business. This will have a significant impact on the number of degrees conferred in FY 2013.

KSU 2012-2013 Fact Book

Degrees Conferred - University College

Bachelor's	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
Integrative Studies	3	6	13	23	27	58	####%
College Total	3	6	13	23	27	58	####%
Annual % Change	.	100%	117%	77%	17%	115%	

Highlights

- The Interdisciplinary Studies program was renamed Integrative Studies during FY 2011.
- The number of Integrative Studies degrees doubled between FY 2011 and FY 2012.

KSU 2012-2013 Fact Book

Degrees Conferred - Graduate College

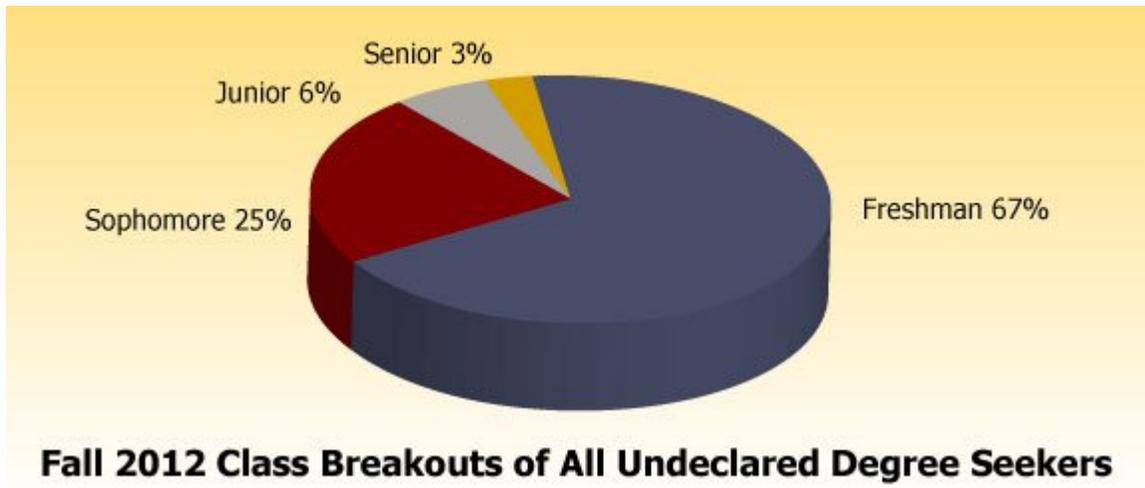
Advanced Certificate	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
Leadership and Ethics	0	0	0	13	3	6	0%
College Total	0	0	0	13	3	6	0%
Annual % Change	.	0%	0%	0%	-77%	100%	

Highlights

- The Graduate College awarded the first Advanced Certificate in Leadership and Ethics in Fiscal Year 2010.

KSU 2012-2013 Fact Book

Undeclared Undergraduate Majors



Classification	Undeclared Majors	% of Degree Seekers
Undeclared in University College	2,615	96%
Undeclared in Business	105	2%
Undeclared in Education	14	1%
Undeclared in Health and Human Services	1	0%
Total Undeclared in KSU	2,735	20%

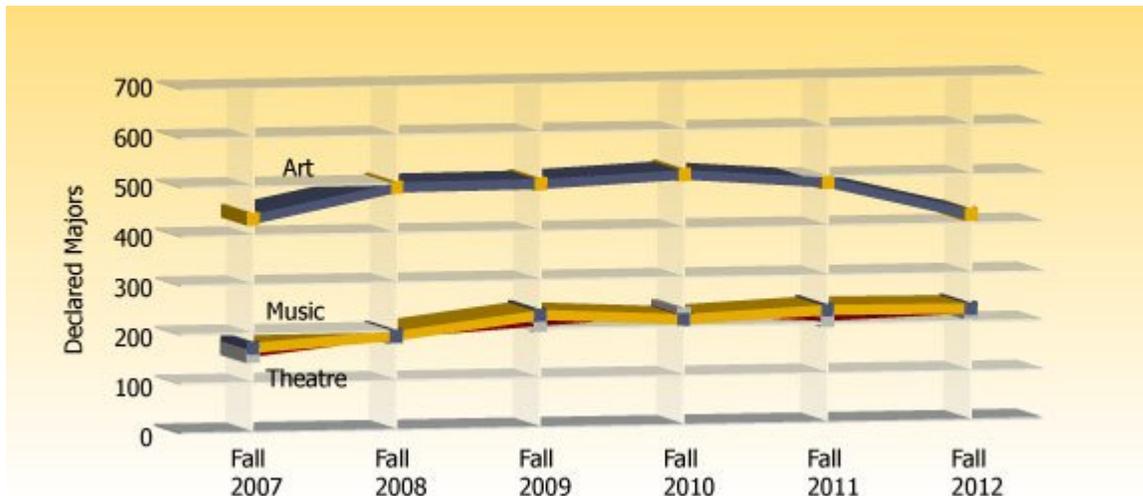
Undeclared by Undergraduate Classification			
Classification	Undeclared Majors	% of Degree Seekers	
Freshman	1,828	35%	
Sophomore	674	13%	
Junior	162	3%	
Senior	71	1%	

Highlights

- Ninety-five percent (95%) of all undergraduate students without a declared major are assigned to the University College during their first year since those students have not indicated a specific college preference. The other 5% are assigned to their college of interest.
- Since Fall 2008, the Registrar's Office has encouraged students to declare a major, thus reducing the number of undeclared majors in all colleges with the exception of the University College.
- As expected, the majority of undeclared majors are freshmen, followed by sophomores.

KSU 2012-2013 Fact Book

Declared Majors - College of Arts



Bachelor's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Art	434	493	495	509	488	418	-4%
Art Education (P-12)	99	106	115	101	80	67	-32%
Art History	0	0	0	0	13	35	0%
Dance	0	1	62	75	90	99	0%
Music	61	65	51	44	46	48	-21%
Music Education (P-12)	64	70	102	93	88	87	36%
Music Performance	46	56	75	77	94	91	98%
Theatre and Performance Studies	155	188	208	224	208	219	41%
Undeclared UG Arts	68	28	9	2	1	0	-100%
College Total	927	1,007	1,117	1,125	1,108	1,064	15%
Annual % Change	5%	9%	11%	1%	-2%	-4%	

Highlights

- The Bachelor's of Fine Arts program in Arts continues to remain the most popular program in the arts in terms of number of declared majors but has experienced a significant decrease since reaching its peak in Fall 2010.
- The combined total of declared majors in the three music programs exceeds slightly the total in the theatre program. The theatre program is continuing to grow faster, however, than the combined total in music which decreased 23% over the last five years.
- All of the degree programs in the arts have experienced growth in the number of declared majors. The college is up 15% in the last five years despite enrollment declining by 6% since Fall 2010.

KSU 2012-2013 Fact Book

Declared Majors - College of Business



Bachelor's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Accounting	813	853	935	970	997	968	19%
Economics	117	123	139	139	160	166	42%
Finance	507	531	509	528	519	570	12%
Information Security and Assurance	89	95	128	162	203	201	126%
Information Systems	257	247	260	305	374	347	35%
International Business	0	158	236	287	312	343	0%
Management	1,051	1,268	1,222	1,241	1,254	1,229	17%
Marketing	779	806	749	704	651	731	-6%
Operations and Purchasing	1	0	0	0	0	0	-100%
Professional Sales	90	101	64	77	85	100	11%
Undeclared UG Business	700	319	155	85	73	105	-85%
Bachelor's Total	4,404	4,501	4,397	4,498	4,628	4,760	8%
Master's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Information Systems	100	68	73	60	56	48	-52%
MBA	715	704	620	561	456	465	-35%
Master of Accounting	171	160	171	121	71	68	-60%
Master's Total	986	932	864	742	583	581	-41%
Doctoral's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Doctorate of Business Administration	0	0	17	41	55	55	0%
Doctoral's Total	0	0	17	41	55	55	0%
College Total	5,390	5,433	5,278	5,281	5,266	5,396	0%
Annual % Change	15%	1%	-3%	0%	0%	2%	

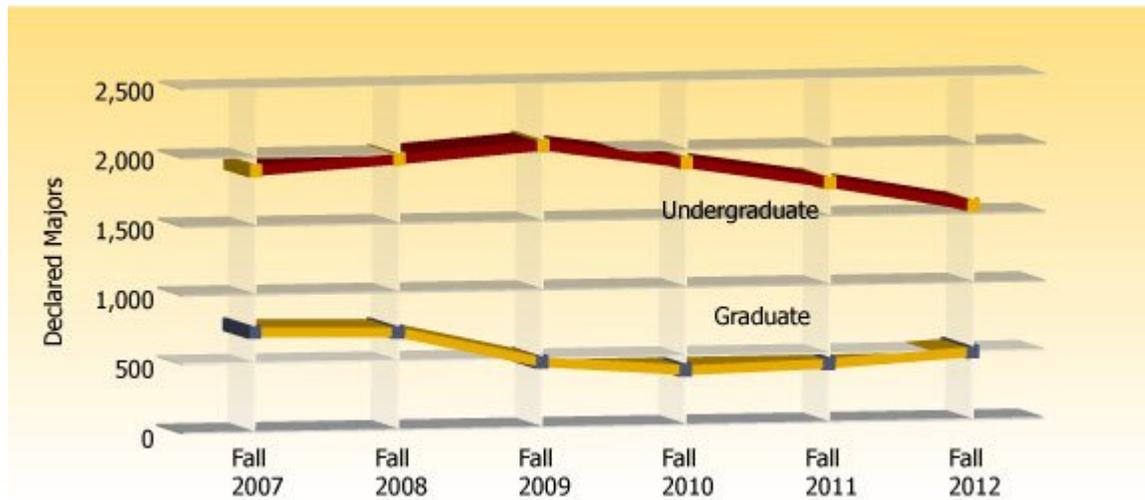
Highlights

- The most popular undergraduate major in business continues to be management, followed by accounting, marketing, and finance.
- The MBA continues to be the most popular business degree at the graduate level. It continues to decline due to increasing admissions standards.

- The business programs with the smallest number of majors five years ago in Professional Sales, Economics, and Information Security and Assurance have grown substantially in size and been the fastest growing.
- The Doctorate of Business Administration enrollment has grown by almost 225% since it began in Fall 2009.

KSU 2012-2013 Fact Book

Declared Majors - College of Education



Bachelor's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Early Childhood Education (Birth to Age Five)	0	0	0	0	46	70	0%
Early Childhood Education (P-5)	1,535	1,649	1,721	1,569	1,363	1,191	-22%
Middle Grades Education (4-8)	231	259	287	308	312	281	22%
Undeclared UG Education	134	59	39	26	20	14	-90%
Bachelor's Total	1,900	1,967	2,047	1,903	1,741	1,556	-18%
Master's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
-	0	0	0	0	0	2	0%
-	0	0	0	0	0	6	0%
Adolescent Education (M.Ed.)	103	89	71	43	35	44	-57%
Early Childhood Education (M.Ed.)	144	113	94	56	34	33	-77%
Educational Leadership	266	164	74	38	27	34	-87%
Inclusive Education (M.Ed.)	49	38	37	33	29	19	-61%
Instructional Technology	0	0	0	11	49	99	0%
Master of Arts in Teaching (M.A.T.) - Art	0	0	11	15	8	9	0%
Master of Arts in Teaching (M.A.T.) - Biology	0	0	10	13	6	8	0%
Master of Arts in Teaching (M.A.T.) - Chemistry	0	8	10	16	14	10	0%
Master of Arts in Teaching (M.A.T.) - English	14	13	26	24	20	12	-14%
Master of Arts in Teaching (M.A.T.) - Mathematics	17	24	41	37	41	31	82%
Master of Arts in Teaching (M.A.T.) - Physics	0	1	6	8	5	2	0%
Master of Arts in Teaching (M.A.T.) - TSOL	22	37	28	30	27	18	-18%
Post Bacc Education	81	172	4	7	16	29	-64%
Master's Total	696	659	412	331	311	356	-49%
Doctoral's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Educational Leadership for Learning	0	0	0	0	4	11	0%

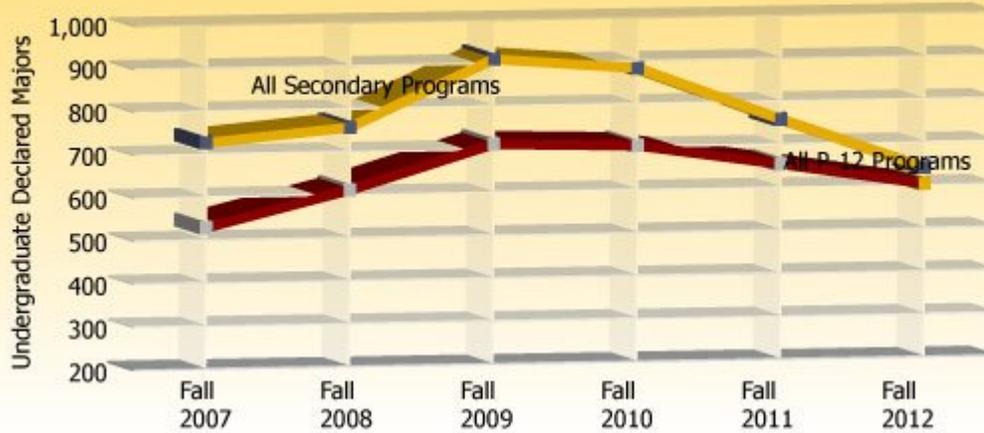
Educational Leadership for Learning	29	48	60	64	27	53	83%
Teacher Leadership for Learning	0	0	0	0	83	71	0%
Doctoral's Total	29	48	60	64	114	135	366%
Education Specialist's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Educational Leadership for Learning	29	48	60	64	27	53	83%
Teacher Leadership for Learning	0	0	1	21	10	11	0%
Education Specialist's Total	29	48	61	85	37	64	121%
College Total	2,654	2,722	2,580	2,383	2,203	2,111	-20%
Annual % Change	3%	3%	-5%	-8%	-8%	-4%	

Highlights

- The greatest growth in absolute numbers of education majors has occurred in the B.S. in Early Childhood Education.
- Whereas undergraduate interest in Early Childhood Education has waned over the past five years, growth in Middle Grades Education has increased. The number of ECE majors was a little more than seven times than the interest in middle grades five years ago and decreased to become a little less than five times greater in Fall 2012.
- Declines in all of the Master's degree programs have been significant over the past five years, but the Doctoral programs continue an upward trend from Fall 2011 to Fall 2012.

KSU 2012-2013 Fact Book

Declared Majors - PTEU (All Education Programs)



Bachelor's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Art Education (P-12)	99	106	115	101	80	67	-32%
Biology Education (Secondary)	53	48	62	60	52	52	-2%
Chemistry Education (Secondary)	0	0	0	0	0	1	0%
Early Childhood Education (Birth to Age Five)	0	0	0	0	46	70	0%
Early Childhood Education (P-5)	1,535	1,649	1,721	1,569	1,363	1,191	-22%
English Education (Secondary)	208	217	250	243	185	182	-13%
Foreign Language Alternative Certification	24	30	26	30	20	8	-67%
Health & Physical Education (P-12)	135	176	208	201	174	168	24%
History Education (Secondary)	315	316	388	379	328	254	-19%
Mathematics Education (Secondary)	151	176	210	201	193	152	1%
Middle Grades Education (4-8)	231	259	287	308	312	281	22%
Modern Language and Culture	226	197	202	180	174	148	-35%
Music Education (P-12)	64	70	102	93	88	87	36%
Undeclared UG Education	134	59	39	26	20	14	-90%
Bachelor's Total	3,175	3,303	3,610	3,391	3,035	2,675	-16%
Master's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
-	0	0	0	0	0	2	0%
-	0	0	0	0	0	6	0%
Adolescent Education (M.Ed.)	103	89	71	43	35	44	-57%
Early Childhood Education (M.Ed.)	144	113	94	56	34	33	-77%
Educational Leadership	266	164	74	38	27	34	-87%
Inclusive Education (M.Ed.)	49	38	37	33	29	19	-61%
Instructional Technology	0	0	0	11	49	99	0%
Master of Arts in Teaching (M.A.T.) - Art	0	0	11	15	8	9	0%
Master of Arts in Teaching							

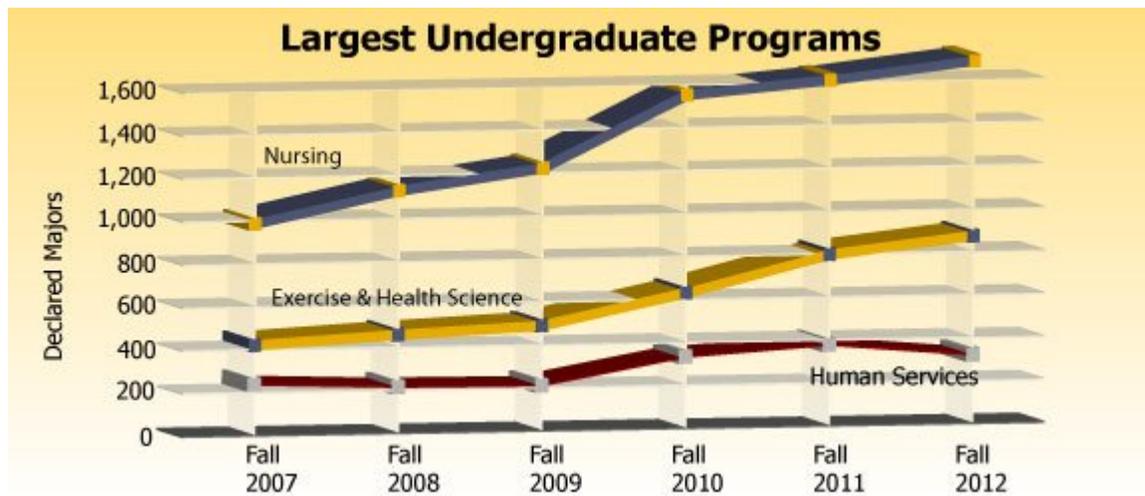
(M.A.T.) - Biology	0	0	10	13	6	8	0%
Master of Arts in Teaching (M.A.T.) - Chemistry	0	8	10	16	14	10	0%
Master of Arts in Teaching (M.A.T.) - English	14	13	26	24	20	12	-14%
Master of Arts in Teaching (M.A.T.) - Mathematics	17	24	41	37	41	31	82%
Master of Arts in Teaching (M.A.T.) - Physics	0	1	6	8	5	2	0%
Master of Arts in Teaching (M.A.T.) - TSOL	22	37	28	30	27	18	-18%
Post Bacc Education	81	172	4	7	16	29	-64%
Master's Total	696	659	412	331	311	356	-49%
Doctoral's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Educational Leadership for Learning	0	0	0	0	4	11	0%
Educational Leadership for Learning	29	48	60	64	27	53	83%
Teacher Leadership for Learning	0	0	0	0	83	71	0%
Doctoral's Total	29	48	60	64	114	135	366%
Education Specialist's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Educational Leadership for Learning	29	48	60	64	27	53	83%
Teacher Leadership for Learning	0	0	1	21	10	11	0%
Education Specialist's Total	29	48	61	85	37	64	121%
College Total	3,929	4,058	4,143	3,871	3,497	3,230	-18%
Annual % Change	6%	3%	2%	-7%	-10%	-8%	

Highlights

- Growth of student interest in teacher education throughout the PTEU has been uneven and less than the growth in other areas overall. Large percentage increases in Health & Physical Education and Middle Grades Education were realized. P-12 teacher education programs were down overall, like Early Childhood Education.
- The overall decline in the PTEU's declared majors between Fall 2011 and Fall 2012 continue to run counter to the gains experienced in most colleges.

KSU 2012-2013 Fact Book

Declared Majors - College of Health and Human Services



Bachelor's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Exercise & Health Science	421	458	489	630	797	873	107%
Health & Physical Education (P-12)	135	176	208	201	174	168	24%
Human Services	238	216	211	333	377	320	34%
Nursing (Accelerated)	0	0	0	20	75	94	0%
Nursing (Traditional)	987	1,129	1,223	1,552	1,610	1,689	71%
Sport Management	217	228	259	274	330	366	69%
Undeclared UG Health & Hum Services	38	13	2	1	1	1	-97%
Bachelor's Total	2,036	2,220	2,392	3,011	3,364	3,511	72%
Master's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Advanced Care Management and Leadership	9	13	16	21	9	14	56%
Applied Exercise & Health Science	0	14	23	25	23	19	0%
Exercise & Health Science	421	458	489	630	797	873	107%
Social Work	70	60	65	69	82	98	40%
WellStar Primary Care Nurse Practitioner Program	90	88	94	98	88	77	-14%
Master's Total	590	633	687	843	999	1,081	83%
Doctoral's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Nursing (D.S.N.)	0	0	5	7	10	13	0%
Doctoral's Total	0	0	5	7	10	13	0%
College Total	2,626	2,853	3,084	3,861	4,373	4,605	75%
Annual % Change	20%	9%	8%	25%	13%	5%	

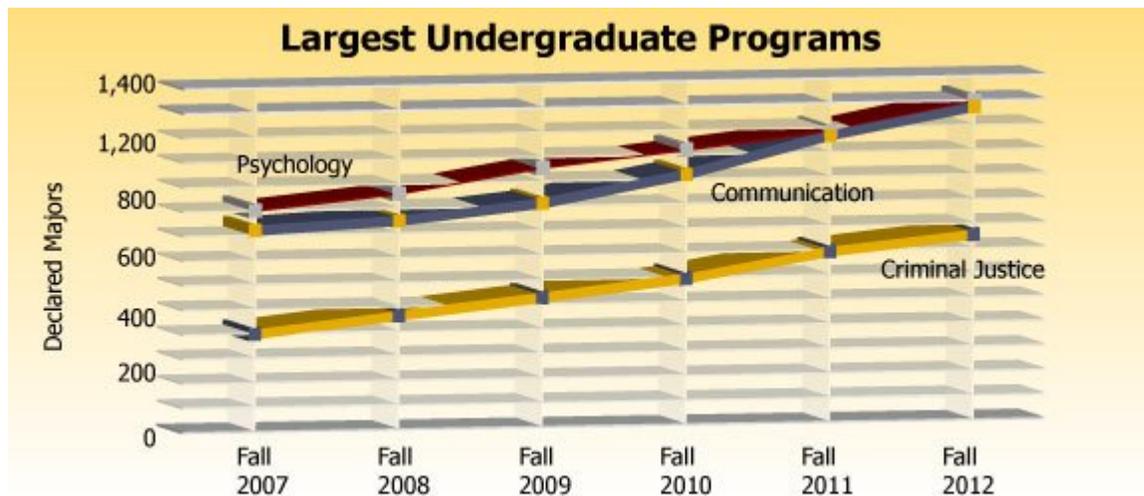
Highlights

- Exercise & Health Science continues to be the program with the strongest growth trend among all programs in this college, doubling in the last five years.
- Nursing is the most popular program of choice for students; however, a very small percentage of these declared majors are actually admitted to the nursing program.

- Human Services and Sport Management are programs that continue to grow and are comparable in size.

KSU 2012-2013 Fact Book

Declared Majors - College of Humanities and Social Sciences



Bachelor's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
African and African Diaspora Studies	4	6	8	7	8	7	75%
Anthropology	40	74	89	119	141	150	275%
Communication	820	850	911	1,019	1,168	1,275	55%
Criminal Justice	398	463	526	594	694	754	89%
English	343	363	353	387	408	375	9%
English Education (Secondary)	208	217	250	243	185	182	-13%
Foreign Language Alternative Certification	12	15	13	15	10	4	-67%
Geographic Information Science	50	46	57	64	69	81	62%
Geography	10	27	52	48	54	54	440%
History	256	278	287	310	341	327	28%
History Education (Secondary)	315	316	388	379	328	254	-19%
International Affairs	274	230	219	237	246	233	-15%
Modern Language and Culture	174	160	158	157	147	134	-23%
Philosophy	0	0	0	0	27	36	0%
Political Science	393	326	349	397	366	371	-6%
Psychology	901	960	1,056	1,119	1,185	1,299	44%
Sociology	197	219	251	255	269	358	82%
Undeclared UG in HSS	46	20	9	4	3	0	-100%
Bachelor's Total	4,441	4,570	4,976	5,354	5,649	5,894	33%
Master's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
American Studies	0	0	18	29	20	28	0%
Conflict Management	55	54	50	71	47	49	-11%
Criminal Justice	0	0	0	0	9	18	0%
Integrated Global Communication	0	0	0	0	12	28	0%
International Policy Management	0	0	0	25	42	30	0%
Master of Public Administration	74	96	92	109	107	104	41%

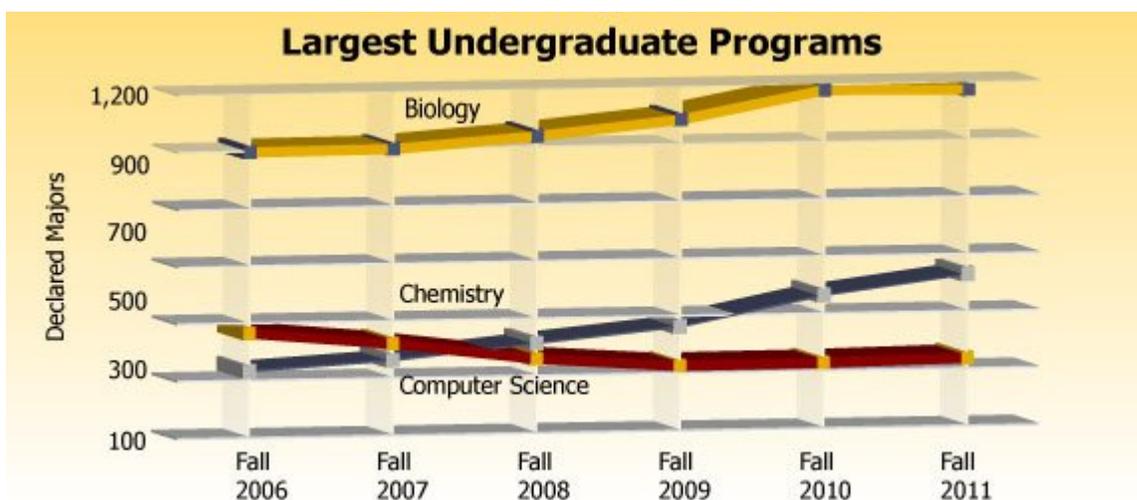
Professional Writing	95	100	118	95	99	80	-16%
Master's Total	224	250	278	329	336	337	50%
Doctoral's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
International Conflict Management	0	0	0	16	30	32	0%
Doctoral's Total	0	0	0	16	30	32	0%
Advanced Certificate's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Creative Writing Graduate Certificate	0	0	0	7	6	5	0%
Advanced Certificate's Total	0	0	0	7	6	5	0%
College Total	4,665	4,820	5,254	5,706	6,021	6,268	34%
Annual % Change	8%	3%	9%	9%	6%	4%	

Highlights

- Psychology and Communication continue to have the largest number of majors in the college and are fast growing, with both exceeding 1,100 majors. Anthropology has tripled in size.
- Most of the 34% undergraduate programs in this college experienced healthy enrollment growth over the past year. The Master's programs have increased about 50% in the past five years.
- The College of Humanities and Social Sciences began offering its first Doctoral program with the Doctorate of International Conflict Management in Fall Semester 2010.

KSU 2012-2013 Fact Book

Declared Majors - College of Science and Mathematics



Bachelor's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Biochemistry	152	162	154	158	172	216	42%
Biology	1,014	1,017	1,050	1,095	1,182	1,176	16%
Biology Education (Secondary)	53	48	62	60	52	52	-2%
Biotechnology	118	118	116	97	101	85	-28%
Chemistry	434	393	337	306	308	316	-27%
Chemistry Education (Secondary)	0	0	0	0	0	1	0%
Computer Science	313	340	387	432	525	585	87%
Information Security and Assurance	89	95	128	162	203	201	126%
Information Systems	257	247	260	305	374	347	35%
Mathematics	149	173	198	235	240	300	101%
Mathematics Education (Secondary)	151	176	210	201	193	152	1%
Undeclared UG Science and Math	41	29	9	2	0	0	-100%
Bachelor's Total	2,771	2,798	2,911	3,053	3,350	3,431	24%
Master's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Applied Computer Science	45	34	44	43	31	8	-82%
Applied Statistics	44	49	61	70	83	87	98%
Computer Science	0	0	0	0	0	5	0%
Information Systems	100	68	73	60	56	48	-52%
Integrative Biology	0	0	0	0	0	7	0%
Master's Total	189	151	178	173	170	155	-18%
College Total	2,960	2,949	3,089	3,226	3,520	3,586	21%
Annual % Change	6%	0%	5%	4%	9%	2%	

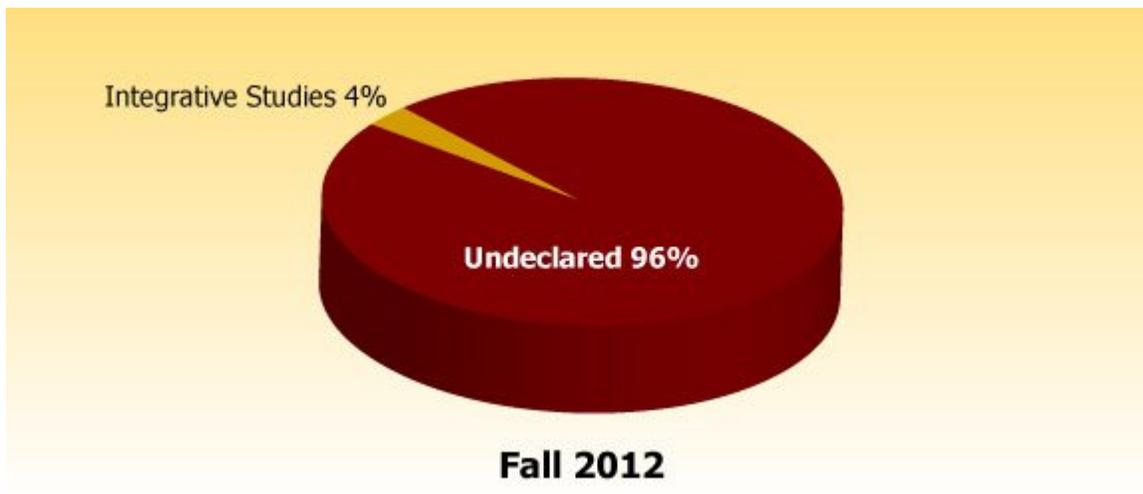
Highlights

- There is nearly twice as much undergraduate student interest in majoring in Biology than in any other program in this college. The number of majors in Biology has consistently been over 1,000 students during the last five years.

- Growth in all of the science and mathematics programs was very strong over the past five years with the exception of the Biotechnology and Chemistry programs that experienced reductions by nearly one-third.
- The number majoring in Mathematics Education is nearly twice the number preparing to be Secondary Mathematics Education teachers.

KSU 2012-2013 Fact Book

Declared Majors - University College



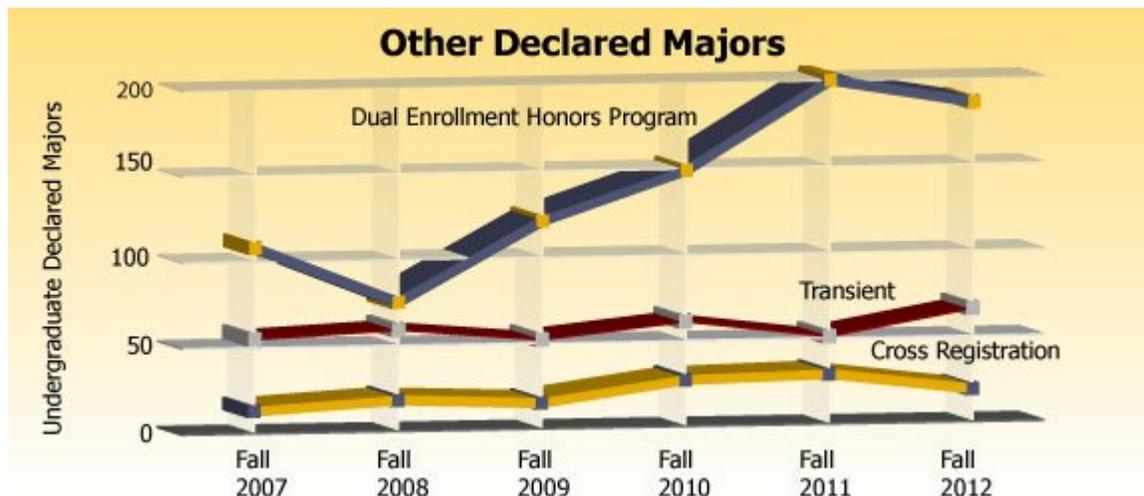
Bachelor's	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Integrative Studies	11	23	54	88	96	109	891%
Undeclared	1,983	2,308	2,631	2,674	2,690	2,615	32%
College Total	1,994	2,331	2,685	2,762	2,786	2,724	37%
Annual % Change	-5%	17%	15%	3%	1%	-2%	

Highlights

- The University College was initiated in 2004 and coordinates general education, learning support, honors, KSU 1101, first-year learning communities, the sophomore and senior year experiences, and other services. It also provides advisement to undergraduates who have not declared a major or a college of interest as well as graduation coaches to help students graduate within four years.
- The Interdisciplinary Studies program was launched in Fall 2006 and has grown to over 100 students in Fall 2012.

KSU 2012-2013 Fact Book

Declared Majors - Other



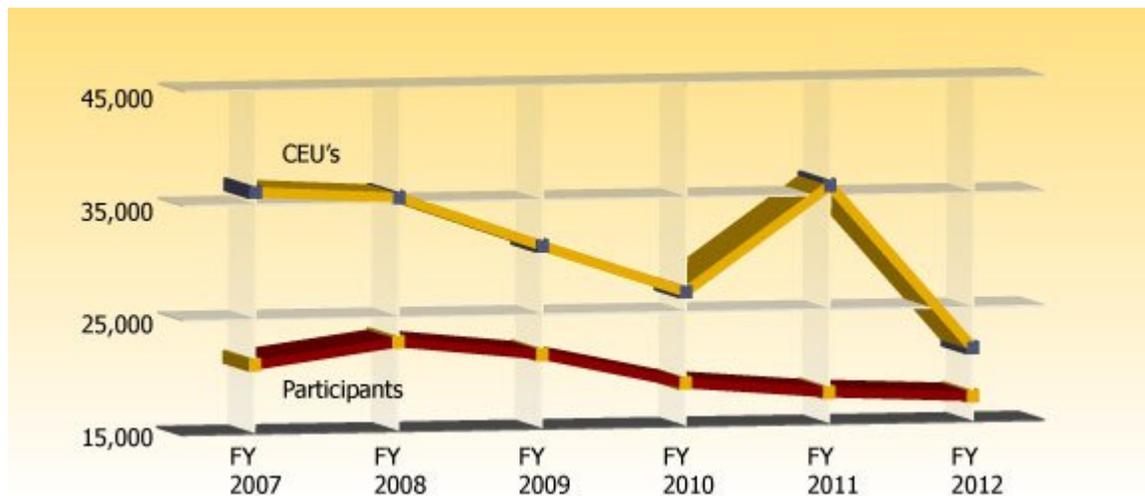
Classification	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Auditor	7	6	11	20	21	32	357%
Certificate, Non-Degree Seeking (Graduate)	0	0	6	0	0	0	0%
Cross Registration	13	18	15	27	29	19	46%
Dual Enrollment Honors Program	108	75	121	149	200	186	72%
Non-Degree Seeking (Graduate)	4	11	1	1	1	0	-100%
Non-Degree Seeking (Undergraduate)	95	68	102	71	53	66	-31%
Transient (Graduate)	7	7	7	7	3	5	-29%
Transient (Undergraduate)	48	52	45	54	48	61	27%
Other Total	282	237	308	329	355	369	31%

Highlights

- Auditors continue to increase. Although an impressive percentage growth at 357%, there are only 32 students in this classification.
- The number of Dual Enrollment Honors Program students continues to increase due to changes in state funding supporting completion of a college degree within four years.
- All categories of other declared majors fluctuate annually depending on the special programs being offered to students in the academic departments, as is evident the Non-Degree Seeking (Undergraduate) category.

KSU 2012-2013 Fact Book

Continuing Education



Revenues	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year % Change
Programs-Courses	2,138	2,526	3,135	2,973	3,608	2,245	5%
Participants	21,026	22,792	21,494	18,770	17,746	17,210	-18%
Participant-Hours	360,932	354,011	309,621	267,501	310,329	254,387	-30%
CEUs	36,093	35,401	30,962	26,750	35,816	21,423	-41%
\$ Revenues	5,323,986	5,843,259	5,133,633	5,567,171	4,977,435	4,924,315	-8%

Highlights

- The College of Continuing and Professional Education (CCPE) serves over 21,000 students and offers over 2,200 short courses, and generates nearly \$5 million in revenue annually.
- CCPE is the only continuing education program in Georgia endorsed by the International Association of Continuing Education and Training (IACET) to bring standards to our professional programs.
- The Language Department at CCPE won the Georgia Adult Education Association (GAEA) Innovative Programming Award on March 11, 2013.
- CCPE has been awarded over \$2.25 million as an endowment for the Osher Lifelong Learning Institute (OLLI) from the California-based Bernard Osher Foundation.

KSU 2012-2013 Fact Book

Full-Time Instructional Faculty



College	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
College of the Arts	39	44	42	46	48	55	41%
Coles College of Business	105	117	122	124	132	130	24%
Bagwell College of Education	65	66	75	76	82	79	22%
Wellstar College of Health & Human Services	79	81	84	90	88	84	6%
College of Humanities & Social Sciences	199	207	215	226	227	228	15%
College of Science & Mathematics	130	130	132	141	128	137	5%
University College	26	27	31	34	33	34	31%
Total	643	672	701	737	738	747	16%
Annual # Change	.	29	29	36	1	9	
Annual % Change	6%	5%	4%	5%	0%	1%	

Highlights

- The number of full-time faculty in all seven colleges continued the five-year trend of substantial growth, increasing by over 16%.
- Over the past five years, the College of the Arts had the highest percentage growth (41%) and the College of Science and Mathematics had the lowest (5%). The greatest numbers of additional faculty were in the College of Humanities and Social Sciences (29), with the Coles College of Business (25) coming in a close second.

KSU 2012-2013 Fact Book

Full-Time Instructional Faculty By Department and College

College/Department	Faculty	% Tenured	% Female	% Minority
Dance	3	33%	33%	67%
School of Art & Design	21	71%	48%	19%
Music	21	52%	29%	14%
Theatre & Performing Arts	10	60%	60%	10%
College of Arts	55	60%	42%	18%
School of Accountancy	25	56%	48%	20%
Economics & Finance	36	67%	28%	28%
Information Systems	20	50%	35%	40%
Management & Entrepreneurship	30	70%	33%	7%
Marketing & Professional Sales	19	74%	42%	21%
Coles College of Business	130	64%	36%	22%
Early Childhood Education	33	33%	70%	39%
Educational Leadership	8	63%	50%	63%
Inclusive Education	12	25%	83%	42%
Instructional Technology	5	40%	100%	0%
Middle Grades Education	21	43%	81%	33%
Bagwell College of Education	79	38%	75%	38%
Exercise Science & Sport Mgmt.	20	30%	35%	15%
Health, Promotion & Physical Educ.	12	50%	67%	8%
Human Services	13	31%	85%	38%
School of Nursing	39	36%	95%	10%
Wellstar College of Health & Human Services	84	36%	75%	15%
Anthropology & Geography	16	50%	50%	31%
Communication	20	45%	60%	15%
English	63	40%	60%	13%
Foreign Language	26	50%	73%	27%
History & Philosophy	28	50%	36%	18%
Interdisciplinary Studies	3	67%	33%	33%
Political Science & Int'l Aff.	30	57%	37%	17%
Psychology	23	65%	70%	17%
Sociology & Criminal Justice	19	42%	68%	21%
College of Humanities & Social Sciences	228	49%	56%	18%
Biology & Physics	43	56%	35%	21%
Chemistry & Biochemistry	27	56%	48%	11%
Computer Science	13	69%	15%	54%
Mathematics	54	46%	54%	26%
College of Science & Mathematics	137	53%	43%	24%
First Year Program	20	25%	65%	10%
University Studies	14	50%	79%	21%
University College	34	35%	71%	15%
KSU Total	747	50%	54%	22%

Highlights

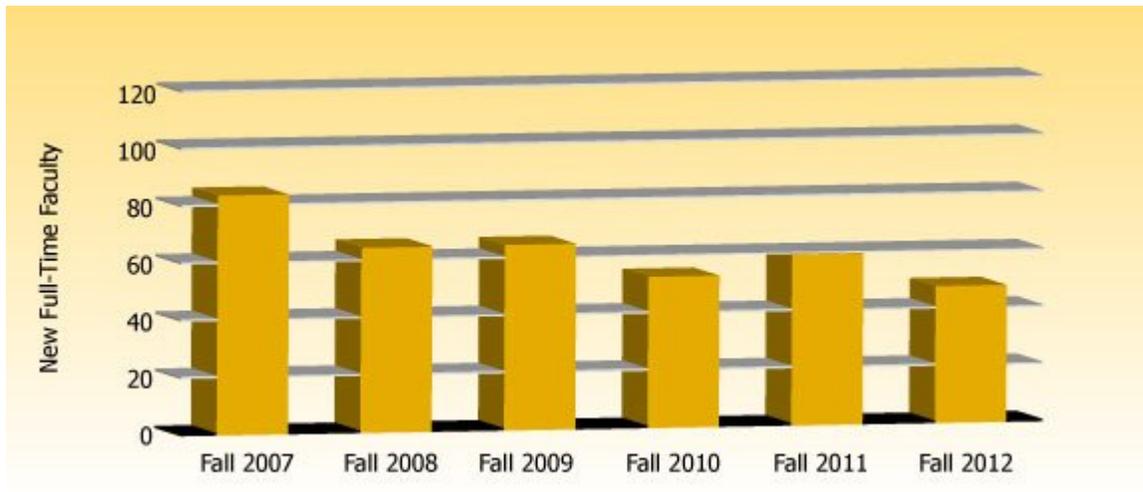
- As a result of the large number of new faculty hired over five years ago, the percentage of the total faculty who have received tenure is slowly beginning to

increase.

- The faculty's minority representation is evenly distributed across the instructional departments and colleges with the Bagwell College of Education having the highest percentage.

KSU 2012-2013 Fact Book

New Full-Time Instructional Faculty



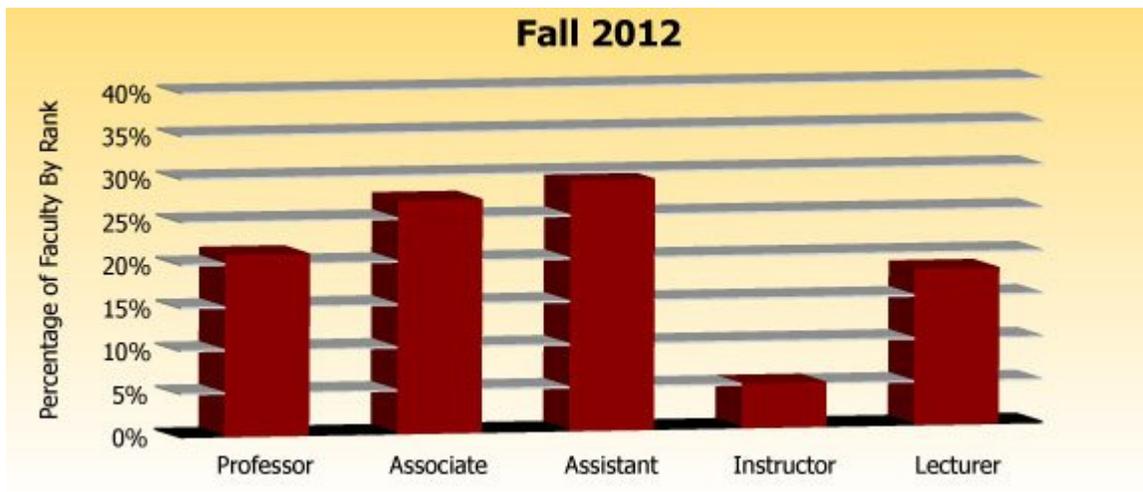
Rank	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012
Professor	6	9	2	0	2	3
Associate Professor	4	6	9	2	6	2
Assistant Professor	43	28	38	36	43	28
Instructor	0	0	6	5	2	9
Lecturer	30	21	9	9	6	5
New as % of All Faculty	13%	10%	9%	7%	8%	6%
Total	83	64	64	52	59	47

Highlights

- KSU has employed 369 new full-time faculty over the past five years.
- Most of the new faculty hired each year were in the junior faculty rank of Assistant Professor.
- After climbing annually with double-digit increases, the number of new full-time faculty dropped down notably in Fall 2009 to single-digit increases and has continued through Fall 2012. The Fall 2012 number of new faculty decreased by 12 over Fall 2011.

KSU 2012-2013 Fact Book

Full-Time Instructional Faculty By Rank



Rank	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
Professor	138	131	133	143	146	160	16%
Associate Professor	138	146	164	169	183	205	49%
Assistant Professor	251	268	268	272	258	216	-14%
Instructor	52	46	43	51	34	35	-33%
Lecturer	65	81	93	102	117	131	102%
Total	644	672	701	737	738	747	16%

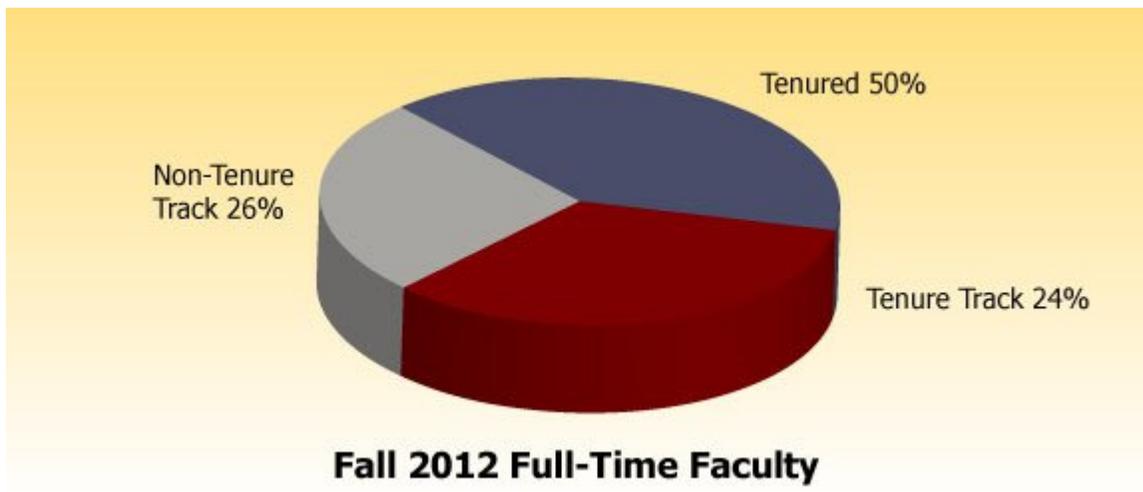
Rank	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012
Professor	21%	19%	19%	19%	20%	21%
Associate Professor	21%	22%	23%	23%	25%	27%
Assistant Professor	39%	40%	38%	37%	35%	29%
Instructor	8%	7%	6%	7%	5%	5%
Lecturer	10%	12%	13%	14%	16%	18%
Total	100%	100%	100%	100%	100%	100%

Highlights

- Associate Professors increased by the greatest number (67) over the last five years, followed by Lecturers (66).
- The number of Assistant Professors declined substantially over the last five years, but were more than offset by increases in the number of Associate Professors and Lecturers.

KSU 2012-2013 Fact Book

Tenure Status Crossed with Gender and Ethnicity



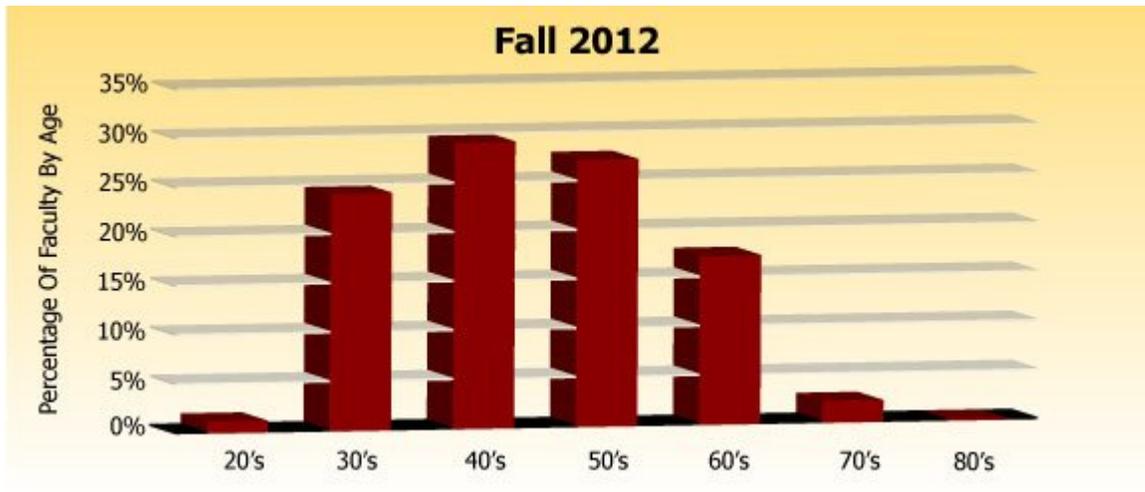
Gender	#Tenured	% Tenured	#Tenure Track	% Tenure Track	#Non-Tenure Track	% Non-Tenure Track	#Total	% Total
Male	193	56%	86	25%	65	19%	344	46%
Female	179	44%	94	23%	130	32%	403	54%
Ethnicity								
American Indian/Alaska Native	1	33%	1	33%	1	33%	3	0%
Asian	36	57%	23	37%	4	6%	63	8%
Black/African American	30	45%	26	39%	10	15%	66	9%
Hispanic	9	43%	9	43%	3	14%	21	3%
Multi-racial	1	33%	1	33%	1	33%	3	0%
Native Hawaiian/Pacific Islander	0	0%	3	100%	0	0%	3	0%
Unknown	0	0%	3	100%	0	0%	3	0%
White	295	50%	114	19%	176	30%	585	78%
KSU Total	372	50%	180	24%	195	26%	747	100%

Highlights

- As KSU matures, the number of tenure track faculty has continued to increase. This is the result of new tenure track faculty hiring slowing down as well as the expansion of hiring additional new non-tenure track faculty.
- The number of non-tenure track positions surpassed tenure track positions for the first time in the last five years.
- Tenure track positions overall have been slowly declining since reaching a peak in Fall 2009. This is most likely due to aging, tenured faculty retiring.
- A higher percentage of women and Black/African Americans have gained tenure as those groups have shifted out of non-tenure track positions since Fall 2008.

KSU 2012-2013 Fact Book

Age of Instructional Faculty by College



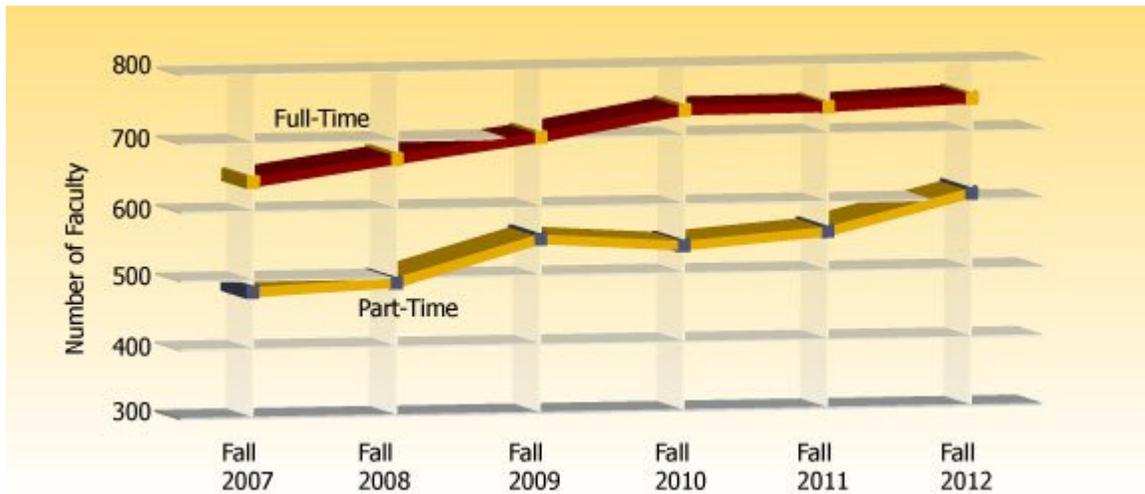
	20s	30s	40s	50s	60s	70s	80s	Average
College of the Arts	0	15	13	21	6	0	0	48
Coles College of Business	1	19	33	42	31	4	0	52
Bagwell College of Education	0	15	26	17	20	0	1	50
Wellstar College of Health & Human Services	2	12	17	31	20	2	0	52
College of Humanities & Social Sciences	3	78	66	46	31	4	0	47
College of Science & Mathematics	3	37	49	31	15	2	0	46
University College	1	5	11	11	6	0	0	50
KSU Total	10	181	215	199	129	12	1	
% of KSU Total	1%	24%	29%	27%	17%	2%	0%	

Highlights

- Over the last decade, the number and percentage of faculty nearing retirement in their 60s, 70s, and 80s has grown from 35 individuals (9%) in Fall 2001 to 142 individuals (23%) in Fall 2012.
- More than half of the faculty are less than 50 years of age.

KSU 2012-2013 Fact Book

Full-Time/Part-Time Faculty Profile



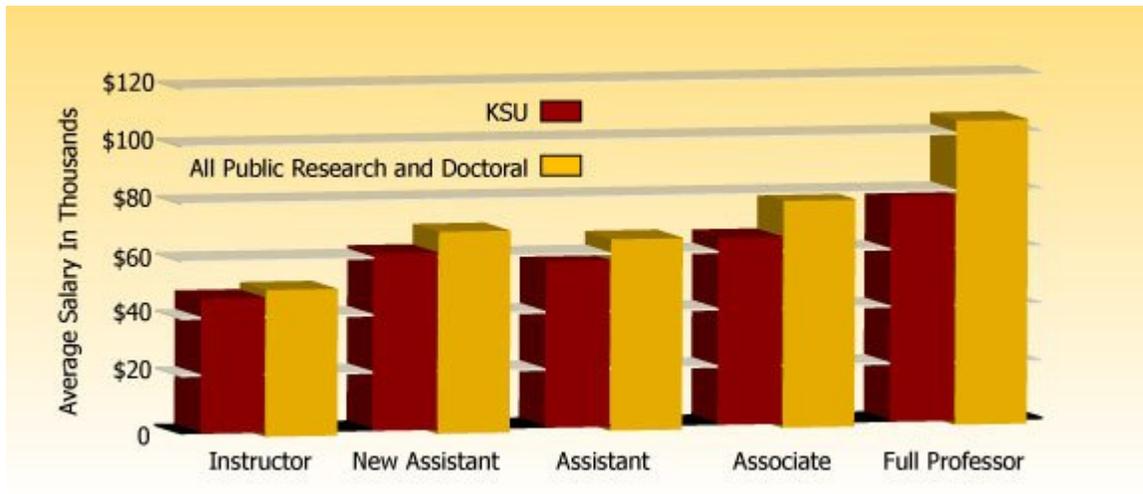
	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	5-Year % Change
FT Faculty	643	673	701	737	738	747	16%
PT Faculty	483	493	533	540	557	609	26%
FTE Students/FT Faculty	28	28	29	29	29	29	
% Courses Taught by FT Faculty	73	71	70	71	70	68	
% Courses Taught by PT Faculty	27	29	30	29	30	32	

Highlights

- KSU's FTE student to full-time faculty ratio is substantially above the average of the USG's state universities and has not changed appreciably over the last five years despite significant increases in the size of the full-time faculty.
- Over one-third of all classes are taught by part-time faculty.

KSU 2012-2013 Fact Book

Average Academic Year Faculty Salary Comparisons



Average 9-Month Salaries (\$1,000) in 2012 - 2013					
Institutional Group	Instructor	New Assistant	Assistant	Associate	Full Professor
Kennesaw State University	46.5	61.2	57.4	64.6	78
All Public Research	47.6	66.9	63.4	75.8	102.7
KSU's Business and Computing Fields	58.4	91.7	91.8	95.9	110.8
All Other Fields At KSU	45.1	54.4	53.6	60.9	73.9
% Difference	23	41	42	36	33

Highlights

- When compared to all public and doctoral institutions, KSU's overall total faculty salaries are lower, substantially in some cases, than public research and doctoral institutions in every category with the exception of instructors, where there is virtually no difference.
- Very few KSU faculty have salaries comparable to the institution's average by rank because of the large spread in average salaries between faculty in the business/computing fields and other fields, not only at KSU, but also in public research and doctoral institutions. Average salaries in the business and computing fields tend to be substantially higher than the averages in all other fields, especially for new assistant professors. This trend has continued over the last five years.

KSU 2012-2013 Fact Book

Average Academic 9-Month Faculty Salaries By College

Average 9-Month Salaries \$1000's				
Faculty Rank	KSU	All Public Research and Doctoral Institutions	KSU Average to Comparators' Average	KSU's Basic Position Among Comparators
College of the Arts				
Professor	70	87	-17%	Below Average
Associate Professor	59	65	-6%	Below Average
Assistant Professor	48	54	-6%	Below Average
New Assistant Professor ¹	48	54	-6%	Below Average
Instructor ¹	45	45	0%	Comparable
College of Business				
Professor	111	141	-30%	Below Average
Associate Professor	98	114	-16%	Below Average
Assistant Professor	92	110	-18%	Below Average
New Assistant Professor ¹	89	120	-31%	Below Average
Instructor	59	62	-3%	Comparable
College of Education and PTEU				
Professor	83	96	-13%	Below Average
Associate Professor	60	71	-11%	Below Average
Assistant Professor	54	59	-5%	Below Average
New Assistant Professor ¹	54	59	-5%	Below Average
Instructor	42	50	-8%	Below Average
College of Health and Human Services				
Professor	89	103	-14%	Below Average
Associate Professor	71	77	-6%	Below Average
Assistant Professor	59	66	-7%	Below Average
New Assistant Professor ¹	61	65	-4%	Below Average
Instructor	53	52	1%	Comparable
College of Humanities and Social Science				
Professor	72	98	-26%	Below Average
Associate Professor	59	70	-11%	Below Average
Assistant Professor	52	58	-6%	Below Average
New Assistant Professor ¹	56	61	-5%	Below Average
Instructor	44	43	1%	Comparable
College of Science and Mathematics				
Professor	73	104	-31%	Below Average
Associate Professor	61	75	-14%	Below Average
Assistant Professor	54	64	-10%	Below Average
New Assistant Professor ¹	56	68	-12%	Below Average
Instructor	40	46	-6%	Below Average
University College				
Professor ¹	64	94	-30%	Below Average
Associate Professor ¹	63	72	-9%	Below Average
Assistant Professor	49	56	-7%	Below Average
New Assistant Professor ¹	49	63	-14%	Below Average
Instructor	42	43	-1%	Comparable

- ¹ Sample size is less than 10.
- ² Due to the formatting of the CUPA-HR Data On Demand reports, the total number of unique public research and doctoral institutions cannot be determined.

KSU 2012-2013 Fact Book

Average Academic 9-Month Tenure Track Faculty Salaries By College

Average 9-Month Salaries \$1000's				
Faculty Rank	KSU	All Public Research and Doctoral Institutions	KSU Average to Comparators' Average	KSU's Basic Position Among Comparators
College of the Arts				
Professor	70	87	-17%	Below Average
Associate Professor	59	65	-6%	Below Average
Assistant Professor	49	55	-6%	Below Average
New Assistant Professor ¹	48	54	-6%	Below Average
College of Business				
Professor	111	142	-31%	Below Average
Associate Professor	98	115	-17%	Below Average
Assistant Professor	94	116	-22%	Below Average
New Assistant Professor ¹	89	120	-31%	Below Average
College of Education and PTEU				
Professor	83	97	-14%	Below Average
Associate Professor	60	71	-11%	Below Average
Assistant Professor	54	60	-6%	Below Average
New Assistant Professor ¹	54	59	-5%	Below Average
College of Health and Human Services				
Professor	91	103	-12%	Below Average
Associate Professor	70	77	-7%	Below Average
Assistant Professor	56	66	-10%	Below Average
New Assistant Professor ¹	61	65	-4%	Below Average
College of Humanities and Social Science				
Professor	72	98	-26%	Below Average
Associate Professor	59	70	-11%	Below Average
Assistant Professor	53	60	-7%	Below Average
New Assistant Professor ¹	56	61	-5%	Below Average
College of Science and Mathematics				
Professor	73	104	-31%	Below Average
Associate Professor	61	76	-15%	Below Average
Assistant Professor	55	67	-12%	Below Average
New Assistant Professor ¹	56	68	-12%	Below Average
University College				
Professor ¹	64	94	-30%	Below Average
Associate Professor ¹	64	72	-8%	Below Average
Assistant Professor	49	60	-11%	Below Average
New Assistant Professor ¹	49	63	-14%	Below Average

¹ Sample size is less than 10.

² Due to the formatting of the CUPA-HR Data On Demand reports, the total number of unique public research and doctoral institutions cannot be determined.

KSU 2012-2013 Fact Book

Average Academic 9-Month Non-Tenure Track Faculty Salaries By College

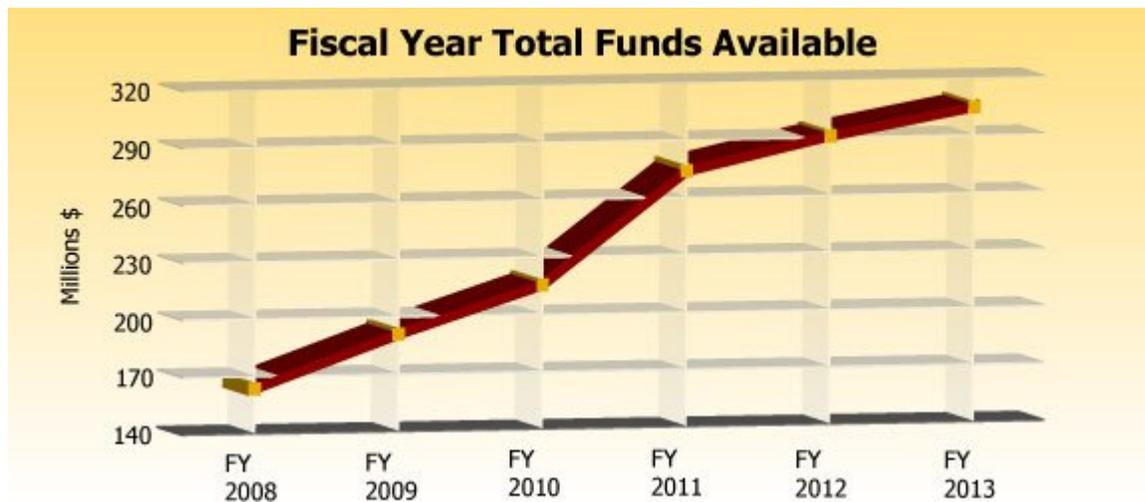
Average 9-Month Salaries \$1000's				
Faculty Rank	KSU	All Public Research and Doctoral Institutions	KSU Average to Comparators' Average	KSU's Basic Position Among Comparators
College of the Arts				
Assistant Professor ¹	44	48	-4%	Below Average
Instructor ¹	45	45	0%	Comparable
College of Business				
Assistant Professor ¹	80	86	-6%	Below Average
Instructor	59	62	-3%	Comparable
College of Education and PTEU				
Professor ¹	88	82	6%	Above Average
Assistant Professor ¹	50	58	-8%	Below Average
Instructor	42	50	-8%	Below Average
College of Health and Human Services				
Professor ¹	45	104	-59%	Below Average
Associate Professor ¹	80	76	4%	Above Average
Assistant Professor ¹	71	63	8%	Above Average
Instructor	53	51	2%	Comparable
College of Humanities and Social Science				
Associate Professor ¹	48	61	-13%	Below Average
Assistant Professor ¹	47	51	-4%	Below Average
Instructor	44	43	1%	Comparable
College of Science and Mathematics				
Professor ¹	51	97	-46%	Below Average
Assistant Professor ¹	50	55	-5%	Below Average
Instructor	40	46	-6%	Below Average
University College				
Associate Professor ¹	60	66	-6%	Below Average
Instructor	42	43	-1%	Comparable

¹ Sample size is less than 10.

² Due to the formatting of the CUPA-HR Data On Demand reports, the total number of unique public research and doctoral institutions cannot be determined.

KSU 2012-2013 Fact Book

Annual Operating Budget



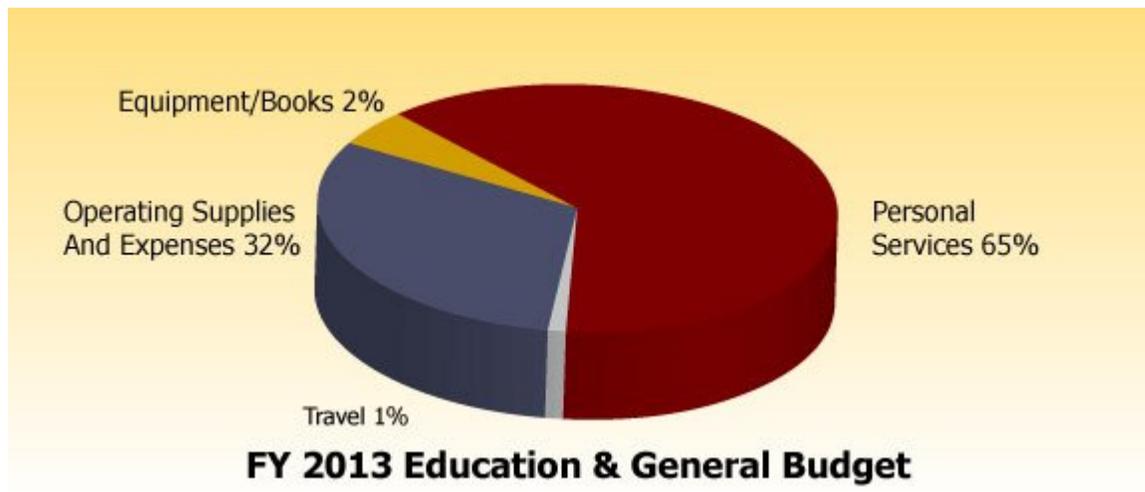
Funds	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Capital	1.95	.92	1.04	1.06	.88	.33
Auxiliary Services	25.33	27.84	37.39	40.72	44.48	49.18
Student Activities	4.69	6.28	6.56	11.20	12.19	14.46
Education and General	161.57	185.76	200.35	250.78	263.29	270.82
Total Available	193.54	220.80	245.34	303.76	320.84	334.79
% Change	15%	14%	11%	24%	6%	4%

Highlights

- Total funds available for KSU's operations have grown substantially in the last six year, increasing by over \$141 million since FY 2008.
- The Education and General (E&G) Operating Funds account for 82% of KSU's annual operating budget.

KSU 2012-2013 Fact Book

Education and General Budget by Function



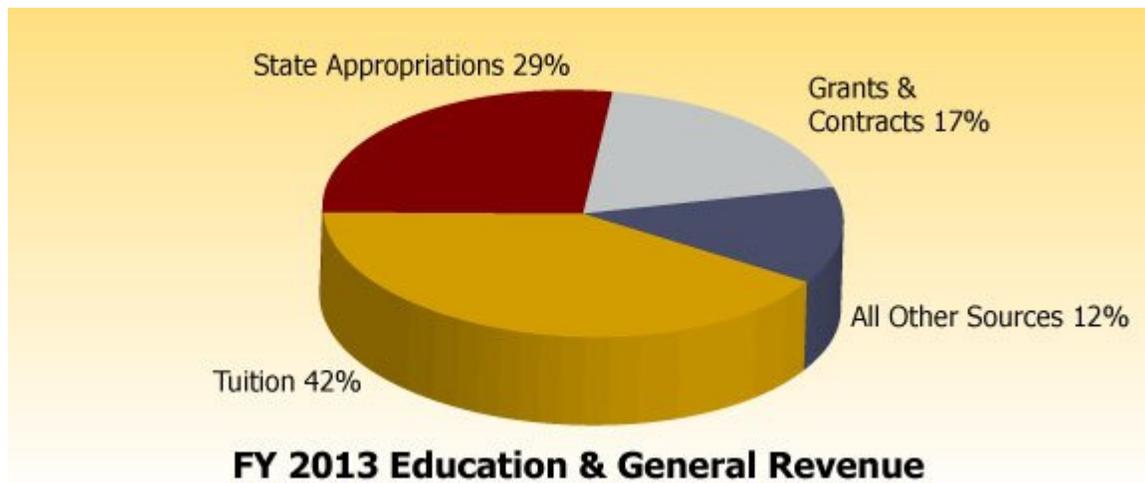
Function	Personal Services	Travel	Operating Supplies	Equipment / Books	Total	% Total
Instruction	\$96,942,742	\$1,596,496	\$20,201,297	\$238,221	\$118,978,756	44%
Research	\$867,741	\$56,181	\$298,713	.	\$1,222,635	0%
Public Service	\$6,595,140	\$142,028	\$1,079,624	.	\$7,816,792	3%
Academic Support	\$25,615,854	\$273,493	\$3,603,180	\$1,773,924	\$31,266,451	12%
Student Services	\$14,585,804	\$242,804	\$1,466,397	\$8,000	\$16,303,005	6%
Institutional Support	\$21,557,784	\$203,944	\$11,706,397	\$74,192	\$33,542,317	12%
Plant Operations	\$10,015,168	\$55,796	\$11,770,266	\$4,397,500	\$26,238,730	10%
Scholarships and Fellowships	.	.	\$35,449,344	.	\$35,449,344	13%
Total	\$176,180,233	\$2,570,742	\$85,575,218	\$6,491,837	\$270,818,030	100%

Highlights

- Nearly 60% of KSU's Education & General Budget directly supports the faculty's work in instruction, research, public service, and academic support.
- Personnel Services constitutes the largest component of KSU's Education & General Budget, with nearly 63 cents of every dollar being allocated for personnel.

KSU 2012-2013 Fact Book

Education and General Revenue Sources



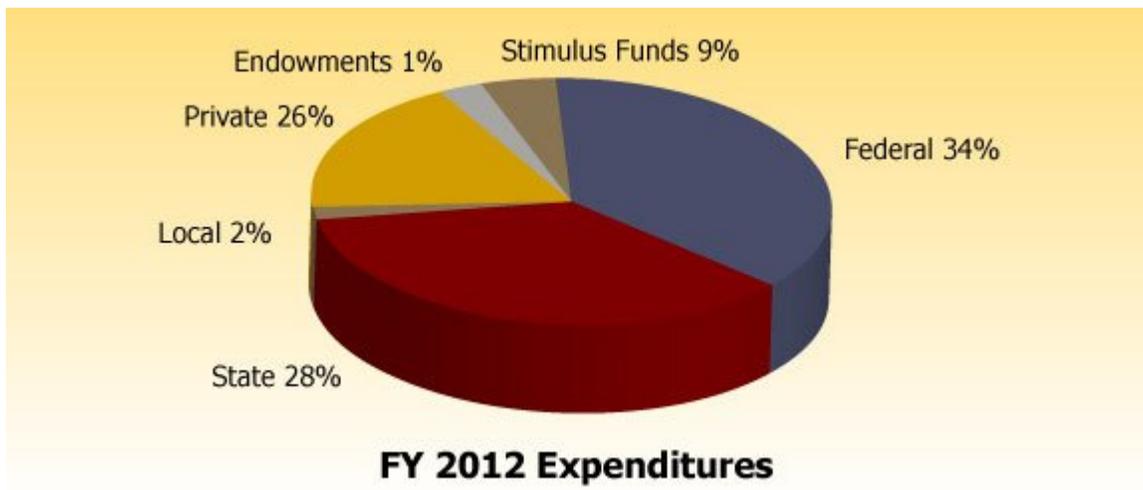
Revenue Sources	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
State Appropriations	80.16	92.02	84.43	78.21	74.35	79.27
Tuition	58.75	67.31	76.13	99.36	108.02	114.72
Other Revenue	1.73	4.71	9.84	15.34	19.00	18.28
Indirect Cost Recovery	.44	.50	.44	.46	.61	.27
Technology Fees	2.52	2.60	2.60	2.92	3.05	3.06
Contracts And Grants	11.70	13.48	17.77	48.65	50.96	46.55
Departmental Sales and Service	5.54	4.81	4.43	4.50	7.08	8.46
Special Funding Initiative	.46	.04	.02	.	.	.
Research Consortium	.26	.28	.27	.24	.22	.21
Federal Stimulus Funding	.	.	4.44	1.12	.	.
Total of Sources	161.56	185.75	200.37	250.80	263.29	270.82
% Change	12%	15%	8%	25%	5%	3%

Highlights

- Annual state appropriations and tuition revenues have increased substantially in FY 2013. Despite decreases in state appropriations between FY 2010 and FY 2012, overall revenue from both state appropriations and tuition have continued to increase.
- Twenty-nine percent (29%) of KSU's operating funds were appropriated from the State of Georgia budget; less than 42% came from tuition; and revenues from grants and contracts constituted only 17% in FY 2013, a 2% reduction since last fiscal year.

KSU 2012-2013 Fact Book

Grants and Contracts



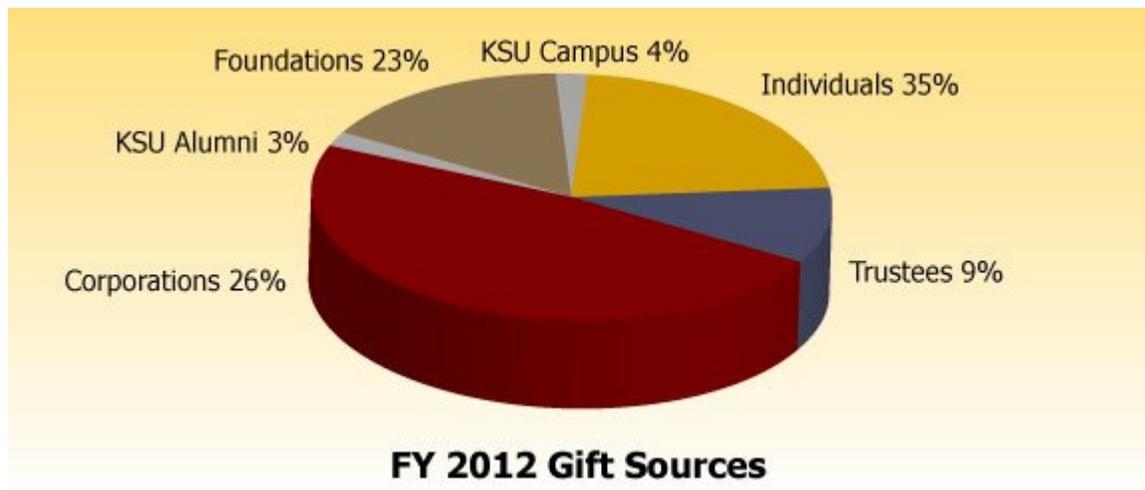
Sources	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	5-Year \$Change
Federal	\$2,539,804	\$2,796,968	\$2,991,665	\$3,709,017	\$5,080,244	\$5,296,302	\$2,756,498
State	\$1,649,133	\$1,811,950	\$1,998,375	\$3,677,268	\$4,416,820	\$4,455,108	\$2,805,975
Other	\$1,963,069	\$1,651,363	\$1,988,389	\$2,665,680	\$5,321,363	\$5,893,830	\$3,930,761
Total	\$6,152,006	\$6,260,281	\$6,978,429	\$10,051,965	\$14,818,427	\$15,645,240	\$9,493,234

Highlights

- Nearly 74% of the growth of Sponsored Programs has come from non-federal grants and contracts.
- About \$3.40 out of every \$10.00 in Sponsored Program expenditures were in federally-funded projects in FY 2012.

KSU 2012-2013 Fact Book

KSU Foundation Gift Revenue



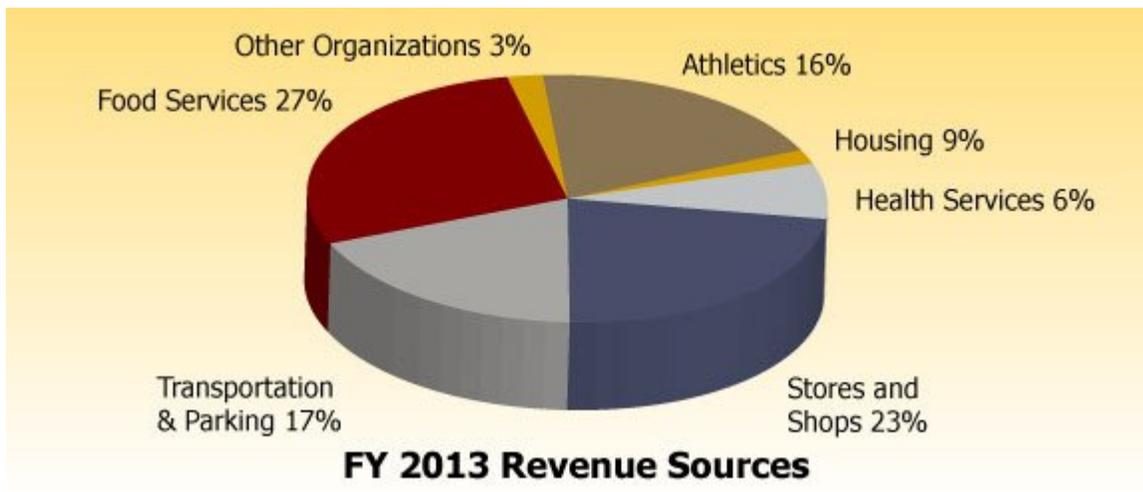
Gift Source	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	\$Change
Corporations	\$1,835,709	\$2,950,597	\$6,144,186	\$3,818,323	\$997,068	\$1,049,784	-\$785,925
Foundations	\$1,369,246	\$733,777	\$2,676,635	\$1,237,920	\$1,998,107	\$907,696	-\$461,550
Individuals	\$1,284,423	\$1,156,380	\$5,387,663	\$1,746,295	\$212,497	\$1,402,486	\$118,063
KSUF Trustees	\$1,663,017	\$955,142	\$286,917	\$799,240	\$126,580	\$379,550	-\$1,283,467
KSU Alumni	\$145,710	\$237,761	\$110,345	\$147,881	\$323,931	\$119,524	-\$26,186
KSU Campus	\$123,572	\$132,276	\$124,840	\$121,036	\$128,619	\$163,820	\$40,248
Total \$	\$6,421,677	\$6,165,933	\$14,730,586	\$7,870,695	\$3,786,802	\$4,022,860	\$2,398,817

Highlights

- Foundation gifts have declined by 50% from FY 2012 as compared to FY 2011.
- Individual and campus giving to KSU are the the only two gift sources that were higher in FY 2012 than five years ago.

KSU 2012-2013 Fact Book

Auxiliary Services Revenues



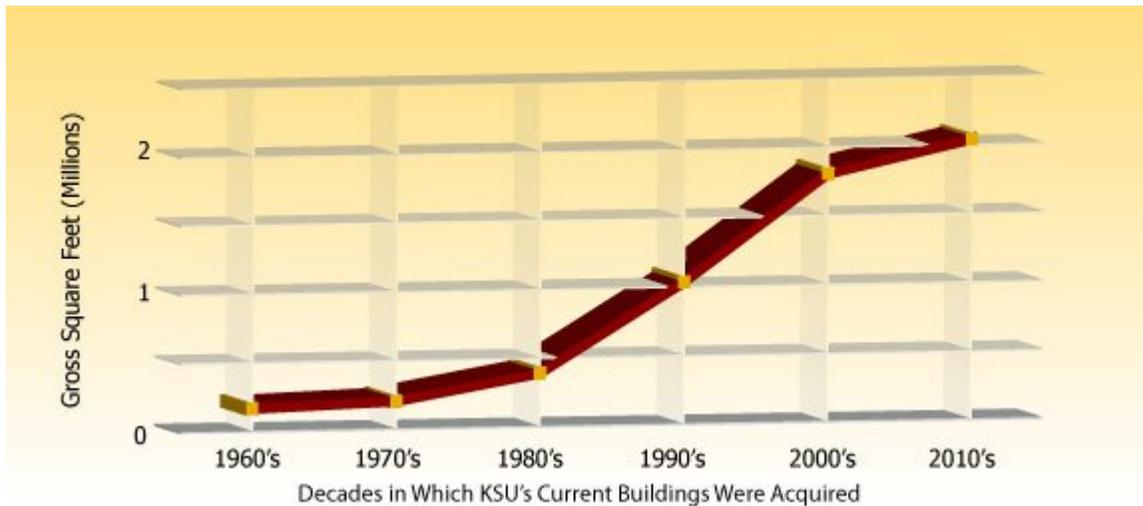
Auxiliary Unit	FY 2013 \$ Revenues	% Total
Food Services	\$13,115,698	27%
Stores and Shops	\$11,073,300	23%
Transportation and Parking	\$8,493,996	17%
Athletics	\$7,801,503	16%
Housing	\$4,362,350	9%
Health Services	\$3,060,816	6%
Other Organizations	\$1,271,502	3%
Total	\$49,179,165	100%

Highlights

- Food Services revenue is the largest source (27%) of total Auxiliary revenue due to the implementation of the mandatory undergraduate student meal plan program as well as optional usage by faculty and staff.
- Stores and Shops, Athletics, and Transportation and Parking are responsible for more than half (56%) of the remaining revenue.
- Revenues from Transportation and Parking rose substantially again in FY 2013 to cover the costs of off-site parking and shuttle expansions to nearby off-campus housing.

KSU 2012-2013 Fact Book

Size of Campus Facilities



Yr. Building Acquired	Gross Sq. Ft.	Cumulative Gross Sq. Ft.	Largest New Acquisition Sq. Ft.
1960s	166,918	166,918	40,010
1970s	37,106	204,024	37,106
1980s	185,897	389,921	100,617
1990s	644,897	1,034,818	162,577
2000s	761,541	1,796,359	162,595
2010s	349,145	2,145,504	191,556

Highlights

- The cumulative size of KSU's original facilities in the 1960s was doubled by the 1980s, and that total was more than doubled in the 1990s, and that total was nearly doubled by 2012. Building sizes also grew substantially over those decades.
- There literally has been a reorientation of the KSU campus since 1990 as the center of campus has moved from the west side (where the original buildings are located) to the east side (where most of the largest buildings are located). Most student housing is located to the north and south sides of the campus.
- A little less than half of the cumulative gross square feet at KSU in 2012 is student housing, all of which had been acquired in 2002, 2004, and 2008.

KSU 2012-2013 Fact Book

List of Facilities

Land			
Main Kennesaw Campus - 384 Acres			
Classrooms/Offices/Support	Gross Sq. Ft.	Year Built	Year Acquired
Music Building	8,570	1967	1967
Public Safety	9,365	1967	1967
Technology Annex	14,316	1967	1967
University College	21,014	1967	1967
W. Wyman Pilcher Public Service Building	21,014	1967	1967
Willingham Hall	21,014	1967	1967
Nursing	31,615	1967	1967
Physical Education Building	40,010	1967	1967
James W. Carmichael Student Center	37,106	1975	1975
Humanities Building	35,091	1981	1981
Horace W. Sturgis Library	100,617	1981	1981
Wellstar Center for Women's Health	5,092	1986	2002
Health Clinic	5,408	1986	2002
International House	5,836	1986	2002
ILEC	6,024	1986	2002
CASA and Center for Elections	6,391	1986	2002
CETL	6,441	1986	2002
Georgia Games	6,441	1986	2002
Alumni House	7,511	1986	2002
Global Center for Social Change	8,440	1986	2002
Physical Education Annex	5,760	1989	1989
Office Annex	6,480	1989	1989
Joe Mack Wilson Performing Arts Building	37,949	1989	1989
KSU Center	162,577	1990	1999
A.L. Burruss Building	105,385	1991	1991
LeoDelle and Lex Jolley Lodge	6,871	1993	1993
Bookstore	12,896	1993	1993
Chastain Pointe	87,218	1995	2003
Science Building	104,336	1995	1995
Campus Services Facility	20,758	1998	1998
Student Center Addition	68,469	1998	1998
Kennesaw Hall	131,182	1998	1998
Visual Arts Building	32,423	1999	1999
Town Point	52,893	2000	2005
Bobbie Bailey Athletic Facility	18,607	2002	2002
Clendenin Building	37,184	2002	2002
Convocation Center	130,893	2002	2005
ROTC and Auxiliary Services	3,117	2003	2005
English Addition	67,267	2003	2003
Student Rec. and Wellness Addition	15,575	2005	2005
Social Science Classroom Bldg.	162,595	2005	2005
KSU Performance Hall	31,970	2006	2006
Bowen Building	6,886	2008	2008
Wilson Annex	17,937	2008	2009
Commons Dining Hall	51,767	2008	2009
Prillaman Health Sciences	191,556	2008	2010

Hitting And Pitching Building	4,147	2009	2009
Owl's Nest	15,901	2009	2009
Lab Addition to Science Bldg	74,203	2010	2010
Science Laboratory Building	74,203	2010	2012
Sport & Recreation Park	9,183	2012	2012
Student Housing	Beds	Year Built	Year Acquired
KSU Place	552	1984	2002
University Place	700	2002	2002
University Village Phase I + II	878	2003	2004
University Village Phase III	914	2007	2008
Parking	Spaces	Year Built	Year Acquired
Parking Deck West	651	2003	2003
Parking Deck East	1,482	2003	2003
Parking Deck North	1,558	2004	2004
Parking Deck Central	2,664	2007	2008

KSU 2012-2013 Fact Book

Student Information

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

Principal Feeder High Schools	SunGard Higher Education Banner and EIM Rolling Admissions Application
Top Ten Transfer Institutions	SunGard Higher Education Banner and EIM Rolling Admissions Application
Readmission of Former Students	SunGard Higher Education Banner and EIM Rolling Admissions Application
State and National SAT Comparisons	CollegeBoard SAT State Profile Report (National and Georgia)
	Financial Aid
	Page
	Source
Financial Aid Awards	USG Financial Aid Reporting System (FARS)
Georgia HOPE Scholarships at KSU	USG Financial Aid Reporting System (FARS)

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Academic Programs

Degrees and Majors		
Page		Source
Baccalaureate Degree Programs		USG Degrees and Majors Authorized
Graduate Degree Programs Authorized		USG Degrees and Majors Authorized
Post-Baccalaureate Certificates Authorized		USG Degrees and Majors Authorized
Degrees by Program		
Page		Source
KSU Graduates		
Degrees Awarded Since KSU's Founding		KSU Office of the Registrar
Degrees Awarded by College		USG Degrees Conferred Reports
Declared Majors		
Continuing Education		
Continuing Education		Continuing Education

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Faculty Characteristics

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

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Resources

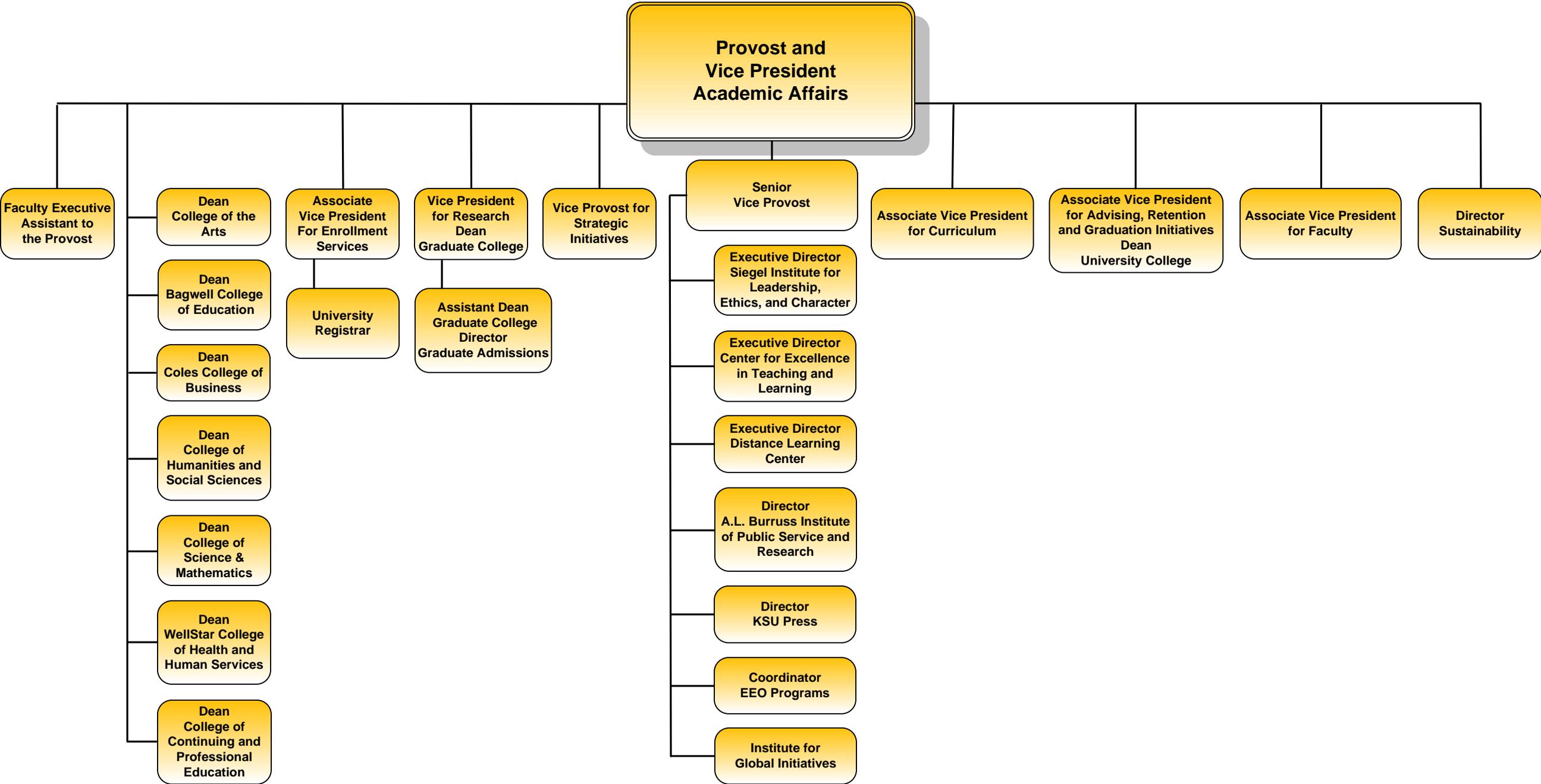
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Page		Source
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Education and General Budget by Function	Office of Financial Services	
Education and General Revenue Sources	Office of Financial Services	
Grants and Contracts	Office of Financial Services	
KSU Foundation Gift Revenue	Office of Development	
Auxiliary Services Revenues	AsAP	
Size of Campus Facilities	SunGard Higher Education Banner Facilities Module	
List of Facilities	SunGard Higher Education Banner Facilities Module	

KSU 2012-2013 Fact Book

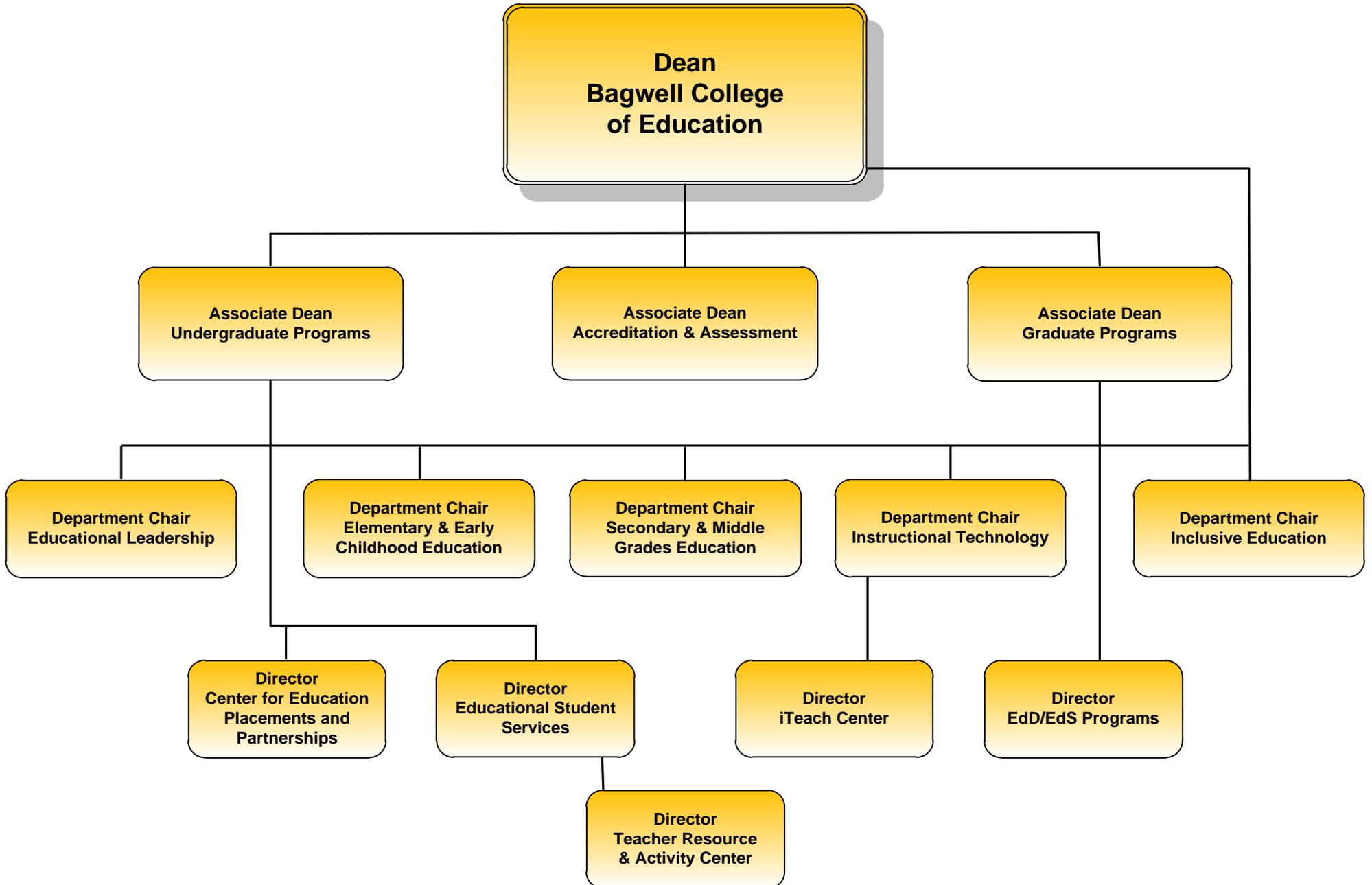
General Information

		Historical Highlights	
Page			Source
2007 - 2012		Enterprise Information Management	
2002 - 2006		Enterprise Information Management	
1996 - 2001		Enterprise Information Management	
1990 - 1995		Enterprise Information Management	
		Mission and Accreditations	
Page			Source
Vision, Mission, and Goals		Enterprise Information Management	
Accreditations		Enterprise Information Management	
		Strategic Plans	
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KSU's Current Strategic Plan		Office of the President	
USG's Current Strategic Plan		Board of Regents' of the University System of Georgia	
		Organizational Charts	
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Office of the President		Office of the President	
Academic Affairs		Provost & Vice-President of Academic Affairs	
College of the Arts		Provost & Vice-President of Academic Affairs	
Coles College of Business		Provost & Vice-President of Academic Affairs	
Bagwell College of Education		Provost & Vice-President of Academic Affairs	
College of Humanities and Social Sciences		Provost & Vice-President of Academic Affairs	
College of Science and Mathematics		Provost & Vice-President of Academic Affairs	
Wellstar College of Health and Human Services		Provost & Vice-President of Academic Affairs	
University College		Provost & Vice-President of Academic Affairs	
Continuing Education		Provost & Vice-President of Academic Affairs	
Enrollment Services		Associate Vice President of Enrollment Services and University Registrar	
Student Success		Vice-President of Student Success	
University Advancement		Vice President University Advancement KSUF Executive Director	
Operations Division		Vice President for Operations	
External Affairs		Special Assistant to the President for External Affairs	
Legal Affairs		University Attorney and Special Assistant to the President for Legal Affairs	

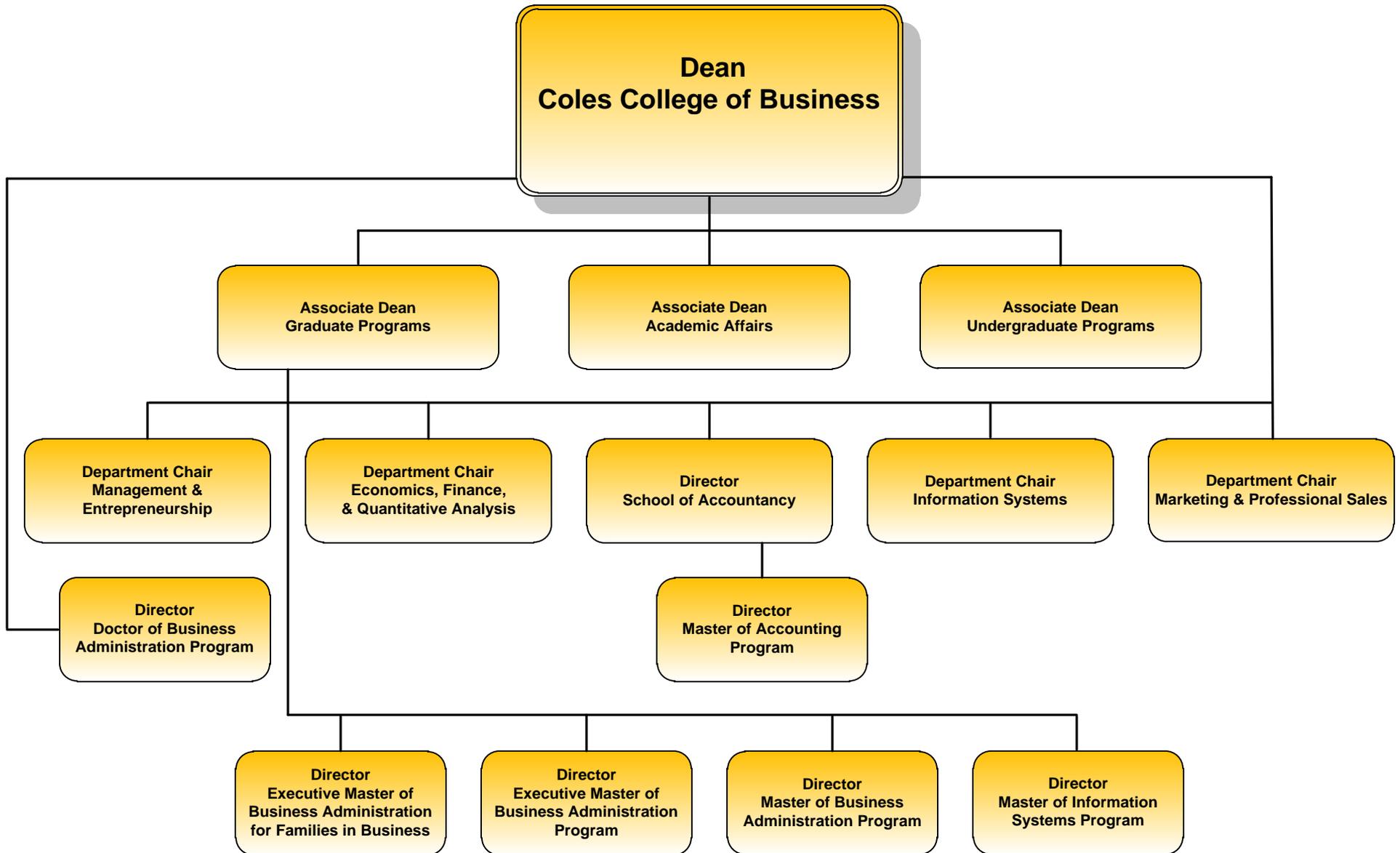
Academic Affairs



Bagwell College of Education



Coles College of Business



College of the Arts

**Dean
College of the Arts**

**Assistant Dean
Admissions & Enrollment
Management**

**Director
School of Music**

**Department Chair
Theatre,
Performance Studies & Dance**

**Department Chair
Visual Arts**

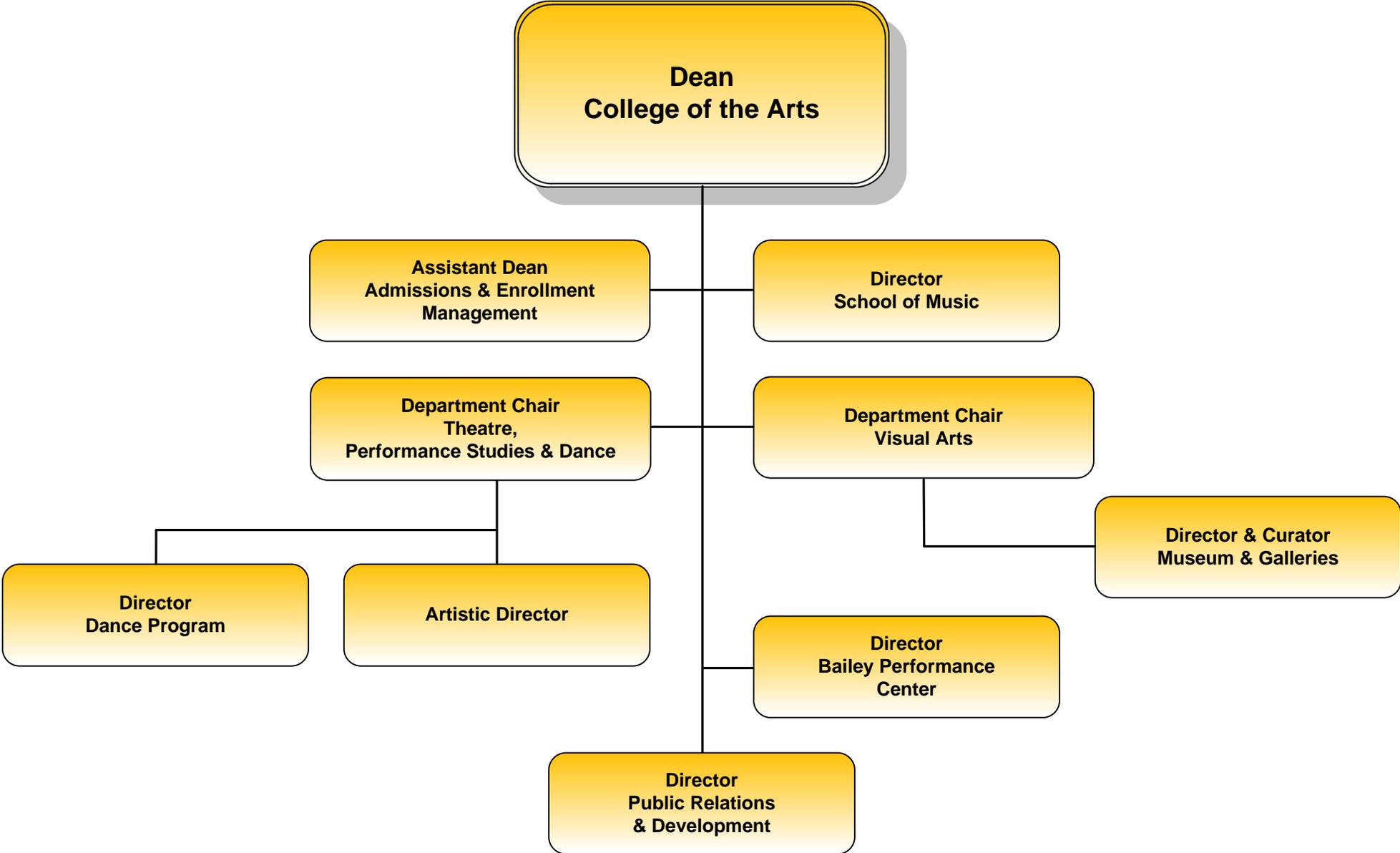
**Director & Curator
Museum & Galleries**

**Director
Dance Program**

Artistic Director

**Director
Bailey Performance
Center**

**Director
Public Relations
& Development**



Office of the President

-  President's Cabinet
-  President's Reports





ANNUAL REPORT OF THE
UNIVERSITY SYSTEM OF GEORGIA
FISCAL YEAR 2012



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LETTER FROM THE CHAIRMAN



April 2013

It's not often that both the Board Chair and Chancellor have their first day on the job on the same day. But that is the boat in which both Chancellor Hank Huckaby and I found ourselves on July 1, 2011, as we began a voyage together.

Fortunately, we had companions in this boat with wisdom, energy and experience to help us row, steer and navigate – to chart our course and help us weather the inevitable storms. We are blessed in Georgia with a strong University System comprised of an excellent Board of Regents, outstanding presidents and dedicated faculty and staff. We continue to be supported by elected leadership in both the Governor's Office and the

General Assembly who understand the critical value of the University System to the State's future.

Above all, we are blessed to be able to help approximately 318,000 students realize their educational goals and contribute to Georgia's long-term vitality and economic growth.

Over the past year, under Chancellor Huckaby's leadership, we have truly charted a new course as we work to transform the University System in ways to meet new realities with different models. Whether it is our work in Complete College Georgia, the consolidation of institutions, or other areas, we are focused on ensuring the University System understands the needs and is responsive in ways that are both efficient and effective.

In this light, I hope you get a flavor of our work over the past year in the pages of this Annual Report. More importantly, I hope you see the faces and read the stories that underlie all of our efforts – the students we serve every day, across this great state.

A handwritten signature in black ink that reads "Benjamin J. Tarbutton III". The signature is written in a cursive style with a small flourish at the end.

Benjamin Tarbutton III
Chair
Board of Regents

LETTER FROM THE CHANCELLOR

April 2013

As I noted when I was appointed Chancellor, it's a job I never expected to hold in my career in the University System and in Georgia's state government. But I have studied higher education closely and I welcomed the rare and great opportunity to give back to this great University System and this state.

In my first year, I gained an even deeper appreciation for the size and complexity of both the System and the challenges we face in serving as the key economic engine for the state.

We have a big and important job to do. We must educate a larger number of people from broad and different backgrounds to ever higher levels if Georgia is going to have the talent it needs to compete on a world stage. We must do this in an era of tight resources and very high expectations.

Now we are engaged in an ambitious effort to remake the System to serve students in new ways with new approaches to teaching and learning. We are committed to the honest, hard work necessary to ensure the University System works – and works exceptionally well – on behalf of student and state needs.

At the outset of my chancellorship, I said our work would be defined by three broad themes: performance, partnerships and values. Everything we have initiated and accomplished to date has been grounded in these themes.

More than anything else, I want us to remain focused, not on our processes and procedures, but on our results. And these results are found, not in our classrooms or walking through our campuses, but in offices, on farms, in K-12 schools, hospitals, businesses and organizations in every town and community in Georgia. These are the graduates of our institutions whose lives we have transformed and whose contributions will lead to the transformation of countless others. It's an exciting journey and one that promises great rewards for Georgia.



Hank Huckaby
Chancellor
University System of Georgia





CLASS
IN
SESSION

CHELSIA SILVA

CLAYTON STATE
UNIVERSITY
NICOLE WEDDERBURN



FY12 YEAR IN REVIEW

An Annual Report on the USG



“The University System of Georgia will create a more educated Georgia, well prepared for a global, technological society, by providing first-rate undergraduate and graduate education, leading-edge research, and committed public service.”

OVERVIEW

Performance, partnerships and values – these three themes became the mantra for the University System of Georgia (USG) in 2011 as its new chancellor, Henry “Hank” Huckaby took the reins of leadership on July 1. Huckaby, an experienced veteran of both the USG and state of Georgia government, had been appointed the System’s 12th chancellor by the Board of Regents in May. He came to the job with a self-admitted passion for higher education and a keen sense of direction for the state’s 35 public colleges and universities.

This direction quickly became clear as Huckaby launched an aggressive tour of all the USG’s institutions, where he met faculty and staff, listened to students and learned of the System’s strengths and weaknesses.

During this tour, Huckaby repeated his intention, first outlined in his initial report to the regents, to develop programs and make decisions grounded in improving the performance of the System, strengthening partnerships with others in education, government and business, and stressing the great value of the System to the state, as well as the key values higher education provides to students.

Huckaby was joined in his efforts by new leadership on the regents, chair Benjamin J. Tarbutton III and Vice-Chair Dink NeSmith. Both regents worked closely with Huckaby over the ensuing months to put in place significant changes to how the System is configured and operates. “The board is here to help and support you. It is high time to look at some of these critical issues,” said Tarbutton.

Over the course of the year, Huckaby brought in a new senior management team to assist him and the Board in the realization of these efforts, including Dr. Steve W. Wrigley as executive vice chancellor for Administration, John Brown as vice chancellor for Fiscal Affairs, and Dr. Houston Davis as executive vice chancellor and chief academic officer.

As the months of the Fiscal Year 2012 (FY12) unfolded, the board and Huckaby worked to launch a number of important initiatives designed to address the three themes and, in Huckaby’s words, change the culture to one truly focused on working as a unified system of colleges and universities with a single-minded focus on serving students.

These new initiatives also had a goal of changing the perceptions of outsiders by demonstrating the System understands state needs, is a key player in the state's economic development and is responsive to calls for conservative fiscal management and bold new approaches to serving more students in different ways than the past.

As Huckaby noted, the System is dealing with two counter-forces hitting public higher education at the same time – the need to increase college completion rates in a period of permanent declines to state funding of colleges and universities.

Over the course of the FY12 year, even as the System managed through an ongoing sluggish economic recovery and saw continued enrollment growth to a new high of 318,000 students, work began on a number of efforts all connected by the chancellor's three themes.

These included:

- A study of how the institutions utilize existing space, with the goal of using this space more efficiently;
- A change from a culture of silo-making decisions to one in which proposals are reviewed and decisions made on facilities needs, budgeting, fees and academic programs in an integrated approach that brings to the table different departments;
- A change in how the System plans and constructs facilities, again, to a more integrated approach to the needs of the institution and the state;
- A System-wide review of online learning to develop recommendations to strengthen the scope, reach and consistent quality across the System;
- The consolidation of eight institutions into four new ones;
- A new and broad articulation agreement with the Technical College System of Georgia, designed to broaden transfer options for students; and

- The System's participation in Governor Nathan Deal's "Complete College Georgia" effort, designed to increase the numbers of Georgians completing some level of college by an additional 250,000 degree earners by 2020.

During FY12, the System also took a seat at the table as the Governor's Formula Funding Commission began its work to undertake the first review since the 1980's of the formula used to appropriate funds to the USG. This review includes an assessment of how to reward institutions not just for input – enrollment – but output – increased graduation rates.

A key factor in increasing college completion rates is the costs students bear to attend. In April, the regents approved a very conservative tuition strategy of a 2.5 percent increase that was, at 32 USG institutions, the lowest percentage increase since fiscal year 2003 for the majority of in-state undergraduate students.

As Huckaby has noted, public higher education today operates in a "new normal" in which the good stewardship of state resources means fundamental changes in how the University System operates. "This is why I have stressed the need to focus on performance, partnerships and value to help us change and improve how well we use our resources to educate students and encourage faculty," Huckaby said to the Board when he announced plans to consolidate institutions.

All of the new initiatives were well underway as the System closed its books on FY12 and looked ahead to FY13. This annual report highlights these key initiatives as well as other key developments in the System over the course of the fiscal year.

FY12 YEAR IN REVIEW

An Annual Report on the USG

FISCAL YEAR 2012 MEMBERS OF THE BOARD OF REGENTS



Standing (L to R): W. Mansfield Jennings Jr., Larry Walker, C. Dean Alford, Kenneth Bernard Jr., Robert Hatcher, Neil Pruitt Jr., Kessell Settling Jr., C. Thomas Hopkins Jr. M.D., Richard Tucker, Rutledge Griffin Jr., Philip Wilheit Sr., Doreen Poitevint. Seated (L to R): Larry Ellis, Donald Leeborn Jr., Chairman Benjamin Tarbutton III, Chancellor Henry Huckaby, Vice Chairman William NeSmith Jr., James Jolly, Willis Potts Jr.

Gubernatorial Appointment

During FY12, Gov. Nathan Deal appointed one new member to the Board of Regents. C. Dean Alford was appointed in January 2012 and serves the Fourth District.

NEW LEADERSHIP



(L to R): University of Georgia Chancellor Henry “Hank” Huckaby, Board of Regents Chairman Benjamin Tarbutton III, Georgia Governor Nathan Deal

Chancellor’s Investiture

In Nov. 2011, Henry “Hank” Huckaby was formally invested as the University System of Georgia’s 12th chancellor, pledging to dignitaries and guests to help effect a transformation to a more highly educated Georgia and thanking them for the opportunity to lead the System.

“There is much to be proud of in the University System of Georgia,” Huckaby said. But he noted, “higher education today faces the challenge of becoming more than it has been in the past.” To meet that challenge, he is focusing the System on three long-term strategies: performance, partnerships and value. “The goal is not merely to have more. It is also to be more,” he said. “The University System will be the state’s most powerful economic asset.”

Huckaby’s remarks concluded the investiture ceremony in the historic House of Representatives Chamber at the state capitol in Atlanta. Gov. Nathan Deal conducted the

formal investiture ceremony of the chancellor.

Deal said, “Chancellor Huckaby has proven time and again – even early in his tenure – that he’s the right person to lead our University System through challenging times. Chancellor Huckaby has long enjoyed deep respect for his many years of excellent public service to the people of Georgia, and that admiration will expand as more see the extraordinary work he’s performing at our University System. The chancellor has experience, the ability and the vision we need to build on the progress we have made in Georgia. He will lift our University System to the next level of excellence.”

FY12 YEAR IN REVIEW

An Annual Report on the USG

There were a number of changes in USG leadership as well as ten presidential/interim-presidential appointments in FY12.

In the University System Office



Dr. Steve W. Wrigley was named **executive vice chancellor for administration** for the University System of Georgia, effective July 1, 2011. Wrigley was the interim vice president for Public Service and Outreach as well as vice president for government relations for the University of Georgia (UGA) and a longtime UGA senior staff member. He is a veteran of state government under former Gov. Zell Miller.



John Brown was named **vice chancellor for fiscal affairs** for the University System of Georgia, effective July 1, 2011. Brown is responsible for overseeing the financial operations of the University System, including its annual budget. He was also named treasurer for the University System's governing body in August 2011. Brown has served the State of Georgia for more than 26 years with a focus on budget and finance. His most recent service was in the Georgia House of Representatives as director of the House Budget Office, from 2005 to 2011.



After a national search, Dr. Houston Davis was named as the University System of Georgia's new **chief academic officer and executive vice chancellor** on February 27, 2011. He began his new duties in the Georgia system on May 1, 2011. The executive vice chancellor/chief academic officer is responsible for meeting the academic needs of more than 300,000 students and approximately 13,000 University System faculty members. Davis was the former vice chancellor for Academic Affairs for the Oklahoma State Regents for Higher Education, a system consisting of 25 universities and colleges as well as constituent agencies.

At University System Institutions



Dr. Max Burns, former dean of the Mike Cottrell School of Business at North Georgia College & State University, was named president of **Gordon College** in October 2011, replacing Ms. Shelley Nickel who served as interim president since July 2010 after Dr. Lawrence Weill retired in June 2010.



Dr. Robert G. Boehmer, associate provost for academic planning at the University of Georgia, was named **East Georgia College's** interim president in November 2011, succeeding Dr. John Black, who led East Georgia College for the previous seven years.



Dr. Shirley Kenny, who served as president at two institutions – Queens College, City University of New York and for the State University of New York at Stony Brook, was named **Augusta State University's** interim president in April 2012, succeeding Dr. William Bloodworth, who led Augusta State University for more than 18 years until his retirement.



Dr. Randy Pierce, who served as president of Georgia Highlands College for over 11 years until his retirement in December 2011, was named **Gainesville State College's** interim president in April 2012, succeeding Dr. Martha T. Nesbitt, who led Gainesville State College for more than 14 years.



Dr. William McKinney, who served as vice chancellor for Academic Affairs at Indiana University-Purdue University Fort Wayne, was named president of **Valdosta State University** in April 2012, replacing Dr. Louis Levy who served as interim president since July 2011 after Dr. Patrick Schloss retired in June 2011.



Dr. Renva Harmon Watterson, vice president for Academic and Student Affairs at Georgia Highlands College, was named **Georgia Highlands'** interim president in May 2012, succeeding Mr. Rob Watts, who served as interim president since January 2012 after Dr. Randy Pierce retired in December 2011.



Mr. Rob Watts, who served as interim president for Georgia Highlands College from Jan. 2012 to May 2012, was named interim president for **Georgia Perimeter College** in May 2012, succeeding Dr. Anthony Tricoli, who led Georgia Perimeter College for more than five years.



Dr. Cheryl Davenport Dozier, former associate provost for Institutional Diversity at the University of Georgia, was permanently appointed as president of **Savannah State University** in May 2012 after having served as interim president of the university since April 2011.



Dr. John Black, retired president of East Georgia State College, was named interim president of **Macon State College** in June 2012, succeeding Dr. Jeffery S. Albritten, who resigned in June 2012.



Dr. Steve Michael Dorman, dean and professor in the College of Health and Human Performance at the University of Florida in Gainesville, was named president of **Georgia College & State University** in June 2012, replacing Dr. Paul Jones who served as interim president since July 2012, and who replaced Dr. Stas Preczewski who served as interim president from July 2011 to June 2012.

FY12 YEAR IN REVIEW

An Annual Report on the USG

UNIVERSITY SYSTEM FOUNDATION REGENTS' SALUTE TO EDUCATION



(L to R): Faculty Award Recipients: Donald M. Leebern III, Presenting Sponsor, Georgia Crown Distributing Company; Dr. Thomas Pusateri, Kennesaw State University; Dr. Mulatu Lemma, Savannah State University; Dr. Jessica Damian, Georgia Gwinnett College; Dr. Sybilla Beckmann, University of Georgia; Dr. Michael Metzler, Georgia State University; Kenneth R. Bernard Jr., Chairman, University System of Georgia Foundation

The University System of Georgia Foundation Board of Trustees hosted the 2012 Regents' Salute to Education at the Atlanta Marriott Marquis on March 31, with more than 900 guests, including representatives from colleges and universities, institutional foundations, distinguished faculty and administrators, and state and federal elected officials.

This annual fundraiser raises funds for scholarships and outstanding faculty recognition awards, and to advance the work of the University System as a whole. Additionally, the event recognizes University System alumni who exemplify outstanding leadership and support of higher education in Georgia. This event, along with funds received from private foundation grants and

individual contributors, culminated in nearly \$1 million in contributions in FY12.

The former president of Kennesaw State University, Dr. Betty Siegel, was presented with the Elridge McMillan Award for her lifetime work in supporting higher education.

Also, the USG Foundation presented Gov. Deal with a \$50,000 check to help fund the Governor's "Realizing Educational Achievement Can Happen" (REACH) scholarship program. All 35 USG institutions are participating in the REACH program, a needs-based scholarship funded by private dollars.

MICROCREDIT CONFERENCE

USG competition lets students solve social issues

Approximately 1,200 USG students were held spellbound by Nobel Prize recipient Dr. Muhammad Yunus during an October 2011 “Social Business and Microcredit” economic development conference hosted by the University System. “This is your age, this is your time,” Yunus said. “You are the most powerful generation in the entire history of mankind.”

Students responded positively to the message Yunus brought, but were equally receptive to his concept of microcredit, the extension of very small loans (microloans) to those in poverty designed to spur entrepreneurial activity, which Yunus pioneered and for which he was awarded the Nobel Prize.

The unique conference was part of a competition that required student teams to identify a social problem in the community, conduct a market analysis, develop a strategy to address the problem and prepare a social business plan based on the principles developed by Yunus.

In all, 38 teams made up of students from 35 USG institutions and three private colleges participated in the competition. The teams presented their proposals to judges in sessions during the Oct. 17 conference, held in Atlanta at Georgia Tech’s Ferst Center.

Judges drawn from the private sector and higher education looked at the strength of each plan’s business model, its financial requirements, its sustainability and the degree to which it meets the problem and generates social benefits in the community.

The winning entry, “Restoration Trust,” by a team from Southern Polytechnic State University, envisions the creation of a company with a mission to improve the lives of victims of domestic violence.

Second place was Abraham Baldwin Agricultural College (Tifton), “Health Clinic.” Third place was Georgia Gwinnett College (Lawrenceville), “Read4Life!” Fourth place was Valdosta State University, “Clean Sweep.” Fifth place was Fort Valley State University, “Peach.” Sixth place was Gainesville State College, “Sew Company.”

(L to R): USG Chancellor Hank Huckaby and Dr. Muhammad Yunus at the Social Business and Microcredit Conference



FY12 YEAR IN REVIEW

An Annual Report on the USG

GOVERNMENT RELATIONS

When he was appointed chancellor of the University System, Hank Huckaby held a job that no other previous chancellor could claim: as an elected member of the state legislature. Huckaby won a seat in the Georgia House of Representatives during the Nov. 2010 election cycle and had just finished his first legislative session when the Board of Regents elected him chancellor in May 2011.

This background, along with his extensive experience in state government and knowledge of the people and issues, created an opportunity to forge a new relationship with the Georgia General Assembly. Huckaby's outreach efforts to the state House and Senate were rewarded with one of the strongest legislative sessions in history for the University System.

State Funding

For FY13, the General Assembly approved state funding of \$1.83 billion, a net increase of \$89.7 million (5.2 percent) over the FY12 funding base of \$1.74 billion. This marks the first budget in a number of years in which all of the System's formula increase requests were funded.

"This was an excellent legislative session for the University System, and we deeply appreciate the investment that the General Assembly and the governor have made in public higher education with this budget," said Huckaby.

Included was:

- Net new formula funding of \$77.9 million;
- \$76.4 million for enrollment growth/maintenance and operations;
- \$16.7 million for health insurance and benefits;
- \$14.6 million for retirement; and
- \$830,680 for payback projects.
- \$5 million to provide funds for cancer research to the Georgia Health Sciences University Cancer Center;
- \$2.4 million for the Health Profession Initiative to address a shortage in nursing educators with graduate degrees; and
- \$1.2 million for the Health Professions Initiative to address graduate medical education in an effort to increase residency-training opportunities in Georgia (An additional \$830,000 for the Georgia Board of Physician Workforce to develop residency programs was also in the budget).

The General Assembly also approved \$326.8 million in new bond funding for projects throughout the System.

USG-relevant Legislation

House Bill 863 – Signed into law by the Governor
This bill relates to state purchasing, "so as to change certain provisions relating to purchases without competitive bidding, central bid registry, procurement cards, rules and regulations, applicability to emergency purchases, and the Purchasing Advisory Council; to change a short title; to change certain provisions relating to definitions relative to small business assistance; to repeal conflicting laws; and for other purposes."

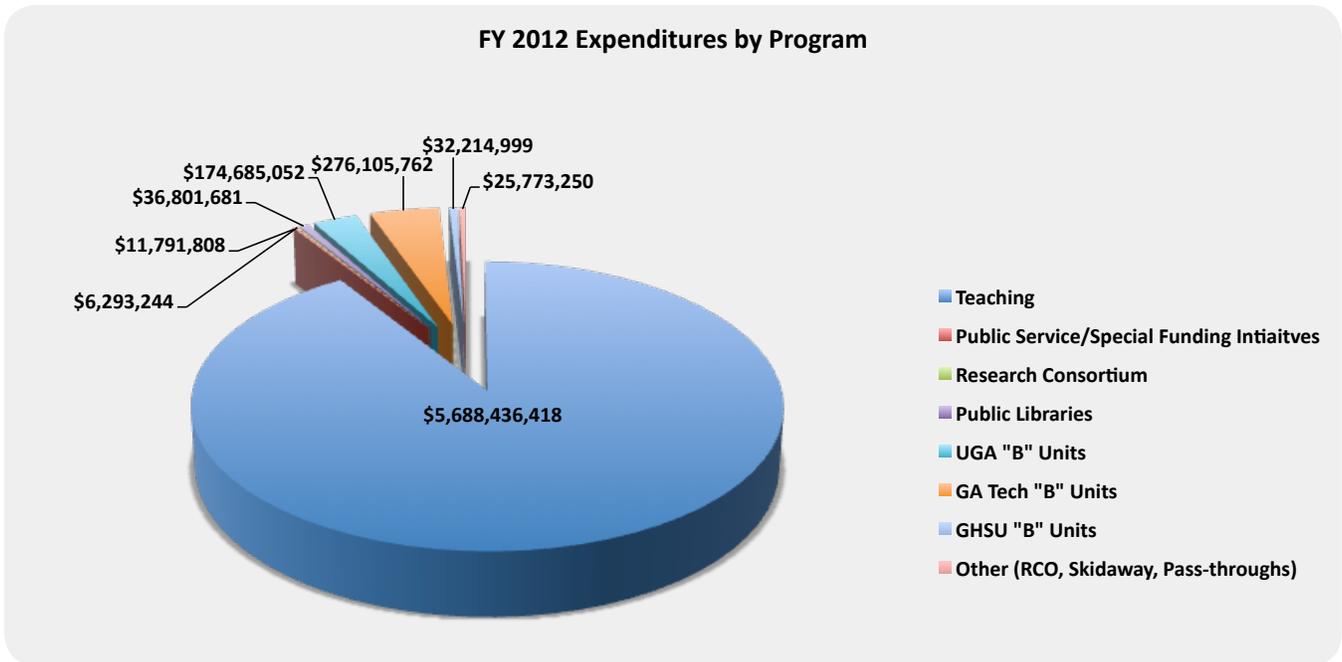
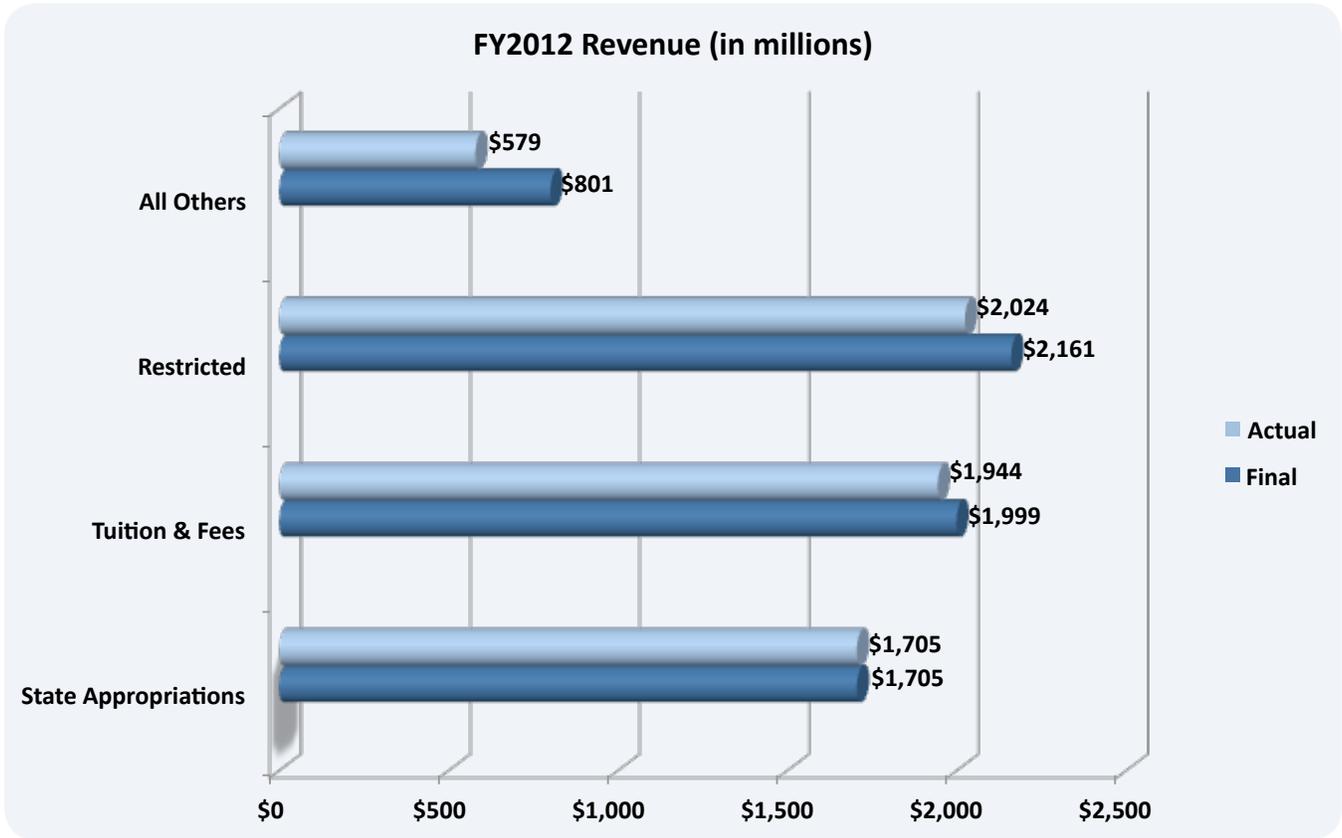
Senate Bill 37 – Signed into law by the Governor
This bill would allow the State Properties Commission and the USG to enter into multiyear lease agreements.

Senate Bill 302 – Signed into law by the Governor
The bill will increase the amount of bonding authority for the Georgia Higher Education Facilities Authority (GHEFA) from \$300 million to \$500 million. Through GHEFA, the USG is able to bond revenue-generating projects such as parking decks, bookstores and dorms.

Senate Bill 396 – Signed into law by the Governor
The legislation transfers the Herty Advanced Materials Development Center to the Board of Regents. Georgia Southern University will be responsible for the governance of the Center.

Several proposed bills that would have allowed individuals to carry concealed weapons into certain locations not previously allowed that are not under federal regulation including colleges, airports, churches and the state capitol and to prohibit attendance at all public colleges and universities by undocumented individuals did not pass. The University System opposed the adoption of these bills.

FY12 BUDGET REVENUES AND EXPENDITURES



FY12 YEAR IN REVIEW

An Annual Report on the USG

TUITION

Concerned about the rising cost of college, the regents approved in April 2012 the smallest tuition increase seen in the University System in a decade – a 2.5 percent increase at 32 of the 35 institutions.

“The board and I are very sensitive to the present economic realities facing our students and parents,” said Chancellor Huckaby.

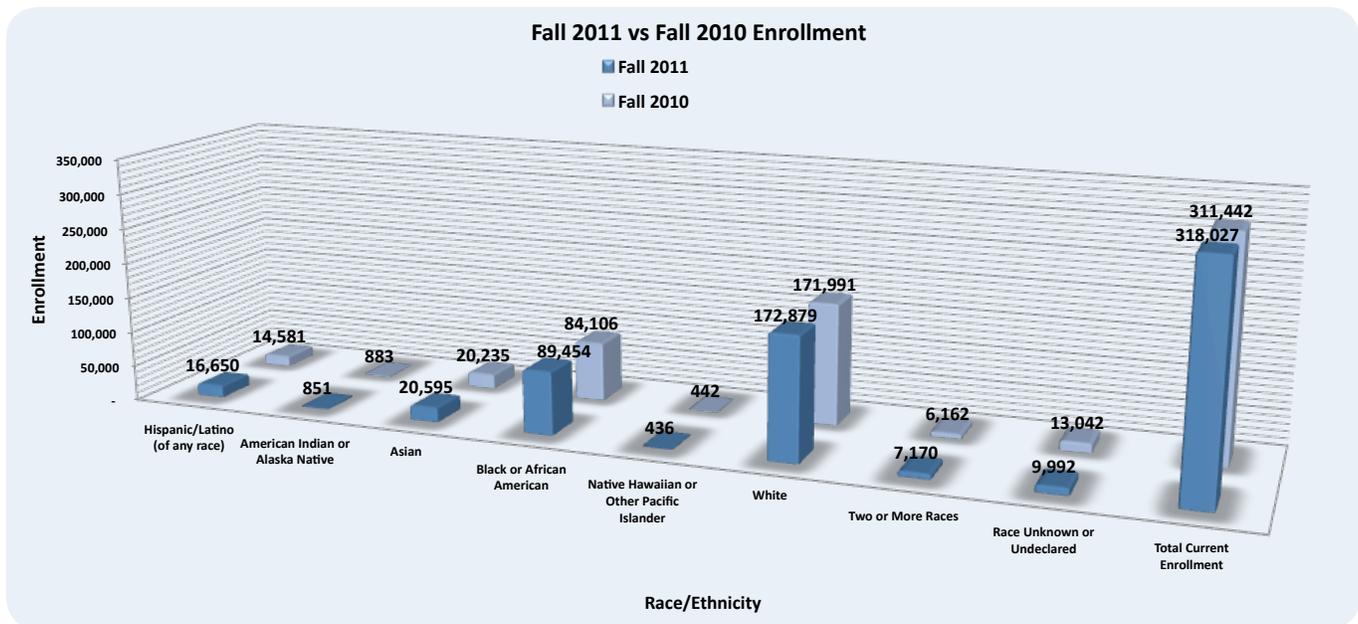
The Board also adopted a resolution that continues the special institutional fee, first enacted in 2009 to help offset lower state support due to the economic recession, at its current levels with some exceptions. The board will continue to review and evaluate the fee annually as part of the tuition and budget process.

responsible for 132,000 full- and part-time jobs – more than 3 percent of all the jobs in the state.

ENROLLMENT

Fall 2011 USG enrollment reached an all-time high of 318,027 students, an increase of 2.1 percent, or 6,585 students, from fall 2010 to fall 2011.

While up overall, enrollment growth was not even across the System. Enrollment increased at 23 institutions and decreased at 12, dropping primarily at the state and two-year colleges.



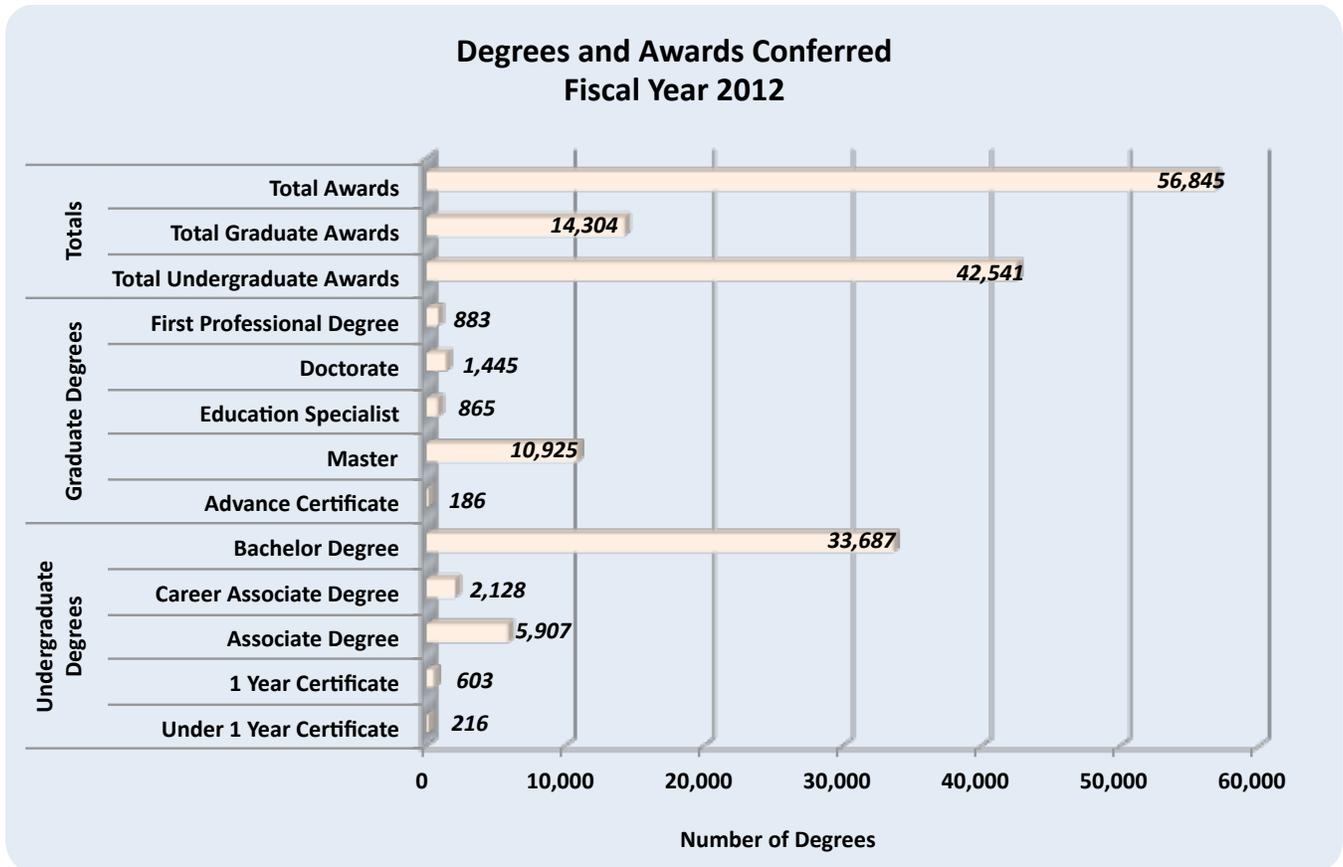
ECONOMIC IMPACT OF SYSTEM IS \$13.2 BILLION

An updated economic impact report released in July 2012 confirmed that while still in the midst of an economic downturn the USG continued to be one of the state’s key economic engines.

Together, the 35 institutions of the system had a \$13.2 billion economic impact on the state’s economy during FY11, up from \$12.6 billion in FY10.

In addition to the dollars generated, the USG was

GRADUATION



MAJOR INITIATIVES

FY12 Year in Review

THE “NEW NORMAL”

In a “new normal” of increased expectations for higher education but tighter state funding, a different approach is required in order to educate more students to higher levels.

As Chancellor Huckaby noted to the Board in September 2011, “Change is what drives us forward. Failure arises because organizations become victims of change – that is, they don’t adapt to the changing climate or a new environment. They cling tenaciously to the status quo. ...We in higher education need to embrace change and work to be its active agents – and not its victim.”

Over the course of FY12, Huckaby launched, and the Board of Regents endorsed, a series of changes designed to approach the University System’s mission in a new way that reflects new realities.

These included the consolidation of institutions, space

utilization, the design and building of facilities, the integration of decision-making for academic programs, facilities and budgets, online education, and risk management.

Complete College Georgia

The most ambitious, coordinated effort yet in Georgia to create a more highly educated workforce.

A 2011 Georgetown University study of national workforce needs found the nation – including Georgia – isn’t producing enough individuals with some level of college completion. The study along with other reports galvanized a leading group of private organizations to launch a national “Complete College America” effort.

It is particularly important in Georgia, with its goal to move from the current 42 percent of Georgians with a one-year certificate, associate’s degree, or bachelor’s degree to 60 percent by 2020. As the Georgetown study noted,



this is needed to be economically competitive nationally and globally, and it means an additional 250,000 individuals with some college degree over and above the current rate.

Georgia, through the leadership of Governor Nathan Deal, was one of the first states to sign on and, has emerged as one of the national leaders and stars in efforts to focus on increasing college completion rates.

The University System is a key partner in this ambitious effort, along with the Technical College System of Georgia, independent colleges and the Georgia Department of Education.

Launched in August 2011, the Georgia effort – Complete College Georgia (CCG) – has been on the fast track and Huckaby has made it clear increasing college completion rates will be a top priority during his service as chancellor.

“Because the gap is so wide, we have to think bigger; we have to use multiple strategies to attract, retain and graduate significantly more Georgians from among both traditional and non-traditional populations,” said Huckaby.

In November 2011, the Board approved a broad plan of action. The plan calls for cooperation and lays the groundwork in three areas: (1) create new forms of collaboration and accountability among organizations responsible for or reliant on higher education, (2) continue to work with the Georgia Department of Education to increase the number of college-ready students graduating from high school, and (3) reevaluate and envision anew the performance of completion-related aspects of higher education.

In February 2012, Gov. Deal convened an unprecedented meeting of the presidents of institutions from both systems to hear from national leaders, including the Lumina Foundation, and to give them their charge and responsibilities to meet the ambitious goal.

The nuts and bolts started in March 2012 with a summit of campus staff from both systems, who met over two days in Athens to begin the work of identifying exactly how campuses would meet the CCG goals.

FOUR NEW INSTITUTIONS DEBUT JANUARY 2013

- University of North Georgia
- Middle Georgia State College
- South Georgia State College
- Georgia Regents University

For more on consolidation, visit:
<http://www.usg.edu/consolidation>.

Plans were submitted to the Governor’s office in September and national Complete College America officials are lauding Georgia for its fast and focused response.

The campus plans include doing things differently – new uses of technology, K-12’s commitment for students entering “college ready,” a hard and honest look at remediation, clarity about expectations and the goal of four- vs. six-year degree completion.

One major market the USG seeks to serve are the 1.3 million people statewide who have some college

but never earned a degree. Many of these individuals are first generation college, military, underrepresented groups, or working parents. The USG campuses are exploring new models to restructure how higher education is delivered to attract and serve this huge pool of potential degree earners.

Consolidation

The Board acts to restructure the System to better serve students; the consolidation of eight institutions into four is unprecedented in higher education.

In the fall of 2011, as Chancellor Hank Huckaby and the board analyzed the structure of the University System, they dealt with a reality outlined by Huckaby: “Our goal is a more educated Georgia, with a network of institutions that offer a range of needed degrees for 21st century demands. We are going to fulfill our mission within the limited resources available.”

This reality led to the board’s approval in November 2011 of six principles for consolidation as the Chancellor and his staff began to analyze all 35 USG institutions to determine which, if any, would be good candidates for consolidation.

In January 2012, Huckaby announced and the Board approved eight institutions for consolidation: **Gainesville State College** and **North Georgia College & State University** (Dahlonega); **Middle Georgia College** (Cochran) and **Macon State College; Waycross College** and **South Georgia College** (Douglas); and **Augusta State University** and **Georgia Health Sciences University**.

MAJOR INITIATIVES

FY12 Year in Review

“Georgia needs more of its citizens completing some level of postsecondary education. But we have to achieve this goal by considering some different approaches – approaches that put the needs of our students and the imperative to reach this goal first and foremost,” Huckaby said. “These proposed consolidations are the right approach for us to take at the right time in the System and the State’s history.”

As the System works on the Complete College Georgia goals, creating new avenues for more students to enroll and complete college will be critical, and the consolidation will support this effort in the regions served by the new institutions.

In May, the Board approved mission statements for all four consolidations and new names for two of the consolidations.

The board approved the name University of North Georgia for the new institution created through the consolidation of North Georgia College & State University in Dahlonega and Gainesville State College. The consolidation of Middle Georgia College in Cochran and Macon State College resulted in the board’s approval of an action plan that addresses the eventual move of the new institution from college to university status. As the first step of that plan, the regents approved the name Middle Georgia State College.

The final two names were approved by the Board in its August 2012 meeting: South Georgia State College for the consolidated institutions of South Georgia College (Douglas) and Waycross College (Waycross) and Georgia Regents University for the consolidation in Augusta of Augusta State University and Georgia Health Sciences University.

The news and subsequent consolidation work has captured national attention as other states and systems view Georgia’s efforts. “We are viewed as a national leader in this effort,” said Shelley Nickel, associate vice chancellor for Planning and Implementation, who is leading the consolidation work.

As implementation teams on the consolidated campuses have worked on the details, all eyes have been focused on ensuring that students will see an increase of educational offerings, through

traditional classroom delivery and the increased use of distance learning.

The recommended consolidations also will create opportunities for new research and service efforts to strengthen the educational experience of both students and faculty.

Other benefits of consolidation are increased administrative efficiencies and greater economies of scale through the creation of larger institutions better able to serve students. While a reduction in administrative costs and functions is a goal, savings realized will be reinvested into the instructional mission to serve students.

The new names became effective upon the new institutions receiving approval by the Southern Association of Colleges and Schools (SACS) and the Board of Regents in January 2013.

Space Utilization

As the demands for classrooms, labs and other space increases, University System officials are mindful of the state’s limits in terms of funding new construction. To better understand how the space is used in existing buildings, the System launched in the fall of 2011 a space utilization study.

Phase one of the space utilization study assessed the use of space at Southern Polytechnic State University, Abraham Baldwin Agricultural College, Clayton State University, Columbus State University, Savannah State



University and Georgia Perimeter College.

Key observations from the study include: the need for campus-level leadership to promote a new culture of institutional ownership, and for investments in existing buildings that focus on enhancing utilization and enabling space to be used more effectively, and reducing operating costs. The study shows that more consistent metrics are needed to compare and reveal utilization opportunities.

Executive Vice Chancellor Steve Wrigley said that in the future space utilization will play a role in strategic decisions for capital planning and prioritization, and will inform budgeting decisions. “We have to change our culture from one that looks at space as someone’s property into one that rewards efficiency and considers space as a resource,” said Wrigley.

Facilities

During FY12, the University System changed how institution needs for new or renovated facilities are evaluated, and how facilities are planned and designed. Collectively these changes help balance the level and diversity of available funding sources, and ensure the timely delivery of quality, affordable and flexible buildings that directly support academic and student support needs.

Consistent with Chancellor Huckaby’s theme to approach decisions from a more holistic perspective, the University System implemented an evaluation process for proposed facilities projects that involves collaborative review of facilities, financial, and academic needs. Projects subject to this review include new construction, renovations of existing facilities, property leases or rentals, and purchase of real property. Projects proposing revenue financing are scrutinized to ensure revenues are sufficient to support the projects and to minimize proposed increases in student fees.



Chancellor Huckaby also reached out to institutions and the architects, engineers and contractors that design and construct our facilities to deliver a message about “responsible” design. During project kickoff meetings with institutions and external stakeholders, the importance of delivering facilities that are cost-effective, efficient and flexible were emphasized. This commitment to affordability and efficiency of space is further underscored by the inclusion of eleven small capital projects in the FY14 capital budget request approved by the Regents.

These projects, which total just over \$33M, range from \$1M to \$5M each and focus on increasing the functionality and yield of existing space to meet critical academic program needs.

Online Education

One of the challenges in educating more Georgians and seeing more Georgians complete college is how to broaden access and the delivery of academic programs in an era of tight resources.

Technology offers a possible solution, particularly through the use of distance, or online education. However, to be effective, online education must not only work well from a technology standpoint, but it must meet the changing needs of students and offer consistent, high academic quality.

In February 2012, Chancellor Huckaby announced a new group charged with reviewing how the System’s colleges and universities currently use the technology of distance education and make recommendations on how to better serve students.

“The economic future of Georgia depends upon more Georgians completing some level of college education,” said Huckaby. “We have to make better use of our distance education resources and ramp up our efforts to help us meet state workforce needs.”

Southern Polytechnic State University President Lisa Rossbacher was named to head the new Distance Education Task Force comprised of nine members from the USG.

MAJOR INITIATIVES

FY12 Year in Review

Task force members are working with Jon Sizemore, who was appointed in October 2011 as interim assistant vice chancellor for Distance Education, and others in the system with expertise in the areas of distance education, academic programming and delivery and information technology.

Currently, 3,525 course sections through the System's 35 institutions are taught online, in more than 210 online degree programs. The System's online Learning Management System, which supports classroom instruction and hybrid courses, as well as fully online courses, is utilized by more than 318,000 students.

Risk Management

Managing key risks and adhering to the University System's core values of integrity, excellence, accountability, and respect is an integral part of Chancellor Huckabee's focus on performance. Over the past year, Southern Polytechnic State University President Dr. Lisa Rossbacher has led a Presidential Task Force on Risk Management. This task force has made considerable progress in implementing the Board Policy on risk management at each of our USG institutions. Every institution has identified those responsible for risk management and many institutions have progressed to the point of identifying key risks and actively implementing measures to reduce the potential downsides associated with those risks.

A commitment to transparency and accountability is evident throughout this program. The Board of Regents has been regularly updated on the USG's progress in implementing the Risk Management program. Additionally, the board has been updated on the successes and ongoing efforts to meet the challenges in managing selected key risks. For example, the Board heard plans to achieve Complete College Georgia

objectives and to address those risks that might prevent progress in this area.

The board also adopted a comprehensive Compliance Policy. The Compliance Policy brings together efforts around ethics training and certification, the ethics and compliance hotline, and efforts to ensure compliance with federal, state, and local laws. Full implementation of the compliance policy will ensure a continued high-level focus on compliance and will also ensure that the USG is fully aware of and actively managing the many compliance requirements inherent to the USG's teaching, research and service mission.

Military Education

The University System is committed to serving the educational needs of Georgia's military service members, spouses, families, National Guard members, reservists and veterans. With 111,000 personnel stationed in the state and 780,000 veterans, Georgia is home to the fifth largest active duty population in the nation.

As a strategy of the Complete College Georgia plan, USG schools are working to expand on-campus, on-base, and online programs to better serve military students. A USG/TCSG Joint Military Education Task Force, with leadership from North Georgia College Vice President for Executive

Affairs Col. Billy Wells (Ret.), has been meeting to develop specific courses of action for Georgia's public colleges and universities to collaborate on military education initiatives. One outcome has been a revision of Board policy to lower out-of-pocket expenses for active duty service-members who depend on military tuition assistance to pay for college. To inform these efforts USG is progressing on the collection of military status data at the time of admission, and on development of the Georgia Transfer Articulation Cooperative Services (GATRACS) transfer articulation tool to help military



students receive appropriate college credit for military training.

University System representatives met with Education Service Officers at Ft. Stewart and Ft. Benning, participated in the inaugural Georgia Warrior Alliance Summit and provided an information booth at the triennial Department of Defense Worldwide symposium. Twenty-two USG institutions provide military outreach centers on their campuses and 12 institutions participate in USG Soldiers to Scholars program to help those in military service make the transition to civilian life by means of a college degree. Twenty-six USG institutions are participating in the Department of Defense Voluntary Education Partnerships, and 26 institutions have committed to the Department of Veterans Affairs Principles of Excellence Program. The USG Adult Learning Consortium has sponsored extensive training to campuses on using recommendations from the American Council on Education to provide college credit for learning gained through the military.

Georgia's adult and military outreach efforts are funded through the College Access Challenge Grant from the U.S. Department of Education.

Partnership with Technical College System

In the fall of 2011, the Board of Regents approved a historic new articulation agreement with the TCSG, one designed to help students transfer between the two systems and remove obstacles to college completion.

The new agreement took effect in January 2012 and the regents quickly followed up in March 2012 by approving an additional 17 general education courses in the Technical College System of Georgia as transferable to the USG for credit in the core curriculum, the basic courses all students must take to earn a degree.

With the approval of these 17 additional courses, there are now 27 courses transferable to USG institutions from TCSG institutions accredited by the Southern Association of Colleges and Schools Commission on Colleges. The increased number of courses enhances how TCSG students are able to pursue baccalaureate degree opportunities at USG institutions.

The new relationship between the two systems not only helps students, but also supports the state's work to increase college completion rates through the Complete College Georgia initiative (see story on page 20).

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The University System of Georgia is committed to equal opportunity for all persons in its educational programs, activities and employment practices. Inquiries concerning the Board of Regents' policies in these areas may be directed to:

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STRATEGIC PLAN

2012-2017





Our vision

Kennesaw State University will be a nationally prominent university recognized for excellence in education, engagement, and innovation.

Our mission

Kennesaw State University provides exceptional undergraduate, graduate, continuing, co-curricular, and community educational opportunities. KSU educates students who become capable, visionary, and ethical leaders in their chosen professions and careers, and who are engaged citizens with global understanding and a love of learning.

The university's research, scholarship, and creative activities expand knowledge, contribute significantly to economic development, and help improve the quality of life in the local community, Georgia, the nation, and the world.

KSU students, faculty, and staff engage with local, state, regional, national, and international communities to improve those communities and the university.

Kennesaw State University promotes open and honest intellectual inquiry, and inspires professional, personal, and social excellence throughout the KSU community.

Our strengths

KSU has increasing visibility and a solid reputation due to its highly qualified faculty, nationally ranked and accredited programs, commitment to student learning and success, first-year student programs, international opportunities for students and faculty, expanding research and graduate programs, focus on community engagement, and professional staff dedicated to serving students.

KSU's reputation is enhanced by its emphasis on students' access to full-time faculty, high quality programs, investment in technological infrastructure, increasing diversity, presence in Division I athletics, emphasis on professional service, and extensive new campus construction.

KSU's degree programs and organizational culture are strengths. Many of KSU's degree programs are innovative and market-driven, and many focus on leadership development and collaboration across college boundaries. Accompanying its growth, KSU retains its student-oriented focus, serves a diverse student body that includes multicultural and multifaceted traditional and non-traditional students, and is committed to inclusiveness, diversity, and freedom of thought and expression.

A number of factors contribute to KSU's graduation rate improvement, including establishment of on-campus housing; expanded emphasis on student advising; and changes in the campus culture to create stronger connections among students, staff, faculty, administrators and the institution. The university has a dynamic and flexible professional and continuing education program. Campus life is vibrant, with many student organizations and off-campus activities readily available. In addition, KSU is highly and positively rated for its work environment.



Easily accessible from Atlanta and northwest Georgia, KSU's location provides visibility and connectedness due to easy accessibility to metropolitan Atlanta, Georgia, and the world. The campus setting is attractive and safe.

Our weakness

KSU has evolved rapidly as an institution. Therefore, KSU must significantly enhance its name and brand recognition by, among other things, raising public awareness of its numerous strengths, and correcting dated and inaccurate perceptions of the university.

The low level of state funding on a per student basis compared to other USG universities is a weakness. The university has fewer classrooms, laboratories, research facilities, offices, and meeting spaces than many peer institutions. In addition, recent budgetary shortfalls have slowed repairs, reduced required services such as evening advising and counseling, limited strategic marketing, and curtailed other academic and academic-support programs required to advance KSU to the next level. Also, even with more on-campus housing, Division I athletics, and state-of-the-art sports and recreation facilities, opportunities for on-campus student activities on weekends are limited.

Despite fund-raising successes, KSU has insufficient funding for scholarships, reducing KSU's ability to recruit the best students. At the same time, not all of KSU's entering undergraduates are prepared to succeed in higher education. Off-campus and on-campus bureaucratic constraints sometimes hamper KSU's ability to function efficiently and to respond agilely to emerging opportunities.



Our opportunities

KSU can address many of its weaknesses and capitalize on its strengths by developing opportunities to increase its resources through private, corporate, and foundation development; expanding its emphasis on research and sponsored programs; developing innovative profit centers; and enhancing community, alumni, faculty, and staff giving. In addition, KSU must expand its support within the government of Georgia and the Board of Regents, especially to attain per student funding levels on par with peer USG institutions.



KSU's location provides access to a large, diverse population of students, and provides members of the KSU community unique partnership and career opportunities with other universities, businesses, industries, health-care facilities, and nonprofit organizations in metropolitan Atlanta, Georgia, and the world. These partnerships, as well as KSU's rapidly increasing numbers of alumni, present a chance to encourage a greater appreciation for higher education among Georgians. KSU has opportunities for creative land acquisitions and off-site facility development to accommodate enrollment growth. Opportunities exist to expand study abroad programs, international partnerships, intra-college and cross-college interdisciplinary programs,

inter-institutional partnerships, online courses and programs, and co-curricular activities to meet the needs and schedules of a diverse student body.

Opportunities exist in specific program areas throughout the university's nine colleges. Additional graduate programs are necessary to meet the needs of individuals, employers, the state, the nation, and the world. At both the undergraduate and graduate levels, opportunities exist to expand internship, cooperative, and study abroad programs. Together, these opportunities present KSU with the ability to enhance significantly its regional and national name and brand recognition, and in so doing to become a nationally known and nationally respected university.



Our threats

The impacts of recent changes to the HOPE scholarship; alteration in the missions of Technical College and two-year University System institutions; and increases in the number of branch campuses and on-line programs of other institutions are yet to be seen. Under certain scenarios, these changes could emerge as threats.

KSU has lower faculty and staff salaries, and higher student-faculty and student-staff ratios, than many peer institutions. Given the high-quality job markets in which KSU competes, these weaknesses lower morale, render more difficult the recruitment, hiring and retention of faculty and staff, and complicate efforts to diversify faculty and staff.

Local traffic patterns, flows, and congestion make access to and egress from campus difficult during peak travel times. Although a shuttle system has been initiated, insufficient parking remains a threat. These make KSU less accessible for many students.

If the university is to attain its full potential, it must acquire more land to support university enrollment growth, projected to reach 35,000 students.



Conclusions

Kennesaw State University is an institution that has significant strengths and extensive opportunities. If it leverages its strengths and takes advantage of its opportunities to the fullest extent possible, KSU will overcome its weaknesses, surmount its challenges, and succeed in fulfilling its vision of becoming a nationally prominent university recognized for excellence in education, engagement, and innovation.

KSU has the opportunity to leverage demand in professions for which our degree programs prepare students. KSU must plan for additional growth; improve student-faculty and student-staff ratios; foster an environment that embraces inclusiveness and diversity; improve customer service; enhance relationships and engagement with alumni and surrounding communities; and expand its emphasis on recruiting the best and brightest students, staff, and faculty.

Goal 1

Promote excellence and innovation in education through teaching, supervising, and mentoring students; research, creative activity, and scholarship; and professional service.



OBJECTIVE 1:

Improve on-campus and on-line learning environments.

Action Steps:

1. Provide additional funds to academic departments and colleges earmarked to improve faculty teaching expertise.
2. Begin operation of new off-campus educational sites selected with input from off-campus advisory groups.
3. Increase support and reassignment incentives for faculty involved in technology-enhanced education.
4. Increase the number of courses and degrees offered on-line.
5. Decrease student-faculty ratios and student-staff ratios to reach the average for University System of Georgia comprehensive universities.

OBJECTIVE 2:

Promote the scholarship of discovery, teaching, learning, and engagement.

Action Steps:

1. Identify, implement, and reward best-practice teaching strategies for student-centered learning within each college.
2. Increase support and reassignment incentives for faculty mentoring undergraduate and graduate students in research.

OBJECTIVE 3:

Increase the number of faculty who are nationally and internationally recognized for their research, scholarship, creative activity, and professional service.

Action Steps:

1. Fund and hire at least two new chaired professorships in each degree-granting college.
2. Develop support and reassignment incentives for faculty who are on the verge of attaining national prominence.
3. Develop additional reward systems for recognizing exemplary professional service.

OBJECTIVE 4:

Increase external funding generated for teaching, supervising, and mentoring; research, creative activity, and scholarship; and professional service.

Action Steps

1. Develop an incentive program that helps to increase the number of external grant and contract proposals submitted.
2. Work with off-campus advisory groups to identify new premium/customized programs and/or existing degree/certificate programs that support economic development.
3. Initiate or enhance at least 3 programs per year that support economic development.

Goal 2

Improve recruitment, retention, progression, and graduation rates (RRPG) in accord with the Complete College Georgia initiative, while continually increasing the quality, breadth, and relevance of academic and co-curricular programs.



OBJECTIVE 1:

Strengthen KSU's data centered approach to RRPG initiatives.

Action Steps:

1. Identify unique RRPG factors and compare them to national findings.
2. Enhance or initiate specific programs designed to improve RRPG based on the findings.

OBJECTIVE 2:

Become nationally recognized for RRPG programs.

Action Steps:

1. Create a faculty-led university council to provide input and advice regarding RRPG initiatives.
2. Encourage and reward instructional methodologies that actively and effectively engage students.
3. Increase the number of enrolled students who have a high school academic GPA of at least 3.5.

OBJECTIVE 3:

Improve academic and co-curricular student engagement programs.

Action Steps:

1. Increase the number of student peers (leaders, mentors, supplemental instructors, teaching assistants, etc.) serving each degree-granting department to 5% (8% for departments with core responsibility) of declared majors.
2. Create an Honors College, which includes discipline specific honors programs.
3. Increase the number of students competing for national-level scholarships.
4. Increase the percentage of students who at graduation are employed or pursuing additional education.

OBJECTIVE 4:

Expand interventions to improve RRPG rates.

Action Steps:

1. Implement an early intervention plan within each degree-granting department to advise students at key points in their studies.
2. Increase support and reassignment incentives for faculty participating in intervention programs for at-risk students.
3. Increase financial aid available to students, and effectively promote financial aid opportunities to all students.
4. Increase participation of students in career, counseling, leadership, and residence life programming and services.
5. Make instruction on the value of class attendance, time management, ethics, interpersonal skills, and performance available to all KSU students.



Goal 3

Become more engaged and prominent in the local community, Georgia, the nation, and the world.

OBJECTIVE 1:

Develop and implement a community engagement framework that creates synergies among engagement initiatives.

Action Steps:

1. Create an infrastructure and budget to coordinate, leverage, promote, market, and measure community engagement.
2. Increase the number of students, faculty, staff, and administrators participating in community engagement activities.
3. Increase significantly the number of alumni actively participating in KSU and Alumni Association activities.

OBJECTIVE 2:

Raise the profile of KSU's academics, research, scholarship, and creative activity.

Action Steps:

1. Incorporate external reviewers from peer institutions in promotion and tenure processes.
2. Increase faculty and staff membership and leadership in national and global associations.
3. Obtain accreditation in all programs for which an accrediting body exists.
4. Increase annually the number of articles by faculty submitted to and accepted by peer-reviewed publications.



OBJECTIVE 3:

Identify and nurture existing programs and areas of excellence that have achieved or have potential to achieve national or international prominence.

Action Steps:

1. Provide additional funding to nationally recognized programs and areas.
2. Target and promote two programs and/or areas per year for national or international prominence.

OBJECTIVE 4:

Recognize and reward engagement in KSU's local, state, national, and international communities.

Action Steps:

1. Create Foundation Community Engagement awards and incentives for faculty, staff, students, alumni, and partners.
2. Create one faculty, one staff, and one student community engagement fellow in each degree-granting college.



Goal 4

Enhance the collegiate experience, and foster a welcoming, diverse, and inclusive environment.



OBJECTIVE 1:

Promote a culture of consistent, high quality service.

Action Steps:

1. Conduct a biannual assessment of customer service satisfaction.
2. Institute a comprehensive customer service training program based on the assessment.

OBJECTIVE 2:

Enhance the co-curricular and extra-curricular experience for students.

Action Steps:

1. Increase the involvement of students in co-curricular and campus life programs.
2. Begin an intercollegiate football program and appropriate additional women's intercollegiate athletic programs.

OBJECTIVE 3:

Promote a culture of diversity, inclusion, and sensitivity.

Action Steps:

1. Establish baseline data that measures constituents' intercultural competence and improvements in diversity and inclusion on campus.
2. Increase participation in diversity and inclusion programs for faculty, staff, administrators, and students.
3. Integrate broadly defined diversity and inclusion curricula into the academic core.
4. Ensure that each academic and operational department has an effective plan for recruiting and retaining diverse populations.



OBJECTIVE 4:

Enhance the work experience and the job environment for all KSU employees.

Action Steps:

1. Provide campus-based child care for employees and students.
2. Institute comprehensive recruitment, retention, and training programs that support advancement opportunities for all personnel.
3. Pursue compensation levels competitive with academic and/or private sector peers, as appropriate, and reward high performance.

OBJECTIVE 5:

Enhance sustainability standards on campus.

Action Steps:

1. Assess the environmental impact of existing sustainability initiatives.
2. Create policies that reflect sustainability best practices.

Goal 5

Expand resources, and improve operational efficiency and effectiveness.

OBJECTIVE 1:

Ensure that facilities and infrastructure keep pace with growth.

Action Steps:

1. Increase the square footage available per full-time equivalent student (FTE) to the average level of square footage per FTE at comprehensive universities in the University System of Georgia.
2. Start at least six building projects that are LEED and/or PEACH certified.
3. Develop a master modernization plan, and complete modernization in at least two buildings per year.
4. Maximize classroom, laboratory, and other instructional site utilization rates based on University System criteria.

OBJECTIVE 2:

Optimize business processes and organizational structure.

Action Steps:

1. Review business processes for two organizational units per year to assure internal controls guarantee accountability, identify inefficiency, and reduce redundancy.
2. Reexamine KSU's organizational structure, modifying the structure as needed to ensure that it meets changing university needs.



OBJECTIVE 3:

Increase support to the university from state and non-state sources.

Action Steps:

1. Increase the level of state funding per full-time equivalent student (FTE) to the average level of state funding per FTE at comprehensive universities in the University System of Georgia.
2. Launch a comprehensive capital campaign.
3. Initiate fund-raising programs that increase the combined contribution rate for faculty, staff, and administrators to 40% or more, and for alumni to 5% or more.





Kennesaw State University, a unit of the University System of Georgia, is an equal opportunity institution, which does not discriminate on the basis of race, color, sex, sexual orientation, age, religion, national origin or disability.

Kennesaw State University is regionally accredited by the Southern Association of Colleges and Schools and SACSCOC serves as the gatekeeper for federal funding. In addition, KSU offers 41 programs that are accredited by specialized or professional accrediting agencies. At the time of this report, no sanctions or negative actions had been taken from accrediting bodies, no agencies had terminated accreditation, and no KSU programs had voluntarily withdrawn accreditation within the two years prior to the submission of this report.

Accrediting Agency (Acronym)	Programs Accredited	Year of Last Accreditation	Determination of Accreditation Review	Findings (if any)
Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)	Kennesaw State University	2007	Reaffirmed	None
National Council for the Accreditation of Teacher Education (NCATE)	Professional Teacher Education Unit and SPA Recognized Programs BS Early Childhood Ed BA Modern Language & Culture BA Middle Grades Ed BS Health and Phy Ed BS History Ed BS English Ed BS Math Ed BS Biology Ed BS Chemistry (Chem Ed Conc) MAT Math Ed MAT Chemistry MAT Physics MAT Biology MAT TESOL MED Inclusive Ed	2012	Accredited	None
Accreditation Board for Engineering and Technology (ABET)	BBA Information Systems BS Computer Science	2012	Accredited	None
American Chemical Society (ACS)	BS Biochemistry BS Chemistry	2012	Accredited	None
National Association of Schools of Theatre (NAST)	BA Theatre & Perm Studies	2007	Accredited	None
National Association of Schools of Art and Design (NASAD)	BFA Art BS Art History BS Art Education MAT Art Education	2008	Accredited	None
National Association of Schools of Music (NASM)	BA Music BA Music Performance BM Music Education	2010	Accredited	None

Commission on Collegiate Nursing Education (CCNE)	BS Nursing MSN Primary Care MSN Advanced Care Mgt	2003	Accredited	None
Council on Social Work Education (CSWE)	Master of Social Work	2008	Accredited	None
International Association to Advance Collegiate Schools of Business (AACSB)	BBA Economics BBA Finance BBA Accounting BBA Management BBA Marketing BBA Professional Sales MAcc Accounting MBA - Executive MBA - International Bus - WebMBA	2009	Accredited	None

Vision

Kennesaw State University will be a nationally prominent university recognized for excellence in education, engagement, and innovation.

Mission

Kennesaw State University provides exceptional undergraduate, graduate, continuing, co-curricular, and community educational opportunities. KSU educates students who become capable, visionary, and ethical leaders in their chosen professions and careers, and who are engaged citizens with global understanding and a love of learning.

The university's research, scholarship, and creative activities expand knowledge, contribute significantly to economic development, and help improve the quality of life in the local community, Georgia, the nation, and the world.

KSU students, faculty, and staff engage with local, state, regional, national, and international communities to improve those communities and the university.

Kennesaw State University promotes open and honest intellectual inquiry, and inspires professional, personal, and social excellence throughout the KSU community.

Goals

- Goal 1 - Promote excellence and innovation in education through teaching, supervising, and mentoring students; research, creative activity, and scholarship; and professional service.
- Goal 2 - Improve recruitment, retention, progression, and graduation rates (RRPG) in accord with the Complete College Georgia initiative, while continually increasing the quality, breadth, and relevance of academic and co-curricular programs.
- Goal 3 - Become more engaged and prominent in the local community, Georgia, the nation, and the world.
- Goal 4 - Enhance the collegiate experience, and foster a welcoming, diverse, and inclusive environment.
- Goal 5 - Expand resources, and improve operational efficiency and effectiveness.

Highlights: 1990 - 1995

A \$15 million building to house the College of Science and Mathematics opened in January of 1996.

The Master of Science in Nursing for primary care nurse practitioners accepted its first class in the Winter, 1996.

Another innovative masters program was approved by the Board of Regents. The Master of Arts in Professional Writing admitted its first class fall quarter 1995.

The Michael J. Coles School of Business was granted full accreditation by the American Assembly of Collegiate Schools of Business in 1994. At the same time, KSC completed a highly successful accreditation visit by the National Council for the Accreditation of Teacher Education (NCATE) meeting all 18 standards and gained accreditation at the advanced and basic levels.

In July, 1994, the School of Nursing was approved by the Board of Regents, becoming the fifth school of the college. The School of Science and Allied Health was renamed to the School of Science and Mathematics.

The School of Business Administration was named after entrepreneur and philanthropist, Michael J. Coles in 1994 who donated in excess of \$1 million to the KSC Foundation. Additionally, a second endowed chair in the business school was established the Tony and Jack Dinos Chair of Entrepreneurial Management.

The Educational Technology Center, established in 1993, houses a \$2 million state-of-the-art laboratory with a distance learning classroom for pre-service and in-service teacher training for instructional improvement.

The Lex and LeoDelle Jolley Lodge, made possible through the KSC Foundation and a major gift by the Jolleys, was officially opened in the fall of 1993. It provides more than 6,000 square feet of space on campus to be used for retreats, meetings and social gatherings.

Additionally, in 1993, 30 acres across Frey Road were acquired by the college and have been used for future campus expansion including a multipurpose building and additional parking.

In an effort to creatively expand space for the college, a 50,000-square foot office complex at Chastain Center, located near the campus, was leased. The Division of Continuing Education, the School of Nursing and the Small Business Development Center moved to that location.

The Master of Accounting degree officially enrolled its initial class of graduate students during the fall of 1993.

A new Department of Public Administration and Human Services was formed in 1992 and initiated a Master of Public Administration program in the fall of 1993 with 45 graduate students.

An 18-month Master of Business Administration for Experienced Professionals program was initiated with the first 51 graduate students in January, 1993.

Evidence of solid student outcomes continued to emerge in the 1980s and 1990s. In the last decade, more than 90% of the nursing graduates passed the licensing exam on the first attempt. KSC teacher education graduates led the state in passing rate on the Teacher Certification Exam.

The 100,000-square foot A.L. Burruss Building, home for the School of Business Administration, opened in 1991, setting the precedent for other large academic buildings to be planned for KSC.

After five years of careful study and preparation, a new general education (core) program was fully implemented in 1991.

In 1990, the Department of Curriculum and Instruction was divided into the departments of Elementary and Early Childhood Education and Secondary and Middle School Education. A new Department of Communication was also created.

A campus chapter of Phi Kappa Phi National Honor Society was installed during the 1990-91 year.

In 1990, the admissions office added a new system called Telephone Admissions Status Inquiry (TASI) that offers students 24-hour, seven-days-a-week access to admissions information, including the status of their application, admissions deadlines, test-score requirements and other valuable information.

The fall 1990 enrollment surpassed 10,000 students for the first time in the history of the college.

From 1986 to 1990, as a result of raised admission standards and more stringent exiting requirements, developmental studies enrollment decreased 28% while the USG developmental enrollment grew by 60%.

Highlights: 1996 - 2001

Two new degree programs were approved under the Bachelor of Science degree. The Geographic Information Science major was implemented in Spring 2001 and the Criminal Justice major was approved in Spring 2002.

A new masters of science degree in Applied Computer Science for Experienced Professionals debuted in Fall 2001.

The Visual Arts building, which offers over 35,000 square feet of classroom and office space, opened in Spring of 2001.

The beautiful campus green, circled by the Millennium Walk was dedicated in April 2000.

KSU was approved to begin offering in the fall of 2000 a new masters program in Conflict Management which is housed in the College of Humanities and Social Sciences, under the Department of Political Science.

In 1999, KSU leased the Kinder Outlet Mall through the KSU Foundation and renovated it to house the Continuing Education Division giving them the much needed classroom and conference facilities for their programs. There are a few other campus functions housed in the newly named Kennesaw State University Center, such as the Burruss Center, the campus Mail Room and the University Foundation Offices.

The student center addition opened in the summer of 1999, tripling the amount of present space available for student success and development opportunities.

In 1998-99, KSU added a School of the Arts as a home to the departments of Music, Theatre, and Visual Arts. Additionally, the School of Nursing was changed to the College of Health and Human Services bringing together related departments of Nursing, Primary Care Nursing, Public Administration, and Health and Physical Education. The College of Humanities and Social Sciences included a new department of Sociology, Geography, and Anthropology.

The first graduate program in the College of Science and Mathematics opened in spring semester 1999 with a Master of Science in Information Systems, enrolling 20 students.

The rerouting of Frey Road was completed in 1998 enabling thirty additional acres to be joined with the rest of the campus. On this property, the new Kennesaw Hall, which houses the Bagwell College of Education, Student Success, and central administrative offices, opened in the summer of 1999.

Several new building projects were under construction in 1998. The renovation of the Natural Science Building to the Nursing Building was completed in the summer of 1998. The Legacy

Gazebo, built with funds raised by the KSU Staff Council, opened in 1997 and the accompanying Teahouse opened in 1998.

Fall 1998 was the first term of the newly implemented semester system.

In 1997, KSU awarded its first honorary doctorate to lifelong trustee, Clarice C. Bagwell.

The College of Education was named after benefactors Clarice and Leland Bagwell, longtime educators and long-standing Kennesaw State friends. The University received the largest gift in its history, 680 acres of land in Bartow County on behalf of the Bagwells.

The Bagwell College of Education accepted its first class in the newly approved Master of Education in Special Education Interrelated for the fall of 1997.

The Coles College of Business was listed in the 1996 Success Magazine report on "The 25 Best Business Schools for Entrepreneurship" as one of the "Top 10 Up-and-Comers".

The baseball and softball teams won the NCAA Division II national championships in 1996. KSU became only the second Division I or II team in NCAA history to win both titles in the same season.

In April 1996, the KSU School of Nursing was reaccredited by the National League of Nursing with outstanding remarks and no recommendations.

Kennesaw State achieved high marks from the team of Southern Association of Colleges and Schools reviewers and was fully reaccredited at undergraduate and graduate levels in 1996.

Kennesaw State College became Kennesaw State University on June 12, 1996, when the Board of Regents approved a reorganization plan and granted university status to many of the senior colleges in the state. Part of the reorganization allowed KSU to rename four of the five schools to colleges.

Highlights: 2002 - 2006

February 16, 2006: Dr. Daniel S. Papp was named as president of KSU.

May 12, 2005: Dr. Betty L. Siegel, KSU's second president and one of the longest serving female presidents in the nation, announced she will be stepping down after 25 years of leadership.

The new KSU Dance Company will perform at the American College Dance Conference in 2006.

In April 2005, the KSU cheerleading team won their second consecutive NCA National Championship.

2004 - 2005 KSU's Athletic Department moves from Division II to Division I and joins the Atlantic Sun Conference.

Addition of the North Parking Deck in 2004 brought 1,558 new parking spaces - primarily used by the residents of KSU's University Village.

In March 2004, the men's basketball team won the NCAA Division II National Championship.

In 2004, the KSU cheerleading team took home their first national championship after three consecutive national runner-up finishes from 2001-2003.

In 2003, the women's soccer team captured the NCAA Division II National Championship.

The Bagwell College of Education received the 2003 Best Practice Award for the Innovative Use of Technology from the American Association of Colleges of Teacher Education.

KSU celebrated its 40th anniversary in 2003.

Women's soccer was a highlight for the athletic department at KSU. In the Fall of 2002 a new soccer field was completed and a team was recruited for the new season. The team finished with a successful first season.

The Clendenin Building, housing the Computer Science and Information Systems department, opened during the Summer of 2002. This added 11 high-tech classrooms and 35 more faculty offices with a total of over 37,000 square feet.

Fall 2002 was the first semester the two new parking decks, the West Deck and the East Deck, were opened to relieve some of the parking issues experienced by students during peak enrollment times.

Another major space addition in Fall 2002 included nine homes that existed on Frey Lake Road that were purchased by the KSU Foundation and converted to office space for a number of

centers such as the International Center, Institutional Effectiveness, CETL, Health, and CAREing.

An historical event for KSU was the building and acquisition of residential apartments for students beginning Fall 2002. University Place was built on existing land and offered 700 beds while KSU Place was purchased and provided another 400 beds for students. The popularity of the living-learning centers was demonstrated by filling the apartments to capacity within the first semester of opening. The KSU Foundation sponsored the building and leasing of the properties.

KSU passed an enrollment milestone during Fall 2002, when the number of students exceeded 15,500 and the number of new beginning freshmen reached an all-time high of over 2000.

Highlights: 2007 - Present

2008-2009

- Addition of the Central Parking Deck in 2008 brought 2,664 new parking spaces. The Central Parking Deck is KSU's largest desk with 7 stories.
- 2008-2009 was the Year of Turkey in the Country Study program. This program focuses on an emersion experience for the students through a series of lectures, performances, exhibits and films of a specific country or world region. The event closed with a lecture on author James Baldwin.
- KSU celebrated its 45th anniversary in 2008.
- The Kennesaw State Department of Intercollegiate Athletics hosted the 1st Annual Athletics Kickoff Celebration in Fall 2008 which featured a soccer exhibition by the two-time defending Atlanta Sun Conference champion Owls.
- KSU was recognized as one of the top universities in the country by The Chronicle of Higher Education's "2009 Great Colleges to Work For®." This distinguished KSU among the top 10 schools in six categories – confidence in senior leadership, teaching environment, collaborative governance, professional/career development programs, physical work space conditions and post-retirement benefits.

2009-2010

- In Fall 2009, the Commons Dining Hall opened for business offering a wide variety of choices at specific venues. The new dining facility offers the students a chance to participate in special events like dinner and a movie.
- 2009-2010 was the Year of Korea in the Country Study program. This program focuses on an emersion experience for the students through a series of lectures, performances, exhibits and films of a specific country or world region. A concert showcasing the calming and soulful gayageum – a 12-string zither that is considered Korea's national instrument – was just one of many highlights.
- KSU was awarded an \$8.9 million dollar grant from the U.S. Department of Education to establish an innovative K-12 teacher preparation program in high-need, urban schools in Cobb County.
- On May 2, 2010, the ribbon cutting for the KSU Soccer Stadium brought 8,300 seats, including 572 club seats and 132 patio seats, to the KSU Owls women's soccer team making it the largest women's-only soccer stadium in the world. The stadium also brings professional sports to KSU in the form of the Atlanta Beat of Women's Professional Soccer who plays their home games in the KSU Soccer Stadium.
- In Spring 2010, KSU's Bagwell College of Education was approved to offer a Bachelor of Science in Early Childhood Education-Birth to age Five to instruct and work with infants, toddlers, preschool, and kindergarten.

- At its March 10, 2010 meeting, the Board of Regents of the University System of Georgia approved a Doctor of Philosophy degree in International Conflict Management as KSU's first Ph.D. program. This program started in Fall 2010.
- KSU swept the top collegiate sales competitions at the annual National Collegiate Sales Competition, the largest collegiate sales competition in the U.S., in Fall 2009.

2010-2011

- Prillaman Hall, housing the Wellstar College of Health and Human Services, opened during the Fall of 2010. This \$56 million dollar facility added over 191,556 square feet of classroom, lab, and office space; making it KSU's largest building.
- 2010-2011 was the Year of Romania in the Country Study program. This program focuses on an emersion experience for the students through a series of lectures, performances, exhibits and films of a specific country or world region. The "Year of Romania" was kicked off with a visit from the Romanian ambassador to the United States.
- In November 2010, KSU students voiced support for a \$100 dollar per-semester football fee, which would be initiated in Fall 2012 after achieving additional milestones toward launching a football program at KSU in Fall 2014.
- Fall 2010 marked yet another enrollment milestone with 23,452 students, and 2,892 beginning freshmen.
- More than 1,700 students graduated from KSU during the December 2010 commencement ceremony.
- KSU received a \$2.85 million dollar grant from the National Science Foundation to create through the College of Science and Mathematics a Recruiting and Retaining Teacher Leaders in Physics and Chemistry project to meet the growing need for highly qualified middle and high school science teachers locally and nationally.
- Made possible through an undisclosed contribution to the KSU Foundation, KSU launched an Entertainment and Music Management Certificate Program in Fall 2010.

2011-2012

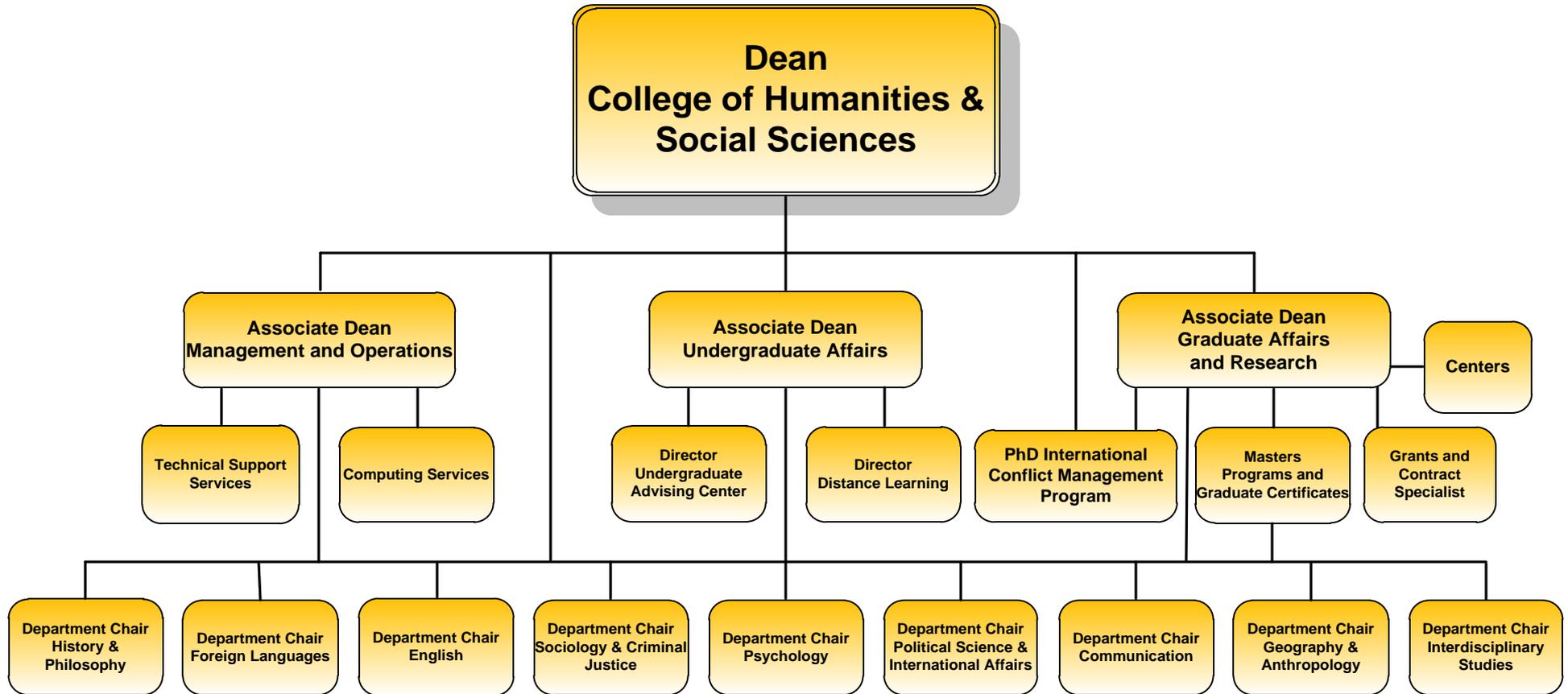
- Kennesaw State University raised \$75.1 million during its first capital campaign, reaching the target 15 months ahead of schedule.
- 2011-2012 was the Year of Peru in the Country Study program. This program focuses on an emersion experience for the students through a series of lectures, performances, exhibits, and films of a specific country or world region. The "Year of Peru" was kicked off with an exhibit of more than 40 original photographs capturing the discovery and excavation of the majestic 15th-century Incan city of Machu Picchu by explorer Hiram Bingham 100 years ago.
- Kennesaw State University broke ground on a new facility dedicated entirely for the purposes of scientific teaching and research. The \$21 million KSU Science Lab Addition will enable the university to expand course offerings and increase research opportunities for students and faculty.

- Scheduled to open in August 2012, KSU broke ground on a \$26-million addition to its portfolio of on-campus student housing.
- Fall 2011 marked yet another enrollment milestone with 24,175 students, and 2,880 beginning freshmen.
- KSU received two Gold awards in the University System of Georgia Chancellor's Customer Service Excellence Award competition. One award is for Customer Service Institution of the Year and the other is for Outstanding Customer Service Contact Center.
- In Spring 2012, the University System of Georgia's Board of Regents approved a new master of science in integrative biology for Kennesaw State University. This is the first degree of its kind in the state of Georgia.

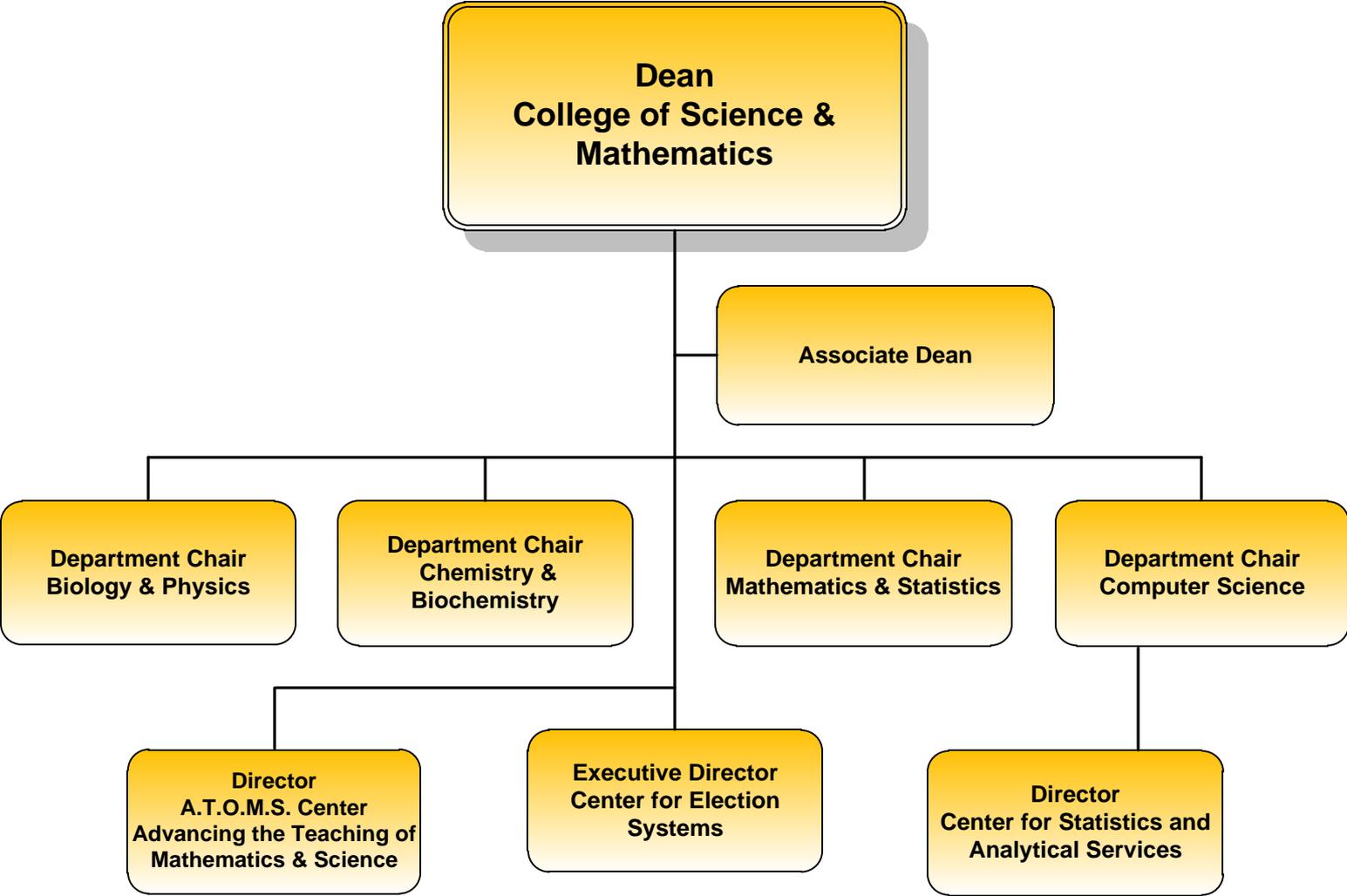
2012-2013

- Kennesaw State University added University Place II, a new 451-bed, 207,500-square-foot apartment complex for upper-class students bringing the number of on-campus beds to nearly 3,500. This year marked 10 years as a residential campus.
- 2012-2013 was the Year of Ghana in the Country Study program. This program focuses on an emersion experience for the students through a series of lectures, performances, exhibits, and films of a specific country or world region. The "Year of Ghana" was kicked off with a visit by University of Cape Coast officials.
- KSU opened a \$21 million, state-of-the-art science lab addition today that will enable professors to do what they do best: teach tomorrow's scientists, ask fundamental research questions and make connections across disciplines. The 73,000-square-foot, five-story building features six teaching labs, 17 research labs, and a light-filled atrium where students can gather and share ideas. The atrium connects the new building to the College of Science and Mathematics' existing Clendenin Building, which houses technology classrooms and the Department of Computer Science.
- On Wednesday, February 13, the Board of Regents of the University System of Georgia voted to approve KSU's request to add football to its 17-sport NCAA Division I intercollegiate athletics program. Kennesaw State university officials anticipate that 2015 will be the team's first year of competition.
- A new bachelor's degree in Culinary Sustainability and Hospitality at Kennesaw State University moves the farm-to-table concept from the plate to the bottom line, looking at the economic advantages of implementing sustainable practices throughout the food service industry. Designed by top industry experts, the bachelor's degree program has been shaped to offer a unique approach to the study of culinary and hospitality management – infusing the curriculum with knowledge in sustainability, while also emphasizing food science, nutritional analysis, resource conservation, and essential business skills and abilities.

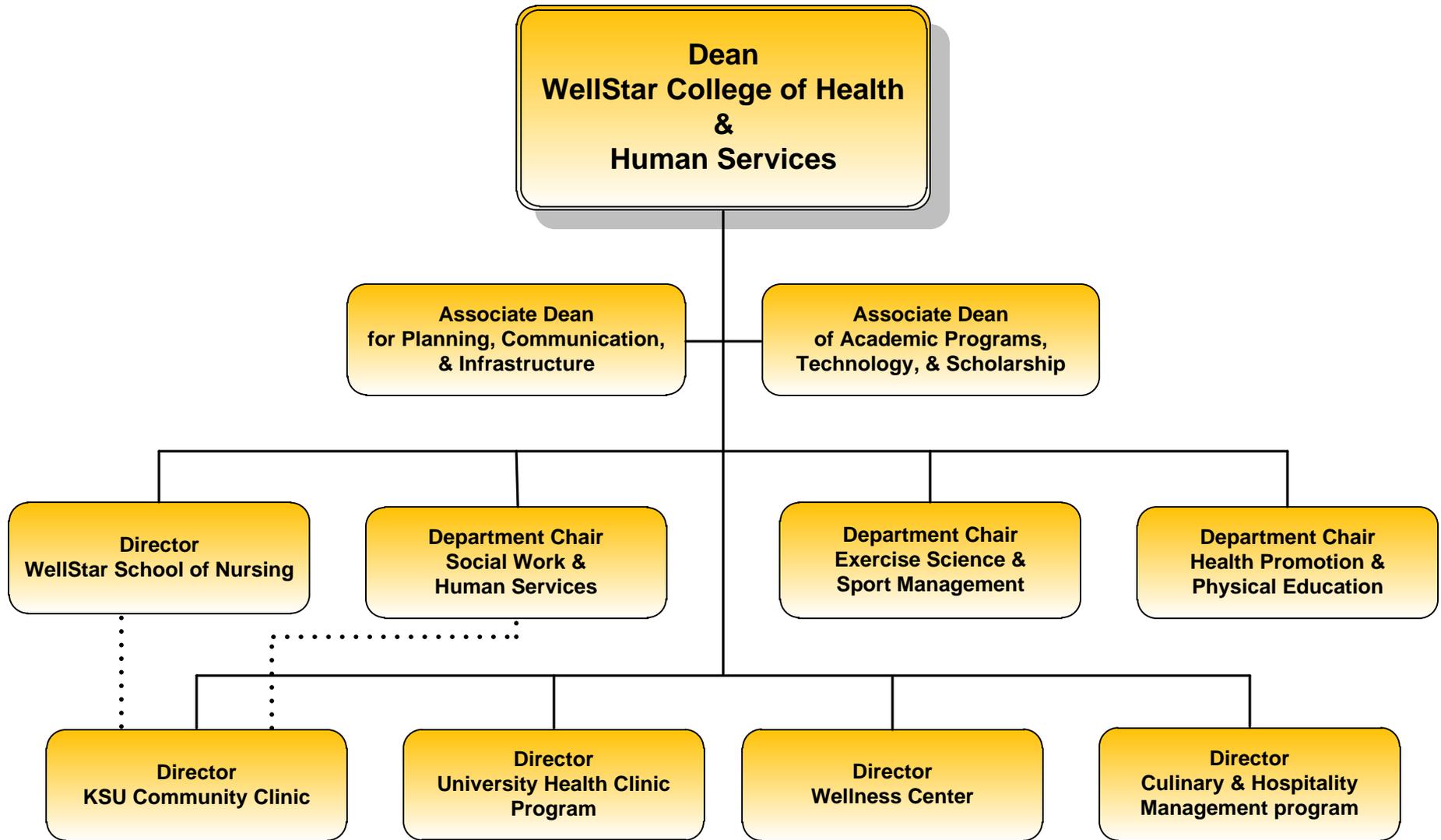
College of Humanities & Social Sciences



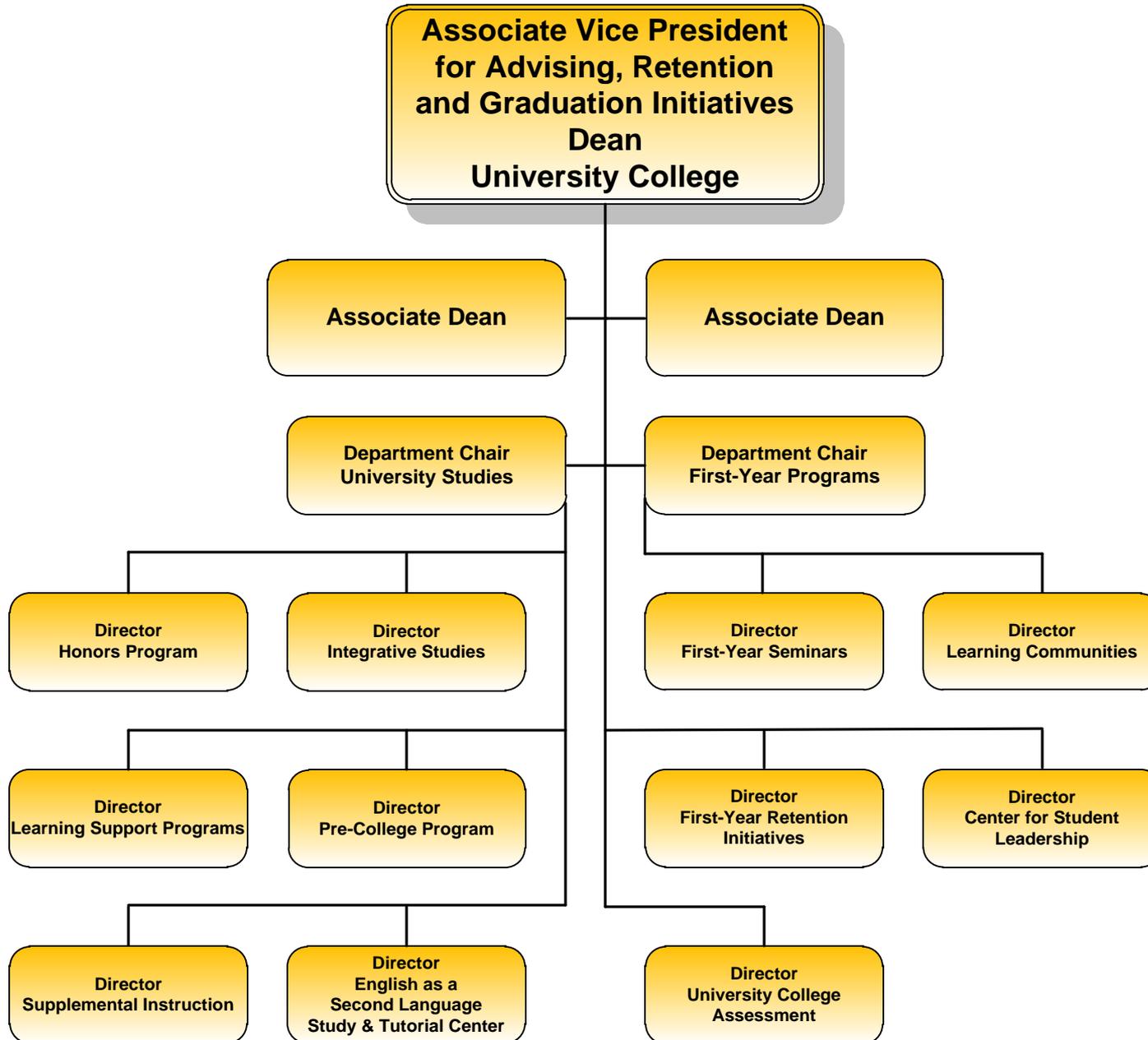
College of Science & Mathematics



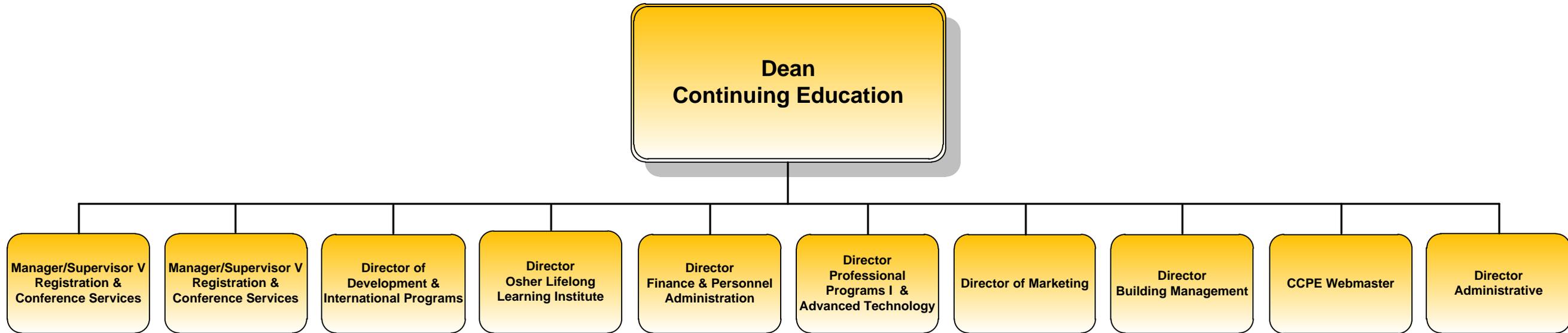
WellStar College of Health and Human Services



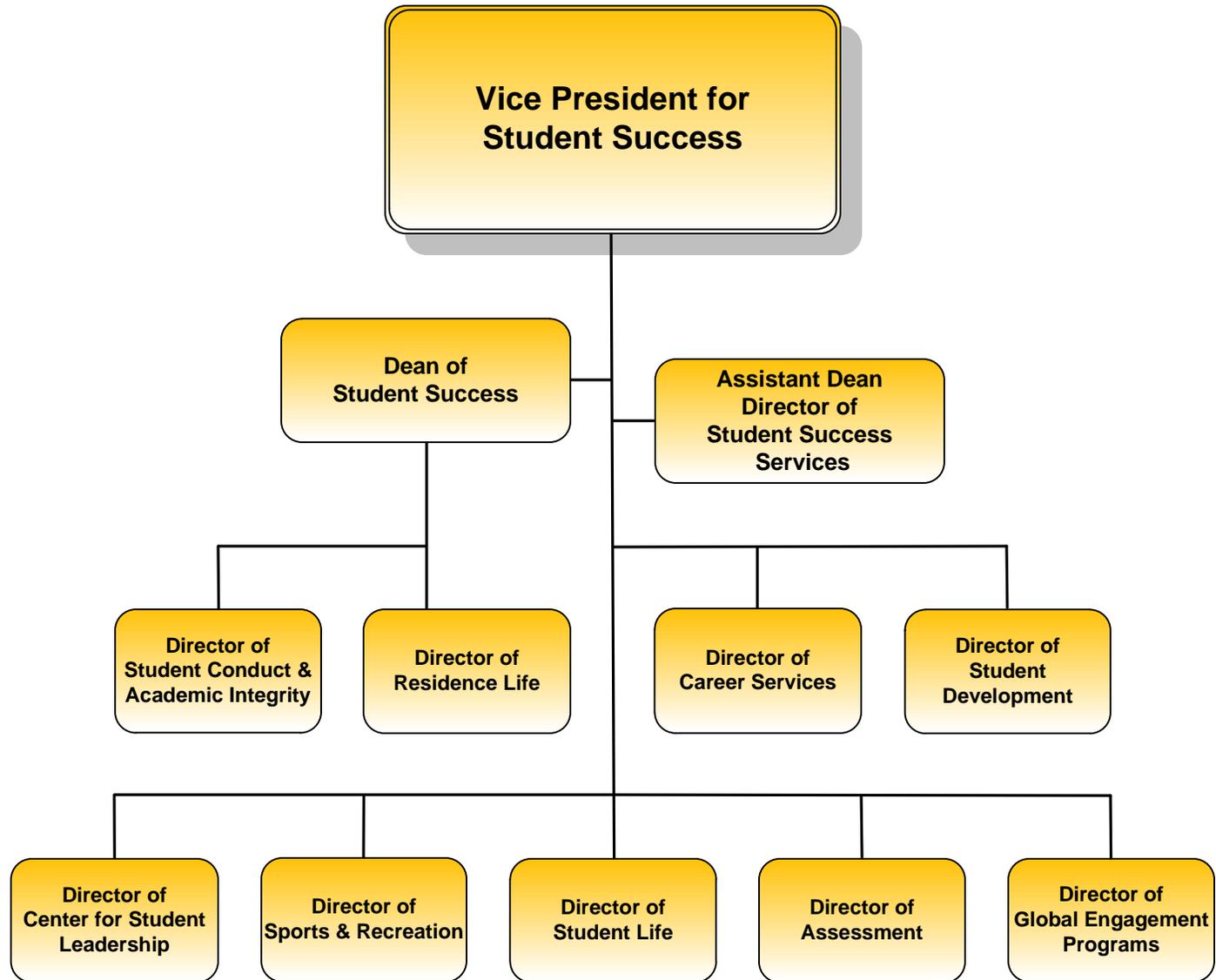
University College



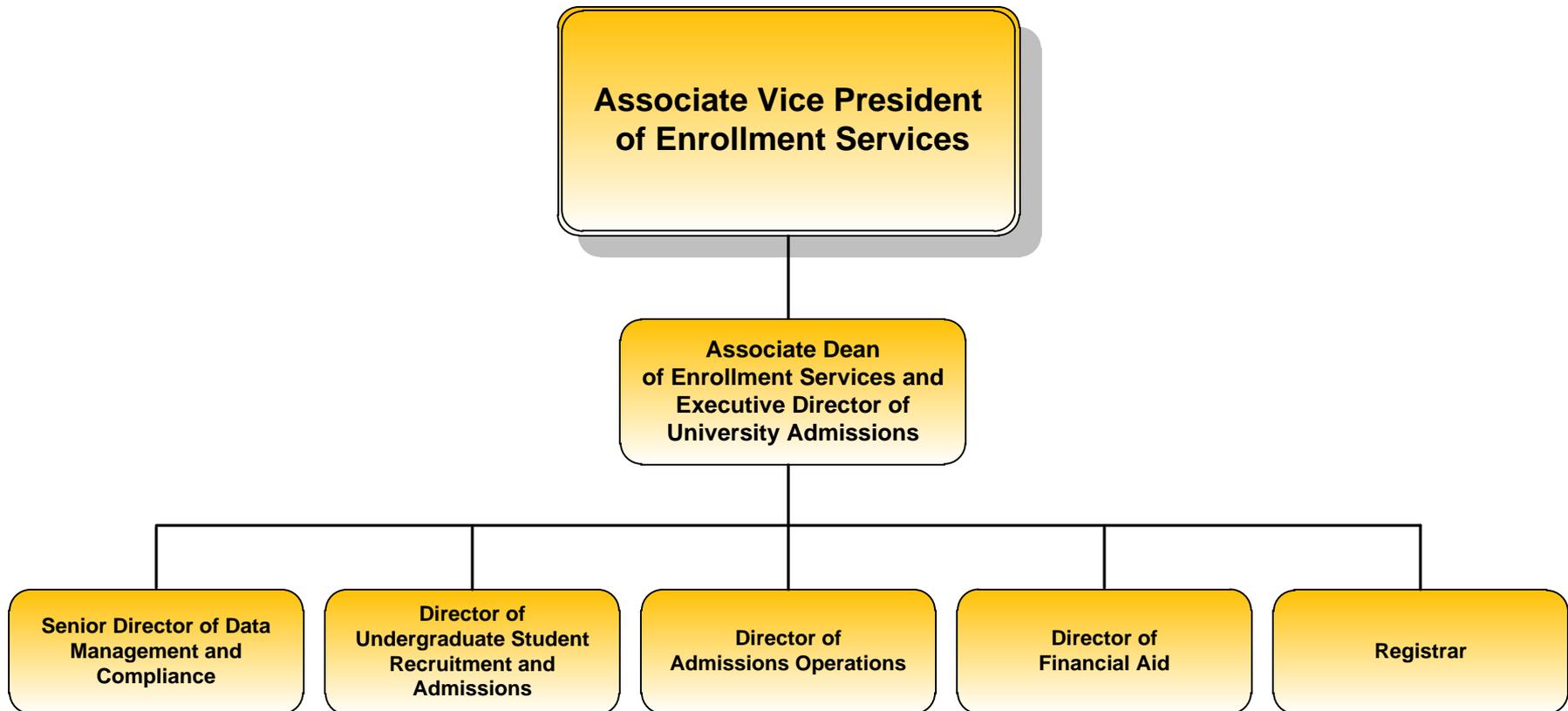
College of Continuing and Professional Education



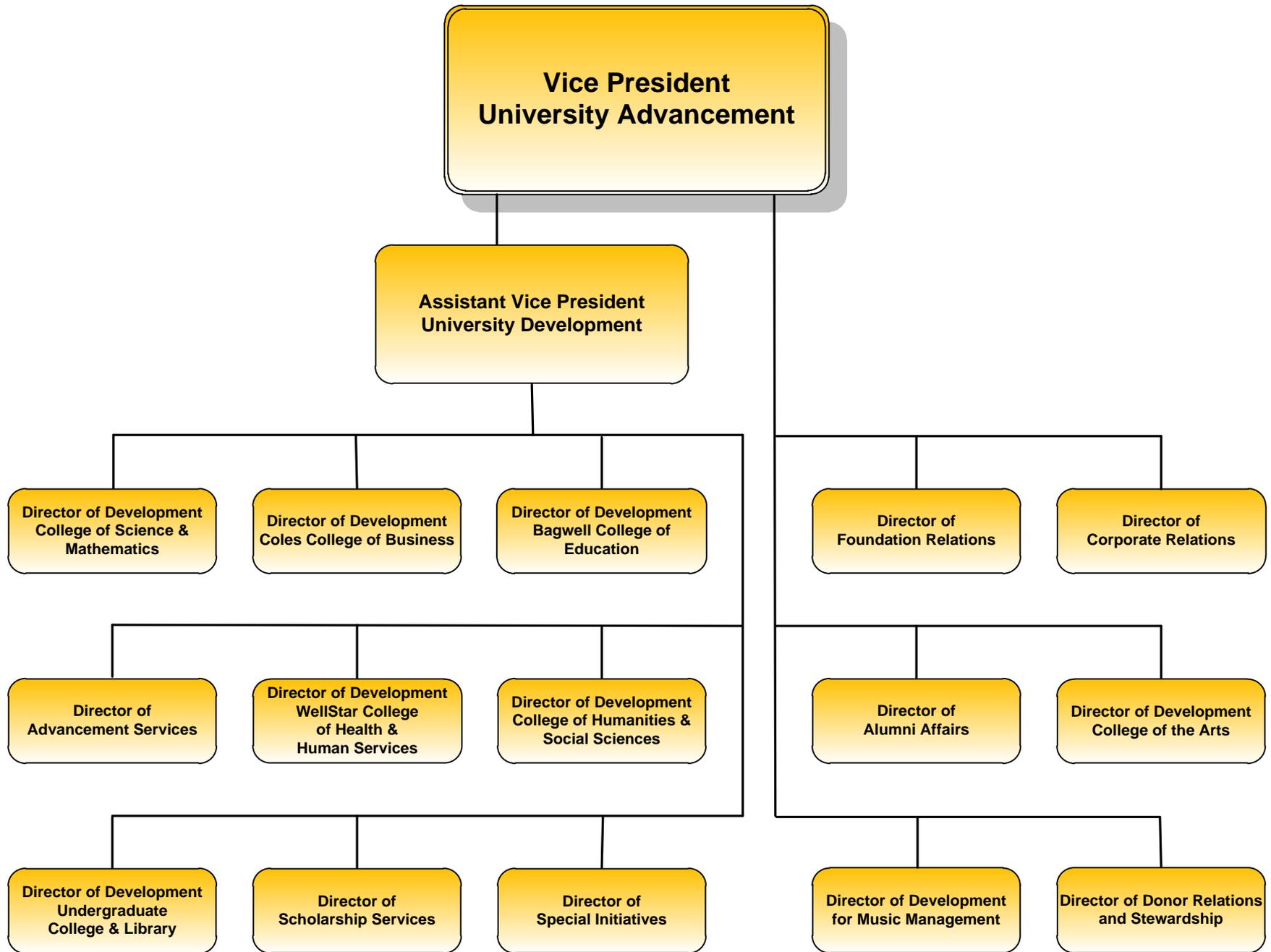
Student Success



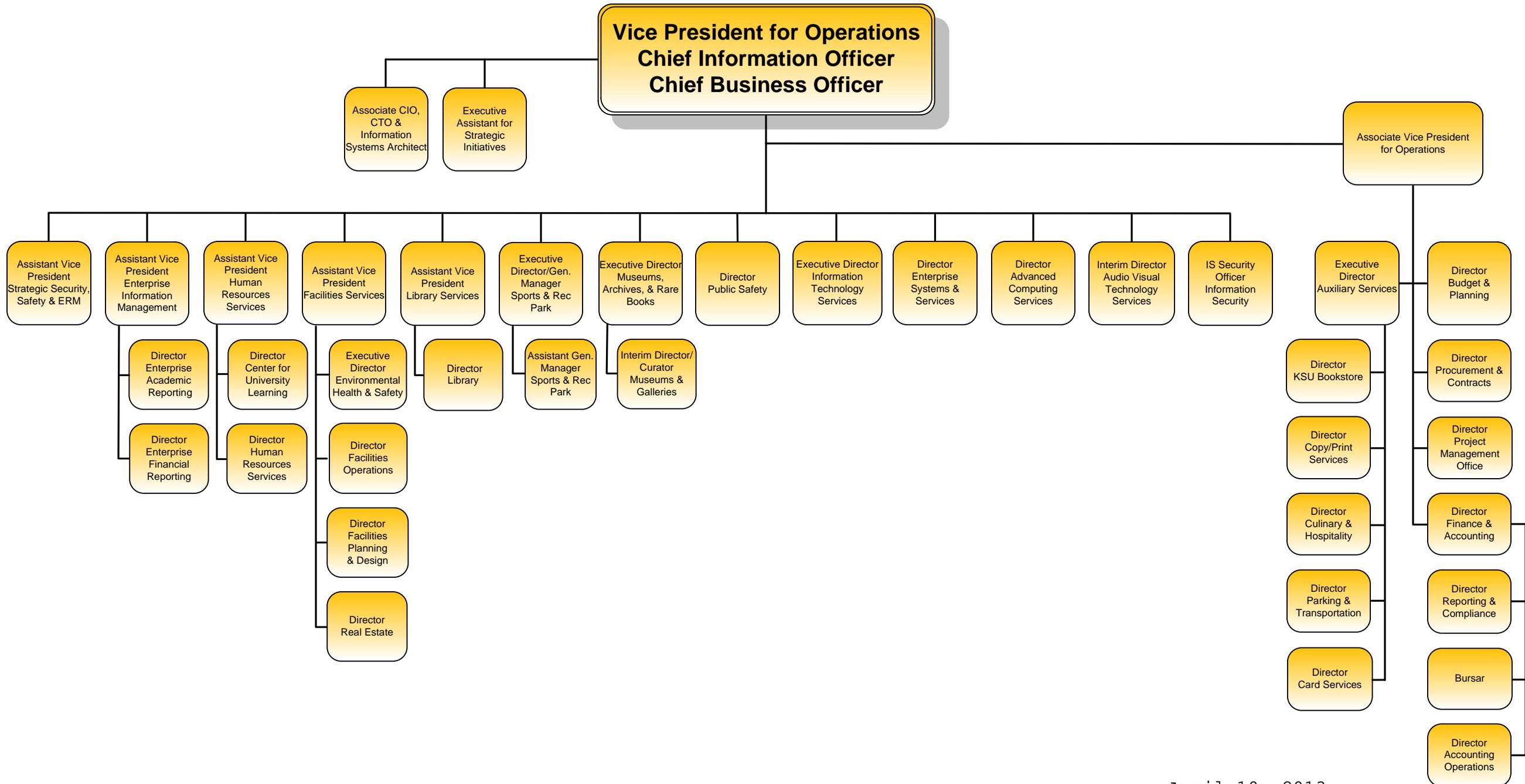
Enrollment Services Division



University Advancement

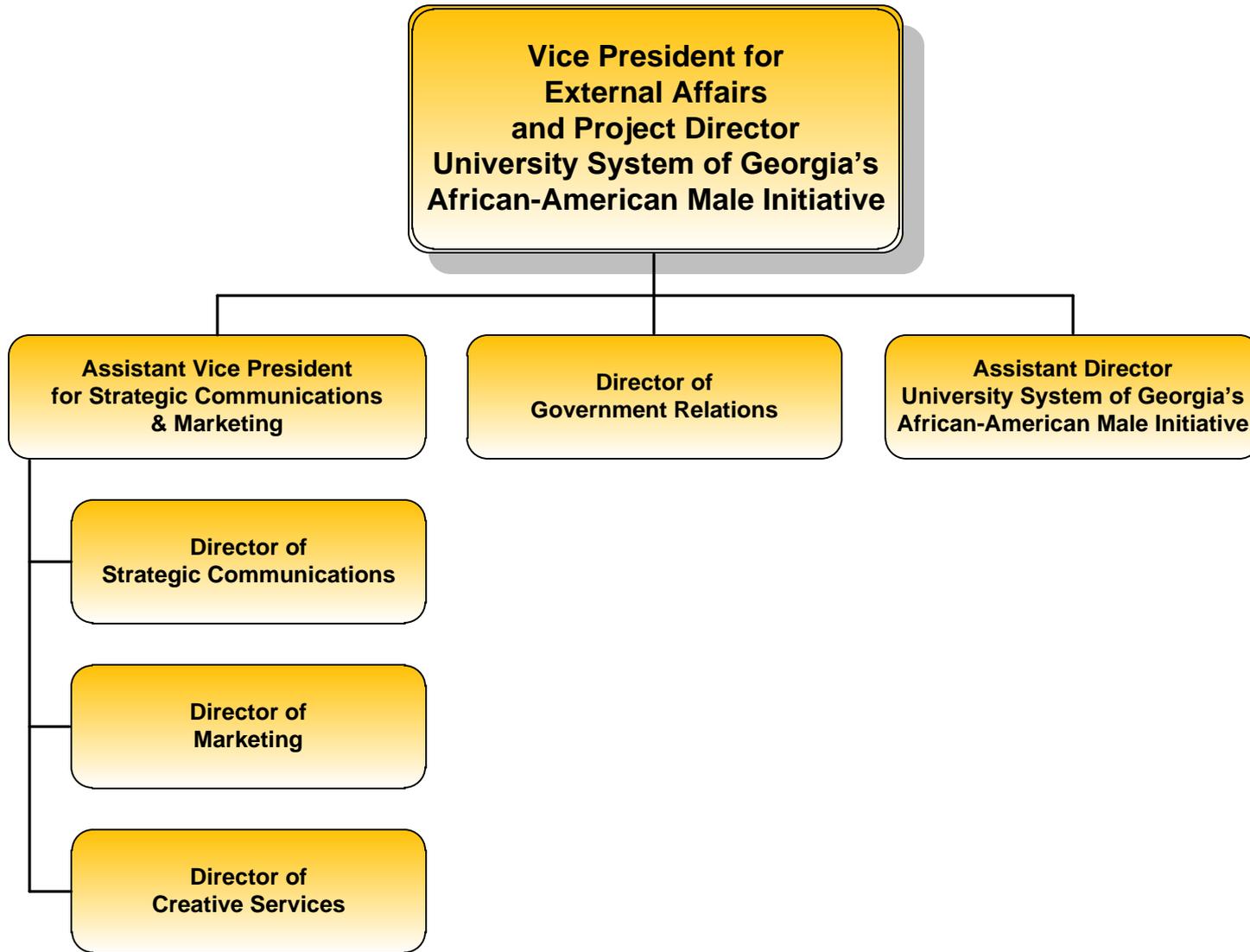


Operations Division



April 10, 2013

External Affairs



Legal Affairs

