



Think Independently. Lead Creatively.

President

Summer 2021



THE OPPORTUNITY

Georgia College & State University is seeking a creative and inspiring leader to serve as its 12th president. As Georgia's designated public liberal arts university, Georgia College is committed to providing students with a skills-infused, experience-based, multi-disciplinary curriculum grounded in the liberal arts. Over the last decade, the university has held steadfast in its vision to become a nationally preeminent public liberal arts university. With this intention reflected in the 2016-2021 strategic plan "Our Path to Preeminence," the university has been active and successful in working toward its goals of attracting and retaining a strong and diverse educational community; enhancing and growing its academic offerings; strengthening relationships within its community; and aligning resources in support of strategic priorities. With an opportunity to set a vision that builds on these achievements, Georgia College seeks an engaged and innovative leader who can capture this momentum and leverage it to secure the university's position as a leading national public liberal arts university in the 21st Century.

ABOUT THE UNIVERSITY



Initially founded as a women's educational center in 1889, Georgia College has consistently been a destination for students looking to make a difference in the world. It takes great pride in preparing students to think critically and engage in lifelong learning. The university currently serves about 5,600 undergraduate and 1,200 graduate students across five colleges: the College of Arts and Sciences, the J. Whitney Bunting College of Business, the John H. Lounsbury College of Education, the College of Health Sciences, and the

newly-established John E. Sallstrom Honors College. Community-based learning is also a common theme at the university as Georgia College students, faculty, and staff members collaborate with the communities of middle Georgia to provide invaluable educational experiences for students and make enriching contributions to the local area and beyond. The economic impact of the university on a six-county region is calculated to be more than \$290 million.

Georgia College is one of 26 institutions in the [University System of Georgia](#) and consistently ranks among the top three universities in the state in terms of student retention and graduation rates. The university also ranks 9th Public and 21st overall on *U.S. News & World Report's* Best Regional Universities – South and is recognized as a top university in the nation by the Princeton Review, *Forbes* Higher Education, and *Kiplinger's*. With almost 700 acres of sprawling idyllic campus and a talented faculty and staff, Georgia College stands at the forefront of offering a holistic liberal arts education. The university has approximately 1,200 employees, with about 414 full-time and part-time faculty and about 742 staff, and an annual operating budget of \$150M.

HISTORY AND DEVELOPMENT

In 1889, due in large part to the lobbying efforts of Julia Flisch, a journalist in Augusta, GA, public funds were made available to help launch a college for women in Milledgeville that would prepare them for the demands of the new industrial age. Thus, the Georgia Normal & Industrial College was chartered as a two-year college emphasizing teacher training and business skills, and the college began classes in 1891 on its then 22-acre campus. The college received authority to grant four-year degrees in 1917 and, by 1922, changed its name to Georgia State College for Women. In 1942, Mary Flannery O'Connor, one of the South's most notable writers, entered as a freshman and graduated three years later.

The college began its first graduate program, a Master of Education, in 1957 and by 1961 evolved to become The Woman's College of Georgia. The college became coeducational in 1967, changing its name once again to Georgia College at Milledgeville and to Georgia College in 1971. In 1996, Georgia College became known as Georgia College & State University and was designated by the Georgia Board of Regents as "Georgia's public liberal arts university." Since then, it has worked intentionally and rapidly to reshape itself in that mode. In addition to this specific designation from the University System of Georgia, Georgia College is a member of COPLAC – the Council of Public Liberal Arts Colleges. COPLAC institutions emphasize a residential, liberal arts and sciences curriculum.

Twenty-five years after the public liberal arts designation, the university has achieved prominence within the state with increasing regional and national recognition. Georgia College combines the strength of a public liberal arts education with robust professional programs that meet the needs of the state and region.

VALUES & MISSION

The vision of the university is clear: Georgia College will be a nationally preeminent public liberal arts university. The Georgia College experience, which is rooted in the liberal arts and provides the foundation for a lifetime of learning, growth, and academic excellence, is based on these shared values:

- The pursuit of knowledge and truth for the public good;
- The transformative effect of service, leadership, and collaborative engaged learning experiences both in and beyond the classroom;
- Ethical principles including integrity, altruism, reason, respect, and responsibility in discourse and actions; and
- Diversity and inclusion in all forms.

Georgia College's mission as the state's only designated public liberal arts university is fulfilled through the following commitments:

An Expansive Educational Experience: The university challenges its students through exemplary teaching. The Georgia College student will think clearly and critically in creatively addressing social issues.

Undergraduate study encompasses multi-disciplinary intellectual encounters with both enduring and contemporary questions, intensive study in the major, exposure to artistic endeavors, opportunities for scholarly research, and capstone experiences that integrate and apply learning.

Post-baccalaureate programs bridge the gap between theory and practice with a focus on regional needs, preparing graduates for professional advancement, lifelong intellectual pursuits, and informed participation in today's complex society.

Highly Intentional Engagement: The university collaborates with community partners to address mutually identified needs while advancing students' academic and civic learning, in crafting informed, global citizens ready to serve the public good. Engagement opportunities include undergraduate research, study abroad, internships, community service, and leadership experiences, both in and outside the classroom.

Diversity and Inclusive Excellence: The university fosters a sense of belonging within a campus community that values diversity of intellectual thought, experiences and identifications. Georgia College faculty, staff, and students intentionally embrace inclusivity to advance excellence through diversity.

Preparation for Leadership: The university encourages all students to develop a breadth of leadership competencies, including self-awareness, empathy for cultural differences, and effective interpersonal communication. Georgia College students become leaders through engagement with purposeful curricular and co-curricular leadership experiences.

STRATEGIC PLANNING

In 2015 and 2016, Georgia College & State University faculty, staff, and students joined together to create a strategic plan designed to move the university to preeminence among other public liberal arts institutions: [2016 - 2021 Georgia College Strategic Plan, "Our Path to Preeminence"](#).

Recognizing the university's accomplishments in the decades since its public liberal arts designation and understanding its unique position within the state and region, the Strategic Planning Steering Committee put forth six ambitious goals intended to push the university forward toward preeminence:

Goal 1: Recruit, admit, enroll, retain, and graduate highly qualified and diverse undergraduate students.

Goal 2: Develop and implement distinctive and transformative undergraduate curricular and co-curricular experiences. Transformative experiences include but are not limited to: undergraduate research; creative projects; study abroad; service learning; community-based learning; leadership development; diversity and global learning; and field and clinical-based practica, apprenticeships, preceptorships, and internships.

Goal 3: Offer a limited number of exceptional quality graduate programs that are highly relevant to workforce demand and supportive of the university mission.

Goal 4: Align resources through generation, redirection, prioritization, cost containment, and stewardship to address strategic priorities.

Goal 5: Enhance a professional environment that encourages the recruitment, retention, and success of an exemplary and diverse faculty and staff.

Goal 6: Strengthen community and regional ties through service, research, programs, and partnerships that enhance economic, educational, and cultural opportunities to improve the quality of life for citizens of Milledgeville/Baldwin County and the middle Georgia region.

Great progress has been made in advancing this plan, and a bold strategic vision that bridges this work with the university's future must be developed and embraced to continue on this trajectory. With the impending presidential transition comes a great opportunity to create a new vision that continues shaping the university and carving out its path toward preeminence as a liberal arts institution.

ACADEMICS

Georgia College currently offers [40 undergraduate majors](#) in disciplines ranging from the liberal arts and sciences to business, education, and health science. Boasting a 17:1 student-to-faculty ratio, classes are small at Georgia College and taught by dedicated faculty who truly enjoy being in the classroom. The university has a total of 340 full-time faculty and an additional 74 part-time faculty. Approximately 80 percent of faculty hold a terminal degree. The university is additionally supported by close to 742 staff, with approximately 576 full-time and 166 part-time.



Georgia College has continually been a leader in redefining a liberal arts education both regionally and nationally, graduating students who become critical and creative problem solvers; ethical, reflective, and engaged citizens; skilled communicators; and service-oriented leaders and professionals who are dedicated to excellence. The university's signature [GC Journeys](#) program puts this public liberal arts mission into action by highlighting high-impact practices for students and embedding the AAC&U essential skills into the curriculum. Each student is expected to complete five high-impact practices during their degree program—three of these experiences are embedded into their degree, and students choose the other two from opportunities such as [intensive leadership experiences](#), [mentored undergraduate research and creative endeavors \(MURACE\)](#), [community-based engaged learning \(c-bEL\)](#), internships, or study abroad/away.

In 2021, the GC Journeys program won the Council on Undergraduate Research (CUR) AURA award for top undergraduate research program in the nation as well as the University System of Georgia Curricular Innovation award. Since the average college student, nationally, completes 1.3 high-impact practices during their degree, Georgia College has become a pacesetter for student success.

The university is organized into five colleges:

- [College of Arts and Sciences](#)
- [J. Whitney Bunting College of Business](#)
- [John H. Lounsbury College of Education](#)
- [College of Health Sciences](#)
- [The John E. Sallstrom Honors College](#)



Additionally, [The Graduate School](#) is home to 34 programs and approximately 1,200 students. Ranked by *U.S. News & World Report* as one of the best master's level universities in the South, Georgia College's graduate programs are nationally-accredited and recognized for their academic merit and affordable cost. With Georgia College offering 27 online/hybrid degrees, students have the opportunity to explore in-depth topics within their areas of study while gaining real-world knowledge they'll use to make their mark on the world.

Georgia College & State University is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate, master's and doctorate degrees.

STUDENT LIFE

At Georgia College, students are encouraged to develop a breadth of leadership competencies, including self-awareness, empathy for cultural differences, and effective interpersonal communication. The university's rich student culture and numerous activities and organizations help students connect, build community, and develop their leadership skills. Georgia College offers approximately 150 student organizations, including 29 fraternities and sororities in which almost 2,100 students take part. Students are also engaged in leadership through Georgia College's Student Government Association, which elects officers and senators on a yearly basis. The university currently enrolls approximately 5,600 undergraduate students and 1,200 graduate students.



To help students develop into engaged, thoughtful, and collaborative citizens and leaders, Georgia College also offers opportunities for students to serve within the university's local and regional community through [The GIVE Center](#). Students can become Certified to Serve through the university and volunteer with over 50 organizations in the Milledgeville Baldwin County community. Additionally, the [Outdoor Center](#) provides excellent group development experiences, leadership training, and outdoor trips for those interested in serving as students and responsible stewards of their environment.

As a designated liberal arts institution, Georgia College offers a variety of housing options for those wishing to experience a truly residential education. Students can choose to live in one of seven residence halls or they can enjoy apartment living at the Village at West Campus. West Campus is also home to the Wellness & Recreation Center, athletic fields, and other facilities, and the campus shuttle service runs regularly between West Campus and Central Campus making it easy for students to take advantage of the university's well-maintained facilities. Approximately 40 percent of undergraduate students live on campus.

ATHLETICS

[Georgia College Athletics](#) plays an integral role in supporting and cultivating an engaging community experience, allowing students to work toward excellence both in and out of the classroom. With 11 varsity athletic programs, the Georgia College Bobcats compete in the Peach Belt Conference of the National



Collegiate Athletic Association (NCAA) Division II level and continues a proud tradition of dedication and achievement. The Georgia College Department of Athletics received the 2020 NCAA Division II Presidents' Award for Academic Excellence and is a two-time winner of the PBC Commissioner Cup. Men's teams include baseball, basketball, cheerleading, cross country, golf, tennis, and eSports and women's teams include basketball, cross country, soccer, softball, tennis, volleyball, cheer, dance, and eSports.

Student-athletes at Georgia College also have a strong record in the classroom. Georgia College student-athletes are 1st in the USG with NCAA Federal Graduation Rates at 87 percent (in 2020) and 1st in the USG over the last four-class average at 74 percent. The Federal Graduation Rate for student-athletes at Georgia College is higher than that of the overall the student body, and the Bobcat Athletic teams posted a school-record 3.28 GPA for the 2019-20 academic year, with every one of the teams coming in at a 3.0 or above for the second-straight season.

Going beyond the varsity level, the university offers 90 intramural leagues and over 20 intramural sports variations. Georgia College Intramurals is one of the most widely participated programs on campus, with approximately 50 percent of students participating.

DIVERSITY, EQUITY, AND INCLUSION

Georgia College recognizes that diversity and inclusion are essential to the university's core values of reason, respect, and responsibility. The university strives to achieve diversity excellence in the composition of its community, educational programs, university policies, research and scholarship, campus life, employment practices, extracurricular activities, and community-outreach. Georgia College also believes that a welcoming and inclusive environment is critical to attaining the kind of campus climate that allows all members of the community to succeed in their endeavors, to be respected as individuals, and to feel a sense of belonging at Georgia College, and it supports educational programs designed to achieve this kind of inclusive excellence.

Through the [Office of Inclusive Excellence \(OIE\)](#), faculty, staff, and students are engaged in numerous programs and initiatives in support of the university's overarching goal including the Diversity 360 Series and MOVE (Multicultural Organization that Values Empowerment), an affinity networking group composed of faculty and staff at Georgia College who are passionate about attracting and retaining a diverse group of faculty, staff and students. The OIE also coordinates and supports [Diversity Peer Educators](#) at Georgia College: selected groups of students, faculty and staff who are trained to provide targeted education to their peer groups regarding issues of diversity and inclusion on campus.

Many additional campus resources are available to support students in their journeys at Georgia College, particularly those from underrepresented and marginalized backgrounds. Located at the heart of campus, the [Cultural Center](#) provides student support; cultural heritage programming and educational outreach; resources, advising, and support for affinity groups; and opportunities for campus and community collaboration. Other centers and resources include the Women's Center, [LGBTQ+ Programs](#), Disability Services, Academic Advising, International Education Center, Counseling Services, and Parent & Family programs. Georgia College also hosts a number of organizations and affinity groups aimed at providing spaces for support and belonging, including:

- Black Student Alliance
- Latino Student Association
- Pride Alliance
- Women in Technology
- L.I.F.E. (Leaders Igniting the Fundamentals of Excellence) Mentorship Program
- S.T.A.R. Ally

Georgia College's overarching goal is to achieve preeminence as a model for excellence in diversity and inclusion for the state, region, and the nation.

The most recent Georgia College Diversity Dashboard (2019) can be found [here](#).



LOCATION AND LOCAL CULTURE

Georgia College's 691-acre campus is situated in the beautiful town of [Milledgeville](#), less than a two-hour drive from Atlanta. Founded in 1803, Milledgeville served as the capital of Georgia during the Civil War. Today, this charming southern town boasts a hip college vibe with an eclectic mix of locally owned shops and dining options. Once home to famed American novelist and Georgia College alumna Flannery O'Connor, Milledgeville offers countless activities to soak in its rich history. Visitors and locals alike can tour Georgia's Old Governor's Mansion or the Andalusia Farm where Flannery O'Connor wrote some of her most famous works. They can also take advantage of lovely Lake Sinclair, located just 15 minutes from town and comprising over 15,000 acres for fishing, skiing, swimming, boating, and all-around relaxing.

FINANCES AND FUNDRAISING

Amidst the recent challenges posed by the COVID-19 pandemic, Georgia College has worked diligently to remain on solid financial ground. However, with the full extent of the pandemic's long-term impact on higher education yet to be fully known and state resources harder to secure, Georgia College must remain balanced and intentional with its budget and continue to raise resources in support of its goals.

Georgia College's total budget in FY2020 was approximately \$150M, with about 29 percent of funds coming from the State of Georgia and about 38 percent coming from student tuition and fees. In 2020, the university received approximately \$14.5M in gifts, grants, and research contracts (state, federal, and private), with approximately \$3.3M generated from alumni contributions. With almost 41,000 alumni living in Georgia alone, there remains plenty of opportunity to foster connection with, and garner support from, Georgia College alums.

The university has a managed endowment of \$45M and successfully completed a capital campaign in January 2020 surpassing its goal of \$30M by almost \$1M. Support from private gifts is managed through the [Georgia College & State University Foundation](#), which helps generate resources for scholarships, academic programs, student activities, campus buildings and special events. The continuing overall decline in state assistance increases the importance of private contributions to enable the university to keep Georgia's best students in the state and attract the best teaching faculty.

The university awarded approximately \$42.6M in grants, scholarships, and work study for the 2019-2020 year.

GOVERNANCE

As a member of the University System of Georgia, Georgia College is governed by the [Board of Regents of the University System of Georgia](#), with the president of Georgia College reporting to the chancellor. The Board of Regents of the USG was created in 1931 as a part of a reorganization of Georgia's state government. With this act, public higher education in Georgia was unified for the first time under a single governing and management authority. The governor appoints members of the Board to a seven-year term and regents may be reappointed to subsequent terms by a sitting governor. Regents donate their time and expertise to serve the state through their governance of the University System of Georgia – the position is a voluntary one without financial remuneration.

Today, the Board of Regents is composed of 19 members, five of whom are appointed from the state-at-large, and one from each of the state's 14 congressional districts. The Board elects a chancellor who serves as its chief executive officer and the chief administrative officer of the University System. The Board oversees the public colleges and universities that comprise the University System of Georgia and has oversight of the Georgia Archives and the Georgia Public Library Service.

THE ROLE OF PRESIDENT

Reporting to the chancellor of the USG Board of Regents, the president serves as chief executive officer for Georgia College and is responsible for all financial, strategic, and visionary oversight of the university. The president's executive cabinet includes the provost and vice president for academic affairs; the vice president for finance and administration; the vice president for student life; the vice president for university advancement; and the special assistant to the president. The president is further supported by the [president's council](#).

Additionally, there are nine offices that report directly to the president:

- [Provost and Senior Vice President for Academic Affairs](#)
- [Vice President for Finance and Administration](#)
- [Vice President for Student Life](#)
- [Vice President for University Advancement](#)
- [Office of Internal Audit and Advisory Services](#)
- [Office of University Communications](#)
- [Office of Legal Affairs](#)
- [Office of Inclusive Excellence](#)
- [Office of University Events and Protocol](#)

OPPORTUNITIES AND CHALLENGES

The next president of Georgia College will have the opportunity to lead the university as it further positions itself among national public liberal arts colleges, particularly in this time of great challenge and transition in the wake of the COVID-19 pandemic. With the needs of industry changing rapidly at the state, national, and global levels, Georgia College's value proposition as a leading public liberal arts university must be championed more than ever.

Working with a dedicated community poised for continued growth, the 12th president of Georgia College will have the opportunity to:

- **Increase diversity among students, faculty, and staff and foster a culture of equity and inclusion:** The incoming president of Georgia College will serve as chief champion and advocate for diversity, equity, and inclusion and will lead strategic efforts to uphold the university's commitments to building and supporting a diverse educational community. The president will prioritize initiatives intended to make measurable progress toward the university's goals of increasing the diversity of its student body, faculty, and staff. The next president will also work to cultivate an environment of support and belonging for Georgia's College's community members, addressing and supporting the needs of those from underrepresented backgrounds. The president will also be responsible for

securing and dedicating the resources needed to effect demonstrable change in this space and achieve preeminence as a model for excellence in diversity and inclusion for the state of Georgia, the region, and the nation.

- **Serve as a vocal advocate for Georgia College’s public liberal arts mission and shape a vision that continues to develop the university as a preeminent liberal arts institution:** Georgia College has developed tremendously since its designation as a public liberal arts university over 25 years ago, embracing this mission and identity in every aspect—from academic programs to student life, inclusive excellence, and community engagement. In essence, its liberal arts mission is more than a designation: it is the university’s *raison d’être*. The next president will not only understand and support this identity as a liberal arts institution, she/he/they will tirelessly advocate for its mission within the system and beyond. The next president will also broadly communicate the value of Georgia College’s liberal arts mission and approach at every opportunity and develop a strategic vision that will further distinguish it at the state and national levels.
- **Strengthen community engagement in service and support to the university’s local and regional communities:** Georgia College has a rich tradition of engagement with its local community, creating points of connection that improve lives and greatly contribute to the economic development of the overall region and state. Still, there is room to strengthen these relationships and celebrate the community’s rich diversity and opportunities. Serving as a visible and engaged member of the local community, the next president will lead efforts to further integrate the university into the community, developing strong bonds and trusted partnerships between members of the university and the community. Building pathways for the university to partner with industry, nonprofit, educational, and legislative leaders, the new president will embody the university’s values of respect for, and responsibility within, the diverse community of which it is an integral part.
- **Build Georgia College’s financial resources:** With state funds harder to secure and never guaranteed, the president will need to advocate tirelessly for Georgia College and innovate when it comes to raising support and funds and devising new revenue streams. Building up the university’s endowment will be an especially critical opportunity for the incoming president, as it will help the university increase autonomy within the state system and decrease reliance on state funds. With more financial flexibility, the president will have the opportunity to allocate resources toward new programs, initiatives, and capital improvements that support students, faculty, and staff and ensure the university’s growth regionally and nationally as a premier public liberal arts institution.
- **Grow enrollment by attracting and retaining talented and engaged students from a wide range of backgrounds:** In addition to advocating for Georgia College’s liberal arts mission to system and state leadership, the next president must leverage the university’s unique programs and experiential approach to recruit new generations of students, including undergraduate and graduate, from a wide range of backgrounds and identities. Additionally, she/he/they must also build the university’s capacity to support and retain a diverse student population, recognizing and addressing the unique needs of today’s students, particularly in a post-pandemic environment, and demonstrating a commitment to their success at Georgia College and beyond.
- **Build, support, and retain a diverse leadership team and continue a strong culture of shared governance:** As this new chapter begins for Georgia College, the next president will have the opportunity to attract and retain talented leaders and educators to the university at all levels.

Embodying Georgia College's values, mission, and commitments, the incoming president will continue to support and shape an exemplary culture of transparent leadership and shared governance that promotes communication among all stakeholders and brings all voices to the table as the university strategizes about its future. One of the first leadership opportunities for the incoming president will be to lead the search for the permanent vice president for university advancement.

DESIRED QUALIFICATIONS AND CHARACTERISTICS

The incoming president of Georgia College must first and foremost demonstrate a deep passion for the liberal arts and a personal commitment to the university's mission as a public liberal arts institution. Leading candidates will have a record of serving as champion for the liberal arts within a multitude of contexts. The next president must also be innovative, nimble, and intentional in acting as the university's chief strategist, fundraiser, and spokesperson, particularly as the national higher education landscape continues to change rapidly and the need for ingenuity and resources remains constant.

In addition, the 12th president of Georgia College should possess many of the following experiences, qualities, and attributes:

- Leadership experience within an academic liberal arts environment;
- A record of achievement in attracting, retaining, and supporting students, faculty, and staff from historically underrepresented and marginalized backgrounds;
- Excellent relationship-building skills and a desire to authentically connect with a diverse range of stakeholders and community members;
- A record of advancing institutional partnerships within local and regional communities and dedication to being a good community partner and leader within Georgia;
- Knowledgeable and conversant on key issues affecting higher education, specifically public and liberal arts institutions;
- Proven ability to collaboratively develop a strategic vision, communicate the vision, and execute the vision with the support of the community;
- A record of transparent, inclusive, and equitable leadership and demonstrated ability to foster connectivity and belonging within an institution;
- A visible commitment to shared governance;
- Demonstrated record of allocating resources in support of DEI initiatives;
- Deep knowledge of enrollment management and the ability to use data to inform strategic decisions;
- The ability to lead within a complex public system;
- Experience handling complex budgets and matching institutional goals with finite resources;
- Successful fundraising experience and the ability to advocate for resources at the system and state levels and think creatively about new sources of funding;
- A desire to be accessible to students, meeting them where they are and supporting them in their journeys at Georgia College;
- Experience managing growth and the vision to identify and embrace new opportunities that align with the university's mission;

- Excellent communication skills including the ability to listen and receive feedback from others;
- A record of inspiring, affirming, and empowering members of a team and identifying and attracting talented leaders to an institution; and
- A personal and professional reputation for authenticity, integrity, courage, resilience and service to others.

APPLICATION PROCESS

The Georgia College Presidential Search and Screen Committee will begin accepting nominations and reviewing applications immediately. Requested application materials include a letter of interest, curriculum vitae, and professional reference list. References will not be called without explicit permission.

Although applications will be welcomed until a new president is selected, for best consideration, all candidates should submit materials by **June 1st, 2021** to GeorgiaCollegePresident@storbecksearch.com. The new president is expected to begin on **September 1st, 2021**.

For more information about Georgia College & State University, please visit: www.gcsu.edu.

Georgia College is being assisted in this search by [Storbeck Search](#). For additional information, please contact:



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GCSU is an Equal Opportunity / Affirmative Action institution, with a commitment to cultural, racial, and ethnic communities. Women and minorities are encouraged to apply. It is expected that successful candidates share in this commitment. For more information, please visit our web page at www.gcsu.edu.