

# *Jacksonville State University Strategic Plan*

## **Reach**

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

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### **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**

#### **1. Inclusive Enrollment**

Attract, enroll, and support undergraduate and graduate students with unique experiences from across the region, state, nation, and globe.

*Objective 1:* Attract students with diversified backgrounds, experiences, and educational goals by developing innovative educational offerings and financial resources.

***Strategy 1 (Student Affairs and Enrollment Management – Ms. Wiggins):*** Develop new and evaluate existing partnerships, scholarships, and benefits to students to promote access and affordability.

***Strategy 2 (External Affairs – Ms. Cauthen):*** Promote alternative learning opportunities through Continuing Education to reach the non-traditional student to further expand the JSU learning environment into the community.

***Strategy 3 (University Athletics – Mr. Seitz):*** Leverage the new opportunities available with our transition to the FBS athletic landscape by increasing the number and types of sports programs to accommodate a more diverse group of students

*Objective 2:* Increase the enrollment of undergraduate and graduate students.

**Strategy 1 (Philanthropy – Mr. Garner):** Diversify strategic marketing efforts to be able to increase the general brand awareness of Jacksonville State University.

**Strategy 2 (Finance and Administration – Mr. Lyon):** Partner with Academic Affairs and Enrollment Management teams to determine enrollment strategies specific to academic programs and the financial impact of various pedagogic strategies.

**Strategy 3 (Student Affairs and Enrollment Management – Ms. Jessica Wiggins):** Develop and initiate a comprehensive Strategic Enrollment Management Plan

**Objective 3:** Provide quality support services to undergraduate and graduate students

**Strategy 1 (Academic Affairs – Dr. King):** Meet students where they are with expanded services.

**Strategy 2 (Student Affairs - Mr. Robinson):** Provide ample opportunities for students to become engaged in co-curricular and extra-curricular activities and programs.

**Strategy 3 (Philanthropy – Mr. Garner):** Create a user-friendly, diverse, and accessible website that provides a clear pathway to navigate the resources and activities that are offered on campus.

**Strategy 4 (Academic Affairs – Dr. Bavonese):** Continue to find ways to support student athletes by fully utilizing the student success management system.

**Strategy 5 (Finance and Administration – Dr. Hoult):** Provide quality auxiliary products, instructional materials, and services that are competitively priced to support student success.

## **2. Spirit of Generosity**

Create a dynamic culture of philanthropy to inspire generosity.

**Objective 1:** Embed philanthropy and service into all aspects of campus.

**Strategy 1 (Student Affairs and Enrollment Management – Mr. Robinson):** Develop systems to encourage and monitor student philanthropy, community service and generosity.

**Strategy 2 (University Athletics – Ms. Misty Ray):** Continue to expand community service and outreach opportunities for all student athletes to benefit the local schools and communities.

**Strategy 3 (Philanthropy – Ms. Kelli Holmes):** Increase the overall participation in the “All In Employee Giving Campaign.”

**Strategy 4 (Philanthropy – Ms. Kelli Holmes):** Increase first time giving by students and young alumni to encourage philanthropic ties to JSU early.

**Objective 2:** Encourage stakeholders to use their professional and social networks to garner additional support for JSU.

**Strategy 1 (University Athletics – Dr. Bonds):** Use the opportunities provided with the passage of the Name, Image, and Likeness (NIL) legislation for student athletes to market the overall JSU brand through social media networks.

**Objective 3:** Increase fundraising from private sources.

**Strategy 1 (Philanthropy – Dr. Medders):** Refine the portfolio of each fundraiser to include additional major gift prospects while increasing visits to those prospects.

**Strategy 2 (University Athletics – Mr. Seitz):** Expand the university’s brand and media presence through a variety of ways, including sponsorship activation, creative sponsorships, and media presence (outdoor, print, televised games, radio network, etc.).

**Strategy 3 (University Athletics – Ms. Callan):** Increase financial support and revenue for the athletic department through gifts and fundraising events via the athletic department booster club.

**Strategy 4 (Philanthropy – Dr. Medders):** Develop crisp, clear and compelling talking points for an “elevator speech” of priorities that can be echoed by JSU staff and alumni and will become the basis for alumni giving.

### **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.

**Objective 1:** Establish and ensure financial stewardship and fiscal responsibility.

**Strategy 1 (Finance and Administration – Dr. Harmon):** Develop a plan to enhance overall fiscal responsibility of University resources.

**Strategy 2 (Finance and Administration – Dr. Harmon):** Pursue alternative revenue sources, identify and implement cost savings measures, and optimize resource allocation through zero-based budgeting.

**Strategy 3 (Finance and Administration – Dr. Harmon):** Advocate for the inclusion of financial sustainability as a core principle in decision-making.

**Strategy 4 (Finance and Administration Dr. Harmon and Ms. Cauthen):** Advocate at the State level for increased financial support.

**Objective 2:** Review and evaluate current procedures and research best practices to increase efficiency and promote innovation across all areas.

**Strategy 1 (Academic Affairs – Dr. Christie Shelton/Harmon):** Implement a staggered salary compensation plan.

**Strategy 2 (Information Technology – Mr. Houston):** Implement mobile and online applications to facilitate financial transactions.

**Strategy 3 (Student Affairs and Enrollment Management – Ms. Gloria Floyd):** Continue to assess students' opinions when evaluating university policies and procedures to ensure they are student centered.

**Strategy 4 (Finance and Administration – Dr. Harmon and Ms. Shasta Platt):** Reimagine and design new fiscal systems and processes that empower the campus community to make informed and efficient decisions.

**Strategy 5 (Finance and Administration – Mr. Lyon):** Deliver modern and innovative financial management operations and services that are inclusive, efficient, sustainable, and secure.

**Strategy 6 (Finance and Administration – Ms. Casey):** Maintain a high-performing workforce to enhance institutional productivity and empower innovation.

**Strategy 7 (Finance and Administration – Dr. Hoult):** Collaborate with auxiliary service providers to increase efficiencies to ensure sustainable operations.

**Strategy 8 (University Athletics – Dr. Bonds):** Reassess, re-evaluate and update the athletic policies and procedures to include best practices.

**Objective 3:** Increase and promote transparency through improved communication regarding internal decision-making and processes.

**Strategy 1 (All Divisions –, Student Affairs and Enrollment Management [Mr. Casey and Mr. Barton], Philanthropy [Mr. Garner], Athletics [Mr. Seitz and Mr. Underwood], External Affairs [Leigha Cauthen], Information Technology [Mr. Vinson Houston] Finance and Administration [Dr. Harmon] )::** Facilitate timely, pertinent and clear communication to the campus community.

**Strategy 2 (Finance and Administration – Dr. Harmon):** Improve the quality, completeness, and availability of financial information to enhance fiscal transparency.

**Strategy 3 (Academic Affairs – Dr. Shelton):** Implement new approach to meetings, communication, and priority of needs

# 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.*

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## 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

### 1. Benefit of Belonging

Improve the accessibility of a safe, equitable, diverse campus supportive of all campus and community members.

*Objective 1:* Expand the opportunities for campus connections through co-curricular events, organizations, and partnerships.

**Strategy 1 (Academic Affairs – Dr. Porter):** Ensure maximum use of external leadership opportunities and the Academic Affairs Leadership Academy.

**Strategy 2 (University Athletics – Mr. Seitz):** Continue to schedule events in conjunction with other university stakeholders to engage new and existing students and alumni (e.g., preview day, homecoming, etc.).

*Objective 2:* Create environments to encourage campus and community members to connect and learn from each other.

**Strategy 1 (Student Affairs and Enrollment Management – Ms. Lyon, Ms. Smith and Dr. Hoult):** Implement the approved Housing strategic plan.

**Strategy 2 (Office of the President):** Host events throughout the year for the campus community and/or community.

*Objective 3:* Provide an accessible community that promotes full participation of diverse members and ensures equity through responsive environments.

**Strategy 1 (Academic Affairs [Dr. Creech] Finance and Administration [Ms. Allison Casey], and Student Affairs and Enrollment Management**

*[Mr. Barton], Athletics [Mr. Seitz]):* Monitor and evaluate accessibility needs of the campus community.

***Strategy 2 (Student Affairs and Enrollment Management – Mr. Robinson and Ms. Lola Johnson):*** Ensure programs and services are in place to meet students' physiological and safety needs to promote a sense of belonging on campus.

## **2. Mutual Relationships**

Strengthen partnerships to improve quality of life through collective impact.

*Objective 1:* Increase reciprocal partnerships and level of campus and community engagement to achieve mutually beneficial initiatives.

***Strategy 1 (Academic Affairs [Dr. Bavonese] and Student Affairs & Enrollment Management [Mr. Robinson]):*** Expand partnerships with campus and community stakeholders that will connect students with community resources, volunteer opportunities, internship opportunities and career opportunities.

***Strategy 2 (Finance and Administration – Dr. Hoult):*** Operate auxiliary service units that support students, faculty, staff, and community campus experiences.

*Objective 2:* Sustain and enrich the quality of relationships with JSU stakeholders (i.e., alumni, employers, local and state governments, parents, potential students).

***Strategy 1 (Academic Affairs [Deans] and Philanthropy [Dr. Medders]):*** Expand and enhance the collegiate Board of Advocates programs.

***Strategy 2 (External Affairs – Ms. Cauthen):*** Develop partnerships and open dialogue between elected officials, community partners and citizens to further enrich the Town and Gown relationship.

***Strategy 3 (Academic Affairs – Dr. Stone):*** Create annual report and newsletter for Academic Affairs.

## **3. Power of Place**

Ensure a vibrant and successful campus and community that will be attractive to a diverse population.

*Objective 1:* Make a visible, significant societal impact in JSU's region through outreach and events in various sectors (arts, athletics, economics, education).

***Strategy 1 (Student Affairs and Enrollment Management– Mr. Robinson and Mr. Barton):*** Foster relationships between students and community stakeholders to assist in creating a community that is safe and welcoming to all stakeholders.

**Strategy 2 (External Affairs – Ms. Cauthen):** Work with the city of Jacksonville to promote a mutually beneficial relationship to strategically work to recruit quality faculty, staff and students to the University and community.

**Strategy 3: (University Athletics – Mr. Seitz):** Continue to schedule nationally known opponents throughout athletics to engage fans, alumni and students.

**Objective 2:** Celebrate the people, experiences, and environments that make JSU unique.

**Strategy 1 (Academic Affairs [Provost Shelton and Ms. Meecham] and Finance and Administration [Ms. Allison Casey]:** Continue and expand, as needed, faculty and staff recognition programs.

**Strategy 2 (Academic Affairs – Dr. Stone):** Create annual report and newsletter for Academic Affairs.

# Discover

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

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## **Commitment 3**

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

## **Goals**

### **1. Experiences**

Provide learning experiences that connect learners with real-world knowledge, skills, and opportunities.

**Objective 1:** Expand the use of High-Impact Learning in undergraduate and graduate programs.

**Strategy 1 (Finance and Administration – Ms. Casey/Dr. Harmon:** Develop a compensated student internship classroom to campus work force program to include expectations and requirements for all student workers.

**Strategy 2 (Academic Affairs – Dr. Stone):** Emphasize high impact practices and quality teaching.

**Strategy 3 (Student Affairs and Enrollment Management– Mr. Robinson):** Expand co-curricular programs that promote leadership and character

development while connecting students with real-world knowledge, skills and opportunities.

*Objective 2:* Expand the utilization technology to support students, faculty, and staff.

***Strategy 1 (All Divisions –Academic Affairs [Office of the Provost], Student Affairs and Enrollment Management [Mr. Casey], Philanthropy [Ms. Kelli Holmes], Athletics [Dr. Bonds], External Affairs [Ms. Cauthen], Information Technology [Ms. Kristin Bright], Finance and Administration [Dr. Harmon] ):*** Provide professional development and training opportunities for students and employees.

***Strategy 2 (Information Technology – Mr. Houston):*** Develop a marketing and communication plan to raise the awareness of available computing resources, software, and professional development to assist students, faculty, and staff on leveraging existing enterprise technology and services.

***Strategy 3 (Information Technology – Mr. Houston):*** Develop a campus technology master plan that focuses on user-friendly technology usage.

***Strategy 4 (Information Technology – Ms. Kristin Bright):*** In conjunction with Online@JSU, add additional Canvas integrations to provide more functionality and better accessibility to resources.

***Strategy 5 (Information Technology – Mr. Houston):*** Increase access to enhanced educational software through JSU cloud solutions.

***Strategy 6 (Information Technology –Mr. Houston):*** Schedule recurring training opportunities that highlight the availability of existing technological tools and how to effectively incorporate them into daily academic and administrative tasks.

*Objective 3:* Develop formal mentorship programs (e.g., faculty to faculty, staff to staff, student to student, faculty to student).

***Strategy 1 (Academic Affairs –Dr. Janet Bavonese):*** Increase internal professional development via mentoring, leadership fellow, etc.

***Strategy 2 (University Athletics – Ms. Misty Rayl):*** Continue to grow the Gamecock Mentorship Program which connects former student athletes and alums with current student athletes that have similar career interests.

## **2. Environments**

Create and provide new learning environments characterized by modern facilities, technological enhancements, active learning, and engaging instruction.

*Objective 1:* Increase the number of flexible, technology-enhanced learning spaces that promote active teaching and learning.



**Strategy 1 (Academic Affairs – Dr. Graham):** Address the academic learning environments to update classrooms, repair issues, fund graduate assistantships.

**Strategy 2 (Student Affairs and Enrollment Management – Mr. Casey and Mr. Robinson):** Expand access to facilities available to student groups.

**Objective 2:** Continuously evaluate campus academic and non-academic spaces to renovate and/or build new facilities as needed.

**Strategy 1 (Finance and Administration – Mr. Randal Johnson):** Plan, design, and construct capital projects to support university growth and enhance its capabilities.

**Strategy 2 (Finance and Administration – Mr. Randal Johnson):** Manage campus physical appearance, including academic buildings, outdoor terrain, and agriculture to provide a safe and enjoyable environment.

**Objective 3:** Provide learners access to active learning opportunities, engaging instruction, sustainable training, and professional development.

**Strategy 1 (Finance and Administration [Ms. Allison Casey] and Academic Affairs [Deans]):** Revise faculty/staff evaluation processes to maximize opportunities for constructive feedback and professional growth.

**Objective 4:** Increase utilization of existing learning spaces on campus.

**Strategy 1 (Information Technology – Ms. Vinson Houston):** In conjunction with Finance and Administration, implement the use of room scheduling software to ensure optimal utilization of learning spaces.

### **3. Expectations**

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

**Objective 1:** Enhance efforts to ensure student success.

**Strategy 1 (Academic Affairs – Dr. White):** Ensure that all undergraduate academic programs can be successfully completed within four years by evaluating opportunities to decrease coursework for lengthy programs.

**Strategy 2 (Academic Affairs – Dr. Bavonese):** Strengthen academic advisement as an integrative learning experience aligned with the National Academic Advising Association (NACADA) academic core competencies.

**Strategy 3 (Academic Affairs – Dr. Bavonese):** Continue to provide academic and student support services to student athletes to assist with improvement in the Academic Progress Rate (APR) and Graduation Success Rate (GSR).

*Objective 2:* Transform teaching and learning across programs and experiences.

***Strategy 1 (Academic Affairs – Dr. Stone):*** Re-envision general education and implement a signature program unique to JSU.

***Strategy 2 (Academic Affairs – Dr. Bavonese):*** Reinvigorate career development to enhance student acquisition of National Association of Colleges and Employers (NACE) competencies appropriate to major selection and career goals.

***Strategy 3 (Academic Affairs – Dr. Cunningham):*** Partner with community stakeholders to sponsor compensated internships.

***Strategy 4 (Academic Affairs – Dr. Bavonese):*** Continue to improve university advising in conjunction with athletic eligibility advising.