

11/20/2000
Draft
Section II
Institutional Purpose

- 2.0** *An institution **must** have a clearly defined purpose or mission statement appropriate to collegiate education as well as to its own specific educational role. This statement **must** describe the institution and its characteristics and address the components of the institution and its operations. The official posture and practice of the institution **must** be consistent with its purpose statement. Appropriate publications **must** accurately cite the current statement of purpose. The formulation of a statement of purpose represents a major educational decision. It should be developed through the efforts of the institution's faculty, administration and governing board. It **must** be approved by the governing board. An institution **must** study periodically its statement of purpose, considering internal changes as well as changing responsibilities of the institution to its constituencies. (Page 17, lines 2, 4, 7, 9, 14, 15)*

Response

Augusta State University is in compliance with these criteria.

Augusta State University Mission Statement

Augusta State University is committed to excellence in teaching, advancement of knowledge, and enrichment of the community in a climate that fosters humane values and a life-long love of learning. With origins in the founding of the Academy of Richmond County in 1783 and the creation of a separate Junior College of Augusta in 1925, its mission is predicated on the cultural, social, and economic value of a strong liberal arts education that enlarges its students' individual versatility, creative powers, cultural appreciation, knowledge of the world, respect for others, and professional expertise.

Augusta State University strives to be a national model of excellence for its quality of service to the second largest metropolitan area in Georgia. With a broad array of undergraduate programs and a select offering of graduate programs below the doctoral level, it functions as a metropolitan, non-residential university for the area.

Open to the voices of all its members, the University serves a population diverse in race, background, age, and preparation. It provides access not only to those who are fully ready for college but also to the underprepared who show potential and to those seeking the kind of academic challenge normally associated with elite, private institutions.

Emphasizing student-faculty contact, the University fosters intellectual growth

through learning assistance, honors courses, and student research. It promotes electronic information technologies and links students with the world community of scholarship.

The University collaborates with the Medical College of Georgia, Paine College, Augusta Technical Institute, Fort Gordon, and P-12 schools. It makes constant programmatic use of local industries, agencies, and institutions as laboratories for practical learning experiences. In an area with a large healthcare industry, it provides undergraduate general education courses for the Medical College students, prepares students to enter programs at that institution, and educates others to work in the medical field. It is also the principal source of training for the area's teachers and business leaders.

Augusta State University is acutely conscious of its responsibility to a community where its graduates become teachers and artists, professional and civic leaders. It seeks to serve by enriching its area culturally, improving economic and social conditions, and promoting personal and professional development. To these ends, the University cultivates intellectually vital faculty members who are excellent in teaching, active in research, generous in service, and committed to its mission. The University also strives to have its faculty, staff, curriculum, and programs reflect the increasing diversity of population and world from which its students come.

Devoted to constant improvement, the University assesses its performance by evaluating its stewardship of resources, responsiveness to area needs, involvement with its community, the response of the public it serves, and, most importantly, the success of the students it educates.

Augusta State University has a clearly defined mission statement appropriate to collegiate education as well as to its own specific educational role. The university shares a core mission statement for state universities within the University System of Georgia. This statement identifies core characteristics which include a commitment to excellence and responsiveness to the needs of an area of the state (in this case, the CSRA); a commitment to a teaching/learning environment that sustains instructional excellence and serves a diverse and college-prepared student body; a high quality general education program; a commitment to public service and continuing education; and a commitment to scholarly and creative work to enhance instructional effectiveness. The institution's unique statement espouses its strong commitment to excellence in teaching, advancement of knowledge, and enrichment of the community in a climate that fosters humane values and a life-long love of learning. Its specific educational role is predicated on the cultural, social, and economic value of a strong liberal arts education.

The mission statement describes the institution as a metropolitan, non-residential university offering a broad array of undergraduate courses and some graduate programs below the doctoral level. It further describes the university as serving a population diverse in race, background, age, and preparation.

The official posture and practice of the institution is consistent with its purpose statement. For example, the university does provide a faculty excellent in teaching, active in research and generous in service. It offers a range of course work from remedial to honors, and from the associate degree level to post baccalaureate, thereby serving a student population diverse in academic preparation. Likewise, since it is non-residential with a student population diverse in age and background, the institution is flexible in its course scheduling, providing a broad selection of evening and summer session courses in addition to its regular term offerings.

All appropriate University publications accurately cite the current mission statement. It appears in the catalog, faculty policy manual and on the ASU website under mission and in the Augusta State University Strategic Plan.

The current mission statement was developed with the involvement of the university, administration and governing board. In Augusta College's *1991 Southern Association of Colleges and Schools Reaffirmation Committee Report*, the visiting committee noted concerns that the College's stated ambition to become a regional university with all the additional components required for research and additional programs could realistically be attained in light of the serious shortage of funds for support equipment, facilities, and maintenance. The committee, therefore, recommended that Augusta College refine its purpose statement to reflect more accurately the official posture, practice and statement of strategic goals of the institution. The committee further suggested that the college consider alternatives to becoming a regional university which would recognize and support the present role of the university.

Acting President Martha Farmer initiated a review of the mission statement in 1992. At the beginning of the Fall Quarter 1992, a draft version of the mission statement was sent out to faculty and staff. Three one-hour "town meetings" were conducted to discuss the draft mission statement. After further review by the faculty at the November faculty meeting, the faculty approved the mission statement at the December 15, 1992 faculty meeting. The Board of Regents approved the following mission statement for Augusta College at their February 9-10, 1993 meeting:

Augusta College is committed to excellence in teaching, advancement of knowledge, and enrichment of the community in a climate that fosters humane values and a lifelong love of learning.

When President Bloodworth assumed the presidency of Augusta College in October 1993, he identified several problems requiring his attention: 1) there was no on-going strategic planning process, 2) the unrealistic plan to achieve regional university status, and 3) the question of the mission of the school. In the spring of 1994, the President initiated planning discussions with small groups of administrators. These discussions evolved into the concept of broad-based participation in planning with two goals: 1) awareness of the university mission as stated in the one-sentence mission statement, and 2) continuous improvement. Early in 1995, discussions turned towards the mission, with the intent of verifying the appropriateness of the one-sentence mission statement. The broad-based group also

acquired a name, the President's Advisory Council (PAC).

As the group began to focus attention on the mission statement, the Board of Regents also turned its attention to the statement of the mission for the entire system and for each category of institutions. As a result of board interest, what the college had started to do on its own became a task required by the university system. PAC, guided by a small workgroup, reviewed the mission statement, considered system requirements, and developed an expanded mission statement that was more attuned to the history and development of Augusta College, funding patterns of the university system, the core mission statements for state universities in the university system, internal changes in the institution, and changing responsibilities of the institution to its constituencies. The new mission statement was approved by the faculty on February 28, 1996 and by the Board of Regents on July 9, 1996.

The mission statement was reviewed by the President's Advisory Council in the summer/fall of 1998 as Augusta State University began to initiate its self-study for reaffirmation of accreditation for the Commission on Colleges. Since that time, PAC reviews the mission statement annually as part of the strategic planning process.

Evidence of Compliance

- *Augusta State University General Catalog*, pp. 3-4
www.aug.edu/registrar_va/catalog.htm
- *Augusta State University Faculty Manual*, Appendix B,
http://www.aug.edu/faculty_secretary/facman.pdf
- *Augusta State University Strategic Plan*,
<http://www.aug.edu/departamental/strategicplan.html>
- <http://www.aug.edu/mission.html>
- Core Mission Statements For State Universities In The University System Of Georgia, <http://www.peachnet.edu/inst/mission/stateuniv.html>
- Southern Association Of Colleges And Schools Reaffirmation Committee Report, 1991
- President's Report, Minutes of the Augusta College Faculty February 19, 1992
- Minutes of the Augusta College Faculty December 15, 1992
- Minutes of the meeting of the Board of Regents of the University System of Georgia, February 9-10, 1993
- Executive Summary Mission Review Report, Board of Regents, October 11, 1995
- Minutes of the Augusta College Faculty, February 28, 1996
- Memorandum from Chancellor Portch to President William Bloodworth, Jr., July 30, 1996, Re: Regents' Adoption of Mission Statement
- Presidential Narrative submitted to ASU Self-Study Steering Committee, June 16, 2000
- Augusta State University Self-Study Report 2000-2001

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- 2.0 *The statement of purpose serves as the foundation for all institutional operations, programs, and services. Consequently, the institution **must** demonstrate that its planning and evaluation processes, educational programs, educational support services, financial and physical resources, and administrative processes are adequate and appropriate to fulfill its stated purpose. (Page 17, line 20)*

Response

Augusta State University is in compliance with this criterion.

The mission statement has always served as the foundation for all institutional operations, programs, and services. The mission review process (internal and external), which began in fall 1994 and continued through 1996, resulted in a vastly improved mission statement for the university and provided an opportunity to strengthen the university's overall strategic planning process. Since that time, the planning and evaluation processes of the university have undergone constant improvement. The self-study process, especially the institutional effectiveness review, helped to identify some weaknesses in the strategic planning process and changes were made that are reflected in the 1999-2001 Strategic Plan and the revisions to this plan in the summer of 2000. The establishment of the President's Planning Responsibilities and his subsequent charge to all units reporting directly to the President, the assignment of the responsibility for the coordination of the university's planning and evaluation processes to the Special Coordinator for Academic and Master Planning, provide the university with an adequate planning and evaluation process to support its mission.

The University's educational programs support its commitment to the advancement of knowledge and enrichment of the community. The broad array of undergraduate programs and select offering of graduate programs mentioned in the mission statement is evidenced by the 33 undergraduate and 22 graduate programs offered. These program offerings enrich the community by affording the opportunity to obtain a liberal arts education, to prepare for continued education at post-baccalaureate levels, and to prepare for pursuit of professional endeavors as generalists in a number of areas and specialists in the fields of education, business, performing and visual arts, communications, technology and nursing.

The educational programs are supported by a number of services. Reese Library offers a collection of over 445,000 volumes of print material, over one million microforms, and 1,000 electronic titles. It is a part of Georgia's statewide library system, GALILEO and GIL, which provides over access to over 100 core databases for research. ASU's Media Services provides audiovisual equipment and support services in support of the educational programs. State of the art computer, recording and projection technologies, as well as brailing and scanning services are available through media services. The services and resources offered by these two operations, Reese Library and Media Services, directly support the contributive elements of a strong liberal arts education. Also supporting

the educational program are academic computing services. These services include the maintenance of seven student computer laboratories and two electronic classrooms with a combined total of 244 stations. A full-time instructional technology support specialist is available to help faculty develop and incorporate technology in their course offerings. The Writing Center, which comprises thirty-four of the 244 computer stations, is staffed by a full-time director to assist students and supervise writing tutors.

Augusta State University provides fully and professionally staffed departments offering student support services. These include the Start Up Center for undergraduate advising, Counseling and Testing, Financial Aid, and Career Planning and Placement. Also included is Student Activities, which oversees student government and organizations, as well as the Jaguar Activities Board. The university fields NCAA Division II teams in men and women's basketball, tennis and cross-country track, men's soccer and baseball, and women's softball and volleyball. The men's golf team participate at the Division I level. The women's golf team will compete at the Division I level beginning in academic year 2001-2002. Intramural sports include flag football, basketball and volleyball.

The university's financial sources are adequate to fulfill its stated purpose. For the most part funded by a combination of state appropriation, and student tuition and fees, the current budget provides for over \$40 million for campus operation. Fully staffed business operations include budget, payroll, accounting, procurement, and personnel services.

Physical resources are also adequate to fulfill the institution's stated purpose. The institution sits on 77 acres on the main campus and 244 acres at the Forest Hills Physical Education Athletics Complex. The main campus has seven classroom buildings, including a newly opened 121,500 square foot science building. Other facilities include the 756 seat Maxwell Performing Arts Theater, Washington Hall Student Center which also houses the cafeteria and bookstore, Bellevue Hall's Counseling and Testing Center and the natatorium. Two additional classrooms are scheduled for completion by 2003: Arsenal Hall, already under construction and scheduled for completion in 2001, and Allgood Hall, scheduled for completion in 2003. On the Forest Hills campus, the Physical Education Athletics Complex has a nearly 104,000 square foot building housing an indoor sports arena, dance studio, weight room, exercise stations, indoor track, electronic classroom and offices. The physical plant department is responsible for the maintenance of grounds and buildings.

Evidence of Compliance

- Augusta State University Self-Study Report 2000-2001, Sections III, IV, V and VI and supporting documentation
- Core Mission Statements For State Universities In The University System Of Georgia, <http://www.peachnet.edu/inst/mission/stateuniv.html>
- Augusta State University Master Plan, March 1998
- Augusta State University Strategic Plan, 1998-1999
- Augusta State University Strategic Plan, Fall 1999 - Summer 2001

- Augusta State University Strategic Plan, Fall 1999 - Summer 2001 (Revised Summer 2000) <http://www.aug.edu/departamental/strategicplan.html>
- President's Planning Responsibilities (Draft: 2/2/2000)

Summary of Strengths

The development of a comprehensive mission statement defining the university's specific educational role is one of the major accomplishments of the institution since the last self-study. Under the leadership of President Bloodworth, the university community spent approximately three years discussing and articulating a shared mission statement that reinforces the university's commitment to excellence in teaching, advancement of knowledge, and enrichment of community to the second largest metropolitan area in Georgia. This mission statement has served to bond the university together with a common purpose, provided the core framework for strengthening and integrating the university's planning and evaluation processes which continue to develop and improve, and to more closely link the university with the local community. The mission statement incorporates the university's history, defines the present practices and operations of the university, and provides the university a vision for future development.

Summary of Weaknesses

The self-study revealed no weaknesses in reviewing the institution's mission statement and its relationship to the posture and practice of the university.