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THE FRIENDLIEST CAMPUS IN THE SOUTH



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# STRATEGIC PLAN

# 2.0

## *Board of Trustees Reporting*

Office of Institutional Research &  
Effectiveness

**JAX  
STATE**  
Jacksonville State University



# TRAINING PURPOSE

- Shift from reporting activities → demonstrating impact
- Align all work to REACH, ENGAGE, DISCOVER
- Improve quality, clarity, and accountability



# LEARNING OBJECTIVES

- Understand Strategic Plan 2.0 framework
- Navigate new reporting template
- Align work to strategic priorities
- Use data to demonstrate impact



# STRATEGIC FRAMEWORK

REACH – Enrollment, Finance, Accountability

ENGAGE – Partnerships, Community, Belonging

DISCOVER – Learning, Innovation, Student

Success

This process is not intended to add work for your unit; rather, it aligns your existing efforts with the RED Strategic Plan.

# Reach

*As a thriving learning community, we depend on a strong financial foundation based on student enrollment, a spirit of generosity, and a culture of accountability.*

## **Commitment 1**

As the higher education landscape is challenged with access and competition, we will commit to advance JSU's financial strength, enrollment goals, and the overall success of students.

## **Goals**

### **Inclusive Enrollment**

Attract, enroll, and support undergraduate and graduate students with unique experiences from across the region, state, nation, and globe through diversifying academic program offerings and financial packages providing quality support services.

### **Spirit of Generosity**

Create a dynamic culture of philanthropy to inspire generosity, increase funding from external sources, and provide networking opportunities.

### **Culture of Accountability**

Cultivate an environment that promotes and encourages effectiveness, efficiency, innovation, informed practices, optimization, value communication, and transparency while continuously measuring our progress and seeking to expand our financial resources.

# Engage

*As a university, we ensure the vibrancy of our campus, community, and region through the benefit of belonging, mutual relationships, and power of place.*

## **Commitment 2**

Create symbiotic partnerships that impact the university learning environment, providing additional opportunities for the exchange of ideas, experiential learning, and community engagement, while allowing university members to give back to the community.

### **Goals**

#### **Benefit of Belonging**

Improve the accessibility of a safe campus supportive of all campus and community members via co-curricular events, organizations, and partnerships; responsive environments; and opportunities to connect and learn from each other.

#### **Mutual Relationships**

Strengthen partnerships to improve quality of life through collective impact: reciprocal partnerships, mutually beneficial initiatives, strong relationships with JSU stakeholders (i.e., alumni, employers, local and state governments, parents, potential students).

#### **Power of Place**

Ensure a vibrant and successful campus and community that will be attractive to various populations through outreach and events in various sectors (arts, athletics, economics, education) and celebrations of the people, experiences and environments that make JSU unique.

## Discover

*As educators, we do not provide the answers. We provide the experiences, environments, and expectations that allow learners to discover the answers.*

### Commitment 3

In an age of rapid educational change and innovation, we will continue to advance our capacity for creating meaningful and accessible learning opportunities that prepare all learners (faculty, staff, students, community members) for success.

#### Goals

#### Experiences

Provide learning experiences that connect learners with real-world knowledge, skills, and opportunities through high-impact learning, expanded technology, and formal mentorship programs.

#### Environments

Create and efficiently use new flexible, technology-enhanced learning environments characterized by modern facilities, technological enhancements, active learning, and engaging instruction.

#### Expectations

Promote and assess critical thinking, essential employability skills, and successful degree completion in all learning experiences and environments through transformed teaching and learning support.



# WHAT'S NEW IN 2.0

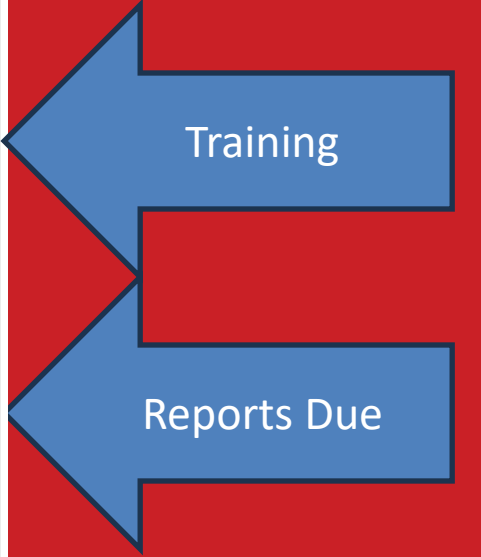
- Quarterly reporting cycles
- Standardized template
- Inclusive documentation from all units



# QUARTERLY CYCLES

- Cycle 1: Oct–Dec
- Cycle 2: Jan–Mar
- Cycle 3: Apr–Jun
- Cycle 4: Jul–Sep

|                                      |  |
|--------------------------------------|--|
| January - March                      | Responsible parties work on Cycle 2 (January – March) responses based on work completed in October – December of previous year   |
| May 4 <sup>th</sup> -8 <sup>th</sup> | <b>Strategic Plan Launch/Training Week</b><br>May 4 <sup>th</sup> & 7 <sup>th</sup> 10:00-11:00 TEAMS TRAINING<br>May 5 <sup>th</sup> & 6 <sup>th</sup> 2:00-3:00 TEAMS TRAINING<br>May 8 <sup>th</sup> 10:00-12:00 ON DEMAND TEAMS TRAINING |
| <b>May 20</b>                        | <b>Strategic Plan Cycle 2 Reports (January-March) Due to VPs</b>   |
| May 21                               | Send email <u>reminder</u> to VPs to turn in completed Cycle 2 January - March reports   |
| <b>May 30</b>                        | <b>Vice Presidents turn in completed reports for Cycle 2 (January – March) to OIRE</b>   |
| May 1                                | Send email <u>reminder</u> to responsible parties to begin working on Cycle 3 (April - June) responses along with January - March report attachments   |
| <b>May 20</b>                        | <b>Strategic Plan Committee Retreat</b>  |





# REPORTING STRUCTURE

- Project Summary
- Funding/Resources
- Implementation Status
- Documentation

# Jacksonville State University Board Report 26/27

|   |  |                       |  |
|---|--|-----------------------|--|
| Division  |  | Department or College |  |
| VP/Provost  |  | Dean (if applicable)  |  |
| Please complete <i>only</i> the goals that apply to your department or college, otherwise leave blank or enter N/A. |  |                       |  |

## January – March 2026

**REACH - Commitment 1:** As the higher education landscape is challenged with access and competition, we will commit to advance JSU's financial strength, enrollment goals, and the overall success of students.

**1.1 Inclusive Enrollment** - Attract, enroll, and support undergraduate and graduate students with unique experiences from across the region, state, nation, and globe through diversifying academic program offerings and financial packages providing quality support services.  
 (Examples: Enrollment Data including demographics and origin of international students, retention rates.)

**Summary - Add Project Description Here:**

**Funding/Resources:**  Human Capital  Budgetary Allotment  Limited Funding  No Funding  
**Project Implementation:**  Completed  In Progress  In Planning Stage  Ongoing/Explanation  
**Documentation:**  Thorough  Transparent  Demonstrates Best Practices

**1.2 Spirit of Generosity** - Create a dynamic culture of philanthropy to inspire generosity, increase funding from external sources, and provide networking opportunities. (Examples: Donations to JSU Foundation, grants information.)

**Summary - Add Project Description Here:**

**Funding/Resources:**  Human Capital  Budgetary Allotment  Limited Funding  No Funding  
**Project Implementation:**  Completed  In Progress  In Planning Stage  Ongoing/Explanation  
**Documentation:**  Thorough  Transparent  Demonstrates Best Practices

**1.3 Culture of Accountability** - Cultivate an environment that promotes and encourages effectiveness, efficiency, innovation, informed practices, optimization, value communication, and transparency while continuously measuring our progress and seeking to expand our financial resources. (Example: Financial Information)

**Summary - Add Project Description Here:**

**Funding/Resources:**  Human Capital  Budgetary Allotment  Limited Funding  No Funding  
**Project Implementation:**  Completed  In Progress  In Planning Stage  Ongoing/Explanation  
**Documentation:**  Thorough  Transparent  Demonstrates Best Practices

**ENGAGE - Commitment 2:** Create symbiotic partnerships that impact the university learning environment, providing additional opportunities for the exchange of ideas, experiential learning, and community engagement, while allowing university members to give back to the community.

**2.1 Benefit of Belonging** - Improve the accessibility of a safe campus supportive of all campus and community members via co-curricular events, organizations, and partnerships; responsive environments; and opportunities to connect and learn from each other.

**Summary:**

**Funding/Resources:**  Human Capital  Budgetary Allotment  Limited Funding  No Funding  
**Project Implementation:**  Completed  In Progress  In Planning Stage  Ongoing/Explanation  
**Documentation:**  Thorough  Transparent  Demonstrates Best Practices

**2.2 Mutual Relationships** - Strengthen partnerships to improve quality of life through collective impact: reciprocal partnerships, mutually beneficial initiatives, strong relationships with JSU stakeholders (i.e., alumni, employers, local and state governments, parents, potential students).

**Summary:**

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**Project Implementation:**  Completed  In Progress  In Planning Stage  Ongoing/Explanation  
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**2.3 Power of Place** - Ensure a vibrant and successful campus and community that will be attractive to various populations through outreach and events in various sectors (arts, athletics, economics, education) and celebrations of the people, experiences and environments that make JSU unique. (Examples: Number of events, number in attendance, number of new partnerships.)

**Summary:**

**Funding/Resources:**  Human Capital  Budgetary Allotment  Limited Funding  No Funding  
**Project Implementation:**  Completed  In Progress  In Planning Stage  Ongoing/Explanation  
**Documentation:**  Thorough  Transparent  Demonstrates Best Practices

**DISCOVER – Commitment 3:** In an age of rapid educational change and innovation, we will continue to advance our capacity for creating meaningful and accessible learning opportunities that prepare all learners (faculty, staff, students, community members) for success.

**3.1 Experiences** - Provide learning experiences that connect learners with real-world knowledge, skills, and opportunities through high-impact learning, expanded technology, and formal mentorship programs.

**Summary:**

**Funding/Resources:**  Human Capital  Budgetary Allotment  Limited Funding  No Funding  
**Project Implementation:**  Completed  In Progress  In Planning Stage  Ongoing/Explanation  
**Documentation:**  Thorough  Transparent  Demonstrates Best Practices



# WRITING STRONG SUMMARIES

- Be clear and concise
- Focus on outcomes
- Include measurable results when possible
- Avoid vague language



# ACTIVITIES VS OUTCOMES

- Activity: Hosted event
- Outcome: Increased student engagement by 20%
- Focus on impact, not just action



# USING DATA EFFECTIVELY

- Use metrics to support claims
- Connect data to outcomes
- Show progress over time



# RESOURCE ALIGNMENT

- Human Capital
- Budgetary Allocation
- Limited/No Funding
- Ensure alignment with goals

**Funding/Resources:**  Human Capital  Budgetary Allotment  Limited Funding  No Funding  
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**Documentation:**  Thorough  Transparent  Demonstrates Best Practices

Funding/Resources - indicates the type of resources required to support the initiative.

- **Human Capital:** The initiative primarily relies on staff or faculty time, reassigned duties, or additional workload rather than new funding.
- **Budgetary Allotment:** The initiative is supported by existing institutional funds (e.g., operating budget, allocated funds).
- **Limited Funding:** The initiative required modest or one-time funding (e.g., small grants, temporary funds, event-based costs).
- **No Funding:** The initiative was completed using existing resources with no additional financial or staff needs.

Note: Check all options that apply, not just one.

**Funding/Resources:**  Human Capital  Budgetary Allotment  Limited Funding  No Funding  
**Project Implementation:**  Completed  In Progress  In Planning Stage  Ongoing/Explanation  
**Documentation:**  Thorough  Transparent  Demonstrates Best Practices

Project Implementation: Identifies the current phase of the initiative during the reporting period.

- **Completed:** The initiative has been fully implemented, and objectives were achieved during this reporting period.
- **In Progress:** Work on the initiative is actively underway but not yet completed.
- **In Planning Stage:** The initiative is in development (e.g., needs assessment, proposal drafting, approvals).
- **Ongoing/Explanation:** The initiative is continuous or recurring by nature. Use the narrative space to briefly explain how it continues across reporting periods.

Note: Chose the status that best reflects the initiative during the quarter being reported.

**Funding/Resources:**  Human Capital  Budgetary Allotment  Limited Funding  No Funding  
**Project Implementation:**  Completed  In Progress  In Planning Stage  Ongoing/Explanation  
**Documentation:**  Thorough  Transparent  Demonstrates Best Practices

**Documentation: indicates the quality and usefulness of evidence supporting the initiative.**

- **Thorough:** You have comprehensive documentation (e.g., reports, data tables, assessments, outcomes)
- **Transparent:** Your processes, decisions, and results are clearly explained and replicable.
- **Demonstrates Best Practices:** The initiative reflects recognized standards, innovative approaches, or exemplary practices that could be replicated by other units.

Note: Checking these boxes signals readiness for review, assessment, and sharing.

\_\_\_\_\_ Division/Department

\_\_\_\_\_ Date

- Outstanding: Exceeds expectations, measurable impact
- Satisfactory: Meets expectations
- Needs Attention: Gaps in execution or documentation

**1. Outstanding Resource Allocation and Work Reported**

**Description:**

Resources are allocated with exceptional alignment to strategic priorities, resulting in highly effective and measurable outcomes. All planned activities are fully implemented, often exceeding expectations in terms of quality, timeliness, and impact. Documentation is thorough, transparent, and demonstrates innovation or best practices. The work reported reflects proactive problem-solving, efficient use of resources, and clear evidence of positive results for the division/department.

**2. Satisfactory Resource Allocation and Work Reported**

**Description:**

Resources are allocated appropriately to meet strategic goals, and most planned activities are completed as expected. The work reported meets established standards for quality and timeliness, with no major gaps or issues. Documentation is complete and accurate, showing that resources are used responsibly and objectives are generally achieved. While there may be minor areas for improvement, overall performance is solid and consistent with organizational expectations.

**3. Needs Attention**

**Description:**

Resource allocation is insufficient, misaligned, or inconsistently applied, resulting in incomplete or substandard work. Significant activities may be delayed, missing, or not meeting required standards. Documentation may be lacking, unclear, or fail to demonstrate effective use of resources. The work reported indicates challenges in planning, execution, or follow-through, and corrective action is needed to address gaps and improve outcomes.

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## RESULTS

Select One:

|                       |                       |  |
|-----------------------|-----------------------|--|
| <input type="radio"/> | <input type="radio"/> | Outstanding Resource Allocation and Work Reported  |
| <input type="radio"/> | <input type="radio"/> | Satisfactory Resource Allocation and Work Reported |
| <input type="radio"/> | <input type="radio"/> | Needs Attention                                    |

Reviewer Comments:



# COMMON MISTAKES

- Listing activities only
- No measurable outcomes
- Lack of alignment
- Missing documentation



# CONTINUOUS IMPROVEMENT

- Use feedback from previous cycles
- Adjust strategies
- Improve reporting quality each cycle



# FINAL TAKEAWAYS

- Strategic Plan = Institutional impact
- Data tells the story
- Alignment is critical
- Quality reporting matters



# ACTIVITY: FIX THE REPORT

Example: “We hosted several events for students this semester.”

What is missing?

How would you improve it?



## PRO TIP

“If your work is not showing impact in this plan, it becomes invisible at the leadership level.”

**QUESTIONS?**

**THANK**

*You*