

JSU Strategic Plan Change Management of Strategies

Department: JSU

Strategies

1. Employ new methodologies and technologies in the classroom

Summary of Strategy

JSU will gain a competitive advantage in employing new methodologies and technologies in the classroom through the efforts of its caring, full-time faculty and the friendly, individual attention relationships that exist at JSU. The faculty of JSU are aware of the changing characteristics and behaviors of students as they relate to learning. The faculty change teaching styles as needed to better match students' learning styles. An attitude of achieving excellence in teaching currently exists among faculty at JSU. Couple that with the increased allocation of resources to attract quality students, and JSU can and will achieve a competitive advantage redefining and improving the classroom.

Structure

In order to achieve the strategy, JSU must establish or enhance the following structure: a multimedia center, a teaching and learning center, instructional design personnel, and technology for classrooms and instructors. The multimedia center provides support and resources to faculty and students. The teaching and learning center provides training support and resources to faculty and graduate assistants. Instructional design personnel provide delivery support and training to the faculty. To better employ new methodologies and technologies in the classroom, the focus must be on the classroom and the instructor. Each must have the same and latest technologies to support integration of the methodologies into the classroom. A university-wide shift of focus must occur to be successful in achieving this strategy. Currently the focus is on technology laboratories and it must change to making each classroom a technology laboratory. This can be accomplished by providing the latest technology for all classrooms and requiring students to possess current portable computing technology.

Processes

The underlying assumptions for the implementation of the strategy are strata exist among the faculty as to exposure and experience with technologies and methodologies, and faculty needs drive the effort. The two overarching purposes of implementation are: 1) technology must become a tool for faculty, and 2) creation of a generative framework, not a responsive one. The processes are: create, furnish, equip, and staff teaching and learning center; create, furnish, equip, and staff multimedia center; update and expand classroom technology; update and expand faculty technology; increase number of instructional design personnel; implement student portable computing program.

Rewards

The most important reward for faculty is intrinsic. Most, if not all, faculty members strive for excellence in the classroom. Many have pursued employing new technologies and methodologies on their own. JSU can achieve faculty buy-in and enhance intrinsic motivation by demonstrating commitment through providing resources for employing new methodologies and technologies in the classroom. Some examples of providing resources are compensatory time, financial support for development, help from outside of academic departments, and using May for faculty development training. In addition, rethinking the academic workload may be necessary.

People

To succeed with this strategy JSU must increase the number of instructional design specialists available to support employment of new technologies and methodologies by faculty into the classroom. In addition, an increase of personnel assigned to train the faculty on technology and to provide technical support for the faculty and classrooms. Thirdly, an increase in the support personnel for the multimedia center and the teaching and learning center is required. Finally, the glue that will hold all of this together is the departmental champions. These are faculty from across the university that will introduce innovative techniques, provide encouragement, and dispense motivation to their departmental and college faculty.

Related Items

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

2. Expand quality online programs and services

Summary of Strategy

Between Fall 2000 and Fall 2010, online enrollments have increased by 278%, whereas overall enrollments have increased 19%. Online programs provide the freedom that students need to work, care for families and engage in course work at times and locations convenient for them. Furthermore, quality online programs are in demand. Students and employers are wary of diploma mills and want assurances that their degrees are perceived as having as much worth as traditional degrees. JSU has made strides in developing quality, online programs. Relationships with faculty, Blackboard and other service providers ensure that JSU carries the best in technology, training and student learning assessment. We also know that regional accrediting bodies, including the Southern Association on Colleges and Schools (SACS), require that online students receive comparable services as those available to traditional students.

Structure

Programs: Students will engage online programs through Blackboard, which is supported by the Office of Distance Education. Once programs are identified for development, staff in the Office of Marketing and Communication will create a marketing plan that targets potential students for that program. Based on marketing research, a successful structure for following up with potential students and current online students will be implemented by staff in Admissions and Graduate Studies providing follow-up to encourage retention, engagement and use of online services. Alternatively, follow-up could be conducted by a staff person such as an Online Enrollment Manager, a new position that could be created in the Office of Distance Education.

Services: Currently, the following student services are offered:

- Tutoring – The Office of Distance Education, in cooperation with Tutoring Services and under the leadership of Ms. Ann Poe, provide SMARTHINKING online tutoring to all students at JSU. These online tutoring services in math, science, business, and writing are free and available 24 hours a day. Students may access the online tutoring by logging into Blackboard and clicking on the SMARTHINKING logo and link the Tools module on the My Blackboard tab.
- Career Services - Career Services offers online resume editing, mock telephone interviews, and provides employment opportunities online via a secured site called [JLink](#).
- Orientation - The Office of Distance Education provides an online student orientation/Blackboard tutorial that can be included on the Where You Are Going website. Where You Are Going is especially designed for online, transfer and nontraditional students who may not have an opportunity to come on campus or attend orientation. Anyone can view it and find useful information about Jacksonville State University. Videos, virtual tours, and links to important information will help students experience all JSU has to offer.
- Blackboard Support - The Office of Distance Education offers 24/7/365 Blackboard support, which is available to faculty and students by telephone at 877.216.7064 or online at <http://jsubbsupport.com>. Faculty and students may also email DLHelp@jsu.edu or contact us via the DE Pronto Helpdesk, which are monitored from 8:00 am - 4:30 pm, Monday - Friday, excluding official University holidays.
- Proctoring services - With faculty approval, students may take examinations online in any location with access to a webcam and a reliable Internet connection. Students who elect to use this proctoring option are responsible for payment to ProctorU of all fees incurred as a result of using their services. The current minimum cost to contract ProctorU's services for an exam is \$22.50, which covers an exam that is up to two hours in length. Questions about the arrangements for this service should be directed to the Office of Distance Education.

Processes

Programs: Online programs currently originate in and are offered by the academic departments. Faculty are asked to teach a course online by their Department Head or faculty inform their Department Head that they plan to teach an online course and the Department Head approves it. At no time is the Office of Distance Education notified of the intent to develop a course unless the faculty member chooses to engage the Office. Therefore, some courses go online without the Office knowing it.

- In order to ensure quality online courses are offered, this strategy is dependent on implementing a process that informs the Office of Distance Education of courses and programs prior to development. This process will ensure that faculty members are trained in online course development and pedagogical approaches before they develop courses... more explanation of benefit of change in structure.
- As recommended by the Distance Education Advisory Council and indicated in the Distance Education Initiative Strategic Plan, a process that requires communication and coordination of new distance education courses between the providing department and the Office of Distance Education should be established. Such a process would help to ensure that quality online courses are offered, that faculty members have the necessary support for course design, construction, and implementation, and that programs are marketed as appropriate.
- A Distance Education Program Proposal and Authorization Policy, Procedure, and Recommendation would be developed to guide deans, department heads, and faculty throughout the process.
- A common definition for online, hybrid and traditional needs to be formulated and publicized.

Services: Students are made aware of online services via Orientation, the JSU Distance Education website, JSU's Blackboard site, and on the websites of the department that offer the online program. A newswire article will be developed that focuses on online services and the article will run at the beginning of all academic terms.

Rewards

Programs: To ensure that all online instructors meet minimum standards of performance in online course development and delivery, the JSU Certified Online Instructor (COI) program has been suggested. The Office of Distance Education proposes two levels of certification for the COI program. When individual faculty are certified, the Office of Distance Education can award the faculty member with a "Level 1 Certified Online Instructor" or "Level 2 Certified Online Instructor" seal for use on a departmental website or inside Blackboard courses. When an entire program and its faculty are certified, the Office of Distance Education can award that department a "Exemplary Commitment to Quality Teaching" seal that will be included on the department's website.

Services: Maintaining SACS accreditation.

People

Programs: In order to ensure faculty are trained and receive proper support in course development, the Office of Distance Education can be expected to offer a certification program that includes ongoing professional development in distance education methodologies and use of technologies. Faculty should complete the program, as indicated in the scenarios above, prior to teaching online for the first time.

- Increase the number of instructional designers so that adequate course development and instructional design services can be provided. A team of instructional designers could actually build courses so that faculty can focus on instruction. Instructional design is a field all of its own and faculty should not be expected to be subject matter experts in their field and in the field of instructional design.

Services: On-going training/communication for departmental staff and faculty so they are aware of online services and can advise online students how to access them.

Related Items

- 🔗 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.

3. Improve the campus experience

Summary of Strategy

JSU has long believed that if traditional students come to our beautiful campus, they are much more likely to attend. Therefore, an emphasis on campus amenities that support the college experience continue to be an important draw for the student seeking a traditional campus experience. This strategy focuses on continued improvement of the JSU residential campus in an effort to attract and retain highly prepared students.

Providing Greek, recreational sports and student life facilities are areas that JSU competes with larger campuses for traditional students. This strategy incorporates marketing campus activities, community activities, preparing to improve student commons facilities and expanding housing for greek organizations.

Structure

The organizational structures of the University will not be altered to support the implementation of this strategy. Implementation of the change process will be the responsibility of the Division for Enrollment Management and Student Affairs, which houses the departments of Student Life, University Housing and Residence Life and Recreational Sports.

Processes

This strategy depends on increased collaboration with the City of Jacksonville and other community representatives. Current Town and Gown initiatives support regular City and University meetings around collaborative projects.

Collaboration between the Division of Enrollment Management and Student Affairs and the Division of Administrative and Business Affairs will also need to continue as new facilities are planned for and built.

Rewards

The rewards of the implementation of this strategy will be to JSU's traditional students, the University and the community at large. New facilities suggest investment in the people who use them.


People

The change proposed through this strategy does not change the current structure for the university. However, it is important to remember that when new facilities are added to the campus it impacts personnel. Individuals are required to manage it, clean it, maintain the building and the grounds, and provide supervision of new activities that may develop as a result. The Division of Administrative and Business Affairs and the Division of Student Affairs will need to project costs prior to implementation of this strategy. Of course, the intent is that new facilities attract new students, which generates additional funding to pay for the costs of additional individuals.

Related Items

 **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**

4. Increase collaboration to better serve undergraduate students

Summary of Strategy

Students want easy solutions when they interact with a University. The Y generations see education as a commodity, so if they don't receive the service they expect, they go to another provider. At JSU, we are fortunate that our student services personnel are committed to providing the best service possible. In fact, the National Survey on Student Engagement finds that JSU students often rank JSU's support environment higher than the average of peer institutions.

However, JSU employees want to do even better. This strategy engages the employees who work with students daily in advising web developers to provide a virtual one stop shop for students services. Students will be able to find the information they need easily. Also, student services staff members will create a customer service professional development opportunity that will ensure JSU staff are cross-trained, are using the same information and are capable of supporting students in a way that decreases the run around.

Structure

Collaboration will be organized by the Associate Vice President for Enrollment Management and Student Affairs. Personnel from telecommunications, the English Language Institute, Registrar's office, student affairs, student life, university housing and residence life, disability support services, student advising, the Bursar's office and admissions will meet regularly, develop professional development opportunities and communicate with those in their offices. This collaboration provides a lateral line of business focused in the areas that will be most impacted by the strategy.

Processes

The collaboration process will increase communication between student services departments resulting in increased student satisfaction. A method for gathering student feedback through assessment tools, regularly reviewing the results and making revisions in response to results will be instituted. The National Survey of Student Engagement will continue to be administered bi-annually to assess overall University student support.

Rewards

JSU will benefit from this strategy on the organizational level, student level and staff level. JSU personnel will benefit daily as students become less frustrated with JSU process and therefore, staff members. Students will feel a higher level of support and will reflect more positively on JSU. Students will be more likely retained and ultimately, will be more likely to graduate at JSU.

People

This is a grassroots strategy developed by the staff that will be most impacted by the change. It includes representatives from all student support service units, including: telecommunications, the English Language Institute, Registrar's office, student affairs, student life, university housing and residence life, disability support services, student advising, the Bursar's office and admissions.

It will require support from the President, the Provost & Vice President for Academic and Student Affairs, the Vice President for Administrative and Business Affairs, the AVP for Enrollment Management and Student Affairs (who will oversee the implementation of the strategy), the AVP for Academic Affairs, the Dean of the College of Arts and Sciences, and directors of all departments represented.

Related Items

 **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**

5. Ensure student job readiness

Summary of Strategy

JSU will gain competitive advantage when university graduates are productive members of society who are self-sufficient, giving more to their community than they receive. Professionally, JSU graduates generate wealth in the private sector or provide public service above their financial reward for the good of humanity. JSU has made strides in developing quality, productive citizens.

Moreover, quality undergraduate and graduates are in demand and a skilled, trained work force are both requirements of employers; healthy relationships with faculty, staff, employers and our workforce, ensure that JSU promotes collaboration among colleges and support services campus-wide. Through interactions with JSU services, departmental staff and faculty, students will learn about social, intellectual, cultural and physical development lifestyle choices.

If the problem of job readiness is going to be addressed in our community it will happen because the young people of today will become tomorrow's leaders who have been perceptive to the CAUSES, the CONDITIONS and the CONSEQUENCES of unemployment. The perception can occur by students being exposed to the problem of unemployment in Alabama through intellectual engagement, exposure, service experiences or activities, and insight fostered by the University, through offering interdisciplinary classes that focus on job readiness.

Structure

Professional environments and professional excellence are created in a diverse learning community through distance-learning and in learning labs, both which facilitate academic excellence, that is supported by the University, its faculty and staff. Once an environment is developed, a marketing plan will be produced that targets potential students attracted to this region, their calling, and the difference one can make as a product of the university. Based on assessment, a successful model for following up with potential employed students, current employed students and employers will be implemented with employers/graduates providing results to support retention, engagement and use of proficient commitment, leading to professional experiences and job readiness.

Processes

The issue of centralized placement rates does not impact more than our essential task area (the university), it can be resolved in our essential task area and there is no other issue that must be dealt with before the issue is resolved. A communication strategy will be developed in each academic department, in coordination with OIRA as the centralized assessment office, to utilize personal email addresses from senior students during their final semester. The Job Readiness Survey will measure retention, employment, unemployment, and placement. A survey will be sent to all seniors upon graduation, and the cycle will continue, 6 months following graduation to all graduates using the personal email addresses, then another 6months, then again 6 months after that.

The issue of job readiness impacts more than our essential task area (the university) and it cannot be resolved in our essential task area; it is of larger institutional concern. The issue of students understanding job readiness through an internship, prior to graduation, allows the student to understand and demonstrate the individual's course of study's applicable work skills.

Producing JSU graduates to be productive members of society who are self-sufficient, giving more to their community than they receive by incorporating 10 required hours per academic year of volunteer work with a 501(c)3 with no religious or political ties to it.

The issue of job readiness may be proactively addressed as early as orientation, whereas career assessment is provided to all incoming freshmen, transferring students or returning students, as a pre-requisite for advisement.

Rewards

The organizational character will be strengthened. Regular assessment of placement rates throughout academic departments in a centralized location will be calculated using one formula, from the survey results, that are generated by the OIRA. This process ensures that each department is accountable for job readiness and is done in one centralized location using a consistent method.

- Benefits of change using a centralized approach will allow measurable outcomes from each department regularly and reliably bi-annually. The common solution of job readiness is carried out through each academic department, and improvement of such programs will be based on success rates and readiness understanding and satisfaction rates from its students.
- Completion of the cycle will result in an initial certification for the department. The OIRA/Career Services will award a department "Best Practice Certification" that will be tagged on the department's website; additional marketing of such data can be revealed on the newswire, town and gown, annual reports, and presentations at conferences.

Faculty and staff that continue to professionally develop oneself in one's field of study or course content, will continue to have the competitive advantage educating their students. Continuing education credentials and certifications or course content instruction through distance education presents students with up-to-date trends in the workforce using state of the art technology. Support and increase faculty transparency, through marketing credentials on departmental websites, and using best practices, in addition to attending Best Practices in Blended Course Design Conferences, (or host these on our campus to generate revenue), hold workshops or webinars to provide continuous improvement of a learning-centered environment.

- Students will learn networking through experiential education and receipt of academic credit will provide the platform to demonstrate the ability to write competently, apply critical thinking and reasoning skills, demonstrate basic computer skills, demonstrate basic leadership skills, experience engaging and excellent educational experiences.

Students will learn of their expectations of the CBASE through faculty-student interaction, preferably early in their college career, to proactively engage the student early about the importance of reading-writing comprehension.

Enhanced effort to accommodate students' understanding and needs regarding University policies and procedures using state-of-the-art technology and securing information, in agreement with the Registrar, students' information (Banner) will sync with JLink, to import all JSU student information, so that marketing job readiness opportunities in real-time is available to our students.

Faculty Development Days to review NSSE results, Employer Survey Results, Job Readiness Survey Results and to take the MBTI, participate in required Best Practices in Blended Course Design and Learning Centered Pre-Recorded opportunities via distance-learning.

People

Department heads will hold the faculty member of a Senior Seminar or the professor of a required course, that students must take in order to graduate, responsible for collecting personal email addresses **OR** someone from Career Services will collect the email addresses at the end of every semester, upon receipt of schedule/location/method of instruction from such courses in each department **OR** use a feature in Banner to house personal email addresses and require each student to complete this step, prior to graduation.

In order to pilot the second objective, one department, multiple or one faculty to advise interns or senior seminar students, depending upon what the department calls for.

Departmental faculty advisors will counsel students on volunteer requirements; collaborative effort with Career Services to adequately advertise the volunteer opportunities available and comply with marketing strategy that will be established.

Those who organize and support orientation in Student Life and as faculty advisors will help to integrate career/major assessment at orientation.

Related Items

- 🔗 **5.1 Institute a university-wide Job Readiness Survey and Employer Survey 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.**

6. Recruit and retain qualified undergraduate students

Summary of Strategy

JSU will have a competitive advantage in recruiting and retaining qualified students by positioning our curriculum, services, cost-effectiveness against our competitors. By offering traditional coursework in programs of interest for students graduating high school or transferring from a community college, we are able to attract first-year JSU students. From 2004 – 2010, the number of enrolled freshmen and transfer students has increased by 12%. Despite the 4% decrease in admissions applications from 2009 – 2010, the number of first-time freshmen enrolled increased. In addition, the ACT score for first-time, full-time freshman increased 7% from 2009 to 2010. The average ACT Composite and enrollment increase is evidence that the test score requirement increase for first-time freshmen (effective fall 2010) attracted a higher academic student to Jacksonville State University. Understanding that students are choosing an institute of higher learning based on the institution's curriculum, services, and cost-effectiveness, we are beginning to develop relationships with qualified prospective students based on these advantages we currently hold over our competitors. Understanding that recruiting qualified students is the antecedent of retaining qualified students, we recognize the need to increase retention efforts by employing various efforts.

Structure

In order to achieve these strategies, we must increase the number of new, unconditionally admitted students (including freshmen, transfer, international, distance education, non-traditional, and graduate students) and establish retention rate goals. To combine these two into a synchronous approach, the need for a Constituent Relationship Management (CRM) greatly increases. Banner Relationship Management's CRM capabilities cross departmental boundaries and persist through each phase of the constituent lifecycle. We could recruit students more effectively with admissions funnel tracking capabilities and rating calculations like desirability and probability. We could use robust early alert functionality that incorporates faculty feedback to promote better student persistence. And maintain ties with students beyond graduation with the right kind of information and services. This holistic approach means that we can be more effective at targeting and enrolling prospects, engaging and retaining students, and connecting and cultivating alumni. A system such as this would allow us to:

- Identify, recruit, and commit prospective students
- Design more effective strategies, programs, and campaigns
- Improve the student experience through better engagement
- Identify and engage at-risk or excelling students with robust early alert tools
- Improve your retention results and increase student success
- Increase alumni participation and engagement
- Build a legacy of loyalty and support

Recruit qualified students

- Focus on geographic areas of growth for all students
- Use Student Tracker data provided by National Student Clearinghouse and the Office of Institutional Research and Assessment to ascertain competition and develop recruitment strategies
- Increase quality of academic programs and the faculty teaching these programs
- Continue recruitment programs for targeted populations
- Highlight signature programs and programs with significant potential
- Expand alumni and faculty involvement with recruiting process with training for these groups to stay on point
- Include prospective student and families in the recruitment process by developing a formal communication opportunity with a student portal, parent portal and parent organization to promote events and provide feedback
- Develop written marketing and recruiting plan for students in grades 9-12, transfer, international, distance education, non-traditional, and graduate students
- Showcase JSU graduates in either publications or on web (they are all famous) to give students a personalized look at what the JSU degree has given to that person
- Re-position Admissions as gatekeeper of the JSU Family
- Dedicate one or more Admissions Counselors to transfer, international, distance education, non-traditional, and graduate students
- Develop a program allowing a JSU Admissions Counselor to be in a local high school (Calhoun, Etowah Counties) on a scheduled day to provide guidance on college selection, completing FAFSA, and scholarship application
- Develop more 2+2 programs with community colleges (i.e. –Fusion!)
- Create more online opportunities for undergraduate students
- Provide support for a more visible Honors Program

Retain qualified students

- Implement mandatory First-year Experience class (LS 100) for all first-year students and stress similar themes across academic divisions (GO! Advisors and supporters)
- Implement early warning system for at risk populations
- Enhance learning support with mandatory supplemental instruction for conditionally admitted first-year students
- Enhance learning support with mandatory tutor support for English 100 and 101 and LS 095 for conditionally admitted first-year students
- Host Student Services Fair for all students who are enrolled in LS 104 during their first semester on campus. Include all student services overview in seminar type setting
- Implement Mapworks for Conditionally Admitted students. Mapworks links students to services and tracks their progress with advisors, counselors instructors, etc.
- Increase budget for Tutoring Services. An increased budget will allow more student tutors to be hired and will give more students an opportunity to be assisted through Tutoring Services
- Focus tutoring efforts on "at-risk" students
- Implement skill building in regular first-year student courses
- Increase the number of internship opportunities for students earlier in major curriculum
- Improve Recreational Facilities and wellness program
- Improve Student Center in an effort to connect students with campus
- Increase activities budget to provide more activities and entertainment for students including the weekend

Processes

Processes Recruit qualified students	
Timeline	2+ years
Responsible Parties	Admissions IT Faculty Marketing and Communications Student Financial Services Alumni Affairs
Cost	Undetermined
Funding Strategy	Grants State appropriations External Funding

Retain qualified students	
Timeline	2+ years
Responsible Parties	Office of Student Life Faculty Marketing and Communications Tutoring Services Academic Advisement Recreational Sports
Cost	Undetermined
Funding Strategy	Grants State appropriations External Funding


Rewards


Measureable Outcomes for recruiting qualified students	
Method of Measurement	Increased standardized test scores for first-time freshmen?
Increased transfer GPA for first-time transfers?	
Measureable Outcomes for retaining qualified students	
Method of Measurement	Increased retention rate for first-year students?
Increased graduation rate?	

People

Recruit qualified students	Retain qualified students
Admissions IT Faculty Marketing and Communications Student Financial Services Alumni Affairs	Office of Student Life Faculty Marketing and Communications Tutoring Services Academic Advisement Recreational Sports

Related Items

 **6.1 Better track students through their academic progression**

 **6.2 Implement Strategic Enrollment Management Plan to increase recruitment and retention of qualified students**

7. Recruit and retain qualified graduate students and streamline graduate admissions

Summary of Strategy

Graduate students are primarily choosing institutions and programs on the basis of convenience and career enhancement. Convenience considerations include clarity and ease of the admissions process, curricular requirements for an advanced degree, the availability of **hybrid or blended, and online instructional formats. By offering existing programs in an online format, and by strategically initiating new and viable programs that will meet the career and vocational enhancement goals of consumers, and by maintaining clear communication channels and effective marketing, JSU will gain a competitive advantage in the graduate marketplace. Furthermore, the commitment of the institution to accreditation of graduate programs, and the acquisition and maintenance of those accreditations assures rigorous program quality that meets the expectations of the marketplace, and results in the recruitment of qualified students.**

It seems apparent that cost is trumped by convenience in the graduate marketplace (and to some degree in the undergraduate). The imposition of tuition differentials and technology fees is not an impediment to growth, is commonly accepted and expected in the marketplace, and provides funding to support the growth of innovation and online delivery infrastructure.

Structure

The expansion of online programs extends the JSU "service area" beyond the traditional regional boundaries. The full extent of the electronic "reach" will depend in part on the strategic marketing plan developed in consideration of programs offered and potential customer base. The colleges and programs at JSU which have traditionally experienced the highest graduate enrollments should not limit expectation or planning for future growth.

The adoption of consistent admissions policies and application deadlines across all programs simplifies internal and external communication, streamlines admissions, and makes customer inquiry more efficient.

Processes

Collaboration between the various deans, department heads, programs chairs, and JSU marketing Director(s) will result in a strategic marketing plan for the College of Graduate Studies. In the process of that collaboration, admission policies and process will be evaluated and streamlined (i.e. university-wide application deadlines), redundant and/or unnecessary curricular requirements and/or other **impediments to customer matriculation will be identified and resolved, existing online programs and new programs targeted for distance education will be identified and strategically marketed.** Initial stages of these process should be completed within one year, with necessary and continual evaluation and marketing.

Rewards

A reversal of the trend of decreasing graduate enrollment will be expected and easily quantified. Present and future viability of all graduate degree programs, including those tenuous at present, will be established via an appropriate number of graduates as required for each program by accreditation agencies. **However, the extension of the geographical marketplace via implementation and expansion of online program offerings is unknown, but unlimited.**

The vocational and career pursuits of students being facilitated by JSU graduate programs will result in enhanced JSU reputation in the "service area", overall economic boost, etc. The ability to attract quality faculty for "cutting edge" programs will be enhanced. Present faculty morale will be strengthened as program enrollments and viability is solidified. Increased graduate enrollment results in increased revenues for the university.

People

The key players in the implementation of these strategies include the President, VPAASA/Provost, Graduate Deans, College Deans, Department Heads, Program Chairs, Director(s) of Marketing, Chief Financial Officer, VP of Distance Education.

The most economically advantageous means of enlarging online program offerings would be to employ and train adjunct professors to assist in delivery of those programs. Increased adjunct pay is essential to attracting qualified instructors. Continued enhancement of Blackboard capabilities or other delivery methods is essential. Adequate staffing for Distance Education is essential and critical.

Related Items

- 7.1 All graduate degree programs will 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.

8. Increase international engagement for the University community

Summary of Strategy

The purpose of this strategy is to increase international students at JSU, foster curricular innovations and expand international collaboration. With a long history of international exchange programs, JSU is well positioned to build on current efforts to attract international students, provide English language support, expand study abroad opportunities for JSU students and faculty, and increase cultural exchange for the JSU community and its international partners.

The strategy is intended to be self-supporting through the increased initial recruitment of international students and the expansion of the English Language Institute that currently provides intensive English language study to international students and faculty. The strategy then builds on increasing faculty and student study abroad and cultural exchange both on our campus and abroad.

This strategy also recognizes the need to support the professional development of JSU faculty, staff and administrators related to the requirements of international students. A focus on smoothly transitioning students from the ELI to student status at JSU is a key to increased international students presence on campus. Also, ensuring that JSU provides recruiting materials, websites and other international-friendly supports to potential students is crucial to elevating JSU's presence. Continued academic-based international research and publications are also important and is characterized by the establishment of the JSU Center for International Studies.

Structure

Currently, JSU has several components to the international strategy. The AVP for Academic Affairs oversees the international program and develops international partnerships, coordinates Fulbright scholarships and organizes some exchange programs, like the Wuhan Scholars program. This division includes the International House, a cultural exchange program for 12 international students and 12 American students in a residential environment. The AVP for Academic Affairs also oversees the Registrar's Office, which is integral to international student application and degree awards. The AVP for Academic Affairs also oversees a task force made up of faculty and administrators who are interested in expanding international programs on campus.

The AVP for Enrollment Management and Student Affairs oversees Admissions/Enrollment Management and other student support services, such as Financial Services, Disability Services, Counseling Services, and Student Life. Enrollment Management is also responsible for recruiting students, for which they work closely with the Office of Marketing and Communications. The College of Arts and Sciences has created partnerships with several Chinese universities to provide dual degree programs in English, computer science and others. The College also oversees the English Language Institute that prepares international students for study in the United States in an intensive, supportive environment. The College also provides an Honors Program for students who are especially prepared for Study Abroad. All of these components have functioned well to move JSU forward in international studies.

The new structure will add lateral lines of business that will centralize organizational change until new, more permanent structures can be justified. It will expand the representation of faculty from all colleges in the internationalization process. It will include the establishment of a Research Center for International Studies, headed by the current Director of the International House. In addition, a team led by the Associate Dean of the College of Arts and Sciences, ensure this strategy and its objectives are implemented.

 International Collaboration Structure

Processes

Due to JSU's decentralized structure for internationalization, increased communication is paramount to success in moving the international agenda forward. New policies that strengthen coordination processes, procedures for transitioning international students from the ELI and admission through student support services are needed, and overall collaboration across all components representing internationalization are needed. The International Task Force will be responsible for developing the policies that will to forward through to the University Council to the President for approval. Going Global Strategy Team will report to the Strategic Planning Committee on progress towards implementing the eighth strategy. It is also possible that a team will submit expanding Internationalization into the curriculum as a QEP topic.

Rewards

Once additional revenues are established, professional development opportunities through NAFSA: The Association of International Educators will be made available to faculty, student affairs staff and others vital to the continued growth of internationalism on campus.

People

Many will benefit from the results of this strategy. The number of international students on campus will increase, which will provide opportunities for all students to learn more about other cultures. American students will have increased opportunities to study abroad. Faculty will have opportunities to study abroad too, and then be able integrate what they've learned into their course curricula. A thriving international program that expands to all colleges will result in students knowing more about engaging in international business, politics, social work and other global professions. Ultimately, all JSU faculty, staff and students will be part of the next generation of internationalism at JSU, building on a very impressive and visionary beginning more than 50 years ago.

Related Items

- 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