

Jacksonville State University

Strategic Planning Committee Minutes

Wednesday, May 23, 2012

3:00 p.m. Bibb Graves Hall, Gold Room

Present

Alicia Simmons, Chair
Tony Bennett
Clint Carlson
William Carr
Louise Clark
Joe Delap
Bill Fielding
Donnie Ford
Andy Green
John Hammett
Kevin Hoult
Vinson Houston
Frank King
Tim King
Dan Krejci
Charles Lewis
Jeremy Potts
Christie Shelton
Jason Sumner
Becca Turner
Rebecca Turner
Tommy Turner
Earl Wade
Lisa Williams

Absent

Dr. William A. Meehan, Chair
Tim Garner
Warren Koegel
Jodi Poe
Jade Wagner

Guest

Terry Casey

Call To Order

The committee was called to order by Dr. Simmons. Mr. Sumner and Mr. Potts were welcomed as new members of the committee. Mr. Sumner is SGA President. Mr. Potts is SGA Vice President of Organizational Affairs.

Minutes of Last Meeting

The motion to accept the minutes of the March 21, 2012 was provided by Dr. Rebecca Turner and the motion to accept the minutes was seconded by Dr. Frank King.

Progress to Date for Strategy 4: Increase Collaboration to Better Serve Undergraduate Students.

Dr. Tim King, chair of the Strategy 4 team, provided an update to the committee on the status of increasing collaboration to better serve undergraduate students. The work of the Strategy 4 team is ongoing. The presentation identified the following areas that are being looked at for possible improvement:

- Developing a virtual one stop shop by joining Admissions, Registrar, Student Financial Services and Bursar under the same division beginning in Spring 2013 if feasible. This will improve communication between those offices and enable students to move through those offices easier.

- Developing a one stop shop area on our JSU web site to answer frequently asked questions and provide direction to the appropriate JSU office. This will cut down on misdirected calls and transfers between departments.
- Graham Lewis and Chris Newsom from IT are working on giving our web site a new look which will funnel visitors such as future Gamecocks, current Gamecocks and Alumni to the appropriate departments. Spring 2013 is being looked at as the date of implementation.
- Improving customer service. Blackboard has an excellent customer service program which unfortunately is cost prohibitive. Another company will make a presentation to JSU in August. The committee will be kept updated on the progress.
- Improving visitor parking issues by adding signage directing visitors to the UPD to obtain a parking pass and also to remind visitors that a temporary parking pass must be obtained.
- Implementing a customer service training program across campus to instill a sense of pride in JSU and to make sure that pride is transmitted to JSU visitors and students during our interactions with them.

Dr. Simmons thanked Dr. King and the Strategy 4 team for all their hard work.

Progress to Date for Strategy 6: Recruit and Retain Qualified Undergraduate Students.

Mr. Andy Green, chair for the Strategy 6 team, along with Mr. Terry Casey, reported to the committee on the progress to date for Strategy 6: Recruiting and Retaining Qualified Undergraduate Students. The presentation included a review of the following areas JSU is currently having success in with regards to recruiting qualified undergraduate students:

- Focusing on geographic areas of growth for students. The greater Atlanta Metro area now has three admissions counselors assigned to it. Zinch.com has been employed this year to run targeted campaigns to students in the greater Huntsville and Atlanta areas.
- Continuing recruitment programs for targeted populations such as students within 150 mile as well as attending Hispanic Student and Homeschooled Student Events.
- Highlighting signature programs and programs with significant potential. Additional recruitment pieces have been developed highlighting the four academic colleges.
- Expanded alumni and faculty involvement with recruiting process.
- Re-positioning of Admissions as gatekeeper for recruiting members of the JSU family.
- Providing support for a more visible Honors Program.

Mr. Green shared increased recruiting results to date as compared to Fall 2011.

The committee discussed the importance of involving parents early in the recruiting process. Increasing parental attendance at recruiting events was also discussed as well as the importance of conveying scholarship information to the parents of prospective students.

Mr. Green described a CRM (Customer Relationship Management) system JSU is considering. This is a system that would allow us to:

- Identify, recruit, and commit qualified 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 our retention results and increase student success.
- Increase alumni participation and engagement.
- Build a legacy of loyalty and support.

Mr. Casey discussed the following measures that have been implemented to assist in retaining qualified undergraduate students:

- Mandatory, First-year Experience Class for all first-year students and stress similar themes

across academic divisions. STU 101 will begin Fall 2012.

- Improve Recreational Facilities and wellness program.
- Enhance learning support with mandatory supplemental instruction for conditionally admitted first-year students.
- Increase the number of internships opportunities for students earlier in major curriculum.

Becca Turner discussed a partnership between JSU and the Calhoun County Chamber of Commerce that is expected to be operational Fall 2012. This partnership will funnel all internship opportunities available in Calhoun County through the chamber.

Mr. Green and Mr. Casey will continue to work with the enrollment management committee to identify new and improved strategies and objectives to recruit and retain qualified students.

Mr. Casey expressed his appreciation for the support from the University for the changes that have been implemented so far. Dr. Simmons thanked the Strategy 6 team for all of their hard work on behalf of JSU.

Dr. Turner shared a possible upcoming change in University undergraduate degree requirements, which is expected to improve student retention. This change will affect hours required at 300 level classes and above.

The committee discussed the approximate \$800,000 up front cost for a CRM system as well as yearly costs of the system. The long-term and short-term benefits of this system were discussed. Dr. Simmons discussed the strategic importance of this system from the standpoint of recruitment and retaining students.

Change Readiness Task Force

Mr. Clint Carlson, chair for the Change Readiness Task Force, reported that the task force met on April 20th. At that time, it was decided we would again participate in the LOE index online survey May 2012. The response rate was comparable to the initial survey taken in September of 2011. The results of the survey are expected within a few weeks. They will enable us to see how things have changed since the baseline was established in September of 2011.

Strategic Plan Subcommittees

Dr. Simmons invited the Strategic Plan Subcommittees to update the Committee on their progress:

Reporting- Reports status of strategies in writing in Compliance Assist (September 1) and verbally to the committee, as needed.

Donnie Ford, Chair; Frank King, Tim King, Kevin Hoult, Andy Green, Terry Casey, Becca Turner, Tommy Turner, and Lisa Williams.

Dr. Ford reported he is in the process of getting the information put into the Compliance Assist system and anticipates having it completed this summer. Dr. Simmons thanked everyone for their cooperation in getting this information put into the system.

Planning- Recommends updates and changes to the strategic plan annually (December 2012).

Louise Clark, Chair; Jodi Poe, Tory Green, Dan Krejci, Joe Delap.

The planning subcommittee did not meet. Dr. Simmons reported that they have been asked to look at the IRC or the increase in grants and contracts strategy to see if we wanted to add that strategy to the strategic plan. The subcommittee is going to review that and bring it to the full committee.

Budget- Recommends budget priorities for strategic plan implementation (March 2012)
Clint Carlson, Chair; Becky Turner, Charles Lewis, Vinson Houston, Warren Koegel, Tony Bennett.

Mr. Carlson reported that our State appropriation was only reduced by 4% which is approximately \$1.4 million. The tuition increase as a result of the trustee resolution is 3.9% which will increase the cost of an undergraduate credit hour from \$255 to \$265. That will probably be the lowest in the state once everyone announces their tuition increases. Auburn has already announced at 8%. Dr. Carlson reminded the Committee that we do have our challenges cut out for us related to expenditures and revenue anticipated for next year. Our revenue is projected to be flat or slightly decreased.

The budget subcommittee did submit 2012 strategic plan budget requests to the expenditure subcommittee. The items requested are consistent with what we have strategically identified as far as trying to grow the online program and increase wireless access across campus. The items are as follows:

3 instructional design staff - \$90,000. Dr. Turner is reallocating other positions to cover the other costs.
Wireless campus wide - \$100,000.
Blackboard licensing - \$215,000.

Dr. Turner reported that the Blackboard licensing fee is not for new service. It's to cover currently used services.

Dr. Simmons asked for a motion for approval to submit the three items to the budget subcommittee. Dr. Carr made a motion to accept. Dr. Frank King seconded the motion. None opposed.

Communications- Develops and disseminates the new university communication plan.
Tim Garner, Chair; John Hammett, Bill Fielding, Earl Wade, Christie Shelton, Bill Carr, Bryant Whaley, Aria Jackson.

The communications subcommittee has not met. Dr. Simmons reported that the committee continues to work on a communication plan.

Dr. Simmons adjourned the meeting.