INTRODUCTION

History

Jacksonville State University (JSU) has evolved from modest beginnings as a State Normal School into the educational center of Northeast Alabama. Governor Edward O’Neal signed into law a bill creating the preparatory school for children of the town and surrounding areas on February 22, 1883. Jacksonville State Normal School acquired the facilities and equipment of Calhoun College, consisting of 12 acres of land and a two-story brick building.

The Normal School remained in operation until 1930 when it became Jacksonville State Teachers College. Five years later, the College earned regional accreditation from the Southern Association of Colleges and Schools, when the first graduate program, the master’s degree in elementary education, was created. On August 17, 1967, the Legislature established an independent Board of Trustees for the University and divested jurisdiction from the State Board of Education.


JSU has developed into a modern regional university serving Northeast Alabama on a 318-acre campus with 58 buildings. In addition, the University operates an off-campus center at JSU-Gadsden and serves as many as nine video conferencing sites.
Through its programs of teaching, research, and service, Jacksonville State University has served the region and state for more than 100 years.

INSTITUTIONAL CHARACTERISTICS

Enrollment and Student Profile

Student enrollment in Fall 2002 set a record high of 8930, a 7.1 percent increase in comparison to the previous year. The student population exhibited relatively traditional characteristics, with 79 percent of the undergraduates of traditional age (18 – 24 years) and 70 percent full-time students. Out-of-state students made up approximately 19 percent of the student body. In addition to students from 45 states within the United States, 212 international students representing 73 countries, contribute to a diverse student population. The student profile for Fall 2002 is summarized below:

<table>
<thead>
<tr>
<th>Head Count Enrollment</th>
<th>FTE Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Students</td>
<td>8930</td>
</tr>
<tr>
<td>Graduate Students</td>
<td>7666</td>
</tr>
<tr>
<td></td>
<td>1008</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Undergraduate Students</th>
<th>Graduate Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time Students</td>
<td>70%</td>
<td>Minority Population27.2%</td>
</tr>
<tr>
<td>Out-of-State Residents</td>
<td>19%</td>
<td>Female 59.4%</td>
</tr>
<tr>
<td>International Students</td>
<td>2.4%</td>
<td>Male 40.6%</td>
</tr>
<tr>
<td>Students from Local Eight-County Area</td>
<td>53.4%</td>
<td>Average ACT Score for First-Time Freshmen (Fall 01) 20.0 (n=832)</td>
</tr>
</tbody>
</table>

Source: 2002-03 Fact Book

Faculty and Staff

JSU is primarily an undergraduate institution. Therefore, the principal emphasis on faculty activity is that of teaching, which is complemented by service and scholarly activities that promote the teaching and learning process. The majority of the faculty engage in some scholarly activity and/or professional development for the purposes of enhancing teaching. The level of this activity ranges from major research grants to
internally funded pursuits focused primarily on teaching pedagogy. The majority of administrators are also involved in teaching. Approximately 16 percent of student credit hour production comes from courses taught by part-time or adjunct faculty, and the overall average student/faculty ratio is 20:1. Fall 2002 data for faculty and staff are summarized in the tables below.

**Faculty Information**

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time Teaching Faculty</td>
<td>289</td>
<td>289</td>
</tr>
<tr>
<td>Male</td>
<td>161 (55.7%)</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>128 (44.3%)</td>
<td></td>
</tr>
<tr>
<td>Terminal Degrees</td>
<td>194 (67%)</td>
<td></td>
</tr>
<tr>
<td>Tenured Faculty</td>
<td>108 (37.4%)</td>
<td></td>
</tr>
<tr>
<td>Part-Time Teaching Faculty</td>
<td>122</td>
<td>20</td>
</tr>
<tr>
<td>Total FTE Faculty</td>
<td>309</td>
<td></td>
</tr>
</tbody>
</table>

**Administrator/Staff Information**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive/Administrator/Manager</td>
<td>48</td>
</tr>
<tr>
<td>Professional – Non-Faculty</td>
<td>108</td>
</tr>
<tr>
<td>Secretarial/Clerical</td>
<td>160</td>
</tr>
<tr>
<td>Technical/Paraprofessionals</td>
<td>99</td>
</tr>
<tr>
<td>Skilled Craft</td>
<td>25</td>
</tr>
<tr>
<td>Service/Maintenance</td>
<td>128</td>
</tr>
<tr>
<td><strong>Total JSU Employees</strong></td>
<td><strong>979</strong></td>
</tr>
</tbody>
</table>

Source: 2002-03 Fact Book

The University has assigned a high priority to improving faculty salaries. In addition to a cost-of-living increase for the 2001-02 academic year, funds were made available for salary adjustments to be used in cases where faculty salaries were well below market. The need to bring salaries up to the level of those of peer institutions and eventually to regional/national averages was brought to the attention of University President, William Meehan in a meeting with the Academic Council in the summer of 2001. The President committed to a long-range plan to address salary compression.
The adjustments, made in Spring 2002, represented the first step towards bringing the salaries of JSU faculty up to those of comparable institutions in the state, the region, and national levels. Improving faculty salaries at JSU continues to be a high priority for the JSU administration.

**Academic Programs**

The University offers 39 programs leading to the baccalaureate degree, 21 master's degree programs, and 2 educational specialists programs. Graduate degrees offered include: Master of Arts, Master of Business Administration, Master of Public Administration, Master of Science, Master of Science in Education, Master of Science in Nursing, and the Educational Specialist.

The academic departments are organized into four colleges: the College of Arts and Sciences, the College of Commerce and Business Administration, the College of Education and Professional Studies, and the College of Nursing and Health Sciences.

Enrollment figures by college are provided in the table below and reflect data from Fall 2002:

<table>
<thead>
<tr>
<th>College</th>
<th>Number of Students</th>
<th>Percent of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of Arts &amp; Sciences</td>
<td>2887</td>
<td>32.3</td>
</tr>
<tr>
<td>College of Education &amp; Professional Studies</td>
<td>3136</td>
<td>35.1</td>
</tr>
<tr>
<td>College of Commerce &amp; Business Administration</td>
<td>1277</td>
<td>14.3</td>
</tr>
<tr>
<td>College of Nursing &amp; Health Sciences</td>
<td>540</td>
<td>6.1</td>
</tr>
<tr>
<td>Undeclared Majors</td>
<td>1090</td>
<td>12.2</td>
</tr>
</tbody>
</table>

Source: 2002-03 Fact Book

The following table provides a summary of the University's accredited programs and their accrediting agencies.
Nationally Accredited Programs

<table>
<thead>
<tr>
<th>Program</th>
<th>Accrediting Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of Commerce and Business Administration (all programs)</td>
<td>AACSB-International</td>
</tr>
<tr>
<td>College of Education &amp; Professional Studies (all Education programs)</td>
<td>NCATE</td>
</tr>
<tr>
<td>College of Nursing (all programs)</td>
<td>CCNE</td>
</tr>
<tr>
<td>Art</td>
<td>NASAD</td>
</tr>
<tr>
<td>Drama</td>
<td>NAST</td>
</tr>
<tr>
<td>Music</td>
<td>NASM</td>
</tr>
<tr>
<td>Social Work</td>
<td>CSWE</td>
</tr>
<tr>
<td>Technology</td>
<td>NAIT</td>
</tr>
</tbody>
</table>

Economic and Community Impact

JSU is a major economic enterprise in Calhoun and Etowah Counties, providing a total impact of $217 million according to an Economic Impact Study conducted by the Center for Economic Development and Business Research in 1999. Not only is the University a major employer in the area, but also an investor and consumer of goods and services. Since JSU is one of the ten largest local employers in the Calhoun/Etowah area, the University-related expenditures have a significant impact on the area’s economy. The initial impact of spending by JSU, its students, and employees amounts to $88 million. When the University as well as faculty, staff, and students spend money, those expenditures are re-spent causing a substantial multiplier effect on the two-county area in the amount of $128.8 million.

Excluding salaries, wages, scholarships, and construction activity, JSU’s local expenditures totaled $12.7 million for supplies, utilities, insurance, and food services during 1998. The University spends an average of $2.2 million per year for capital outlay and construction spending.
THE SELF-STUDY PROCESS

Purposes and Overview of the Self-Study Process

JSU welcomes the opportunity to critically engage in a self-study that thoroughly examines all aspects of the institution. Through this process, the University hopes to enhance its ability to better serve its students, regional and extended communities, and to achieve reaffirmation of its accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools.

The major purposes of the self-study were to:

• engage representatives from all components of the University in the Self-Study process to ensure that all members of the University community are informed of the institution’s responsibilities related to public accountability and educational quality;

• examine and evaluate all aspects of the University to determine areas of strength and areas needing improvement, as well as to formulate strategies to enhance institutional effectiveness; and

• develop an accurate, analytical report providing a comprehensive overview of the institution to be used in self-improvement and as the foundational document to evaluate institutional compliance with the Criteria by the reaffirmation team.

The self-study process was organized into eight phases:

1. Preparation – during which the Steering Committee and Principal Committees were organized, the purpose and goals developed, the Self-Study Manual was written, the University community was informed of the
impending self-study, and the training meetings for the committees were conducted.

2. Information Gathering – during which Audit Reports were completed by all units, Unit Report formats were developed, unit self-studies were conducted and Unit Reports were completed; surveys were identified/developed and administered to students, faculty, staff, and administrators.

3. Self-Study First Draft – prepared by principal committees who wrote their preliminary reports based on information from Unit Reports, surveys, and other University documents and manuals.

4. Steering Committee Review – during which the Steering Committee reviewed each section of the preliminary report and made recommendations for additions/deletions/changes.

5. Self-Study Second Draft – in which revisions were made to refine the report.

6. University Review – was conducted when the Self-Study Report was disseminated for critique by the University community via the JSU Intranet, print copies, and open hearings.

7. Editorial Review – in which the Self-Study Directors and Editor of the Self-Study reviewed the Report.

8. Final Draft of the Self-Study Report and Preparation of the Follow-up Plan – during which the revised sections were incorporated into a cohesive
Self-Study document, and the University administrators, working collaboratively with all University units, developed the follow-up plan.

Organization of the Report

This report is organized by major section of the Criteria and addresses individually each "must" statement in the Criteria. Each section and subsection begins with the “must” statement repeated in bold face, followed by the presentation of findings pertaining to the “must” statement. At the end of the narrative there is a conclusion statement that identifies the University’s compliance or lack of compliance with the stated criterion. Following the conclusion statement are recommendations for improvement when the institution is out of compliance with a criterion. Suggestions are included when they are deemed appropriate for changes/improvements to the current status.

Self-Study Committee Members

The members of the campus community who participated as members of self-study committees include those listed below.

STEERING COMMITTEE

Dr. Martha G. Lavender, Dean - College of Nursing and Health Sciences – Co-Chair of Steering Committee
Dr. Louise J. Clark, Associate Dean - College of Commerce and Business Administration – Co-Chair of Steering Committee
Dr. Harvey Jackson, Department Head of History and Foreign Languages – Chair, Principal Committee on Principles and Philosophy of Accreditation
Dr. Alice Cusimano, Associate Vice-President of Academic and Student Affairs – Chair Principal Committee on Institutional Purpose and Institutional Effectiveness
Dr. Franklin King, Professor, Director of Distance Education – Chair, Principal Committee on Educational Programs
Ms. Connie Edge, Director of Alumni Affairs – Chair, Principal Committee on Educational Support Services
Dr. Bill Scroggins, Professor, Department Head of Finance, Economics, and Accounting – Chair, Principal Committee on Administrative Processes
Mr. Tim Smith, *Director of Institutional Effectiveness – Resource Member*
Dr. T. Allen Smith, *Professor, Coordinator of Assessment – Resource Member*
Mr. Joe Whitmore, *Office of Special Services – Resource Member*
Ms. Stacy Cross, *Student Representative - Nursing*

**Self-Study Editor**
Dr. Carmine DiBiase, *Associate Professor of English*

**Committee on Philosophy and Purpose**
Dr. Harvey Jackson, *Department Head of History and Foreign Languages – Chair, Principal Committee on Principles and Philosophy of Accreditation*
Dr. George Cline, *Associate Professor of Biology*
Ms. Karen Davis, *Acting Director, Human Resources*
Ms. Karen Gregg, *Certification Secretary*
Dr. John Jones, *Assistant Professor of English*
Dr. Quinn Head, *Professor of Educational Psychology*
Ms. Amy Philips, *Student Representative*

*Resource People:*
Dr. Martha Lavender, *Dean, College of Nursing and Health Sciences*
Dr. Allen Smith, *Coordinator of Assessment*
Mr. Joe Whitmore, *Office of Special Services*

**Subcommittee on Institutional Purpose**
Dr. Jerry Kiser, *Associate Professor of Education and Chair of Institutional Purpose Subcommittee*
Dr. Shawn Carter, *Assistant Professor of Economics*
Dr. Brenda Roberts, *Professor of Nursing*
Ms. Sonja McAbee, *Associate Professor and Assistant Librarian*
Dr. Benjamin Blair, *Assistant Professor of Biology*
Dr. Harry Nuttall, *Assistant Professor and Assistant Librarian*
Mr. Matt Wiram, *Student Representative*
Mr. Steven Harper, *Student Representative*

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Dr. Allen Smith, *Coordinator of Assessment*
Mr. Joe Whitmore, *Office of Special Services*

**Subcommittee on Institutional Effectiveness**
Mr. Bill Hubbard, *Professor and University Librarian and Chair of Institutional Effectiveness Subcommittee*
Dr. Maureen Newton, Assistant Professor of Social Work
Dr. Brent Cunningham, Assistant Professor of Marketing
Mr. David Zeigler, Director, Multicultural Services
Mr. George Lord, Director, Physical Plant
Ms. Cicely Hayes, Student Representative

Resource People:
Dr. Allen Smith, Coordinator of Assessment
Mr. Joe Whitmore, Office of Special Services

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Ms. Lisa Williams, Instructor of English and Associate Dean, College of Arts and Sciences and Chair of Subcommittee on Undergraduate Programs
Dr. LaJoyce Debro, Professor of Biology
Ms. Gloria Horton, Instructor of English
Dr. Patricia K. Lowry, Associate Professor of Education
Mr. Marvin Shaw, Professor of Art
Dr. Jane Freeman, Professor of Nursing
Dr. Doris Bennett, Associate Professor of Economics
Mr. Jess Godbey, Instructor of Technology
Ms. Sherry Todd, Student Representative
Ms. Melissa Davis, Student Representative

Resource People:
Dr. William Carr, Dean, College of Graduate Studies and Continuing Education
Ms. Martha Mitchell, Director of Admissions
Dr. Earl Wade, Dean, College of Arts and Sciences

Subcommittee on Graduate Programs

Dr. Cynthia Harper, Associate Professor of Special Education and Associate Dean of the College of Education and Professional Studies and Chair, Subcommittee on Graduate Programs
Dr. Don Patterson, Professor of Psychology
Dr. Beth Hembree, Professor of Nursing
Dr. Johnny Hammett, Associate Professor of Health, Physical Education, and Recreation
Dr. Kelly Gregg, Associate Professor of Geography
Ms. Susan Beard, Certification Secretary
Dr. Steve Armstrong, Professor of Special Education
Dr. George Whitesel, Professor and Assistant Librarian
Ms. Karen Nemeth, Instructor of Family & Consumer Science
Ms. Shelley Coley, Student Representative
Ms. Suzanne Freeze, Student Representative
Resource People:
Dr. William Carr, Dean, College of Graduate Studies and Continuing Education

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Ms. Jodi Poe, Library Technical Assistant
Ms. Vicki Brown, Program Coordinator, In-Service Education Center
Ms. Kathy Cambron, Acting Registrar
Dr. Barry Cox, Professor of Chemistry
Dr. Mark Hearn, Associate Professor, Management
Ms. Hanrong Wang, Law & Technology Librarian
Ms. Sherri Restauri, Instructional Media Specialist
Ms. Ann Well, Director of Continuing Education
Ms. Christie Shelton, Student Representative

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Dr. William Carr, Dean, College of Graduate Studies and Continuing Education
Dr. Franklin King, Professor of Instructional Media and Director of Distance Learning

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Mr. Ken Bodiford, Assistant Professor of Music & Director of Bands
Dr. Steve Nowlin, Associate Professor of Education
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Dr. Ardie Dial, Assistant Professor of Criminal Justice
Dr. Suzanne Marshall, Associate Professor of History
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Dr. Rebecca Turner, Vice President for Academic and Student Affairs

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Ms. Janet Smart, Instructor of English
Dr. David Dempsey, Assistant Professor of Mathematics
Dr. Mark Meade, Assistant Professor of Biology
Dr. Jay Ketterer, Director, International House
Mr. Earnest Fletcher, Student Representative

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Mr. Greg Bonds, Director, Compliance Services
Mr. Alan Wallace, Technology Analyst
Mr. Greg Nabors, Systems Analyst
Ms. Blanche Colley, Instructor of Curriculum & Instruction
Dr. Randy Wood, Associate Professor of Criminal Justice
Ms. Heather Harper, Student Representative

Resource People:
Dr. Franklin King, Professor of Instructional Media and Director of Distance Learning

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Mr. Nelson Coleman, University Police Chief
Ms. Allyson Barker, Comptroller
Mr. Mark Brandon, Instructor of Music
Ms. Debra Carmack, Student Support Coordinator
Ms. Joy Brindle, Bookkeeper, Development Office
Dr. Steve Whitton, Professor of English
Mr. Robert Hayes, Student Representative

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Dr. Claudia McDade, Director of Learning Resources

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Ms. Debby Bishop, *Associate Director, Athletics*
Mr. Sean Ponder, *Manager, Academic Computer Service*
Ms. Michelle Alford, *Sports Information*
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Dr. Jeff Zanzig, Assistant Professor of Accounting
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Ms. Stacy Dickeson, Student Representative

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Dr. William Fielding, Dean, College of Commerce & Business Administration

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Dr. Rita Boydston, Assistant Professor of Education
Dr. Joann Krauss, Assistant Professor of Management
Dr. Sandra Stone, Associate Director, JSU-Gadsden
Ms. Karen Myers, Instructor of Computer Science
Dr. Llew Cook, Assistant Professor of History
Mr. Don Killingsworth, Student Representative

Resource People:
Mr. George Lord, Director, Physical Plant

Subcommittee on Externally Funded Grants & Contracts & Related Corporate Entities

Mr. Gary Dempsey, Director, Human Resources and Chair of Subcommittee on Externally Funded Grants &Contracts & Related Corporate Entities
Ms. Jennifer Parnell, Restricted Funds Accountant
Dr. Bob Felgar, Professor of English
Mr. Jerry Reaves, Instructor of Computer Science
Mr. Ralph Burke, Director, JSU-Gadsden
Mr. Ben Boozer, Account Executive, Center for Economic Development
Ms. Jayra de Moraes Andrade, Student Representative

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Dr. Rebecca Turner, Vice President for Academic and Student Affairs