MISSION STATEMENT

Jacksonville State University is a public, comprehensive teaching institution that provides educational, cultural, and social experiences for a diverse undergraduate and graduate student population. As a student-centered university, Jacksonville State University strives to balance academic challenges with a range of support services for students' academic, career, and personal goals. As an academic institution, Jacksonville State University seeks to produce broadly educated graduates with skills for employment, citizenship, and life-long learning. As a comprehensive university, Jacksonville State University supports scholarly and service activities consistent with its academic and professional strengths.

STRATEGIES TO ACHIEVE STATEWIDE GOALS

Statewide Goal 1  Access

_Elevate the educational attainment levels of all citizens._

1. Work with all sectors of education in Alabama to ensure that students receive a sound educational foundation so as to progress through the educational system successfully.

- **Provide feedback to High Schools and Community Colleges on student success.**
  The Registrar reinitiated the practice of sending grade reports to four community colleges.

- **Sponsor on-campus programs for High School students.**
  Emerging Leaders Day is held each November at JSU. High School counselors from fifteen area counties are asked to select three juniors who are leaders to participate in the daylong program. A total of 217 students from 70 High Schools attended the 2005 Emerging Leaders Day. There are three Preview Days held on Saturdays during the year in which high school students are invited to tour the campus and interact with departmental representatives during a browse session. During the 2006 Spring Preview Days 440 accepted students were able to pre-register for their fall classes.

2. Increase the number of high school accelerated enrollment courses.

- **Expand dual enrollment sites and offerings.**
  On-site teaching of dual enrollment classes has expanded to three additional schools.
3. Increase higher education access to all areas of Alabama through distance learning, focusing particularly on underserved areas.

- **Expand web-based offerings and distance education sites and offerings.**
  Web based offerings were increased by 21 sections and two new videoconferencing sites were added.

- **Make all General Education courses available online.**
  General studies curriculum (areas I-IV) is now offered through distance learning methodologies.

- **Increase use of, and enhance, Blackboard system.**
  Blackboard sections were increased by 29 and upgraded to the latest version of Bb. Blackboard integration with legacy SIS increased automatic online course shell generation for all courses on campus, including all traditional as well as distance courses.

- **Increase number of programs that can be completed entirely online.**
  Two new online degree programs were added.

4. *Increase the number and amount of state scholarships and grants provided to students attending colleges and universities, especially students from low income families.*

- **Increase scholarship funds from the Capital Campaign and other external resources.**
  Scholarship funds through the Capital Campaign were increased to allow for more academically gifted students to receive scholarships. Monthly contributions are identified through the JSU Foundation.

- **Publish brochure reporting availability of institutional scholarships.**
  A published brochure identifying institutional scholarships is printed each year in hard copy. Also, the brochure and listing of scholarships are on the JSU web site.

- **Provide equitable opportunities for all student athletes without regard to race or gender.**
  The Free Application for Federal Student Aid is available in the financial aid office through hard copy and is also available online at [www.fafsa.ed.gov](http://www.fafsa.ed.gov). This information is disbursed to students through the Financial Aid Information booklet and on the JSU web site.

5. *Strengthen the articulation process and the transferability of educational achievements.*

- **Promote AGSC/STARS and articulation on website informing prospective students.**
  JSU maintains a web page on articulation with links to the STARS system at Troy University.

- **Strengthen relations with community colleges.**
  The JSU Admissions Counselors attend college fairs at community colleges annually. In addition to those visits, the Admissions Counselors schedule private visits at primary feeder community colleges annually.

- **Review and revise all General Studies syllabi to facilitate articulation.**
  General Studies syllabi are revised annually and sent as a single document to Shannon Nichols at AGSC/STARS, snichols@stars.troy.edu.

- **Periodically update web pages to reflect articulation.**
  The articulation web page is updated at least annually to reflect the new course catalog. Interim updates are made as course changes are noted.

6. *Offer effective adult education, GED, and literacy programs to allow citizens the opportunity to access progressively higher levels of education and training.*

- **Increase evening and weekend course offerings.**
  Evening and weekend course offerings made up 17.6% of all courses offered at JSU in Fall 2005. This is a 3.4% increase over Fall 2004.

- **Offer continuing education courses in a variety of subjects.**
The Office of Continuing Education offers Academic Preparation courses that will assist students in taking their ACT, SAT, MAT, and GRE. Personal Enrichment, Career Development, Health Care Certificate Programs, and On Line Opportunities are offered.

- **Provide space for GED preparatory courses to be delivered on campus.**
  A classroom and office with storage space has been provided in Self Hall.

7. Improve the recruitment, retention, and persistence to graduation for all levels of education.

- **Refine assessment to determine why students leave.**
  Non-returning students are surveyed to determine why they leave.

- **Develop early intervention programs for those assessed to be at-risk for leaving.**
  JSU offers developmental coursework to assist students whose entrance scores suggest they will have difficulty succeeding in core first year courses. The university recognizes that these students are at-risk for leaving if they are not successful academically. These developmental courses are in the areas of quantification, reading, and writing. Additionally, JSU encourages students who just barely fall below the entrance exam score required for admission to complete an intensive summer session—Experiencing Success in Education and Life (ExSEL)—as an alternate route to admission. Since 1993, this program has assisted over 800 students.

- **Provide on-site student service visits at community colleges to improve recruitment.**
  In addition to attending the regular college fairs at community colleges JSU staff also scheduled private visits at our primary feeder schools.

- **Continue to strive to recruit student athletes who exceed NCAA minimum requirements.**
  By recruiting student athletes who meet JSU admission requirements, NCAA minimum requirements are often met as well.

- **Provide tutoring at all levels.**
  Tutoring Services tutored a total of 860 students during the major terms (Fall/Spring) for the 2005-06 academic year. This number represents an increase of 76 students from the previous academic year (2004-05). Retention of students in the tutorial program increased from 80.36% in the 2004-05 academic year to 83.27% during the 2005-06 academic year. Passing rate for students utilizing tutoring increased from 74.10% during the 2004-05 academic year to 83.87% during the 2005-06 academic year.

8. Increase the percentage of citizens who complete associates and bachelor's degrees.

- **Maintain financial-aid accessibility for qualified students.**
  The Financial Aid Office maintains financial aid accessibility for students by offering various presentations on how to apply for aid and what programs are available. These are presented both on campus and at local high schools. Information on scholarships and applications is available to student online.

- **Maintain tuition rates at or below state median.**
  Based on the JSU average undergraduate enrollment of 12 credit hours, students at JSU will experience no tuition increases in Fall 2006. Graduate tuition also remains unchanged from Fall 2005.

- **Enhance student support services, e.g. counseling, mentoring, abuse programs, tutoring, etc.**
  A survey has been created and administered to gauge success of tutoring and counseling support of student athletes.

- **Provide flexible course scheduling and delivery.**
  Evening and weekend course offerings made up 17.6% of all courses offered at JSU in Fall 2005. This is a 3.4% increase over Fall 2004.

- **Maintain student athletes’ progress, retention and graduation rates that exceed NCAA requirements.**
The NCAA Academic Performance Program ensures that student athletes stay on course in their pursuit of a college education.

Statewide Goal 2  **Cooperation**

*Offer relevant educational programs that address economic, intellectual, and social problems by partnering with business, government, K-12, and private sector entities.*

1. **Respond to the educational needs of an increasingly diverse population that includes more minorities, immigrants, working adults, and senior citizens.**

   - **Develop and maintain critical sections of the website in the Spanish language.**
     The JSU Newswire was published on the web in Spanish until September 2005.

   - **Expand Continuing Education offerings.**
     Continuing Education offerings have been expanded to include opportunities for new career development: Homebuilding, Principles of Private Investigation, Personal Fitness Trainer Certifications, and new on line providers have been added.

   - **Promote the English Language Institute to provide ESL assistance to foreign students.**
     The English Language Institute assists non-native English speakers who want to learn English for academic and professional purposes. Classes are designed for people who have an interest in gaining admission to JSU or other colleges in the United States. There are currently 13 students from four countries in the four-level academic program, which includes classes in Listening/Speaking, Reading/Writing, Grammar, and Pronunciation. There are six sessions per year (four 7 ½-week sessions during the academic year and two six-week sessions in the summer).

   - **Promote International House program that pairs foreign students with American students in a residential environment.**
     The International House: successfully recruited a full complement of American and International students for the year; provides translations as needed for Coosa Valley Youth Services; provides annual training for the World Citizenship Badge to Boy Scouts of Northeast Alabama yearly; students visited local and regional elementary and middle schools; hosted visits from Ragland High School and Donoho High School; students presented programs to local and regional churches, Kiwanis groups and Rotary Clubs. In July 2006 the International House and the International Endowment Foundation, Inc. hosted a reunion/60th anniversary celebration in Paris, France for 147 alumni and school officials.

   - **Increase evening and weekend course offerings.**
     Evening and weekend course offerings made up 17.6% of all courses offered at JSU in Fall 2005. This is a 3.4% increase over Fall 2004.

2. **Align with business and industry in Alabama to identify their needs for a trained workforce of prepared citizens who are able to move into jobs and perform them with a high level of success.**

   - **Expand Technology programs to support Alabama’s automotive industry.**
     The Technology Department began partial implementation of the new Master of Science in Manufacturing Systems Technology during 2005-06 by offering one course each full term. This degree program was specifically developed to help provide manufacturing professionals with knowledge and skills needed to successfully lead Alabama’s high tech manufacturing enterprises. Expanded offerings are planned for 2006-07. The Technology Department continued to develop its cooperative education program with Honda Manufacturing. Currently, eight Technology students are actively participating in cooperative education experiences with Honda. Feedback from this program indicates that Technology students perform well in their coop responsibilities and that Honda wishes to continue to expand the program. Preliminary work was initiated to develop a baccalaureate program in Automotive Manufacturing Management. This program could be ready for implementation for the 2007-08 academic year.

   - **Provide leadership in the Calhoun and Etowah County Chambers of Commerce.**
     Minutes of the Calhoun and Etowah County Chambers of Commerce will indicate that the President or his designee attended each monthly meeting and provided leadership at those meetings and during various assigned projects. Records in the Calhoun County Chamber of Commerce office will indicate that JSU’s President is serving as vice chair and chairman-elect for 2006 and will be chairman in 2007.
• **Encourage and mentor local businesses through the Small Business Development Center.**
  The Small Business Development Center counseled and conducted workshops for 1152 small businesses in the JSU service area and Center personnel are members of the board of directors of the Northeast Alabama Entrepreneurial Center.

• **Sponsor career fairs and employment counseling/interviewing workshops.**
  Career Placement Services hosts a fall career fair for non-teaching majors and a spring education fair. Both fairs brought over 90 organizations to campus with over 200 recruiters. An average of 500 students participated in these fairs during the 2005-2006 academic year.

3. **Increase the number of well-prepared teachers and develop incentives to meet the demands of critical subject mastery shortages particularly in underserved areas of the state.**

• **Continue graduating the most teachers of any Alabama institution.**
  During fall 2005 and early spring 2006, faculty members of the New Student Population Committee personally delivered 225 College of Education and Professional Studies information packets to 33 P/12 partner schools in Alabama and Georgia.

• **Provide teachers resource center accessible to current teachers.**
  In the 2005-2006 academic year, the Learning Resource Center became more searchable through an improvement in record keeping. Library staff worked with staff in the Learning Resource Center to improve the MARC records for each item held in the LRC. This improvement will not only allow teachers and students to find more materials, but will allow the Houston Cole Library to share information concerning the holdings of the LRC. LRC staff participated in an Athena workshop. The Athena software is used for record keeping in the LRC. A one and a half inch alphabet, eight new dies, and an eight-inch die of the JSU Gamecock were added to the Ellison die collection. The LRC added 389 books to the library, 20 new test assessments, 8 DVDs, and 4 Videos.

• **Ensure Education programs, as measured by the PEPE evaluation, pass with an A.**
  The 2005-2006 report card for Teacher Education Programs in Alabama is currently unavailable through the Alabama State Department of Education.

• **Ensure teacher education graduates are highly qualified in terms of subject mastery.**
  New teacher education programs were submitted to the Alabama State Department of Education in July 2005, reviewed in November 2005, and approved in March 2006. All programs include benchmarks that candidates must meet in order to achieve highly qualified status upon program completion. Only highly qualified candidates are recommended for teacher certification.

• **Offer additional courses to assist teachers meet highly qualified standards.**
  All programs include benchmarks that candidates must successfully meet to attain highly qualified teacher status. Programs were adjusted to include courses to assist teachers in meeting this goal.

• **Provide information about and design programs to meet current demand areas in K-12 education.**
  Teachers holding degrees in math, science, and technology are in great demand in the public school arena. Inservice opportunities that include AMSTI training will strengthen content knowledge in these specific academic areas and will improve teachers’ instructional abilities as they interact with P/12 students.

4. **Strengthen health care training programs and develop incentives to meet the shortage of health care workers in Alabama.**

• **Provide an online Master of Science in Nursing (MSN) program.**
  In December 2005, the Alabama Commission on Higher Education amended the post-implementation conditions mandated when the MSN program was initially approved. During 2005-2006, a total of 10 students (3 part-time, 7 full-time) graduated from the MSN program. There were 44 students enrolled in MSN courses for Fall 2006 with an additional 21 transient UNA students for a total headcount of 65 students.
• Offer an online RN to BSN program for nurses with associate degrees.
The RN to BSN (STEP) program continues to grow with enrollment increasing from 9 in Fall 2001 to 100 in Fall 2006. With the implementation of the RN to BSN to MSN program, enrollment in the MSN program is enhanced. Enrollment has also increased with the implementation of the collaborative arrangement with University of North Alabama (UNA). The exponential growth of the STEP program necessitated increased administrative and physical infrastructure to support the program. Two new administrative support positions were added: Director of Student Services for the RN to BSN and MSN Programs and a secretary. Five rooms previously utilized by the Nursing Center Clinic (now closed) were converted to offices.

• Address salary disparity between nursing faculty and practitioners to recruit and maintain quality faculty.
Starting salary for master’s prepared nursing faculty was increased by 4%. A significant disparity between practitioners and nursing faculty continues to exist. Proposals were presented to the Alabama Hospital Association (Northeast Alabama Council) and Northeast Alabama Regional Medical Center for assistance in recruiting new faculty members.

• Sponsor an annual conference for health care workers through continuing education and Nursing.
The 10th Annual Continuing Education Conference for Nurses was held July 14, 2006. Dr. Kingsley Sathiakumar, Epidemiologist, Biodefense, Disease Surveillance and Emergency Preparedness Coordinator for Jefferson County Department of Health was the keynote speaker. He focused on Pandemic Influenza, Avian Flue, and Bioterrorism. 147 participants attended eight other sessions with topics ranging from Medication Reconciliation to Teaching Families to Cope with 36 Hours a Day of Dementia Care. Participants were very pleased with the conference ranking overall effectiveness as 3.69 on a 1-4 scale with 4 being outstanding.

5. Provide support for the many activities that enhance the quality of life for Alabama citizens such as health and safety, recreation and the arts, and opportunities for lifelong learning.

• Offer a variety of programs for citizens of Alabama through Continuing Education.
Continuing Education offered 345 courses to 8,625 students generating 48,966 contact hours in the period October 2005-September 10, 2006. These programs consist of Personal Enrichment, Career Development, Professional Development, Computers, and Real Estate. Other varieties of programs are offered in an online format.

• Establish a wireless network for the public to use in the University Library.
A wireless network was established in the University Library during FY2006. This network provides the capability for students, faculty, staff and guests to use their notebook computers in locations throughout the library to access information on the campus network and the Internet.

• Provide Music, Art, and Drama exhibitions/performances that are open to the public.
All three departments provide multiple exhibitions and performances throughout the academic year.

• Provide environmental awareness and community programs through the Environmental Policy and Information Center and the Little River Canyon Field School.
JSU Field Schools (JSUFS) provide annually over 150 programs designed to nurture appreciation of Alabama’s natural and cultural significance, celebrate diversity, and foster stewardship of the natural world. JSUFS promote Natural History and History education from the “deepest canyon to the highest mountain” in Alabama. JSUFS has a commitment to provide affordable and accessible educational opportunities with K-12 environmental and arts programs for school groups at the core of programming. JSUFS also offers children’s family, and adult workshops and classes on subjects such as botany, nature, bird watching, forestry, geology, archaeology, anthropology, astronomy, arts, paddling, hiking, and more. Summer camp programs for children emphasize fun and learning about nature. JSUFS has received national level awards for the past two years for inner city children’s nature camps. Teacher training workshops provide opportunities for educators to obtain continuing Education credits and to gain environmental knowledge and ideas to use in their classrooms. Partners such as the Alabama Bureau of Tourism and Travel, US Forest Service, National Park Service, Alabama State Parks, and many others assist JSUFS in providing high quality and entertaining educational experiences for over 25,000 folks each year. In the past few years JSUFS program sites have multiplied from the Little River Canyon area to include outdoor classrooms at Talladega National Forest, JSU Frog Pond,
Dugger Mountain Wilderness, Terrapin Creek area, JSU Campus, Historic McClellan, and Cheaha State Park. The Little River Canyon Center will begin construction in the fall of 2006 and is expected to open May 2008 to serve over 100,000 visitors annually.

- **Offer an Adult Exercise and Wellness program for senior citizens.**
The Department of Health, Physical Education, and Recreation offers programs for senior citizens including water aerobics, floor exercise, and weight room.

6. **Develop partnerships among K-12, higher education, business, and government to address the issues of accessibility, affordability, and educational attainment of Alabama’s citizens in innovative ways.**

- **Share facilities (Gadsden Ford Center and Ft. McClellan 3181) with Gadsden State.**
Contracts with Gadsden State are on file providing legal basis for the shared facilities at the Joe Ford Center and at McClellan Building 3181.

- **Participate in the Alabama Reading Initiative.**
The College of Education and Professional Studies offers a Master’s Degree in Education with a major in Reading Specialist. Program graduates are employed as reading specialists or reading coaches in P/12. The employment rate of graduates is 100%. Teachers completing programs in Elementary Education, Early Childhood Education, Special Education, Secondary Education – English Language Arts, and Reading Specialist are fully prepared to teach reading based on the modules and standards of the Alabama Reading Initiative. Additionally, six faculty in the College of Education and Professional Studies received intensive instruction in the various instructional modules of the Alabama Reading Initiative.

- **Offer joint MSN through Nursing consortium with Troy.**
The successful collaboration in nursing between Troy and JSU continues. During the 2004-2005 academic year, JSU MSN students enrolled in the following Troy nursing courses: NSG 6671 Pathophysiology, NSG 5512 Assessment, and NSG 5512 Research. Dr. Beth Hembree serves as the point of contact with TSU for day-to-day coordination issues.

- **Establish joint MSN program with the University of North Alabama.**
A Memorandum of Agreement was established in which JSU will offer four courses to students in the new University of North Alabama (UNA) MSN program, beginning Fall 2006. These courses include: NU 442G Transcultural Nursing and Healthcare, NU 544 Statistical Methods for Healthcare, NU 551 Teaching, Learning, and Evaluation in Collegiate Nursing Programs, and NU 550 Developing Instructional Programs in Collegiate Nursing Education. 21 UNA transient students are enrolled at JSU for Fall 2006 taking NU 442G Transcultural Nursing and Healthcare.

- **Provide quarterly seminars for the ten-county East Alabama Regional and Planning Commission.**
Four seminars were offered in 2006 in partnership with East Alabama Regional Planning and Development Commission. These seminars were “The ABC’s of Economic Development in Alabama,” “Emergency Preparedness for People with Special Needs,” “Settling Employee Discipline Disputes,” and “Ethics and the Public Official and Public Employees.”

- **Partner with Troy-Dothan and University of North Alabama to provide training for state associations.**
Training was conducted in partnership with Troy-Dothan and the University of North Alabama for the Associations of County Administrators and County Engineers. Other state associations that were added to the partnership were the County Revenue Officers Association of Alabama, and the Association of 911 District Administrators. The Certificate Program for the Alabama Association of Chiefs of Police was increased to include two more classes.

- **Offer clinics and campus to enhance development of athletic skills.**
Thirty-two athletic camps were conducted with over 2,014 students involved. Camps were conducted in baseball, basketball, softball and soccer.

7. **Enhance the quality of life and culture of all Alabamians through a renewed commitment to the arts and humanities.**
• Offer Kaleidoscope, the annual spring festival of the arts, featuring public performances of literature, music, art, and drama. Kaleidoscope is presented every spring as a series of artistic performances and exhibitions.

• Provide lectures of interest to the general community. The Faculty Scholars Lecture, the Ayers Lecture, the Friends of the Library presentations, including one Alabama Humanities Foundation lecture, and the Phi Beta Kappa Lecture are annual events open to the public.

Statewide Goal 3 Quality

Strengthen instructional programs, evaluate and assess their effectiveness, and use the results to improve quality.

1. Develop a process of accountability that recognizes the needs of all stakeholders in light of Alabama’s finite resources.

• Conduct systematic program review of all programs on a seven-year cycle. In 2005-2006, ten academic and non-academic units participated in JSU’s first cycle of Program Review. All ten units submitted self-studies and non-accredited units convened on-site peer reviews. Reviewer reports will be compiled and submitted to JSU Administration in November 2006.

• Accredit every academic program that is covered by an accrediting agency. Jacksonville State University is accredited by the Southern Association of Colleges and Schools (SACS). Its programs are accredited as follow: Art – National Association of Schools of Art and Design (NASD); Drama – National Association of Schools of Theater (NAST); Music – National Association of Schools of Music (NASM); Social Work – Council on Social Work Education (CSWE); Business – The International Association to Advance Collegiate Schools of Business (AACSB); Dietetics – Commission on Accreditation for Dietetics Education (CADE); Technology – National Association of Industrial Technology (NAIT); Education – National Council for Accreditation of Teacher Education (NCATE); Nursing – Commission on Collegiate Nursing Education (CDNE). Programs currently seeking accreditation include: Communications – Accrediting Council on Education in Journalism and Mass Communication (ACEJMC); Counselor Education – Council for Accreditation of Counseling and Related Programs (CACREP); Public Administration – National Association of Schools of Public Affairs (NASPAA); Learning Services – Preliminary approval for certification by the National Association for Developmental Education (NADE). The Chemistry program is accreditable but the department is not seeking accreditation at this time.

• Conduct annual financial and compliance audits. Financial and compliance audits are conducted by the Examiner of Public Accounts each year. The 2004-05 audit is on file in the VPAA’s office.

• Conduct systematic evaluations of all faculty members by students. Faculty are evaluated by their students at the end of each semester. These form part of the documentation for determining teaching effectiveness.

• Maintain accredited status with SACS. JSU began preparing for its 2013 SACS reaccreditation by appointing the Continuous Improvement Subcommittee of the Institutional Effectiveness Committee. This subcommittee will review the current SACS standards for compliance and develop a long-range plan for improvement implementation that will prepare JSU for accreditation by 2011.

• Maximize potential for academic, physical and emotional welfare of student athletes. JSU CHAMPS Life Skills is committed to providing services and support to student-athletes from admission through graduation and equipping them with life skills to promote success in present and future endeavors. This is done by providing comprehensive academic advisement, an athletic learning community, CHAMPS Mentor Program, academic success skills for all student athletes, and individual tutoring on an as-needed bases.
2. Provide equipment, information resources, appropriate and adequate facilities, and other support for quality teaching and research to enhance student learning including increasing the instructional use of technology.

- **Maintain a life-cycle technology replacement program.**
  The second year of JSU’s life-cycle technology replacement program was completed during FY2006. During the first two years of the program $900,000 was invested to replace or upgrade 600 computers in addition to printers and peripheral equipment in classrooms, labs and public access locations throughout the campus.

- **Seek alternative funding to provide technology resources not provided by the state.**
  JSU worked with area schools and the Calhoun County Chamber of Commerce Foundation on a plan that secured Phase 1 funding from the various participants in an area fiber optic network project. Matching funds were secured from the Alabama Department of Economic and Community Affairs.

- **Maintain smart classrooms in all academic buildings on and off-campus.**
  The purchase and installation of smart classroom equipment has resulted in the utilization of this technology in academic buildings throughout the campus and at McClellan.

3. Provide funding for the recruitment and retention of highly qualified faculty, in order to significantly improve representation by race, ethnicity, and gender.

- **Raise faculty salaries to the regional average.**
  There were two faculty salary adjustments in the last four years.

- **Maintain standing committee on recruitment and retention of minority faculty.**
  The campus committee on recruitment and retention of minority faculty meets quarterly.

- **Advertise faculty and administrative positions on HBCU web site.**
  Advertising on the HBCU web site is an ongoing strategy.

- **Emphasize fringe benefits package in recruitment.**
  The Office of Human Resources meets with all search committees to discuss many aspects of hiring, including the benefits that are offered to new faculty. Search committees are given information that they can distribute to candidates brought to campus for interviews. The HR office also, on occasion, meets with the prospective faculty members to answer questions regarding benefits. The result of these efforts is that new faculty are much better informed of the entire compensation package. In addition, the new faculty move through the orientation process more quickly since they have prior knowledge of the benefits in which they will participate.

- **Consult the Minority & Women Doctoral Directory for faculty and administrative positions.**
  The Minority & Women Doctoral Directory is consulted for each vacancy.

4. Provide faculty development opportunities to strengthen instructional skills.

- **Support travel and professional development for faculty.**
  This is done with annual awards through competitive process.

- **Encourage faculty participation in development such as conferences and workshops.**
  Extended new faculty orientation provides a semester-long opportunity for professional development in the areas of classroom management, grant-writing and online teaching among other topics of interest.

- **Offer professional development activities for faculty on campus.**
  Distance Education offers regular programs and webinars that provide professional development opportunities.

5. Encourage incentives for using assessment results to strengthen programs.

- **Initiate a departmental budget award for the best assessment plan.**
The Assessment Subcommittee reviewed departmental assessment plans and is in the process of collecting assessment measures. An assessment workshop is scheduled for Spring 2007. It will recognize and reward successful departments.

- **Fund faculty participation in assessment-related conferences.**
  The Office of Institutional Research and Assessment funded three JSU faculty and administrators to attend the International Conference and seven faculty attended the Institutional Effectiveness Workshop in San Antonio.

- **Employ a full-time university assessment officer.**
  On June 1, 2005, Dr. Alicia Simmons was hired as JSU’s Assessment Coordinator.

6. **Provide a uniform reporting process denoting the success of students in all sectors of higher education transferring to Alabama’s universities from Alabama’s public two-year colleges (grade point average (GPA), course grades, continuation rate, etc).**

- **Continue articulation work with AGSC/STARS and ACHE.**
  General Studies syllabi are revised annually and sent as a single document to AGSC/STARS.

- **Maintain long-standing assessment model of 2-year success rates.**
  The Registrar provides reports to community colleges related to the success of JSU transfer students. A study of transfer students was disseminated in 2003. A follow-up study is planned for FY 2007.

- **Develop statewide standard definitions for reporting success of transfers.**
  JSU sends a representative for regional universities on the Articulation and General Studies Committee responsible for developing statewide definitions for transfer students.

7. **Use technology to enhance the delivery of higher education.**

- **Upgrade records management using document imaging systems.**
  The document imaging system has been upgraded to support approximately 150 users in 20 offices. These users have used the system to store approximately 3 million images to provide more efficient document processing, storage, sharing and management.

- **Enhance distance learning by establishing more teleconferencing sites.**
  The Office of Distance Education was involved in Phase I of the Calhoun County fiber optic proposal. The intent of the proposal was to interconnect high schools in Calhoun County with the local community and the University to enable high school students to enroll in dual enrollment classes. The project will install fiber cable between the university and Jacksonville High School, and also between Gadsden State Community College, Ayers Campus and Oxford High School. The project will facilitate videoconferencing, enhance Internet capabilities and provide for the exchange of data between participating institutions. Upgrades to existing videoconferencing equipment at the University and Oxford High School took place. The upgrades enabled the University and the participating schools to use the newest Internet protocol. Due to the Calhoun County Fiber Optic Grant, the JSU videoconferencing system was upgraded at two sites, Self Hall and Oxford High School. Two new 880 Tandberg codecs were purchased through the grant which allowed for new industry standard (IP 323) calls to be made. Plans for a new site at Anniston High School were approved. The new site should be made operational during the fall 2006 semester. The JSU videoconferencing equipment that was recently removed from Snead State Community College has been leased to Anniston High School to facilitate/expedite their participation in both the Calhoun County Fiber project and the Governor’s ACCESS program. Due to recent problems experienced at AHS, it is anticipated that the leasing of this equipment may help to facilitate a general, day-to-day educational process of this school. Additionally the location of a videoconferencing unit at AHS opens up the doors to teacher education, dual enrollment, and additional videoconferencing opportunities with and through AHS and JSU. Videoconferencing classes were offered at 14 different sites in Alabama and Georgia. Videoconferencing classes were offered by the College of Education and Professional Studies and the College of Commerce and Business Administration.

- **Modernize administrative information systems.**
The Banner and Luminis systems were purchased to replace the administrative computing systems that have been in place for many years and to provide enhanced web services. Hardware and software systems were installed and the university network was upgraded to support the new systems. During the first nine months of the project, JSU employees have received approximately 8,000 man-hours of training.

- **Maintain Continuing Education Center at Ft. McClellan equipped with modern technology to support distance communications and teaching.**
  The Continuing Education Center moved from Curtiss Hall to McClellan this year. It is equipped with up-to-date technology including Internet access and videoconferencing capabilities.

### Statewide Goal 4  Resources
*Strive for a sustained level of funding that will allow citizens to reach educational objectives, attain cultural and social goals, and position Alabama to compete economically in the region.*

1. **Collaborate with Alabama citizens and interest groups to improve state funding for education including efforts toward tax reform.**
   - **Support the Higher Education Partnership.**
     Jacksonville State University’s president serves as chairman of the College and University presidents within the Higher Education Partnership.
   
   - **Adhere to unified budget concept so higher education speaks with one voice.**
     Jacksonville State University’s unified budget request indicates support of the unified budget as agreed to by the Council of Presidents and the Alabama Commission on Higher Education.

2. **Communicate and promote the value, strengths, effectiveness, and needs of higher education to the general public.**
   - **Increase press coverage of University activities available to the public.**
     In 2005-2006, the News Bureau fulfilled 100% of the 450 publicity requests submitted by faculty, staff and students compared to the 240 requests fulfilled in 2004-2005, resulting in an 87.5% increase in the number of announcements, calendar items, and press releases issued to all area news media and published on the JSU web site.
   
   - **Increase web resources such as program reviews, planning documents, etc. accessible by the public.**
     The program review schedule and PRISM planning & reporting schedule were posted on JSU’s web site in FY 2006 and on the OIRA website, both of which are accessible by the public.
   
   - **Publish studies demonstrating JSU’s financial, cultural, and educational benefit to the region and state.**
     The Center for Economic Development at JSU provides economic impact studies, marketing surveys, and employee attitude assessments. The most recent economic impact study was disseminated in 2005.

3. **Communicate and promote the value, strengths, effectiveness, and needs of higher education to the legislative and executive branches of Alabama’s state government.**
   - **Lobby legislators to support higher education through the Council of Presidents.**
     Jacksonville State University received the highest percentage budget increase in more than ten years in working with leadership in the Alabama House and Senate through the Council of Presidents and the Alabama Commission on High Education.
   
   - **Increase web resources such as program reviews, planning documents, etc. accessible by legislative and executive branches.**
     The program review schedule and PRISM planning & reporting schedule were posted on JSU’s website in FY2006 and on the OIRA website.
4. Increase efficiency through the allocation, reallocation, and utilization of resources to maximize the state’s investment in higher education.

- **Enhance ties between budgeting to planning process for review and priority.**
  Approved PRISM budget requests were compiled and submitted to the Expenditures Subcommittee for FY 2007 funding consideration.

- **Schedule more classes in evening and weekends to maximize physical plant.**
  Evening and weekend course offerings made up 17.6% of all courses offered at JSU in Fall 2005. This is a 3.4% increase over Fall 2004.

- **Encourage cooperation and shared resources among programs and departments.**
  The Departments of Criminal Justice, Sociology/Social Work, Political Science/Public Administration share computer labs and common areas in the newly renovated Brewer Hall. The Departments of Psychology, Technology, and Mathematical, Computing, and Information Sciences share computer labs in the newly renovated Ayers Hall. The Departments of Drama and Music collaborate to produce a musical and an opera each year. The Departments of Art, Drama, Music, English, and History collaborate to offer Kaleidoscope each spring for the community. The College of Business allows the College of Arts and Sciences and College of Education and Professional Studies to hold classes in extra space. The College of Arts and Sciences and College of Education and Professional Studies collaborate on curriculum and course offerings for secondary education majors’ teaching fields.

- **Serve as a regional hub for school and libraries’ Internet access through AREN.**
  All K-12 schools and some public libraries in Northeast Alabama access the Internet through the Alabama Research and Education Network (AREN). AREN supports the Alabama Virtual Library (AVL).

5. Facilitate collaboration among K-12, higher education, business, and government to improve efficiencies and expand opportunities.

- **Expand dual enrollment programs in regional high schools.**
  On-site teaching of dual-enrollment classes has expanded to three additional schools.

- **Expand reciprocal borrowing consortium with UA, UAB, Auburn and AUM.**
  Discussions are underway within the Network of Alabama Academic Libraries (NAAL) to expand the reciprocal borrowing consortium from five to 14 Alabama academic libraries.

- **Support K-12 teachers of math, science, and technology through Department of Education AMSTI grant.**
  Faculty in the College of Education and Professional Studies served as committee members for the Alabama Math, Science, Technology Initiative (AMSTI) Grant. The AMSTI Grant was funded and followed by teacher training provided through the JSU Inservice Center. Faculty from the College of Education and Professional Studies participated in the training sessions and will include the updated information in math, science, and technology course development.

- **Partner with governmental agencies, state associations, universities, businesses, and K-12 in training and education through In-Service and Continuing Education.**
  The Office of Continuing Education provided business and industry training for businesses in the area such as Alabama Specialty Products, Dixie Pacific, Regional Medial Center, and Wellborn Cabinet. The Office of Continuing Education continues to work on the partnership with Troy-Dothan and University of North Alabama to provide certificate training to the Associations of County Administrators, Engineers, County Revenue Officers, and the Alabama Association of 911 Districts. This training is also done in partnership with the Alabama Association of County Commissions. Executive level certificate programs are also offered through the partnership of the three universities (UPACE) for the Alabama Association of Chiefs of Police. Through a partnership with the East Alabama Regional Planning and Development Commission, quarterly seminars are offered for public officials, public employees, educators, and non-profit groups. Real Estate classes for professional license renewal are offered in partnership with the Calhoun County Board of Realtors. License renewal hours are also approved in seminars offered for auctioneers, counselors, social workers, nurses, real estate agents, and law enforcement personnel.
Support the effort to install a fiber optic network for county K-12 schools, higher-education, business and government.
A collaborative effort involving JSU, area K-12 schools and the Calhoun County Chamber of Commerce Foundation resulted in the procurement of funds to initiate the effort to install a fiber optic network. A bid was written and awarded to install two fiber segments: one to connect JSU, Kitty Stone Elementary School and Jacksonville High School and another to connect Oxford High School and Gadsden State Community College – Ayers Campus. Evaluations are being conducted to determine the next phases of the project.

Statewide Goal 5 Workforce Development
Enhance economic prosperity by involving all segments of public education in Alabama’s economic future.

1. Increase the involvement of education in the development of a world-class, technologically skilled workforce.

- Initiate technology partnerships with local industry.
  JSU, area K-12 schools and the Calhoun County Chamber of Commerce Foundation initiated the effort to install a fiber optic network in the Calhoun County area. It is anticipated that this network will be developed to initially serve area schools and later to serve governmental entities and local business and industry.

- Institute a Masters in Manufacturing Technology to support Alabama’s automotive industry.
  The Department of Technology and Engineering, located in the College of Education and Professional Studies offers a Master’s Degree in Manufacturing Systems Technology to support Alabama’s automotive and technical industry.

- Provide scholarship funds for graduate-level work in nursing to ease shortage of educators in that field.
  Between July 1, 2005 and June 30, 2006, a total of 16 MSN students were assisted with tuition support through federal Traineeship funds, representing an expenditure of $18,522.00. The Advanced Nursing Education Traineeship grant application was submitted to HRSA with an award of $17,967 for traineeships for 2006-2007.

- Provide classes and certificate programs in computers and technology.
  The Department of Mathematics and Computer Science offers BS degrees in Computer Science and Computer Information Systems and an MS degree in Computer Systems and Software Design. The Department of Technology offers BS degrees in Computer Integrated Manufacturing Systems Technology, Electronics Technology, Occupational Safety and Health Technology, and Technology, and an MS degree in Manufacturing Systems Technology. Two new programs in technology education were approved by the Alabama State Department of Education in March 2006: The Bachelor of Science Degree in Education with a major in Career Technologies and the Bachelor of Science Degree in Education with a major in Technical Education. The College of Education and Professional Studies continues to offer advanced technology in education courses at the Master’s degree level. The Office of Continuing Education provides computer classes to the general public through regularly scheduled classes in its catalog and by request to business and industry clients. These classes are conducted at JSU McClellan, at Merrill Hall on the JSU campus, and at the Joe Ford Center in Gadsden. A certificate program has been developed to verify when, upon completion, an individual has completed 100 hours of computer training. Classes are also provided in Desktop Publishing and Web Page Design.

- Emphasize use of technology in professional programs supported by well-equipped labs and classrooms.
  The Life-Cycle Technology Replacement program initiated during FY2005 has resulted in the replacement or addition of 600 computers with peripheral equipment to improve the quality of technology available for instruction and research in labs and classrooms throughout the campus.

2. Provide students with pre-employment assessments and technical career programs that lead directly to employment.
• **Provide Career Counseling Center testing, assessment, counseling, referrals and placement.**
The Career Counseling Center provides computer-based testing and assessment using the Myers-Brigg Type Indicator, the Strong Interest Inventory, and the DISCOVER Career Guidance Program. Its career counseling services include resume writing, interviewing skills, job search techniques, career selection, and a career library. The Center provides information on available employment opportunities and posts job listings to assist students in obtaining career-related work experience.

• **Schedule interviews for students that lead directly to employment.**
On-campus interviews by organizations are sponsored by Career Placement Services through individual scheduling as well as the annual Professional Connection Interview Day. Aside from the career fairs, 20 organizations conducted interviews on campus with an average of 150 students.

• **Provide continuing education programs that lead to retraining, certification and employment in several fields.**
Continuing Education offers programs that lead to retraining, certification and employment. Examples of these programs are Medical Billing and Coding, EKG Cardiovascular, and Pharmacy Technician Certificate Programs. The Auctioneer School prepares an individual to enter the field of auctioneering and the Real Estate Pre-license program allows someone to have the training to become a real estate sales person. New certificate programs have been offered as follows: Personal Fitness Trainer Certificate Program, Learn How to Build a House, and the Principles of Private Investigation. Continuing Education, online providers also offer a variety of certificate programs that lead to retraining certification and employment.

3. **Increase support for research activities that attract business and industry to Alabama.**

• **Encourage and mentor entrepreneurship in Northeast Alabama through the Small Business Development Center.**
The Small Business Development Center counseled and conducted workshops for 1152 small business in the JSU service area.

• **Conduct research that is tied directly to Alabama business through the college of Commerce and Business Administration.**
Ongoing research projects by CCBA faculty and Center for Economic Development staff are continuing. Examples include the Choccolocco Economic Activity Zone and the four county projects recently undertaken for Etowah, Cherokee. Marshall and DeKalb Counties.

• **Support regional business and commerce through University research facilities such as the library and conference centers.**
The University Library is available for all to use on-site. Circulation privileges are available for Calhoun County residents and members of the Friends. Use by area business is encouraged through the librarian’s membership in the Calhoun County Chamber of Commerce. The conference center is available for use by area business and commercial interests.

• **Establish the Choccolocco Economic Development Zone encompassing Calhoun, Cleburne and Talladega Counties.**
The establishment of the Choccolocco Economic Activity Zone has proven to be a great success with the appointment of a Zone-specific Advisory Board and the large turnout of over 200 individuals for the initial symposium.

4. **Provide additional information about pre-employment education and training opportunities to employers, unemployed, and under-employed potential employees.**

• **Conduct career fairs to link employers with prospective employees.**
Career Fairs are held in the fall for non-teaching majors and in the spring for education majors. 56 school systems with over 125 recruiters were on JSU’s campus for the education fair with over 250 students participating. The fall career fair for non-teaching majors sees an average of 25-35 organizations attracting about 200 JSU students.

• **Publish Continuing Education catalogs and marketing materials to provide employment and training information.**
Continuing Education publishes two catalogs per year, one per semester. In addition, a Summer Camp catalog is published to include the summer courses and athletic camps. Brochures are produced for the Certificate Programs, for Business and Industry training, and for online programs. Monthly flyers are produced to include the Gadsden/Etowah County Chamber publication to specifically advertise classes conducted at the Joe Ford Center in Gadsden. Flyers are also produced to market real estate classes to members of the Board of Realtors in the State. An Auctioneer School brochure is prepared and sent to prospective auctioneer students. The Continuing Education website also contains marketing information for the different programs.