

INTRODUCTION

History

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

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

JSU has been served by 11 presidents: James G. Ryals, Jr. (1883-85), J. Harris Chappell (1885-86), Carlton Bartlett Gibson (1886-92), J. B. Jarrett (1892-93), Jacob Forney IV (1893-99), Clarence William Daugeette (1899-1942), Houston Cole (1942-71), Ernest Stone (1971-81), Theron E. Montgomery (1981-86), Harold J. McGee (1986-99), and William A. Meehan (1999 to present).

JSU has developed into a modern regional university serving Northeast Alabama on a 318-acre campus with 58 buildings. In addition, the University operates an off-campus center at JSU-Gadsden and serves as many as nine video conferencing sites.

Through its programs of teaching, research, and service, Jacksonville State University has served the region and state for more than 100 years.

INSTITUTIONAL CHARACTERISTICS

Enrollment and Student Profile

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

Student Profile

Head Count Enrollment	8930	FTE Enrollment	8674
Undergraduate Students	7323	Undergraduate Students	7666
Graduate Students	1607	Graduate Students	1008
Full-Time Students	70%	Minority Population	27.2%
Out-of-State Residents	19%	Female	59.4%
International Students	2.4%	Male	40.6%
Students from Local Eight-County Area	53.4%	Average ACT Score for First-Time Freshmen (Fall 01)	20.0 (n=832)

Source: 2002-03 Fact Book

Faculty and Staff

JSU is primarily an undergraduate institution. Therefore, the principal emphasis on faculty activity is that of teaching, which is complemented by service and scholarly activities that promote the teaching and learning process. The majority of the faculty engage in some scholarly activity and/or professional development for the purposes of enhancing teaching. The level of this activity ranges from major research grants to

internally funded pursuits focused primarily on teaching pedagogy. The majority of administrators are also involved in teaching. Approximately 16 percent of student credit hour production comes from courses taught by part-time or adjunct faculty, and the overall average student/faculty ratio is 20:1. Fall 2002 data for faculty and staff are summarized in the tables below.

Faculty Information

		Number	FTE
Full-Time Teaching Faculty		289	289
Male	161 (55.7%)		
Female	128 (44.3%)		
Terminal Degrees	194 (67%)		
Tenured Faculty	108 (37.4%)		
Part-Time Teaching Faculty		122	20
Total FTE Faculty			309

Administrator/Staff Information

Executive/Administrator/Manager	48
Professional – Non-Faculty	108
Secretarial/Clerical	160
Technical/Paraprofessionals	99
Skilled Craft	25
Service/Maintenance	128

Total JSU Employees	979
----------------------------	------------

Source: 2002-03 Fact Book

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

The adjustments, made in Spring 2002, represented the first step towards bringing the salaries of JSU faculty up to those of comparable institutions in the state, the region, and national levels. Improving faculty salaries at JSU continues to be a high priority for the JSU administration.

Academic Programs

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

The academic departments are organized into four colleges: the College of Arts and Sciences, the College of Commerce and Business Administration, the College of Education and Professional Studies, and the College of Nursing and Health Sciences. Enrollment figures by college are provided in the table below and reflect data from Fall 2002:

Student Enrollment by College

College	Number of Students	Percent of Students
College of Arts & Sciences	2887	32.3
College of Education & Professional Studies	3136	35.1
College of Commerce & Business Administration	1277	14.3
College of Nursing & Health Sciences	540	6.1
Undeclared Majors	1090	12.2

Source: 2002-03 Fact Book

The following table provides a summary of the University’s accredited programs and their accrediting agencies.

Nationally Accredited Programs

Program	Accrediting Agency
College of Commerce and Business Administration (all programs)	AACSB-International
College of Education & Professional Studies (all Education programs)	NCATE
College of Nursing (all programs)	CCNE
Art	NASAD
Drama	NAST
Music	NASM
Social Work	CSWE
Technology	NAIT

Economic and Community Impact

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

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

THE SELF-STUDY PROCESS

Purposes and Overview of the Self-Study Process

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

The major purposes of the self-study were to:

- engage representatives from all components of the University in the Self-Study process to ensure that all members of the University community are informed of the institution's responsibilities related to public accountability and educational quality;
- examine and evaluate all aspects of the University to determine areas of strength and areas needing improvement, as well as to formulate strategies to enhance institutional effectiveness; and
- develop an accurate, analytical report providing a comprehensive overview of the institution to be used in self-improvement and as the foundational document to evaluate institutional compliance with the *Criteria* by the reaffirmation team.

The self-study process was organized into eight phases:

1. Preparation – during which the Steering Committee and Principal Committees were organized, the purpose and goals developed, the *Self-Study Manual* was written, the University community was informed of the

impending self-study, and the training meetings for the committees were conducted.

2. Information Gathering – during which Audit Reports were completed by all units, Unit Report formats were developed, unit self-studies were conducted and Unit Reports were completed; surveys were identified/developed and administered to students, faculty, staff, and administrators.
3. Self-Study First Draft – prepared by principal committees who wrote their preliminary reports based on information from Unit Reports, surveys, and other University documents and manuals.
4. Steering Committee Review – during which the Steering Committee reviewed each section of the preliminary report and made recommendations for additions/deletions/changes.
5. Self-Study Second Draft – in which revisions were made to refine the report.
6. University Review – was conducted when the Self-Study Report was disseminated for critique by the University community via the JSU Intranet, print copies, and open hearings.
7. Editorial Review – in which the Self-Study Directors and Editor of the Self-Study reviewed the Report.
8. Final Draft of the Self-Study Report and Preparation of the Follow-up Plan – during which the revised sections were incorporated into a cohesive

Self-Study document, and the University administrators, working collaboratively with all University units, developed the follow-up plan.

Organization of the Report

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

Self-Study Committee Members

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

STEERING COMMITTEE

Dr. Martha G. Lavender, *Dean - College of Nursing and Health Sciences – Co-Chair of Steering Committee*

Dr. Louise J. Clark, *Associate Dean - College of Commerce and Business Administration – Co-Chair of Steering Committee*

Dr. Harvey Jackson, *Department Head of History and Foreign Languages – Chair, Principal Committee on Principles and Philosophy of Accreditation*

Dr. Alice Cusimano, *Associate Vice-President of Academic and Student Affairs – Chair Principal Committee on Institutional Purpose and Institutional Effectiveness*

Dr. Franklin King, *Professor, Director of Distance Education – Chair, Principal Committee on Educational Programs*

Ms. Connie Edge, *Director of Alumni Affairs – Chair, Principal Committee on Educational Support Services*

Dr. Bill Scroggins, *Professor, Department Head of Finance, Economics, and Accounting – Chair, Principal Committee on Administrative Processes*

Mr. Tim Smith, *Director of Institutional Effectiveness – Resource Member*
Dr. T. Allen Smith, *Professor, Coordinator of Assessment – Resource Member*
Mr. Joe Whitmore, *Office of Special Services – Resource Member*
Ms. Stacy Cross, *Student Representative - Nursing*

Self-Study Editor

Dr. Carmine DiBiase, *Associate Professor of English*

Committee on Philosophy and Purpose

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

Resource People:

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

Subcommittee on Institutional Purpose

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

Resource People:

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

Subcommittee on Institutional Effectiveness

Mr. Bill Hubbard, *Professor and University Librarian and Chair of Institutional Effectiveness Subcommittee*

Dr. Maureen Newton, *Assistant Professor of Social Work*
Dr. Brent Cunningham, *Assistant Professor of Marketing*
Mr. David Zeigler, *Director, Multicultural Services*
Mr. George Lord, *Director, Physical Plant*
Ms. Cicely Hayes, *Student Representative*

Resource People:

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

Subcommittee on Undergraduate Programs

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

Resource People:

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

Subcommittee on Graduate Programs

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

Resource People:

Dr. William Carr, *Dean, College of Graduate Studies and Continuing Education*

Subcommittee on Publications, Distance Learning, Continuing Education, Student Records, and Consortial Relationships

Dr. Sarah Latham, *Professor of Nursing and Chair of Subcommittee on Publications, Distance Learning, Continuing Education, Student Records, and Consortial Relationships*

Ms. Mary Smith, *Coordinator, Publications*

Ms. Jodi Poe, *Library Technical Assistant*

Ms. Vicki Brown, *Program Coordinator, In-Service Education Center*

Ms. Kathy Cambron, *Acting Registrar*

Dr. Barry Cox, *Professor of Chemistry*

Dr. Mark Hearn, *Associate Professor, Management*

Ms. Hanrong Wang, *Law & Technology Librarian*

Ms. Sherri Restauri, *Instructional Media Specialist*

Ms. Ann Well, *Director of Continuing Education*

Ms. Christie Shelton, *Student Representative*

Resource People:

Dr. William Carr, *Dean, College of Graduate Studies and Continuing Education*

Dr. Franklin King, *Professor of Instructional Media and Director of Distance Learning*

Subcommittee on Faculty

Dr. Dennis Zuelke, *Professor of Education and Chair, Subcommittee on Faculty*

Dr. Cynthia McCarty, *Assistant Professor of Economics*

Mr. Ken Bodiford, *Assistant Professor of Music & Director of Bands*

Dr. Steve Nowlin, *Associate Professor of Education*

Mr. Dan Miller, *Director, Disability Support Services*

Dr. Ardie Dial, *Assistant Professor of Criminal Justice*

Dr. Suzanne Marshall, *Associate Professor of History*

Ms. Lynetta Owens, *Instructor of Education*

Mr. Brad Medaris, *Student Representative*

Resource People:

Dr. William Carr, *Dean, College of Graduate Studies and Continuing Education*

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

Subcommittee on Library

Dr. Ronald Koss, *Associate Professor of Foreign Language and Chair of Subcommittee on Library*

Ms. Nancy Edge-Schmitz, *Director, Student Health Center*

Ms. Janet Smart, *Instructor of English*

Dr. David Dempsey, *Assistant Professor of Mathematics*
Dr. Mark Meade, *Assistant Professor of Biology*
Dr. Jay Ketterer, *Director, International House*
Mr. Earnest Fletcher, *Student Representative*

Resource People:

Mr. William Hubbard, *Professor and University Librarian*

Subcommittee on Instructional Support, Informational Technology Resources and Systems

Mr. Terry Marbut, *Department Head and Instructor of Technology and Chair of Subcommittee on Instructional Support, Informational Technology Resources and Systems*

Ms. Ann Poe, *Director, Supplemental Learning Services*

Mr. Greg Bonds, *Director, Compliance Services*

Mr. Alan Wallace, *Technology Analyst*

Mr. Greg Nabors, *Systems Analyst*

Ms. Blanche Colley, *Instructor of Curriculum & Instruction*

Dr. Randy Wood, *Associate Professor of Criminal Justice*

Ms. Heather Harper, *Student Representative*

Resource People:

Dr. Franklin King, *Professor of Instructional Media and Director of Distance Learning*

Subcommittee on Student Development Services

Ms. Linda Cain, *Associate Professor and Assistant Librarian and Chair of Subcommittee on Student Development Services*

Mr. Nelson Coleman, *University Police Chief*

Ms. Allyson Barker, *Comptroller*

Mr. Mark Brandon, *Instructor of Music*

Ms. Debra Carmack, *Student Support Coordinator*

Ms. Joy Brindle, *Bookkeeper, Development Office*

Dr. Steve Whitton, *Professor of English*

Mr. Robert Hayes, *Student Representative*

Resource People:

Dr. Alice Cusimano, *Associate Vice President for Student Affairs*

Dr. Claudia McDade, *Director of Learning Resources*

Subcommittee on Intercollegiate Athletics

Mr. Mark Jones, *Director, Recreational Sports and Chair of Subcommittee on Intercollegiate Athletics*

Mr. Rufus Kinney, *Instructor of English*

Mr. Keith Riley, *Telecommunications*
Ms. Debby Bishop, *Associate Director, Athletics*
Mr. Sean Ponder, *Manager, Academic Computer Service*
Ms. Michelle Alford, *Sports Information*
Ms. Martha Mitchell, *Director of Admissions*
Dr. William Hey, *Associate Professor of Health, Physical Education, and Recreation*
Ms. Stephanie Janis, *Student Representative*

Resource People:

Mr. Tom Seitz, *Director of Athletics*
Ms. Kathy Cambron, *Acting Registrar*

Subcommittee on Organization and Administration

Mr. Randy Harper, *Executive Director, Data Systems Management Division and Chair of Subcommittee on Organization and Administration*
Mr. Evin Thompson, *Manager, University Telecommunications*
Ms. Kristin Johnson, *Program Analyst*
Dr. Mike Marker, *Assistant Professor of Management*
Ms. Nina King, *Instructor of Education*
Mr. Kevin McFry, *Financial Systems Manager*
Dr. Kelly Ryan, *Assistant Professor of Education*
Ms. Judy Harrison, *Manager, Salary & Benefits*
Ms. Rachelle Shelton, *Student Representative*

Resource People:

Dr. William Meehan, *President*

Subcommittee on Institutional Advancement

Dr. Jim McIntyre, *Assistant Professor of Finance and Chair of Subcommittee on Institutional Advancement*
Dr. Beth Engley, *Professor of Education*
Ms. Margaret Griffin, *Instructor of English*
Dr. Mark Fagan, *Department Head and Professor of Social Work*
Mr. Keith Lowe, *Account Executive, Center for Economic Development*
Mr. Alan McCurry, *Manager, Systems Support*
Ms. Becky Sproles, *Student Representative*

Resource People:

Ms. Connie Edge, *Director, Alumni Affairs*
Mr. Joe Serviss, *Director, Development*

Subcommittee on Financial Resources

Ms. Martha McCormick, *Department Head and Instructor of Computer Science and Chair of Subcommittee on Financial Resources*
Dr. Donnie Ford, *Professor of Computer Science*
Mr. Gene Padgham, *Instructor of Finance*
Dr. Chris Westley, *Assistant Professor of Economics*
Dr. Jeff Zanzig, *Assistant Professor of Accounting*
Ms. Robbie Medders, *Associate Director, Small Business Development Center*
Ms. Stacy Dickeson, *Student Representative*

Resource People:

Mr. Don Thacker, *Vice President for Administrative & Business Affairs*
Dr. William Fielding, *Dean, College of Commerce & Business Administration*

Subcommittee on Physical Resources

Mr. Doug Taylor, *Assistant Professor and Assistant Librarian and Chair of Subcommittee on Physical Resources*
Dr. Ed Bellman, *Assistant Professor of Technology*
Dr. Rita Boydston, *Assistant Professor of Education*
Dr. Joann Krauss, *Assistant Professor of Management*
Dr. Sandra Stone, *Associate Director, JSU-Gadsden*
Ms. Karen Myers, *Instructor of Computer Science*
Dr. Llew Cook, *Assistant Professor of History*
Mr. Don Killingsworth, *Student Representative*

Resource People:

Mr. George Lord, *Director, Physical Plant*

Subcommittee on Externally Funded Grants & Contracts & Related Corporate Entities

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

Resource People:

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