



# Jacksonville State University Strategic Plan 2011-2016

Approved by Board of Trustees October 17, 2011

**JSU Strategic Planning Committee**

Dr. William A. Meehan, Chair

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# Strategic Plan Components



# Primary Purposes of JSU



1. Provide opportunities for learning that lead to student success.
2. Provide all students the opportunity to experience an environment that will improve their success.

# Definition of a Learning Centered University at JSU



## A Learning Centered University

At Jacksonville State University we believe that students, faculty, and staff comprise a community of learners. We believe it is important for learners to take responsibility for their learning. This means presenting a willingness to learn, being proactive in the acquisition of knowledge, and behaving with integrity and honesty in the learning environment. We believe that learning takes place when learners are engaged, assumptions are challenged, expectations are shared, and relationships are built around the purpose of learning.

Jacksonville State University will promote a learning environment with relevant programs of study supported by current technologies, opportunities for experiential learning, and flexibility in the learning process. Faculty will use various methods of teaching to meet different learning styles and will set learning outcomes that emphasize the application of knowledge, ensuring that graduates are prepared with skills necessary for careers in a global marketplace. (approved 10/17/11)



# Core Values

1. Quality teaching to enhance student learning and leadership skills for employment, citizenship, and life-long development.
2. Academic as well as overall excellence in all aspects of university life.
3. The ethical, social, intellectual, cultural and physical development of students, faculty, and staff.
4. The support of intellectual and academic freedom, dialogue and the free exchange of ideas.
5. Building effective relationships and communication paths among departments, faculty, staff, students, and alumni.
6. Maintaining diversity in faculty, staff, and student body.
7. Enhanced efforts to accommodate students' understanding and needs regarding University policies and practices.
8. Enhanced use of and access to current technology.
9. Continuous improvement of a learning centered environment.

# Vision Statement



Jacksonville State University strives for continuous improvement as a learning-centered community committed to developing the ability to think critically, solve problems creatively and collaboratively, and communicate effectively.

# Mission Statement



Jacksonville State University provides distinctive educational, cultural and social experiences for a diverse student population. As a learning-centered university, Jacksonville State University strives to challenge students academically in a responsive environment, meeting students' educational, career and personal goals. As an academic institution, Jacksonville State University seeks to produce broadly educated graduates prepared for global engagement. As a public, comprehensive university, Jacksonville State University promotes excellence in scholarly and service activities consistent with its academic and professional strengths.



# University Goals

1. Educate students to be productive, responsible citizens and effective leaders.
2. Advance student learning through academic excellence.
3. Increase student and faculty participation in research and service activities.
4. Create a diverse learning community that facilitates academic and professional excellence.
5. Effectively use technology to support learning, research, information management and evidence based decision-making.
6. Continuously improve administrative processes and services.
7. Enhance revenue growth and financial planning to ensure adequate fiscal resources for the University.



# Strategies



1. Employ new methodologies and technologies in the classroom.
2. Expand quality online programs and services.
3. Improve the campus experience.
4. Increase collaboration to better serve undergraduate students.
5. Ensure student job readiness.
6. Recruit and retain qualified undergraduate students.
7. Recruit and retain qualified graduate students and streamline the graduate admissions process.
8. Increase international engagement for the University community.

# Strategic Objectives



## **1. Employ new methodologies and technologies in the classroom.**

- 1.1 Create, furnish, equip, and staff a Teaching and Learning Center (TLC).
- 1.2 Create, furnish, equip, and staff a multimedia center.
- 1.3 Update and expand classroom technology.
- 1.4 Update and expand faculty technology.
- 1.5 Increase number of instructional design personnel.
- 1.6 Implement student portable computing program.

# Strategic Objectives



## **2. Expand quality online programs and services.**

- 2.1 Expand the number of online programs.
- 2.2 Develop new unique online programs that have universal appeal.
- 2.3 Develop a centralized process for establishing programs online.
- 2.4 Increase the number of instructional designers.
- 2.5 Raise adjunct faculty salaries to attract new qualified online instructors.
- 2.6 Create a certification program for online instructors.
- 2.7 Implement new technologies online and in the classroom.

# Strategic Objectives



## **3. Improve the campus experience.**

3.1 Develop a marketing plan for JSU events.

3.2 Increase campus outreach to the local community.

3.3 Invest in a firm to conduct a market study for constructing a Student Commons building.

3.4 Re-establish and complete Paul Carpenter Village for all recognized JSU national Greek organizations.

# Strategic Objectives



## **4. Increase collaboration to better serve undergraduate students.**

4.1 Develop and maintain a virtual one stop shop.

4.2 Implement a customer service training campaign.

4.3 Establish a Professional Development Center for JSU employees.

# Strategic Objectives



## **5. Ensure student job readiness.**

- 5.1 Institute a university-wide Job Readiness Survey and Employer Survey, by major, to recent graduates and their employers.
- 5.2 Increase student awareness and understanding of professionalism in the workforce.
- 5.3 Increase service learning opportunities with a component of common student learning themes and outcomes.
- 5.4 Ensure all undecided undergraduate students (freshmen and transferring) receive career assessment as a pre-requisite for advisement.

# Strategic Objectives



## **6. Recruit and retain qualified undergraduate students.**

- 6.1 Better track students through the academic progression.
- 6.2 Implement the Strategic Enrollment Management Plan to increase recruitment and retention of qualified students.

# Strategic Objectives



## **7. Recruit and retain qualified graduate students and streamline the graduate admissions process.**

- 7.1 Ensure all graduate degree programs establish and adhere to application/admission deadlines.
- 7.2 Identify graduate programs where impediments to admission/retention exist due to unnecessary or redundant curricular requirements and improve.
- 7.3 Develop a marketing plan to improve visibility of online and traditional graduate programs through more effective use of program websites and the online version of the graduate bulletin.



# Strategic Objectives



## **8. Increase international engagement for the University community.**

8.1 Increase number of international students.

8.2 Foster curricular innovations that increase access to language and culture.

8.3 Expand international collaboration and cross-cultural opportunities.

8.4 Strengthen university infrastructure to support international students.