

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.

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 (Academic Affairs – Dr. Valentin) Assess learning needs of prospective students, current students, alumni, community stakeholders and employers in the region.

Base Line: Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure.

Current Level of Progress: The current level of progress: for the CNA Steering Committee is developing survey questions that will be added to the CNA survey and then vote for CNA committee approval. Once approved, the survey will be sent to the Provost for approval.

Measure: Assessment of this strategy for this reporting cycle will be measured in terms of percentage of completion of the Community Needs Assessment Survey.

Assembly of the Steering Committee (0% complete)

Development of purpose (10% complete)

Development of Sectors to assess (15% complete)

Identifying of Sector experts (20% complete)

Development of focus group protocol (30% complete)
Development of themes from focus group data analysis (40% complete)
Development of focus group survey for JSU community sector experts (50% complete)
Development of themes from the JSU community focus group (55% complete)
Development/Revision of CNA Survey questions based on ALL focus group data (60% complete)
Approval of CNA survey by Committee (100% complete)
Approval of CNA survey by Provost (100% complete)
Approval of CNA survey by President (100% complete)
Approval for use of Assessment/CNA survey for data collection (100% complete)

Benchmark: Currently we are at 100% completion of the instrument development. Next steps are to disseminate for data collection.

Target: The target is to be at 100% complete and have a fully approved assessment instrument to launch the data collection phase.

Results: According to the outline of the % of completion, we will be able to achieve the set target and launch data collection by the end of this reporting cycle.

Results: We have organized a Community Needs Assessment and have developed a survey to be used for collecting data. The assessment/survey once approved by the Community Needs Assessment Steering Committee, will be submitted to the Provost for approval. Then the assessment/survey will be sent to the President for final approval and will be used to collect data at numerous events held around our 15-region service area. After completion of the instrument development stage, we will launch the data collection stage and this along with results will be reported in the next reporting cycle.

Strategy 2 (Academic Affairs – Dr. Stone): Develop criteria and processes to award course credit for prior learning not traditionally accepted, such as work or military experience.

Base Line: Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure. Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: 1 of 3

Measure: Assessment Measure: number of programs with portfolio/credit for work experience options

Benchmark: At the start of this strategic plan, JSU had 0 standardized, official processes.

Target: Three programs (UG majors) will have portfolio of work experience for course credit procedures in place.

Results: 1 of 3--Integrated Studies

Action Plan: Since the start of the RED Plan, we have added one portfolio process--for Integrated Studies. That process is in the UG Catalog and on a website for the major. The Prior Learning Assessment Committee will work with deans and department heads to add two more majors to INS as programs awarding course credit via a portfolio process.

Current Level of Progress: The Prior Learning Assessment Committee met and has announced this goal to deans, who are going to work with departments on aligning courses with established credentials external to JSU.

Measure: Number of options for credit for credentials

Benchmark: We are at 0.

Target: 10

Results: 0

Action Plan: The PLA members will work with departments to explain the Credit for Credentials approach and chart, which will be added to the catalog after departments notify the registrar via memo of credentials that will earn course credit.

Strategy 3 (Student Affairs and Enrollment Management – Ms. Wiggins): Develop new and evaluate existing partnerships, scholarships, and benefits to students to promote access and affordability.

Baseline: Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure. Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: 1. Initial data for fall 2023 freshmen has been collected and is currently being reviewed by EAB. Transfer scholarship data is being reviewed internally by the Financial Aid & Scholarships Subcommittee of Enrollment Management Committee. 2. One community partner meeting has been held to discuss a new potential partnership. Two expired partnerships are currently in progress of being renewed and revisions have been sent to the partners for review.

Measure: 1. Complete annual evaluation of merit scholarship (freshman & transfer), need-based grant, and partnership scholarship structure for upcoming academic year and publish updates by October 1. 2. Development of new and/or renewal of community or profession-based partnerships.

Benchmarks: 1. Annual Evaluation of scholarships & grant completed around October 15 in prior years. 2. 11 new partnerships were developed, and 3 partnerships were reevaluated and renewed in the prior academic year (Aug. 2022 - July 2023).

Target: 1. Complete evaluation by October 1 to be able to publicize amounts & structure earlier for recruitment purposes. 2. Develop and implement and/or renew at least 3 community, profession, or business-based partnerships.

Results: At this time, there are no results to be shared for either measure.

Action Plan: 1. Meeting with EAB is scheduled for September 28 to review data and discuss changes to freshman merit scholarship structure. Transfer scholarship data review and changes to be discussed in September with university leadership. 2. Proposal for new community partnership has been developed and will be reviewed with university leadership in September.

The two potential renewal partnerships will be revisited, and follow-up contact will be made with the partners in September.

Strategy 4 (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.

Baseline: Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure.

Current Level of Progress: Measurement will run from October 1, 2023-September 30, 2024

Measure: Frequency of events, enrollment numbers for Ed2Go program

Benchmark: 2023 Ed2Go Course Offerings: 45, Total Students Enrolled: 45

Target: Increase number of course offerings and enrollment through Ed2Go, online educational services by 10%

Results: N/A

Action Plan: Increase marketing and promotion efforts.

Strategy 5 (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

Baseline: The deliverable is being developed and will be submitted for approval by October 1, 2023.

Current Level of Progress: Bowling was added for the 2023-24 academic year through the NCAA. Measure: With 264 high schools in Alabama offering bowling as an AHSAA sponsored sport and 99 NCAA schools offering bowling and several in-state schools having bowling, this allows opportunities for an additional sport at JSU.

Benchmark: The Board of Trustees approved the addition of women's bowling for the 2023-24 academic year.

Target: Successful add women's bowling as a NCAA sponsored sport.

Results: The University hired a full-time coach who recruited a team, put together a schedule and will compete this year as a member of CUSA.

Action Plan: Continue to support women's bowling.

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

Strategy 1 (Academic Affairs – Dr. Stone): Implement or enhance high impact practices to improve retention.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area. Other (progress has been made and needs to be reported apart from these responses). Target goal: to be developed. Assessment measure: to be developed. Current level of progress: Team of faculty and administrators will attend AAC&U Institute on High Impact Practices in June 2023. Benchmark: to be determined.

Current Level of Progress: Small group of faculty and administrators attended an institute on HIPS in Summer 2023; Named a Coordinator of Gen Ed HIPS; forming a committee (Sept. 2023)

Measure: Completion of a task--gathering information on HIPS in general education courses

Benchmark: No data

Target: Provide the gen ed committee by December 15 with data on HIPS in gen ed courses

Results: No data, but discussion at university committee level and town hall meetings

Action Plan: After the last Town Hall Meeting (Sept 15), Gen Ed HIPS Committee will gather data and make recommendations on the infusion of HIPS into gen ed.

Strategy 2 (Academic Affairs – Dr. Ford): Enhance enrollment and retention efforts in graduate programs.

Baseline: Other (progress has been made and needs to be reported apart from these responses). Goal: To implement the Academic Partnership collaboration for Fall 2023 to increase enrollment in the Master of Business Administration. Assessment: To evaluate enrollment data across academic terms to assess program growth. Current State of progress: This initiative launched in January 2023 with an initial kick-off meeting and program evaluation period. Steps to enhance the academic program are ongoing and all elements of the initial marketing launch are on target. Market Go Live is scheduled for release on May 17, 2023, and serves as the transition of the MBA program to a managed program with Academic Partnerships.

Benchmark: To see a 5% increase across terms in program enrollment.

Current Level of Progress: Enrollment has decreased by 6% for Fall 2023 as compared to Fall 2022.

Measure: To increase overall graduate enrollment by 5% per academic year across all terms in the Master of Business Administration Program.

Benchmark: Enrollment headcount within the MBA program for AY2022-23 - 268.

Target: To increase graduate enrollment in the Master of Business Administration by 5% each academic year.

Results: *Total* enrollment for AY2022-23 was 268. Current enrollment for Fall 2023 is 99.

Action Plan: Implement the Academic Partnership Collaboration for Fall 2023 to increase enrollment in the Master of Business Administration.

Strategy 3 (Philanthropy– Mr. Garner): Diversify strategic marketing efforts to be able to increase the general brand awareness of Jacksonville State University.

Baseline: Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure. Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area. ****Tim Garner: Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment

measure. Second Project: Other (progress has been made and needs to be reported apart from these responses). 1. Work with Academic Partnerships to streamline the marketing and enrollment efforts to boost graduate enrollment in the Master of Business and Administration Program. 2. Collaborate with Online@JSU to boost awareness and enrollment in targeted undergraduate and graduate online programs. 3. Merge Social Media and Web Services. Use data derived from JSU website to promote popular academic programs on the social media pages to maximize engagement. Measurements are currently being developed.

Current Level of Progress: We utilized a survey, "Jacksonville State University Market Awareness and Attitudes" compiled by New South Research, to measure awareness, perceptions, strengths, weaknesses, and barriers and compare those responses previous surveys.

Measure: Jax State achieved record breaking enrollment numbers for the third straight year. Second Project: Worked with Academic Partnerships to coordinate a successful launch for the MBA program campaign. Supplied logos, photography, examples of successful campaigns, and website modification. The merger of social media and Web Services has been completed. Data collected from the new Degree Website is used to measure and identify popular programs for promotion and engagement. Scatter charts and analytics reports were created to provide finite information for department chairs of their program's performance.

Benchmark: Increased record enrollment from the third consecutive year.

Target: Our goal would be to have an increase in our brand awareness, perceptions, and overall rating amongst our audience.

Results: Perception ratings increased by +5% compared to previous surveys, moving JSU up one position to 4th in the market following UA, UAB, and Auburn. In consideration of attendance, JSU increased in "somewhat to very willing" ratings by +3%; most schools showed a decline. JSU moved up from 4th to 2nd place in top-of-mind awareness, increased from 5th to 4th place for total unaided awareness, and increased from 5th to 3rd position for total aided awareness.

Action Plan: Perform a future survey this calendar year to measure performance against previous and current survey results.

Strategy 4 (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.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s).

Current Level of Progress: Not met but in process - system setup complete.

Measure: Long-term (5-10 years) multi-year financial projections-based enrollment management strategies

Benchmark: 2022: no automated multi-year financial projections-based enrollment management strategies

Target: Fully implement an automated multi-year financial projection system by 2024

Results: Helio Campus software is configured with JSU data for the past five years

Action Plan: Final implementation of the Helio Campus software in process. Currently, reviewing the validity of the projection assumptions for future five years.

Strategy 5 (Student Affairs and Enrollment Management – Ms. Jessica Wiggins): Develop and initiate a comprehensive Strategic Enrollment Management Plan

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s).

Current Level of Progress: The Strategic Enrollment Management Plan was completed and approved in June 2023.

Measure: Completion and implementation of plan

Benchmark: 100% Completion and approval of plan

Target: Develop a Strategic Enrollment Plan and receive approval from Enrollment Management Committee by August 1

Results: The comprehensive SEM plan addresses the following enrollment focus areas:

First-Time Freshmen

Dual Enrollment

First & Second Year Retention Rates

Transfer Student Growth

Adult Learners & Post-Traditional Students

Graduate Enrollment

Action Plan: This plan will be evaluated annually by the Enrollment Management Committee and the chairs of the appropriate subcommittees. The progress of the plan will be reported in the annual report that is required to be provided by the committee.

File: https://jsuoir.qualtrics.com/Q/File.php?F=F_1rGNdM5TwZRaScf

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

Strategy 1 (Academic Affairs – Dr. King): Ensure that tutoring and supplemental instruction programs are evaluated for quality.

Baseline: The Writing Center also has a programmatic assessment plan. The deliverable is being developed and will be submitted for approval by October 1, 2023. Other (progress has been made and needs to be reported apart from these responses). Assessment measure: Writing consultant yearly training, observation and performance assessment, self-evaluation, and peer observation. Additionally, writing consultants take zero credit hour writing practicum course for ongoing professional development. Writing Center participants complete a five question Likert type survey following consulting sessions. Current level of progress: Complete and assessment will be ongoing. Benchmark: Initial assessment and peer programs.

Current Level of Progress: Tutoring: 70% of participants indicate a 4.0 or higher satisfaction rating with tutoring

Measure: Tutoring: participants will demonstrate satisfaction with tutoring via a 5-point Likert type scale survey

Benchmark: Tutoring: 70% of participants will indicate an overall satisfaction rating of 4.0 or higher

Target: Tutoring: The target goal is a 5% increase with an overall satisfaction rating of 4.0 or higher to 75%.

Results: Tutoring: 70% of participants indicate a 4.0 or higher satisfaction rating with tutoring

Action Plan: Tutoring: Pursue College Reading & Learning Association Level II Certification for Peer Tutors to accompany Level I qualifications. Ensure peer tutors participate in regular, structured tutoring training as required by CRLA. Enhance tutoring by promoting interactions between faculty and peer tutors to secure accurate understanding of course material and potential tutoring topics.

Baseline: The deliverable is being developed and will be submitted for approval by October 1, 2023. Other (progress has been made and needs to be reported apart from these responses). Target Goal: Certification and/or accreditation for tutoring and supplemental instruction programs.

Assessment Measure: Tutoring earned College Reading & Learning Association (CRLA) Level I Certification. Candi Momon, Coordinator of Tutoring, is currently seeking Level II Certification. Supplemental Instruction earned accreditation from the International Center for Supplemental Instruction at the University of Missouri at Kansas City. Current level of Progress: Achieved. Benchmark: Not a benchmark per se, but the goal is to increase CRLA Certification to Level III and maintain SI Accreditation. Previously I reported on tutoring and supplemental instruction.

Current Level of Progress: SI: 70 % of participants indicate a 4.0 or higher satisfaction rating with SI

Measure: SI: participants will demonstrate satisfaction with SI via a 4-point Likert type survey

Benchmark: SI: 70% of participants will indicate an overall satisfaction rating of 4.0 or higher

Target: SI: The target goal is a 5% increase with an overall satisfaction rating of 4.0 or higher to 75%.

Results: SI: 70% of participants indicate a 4.0 or higher satisfaction rating with SI

Action Plan: SI: Maintain UMKC-SI Accreditation by following standards and submitting annual reports to the UMKC-SI accreditor. Ensure SI Leaders have regular, structured training to improve knowledge, skills, and understanding about the role of an SI Leader. Provide opportunities for faculty who have SI connected to their course to provide feedback for improving SI in their course.

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

Baseline: Currently gathering baseline data to develop target goal and appropriate assessment measure(s). Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure.

Current Level of Progress: The Dean of Students Office is collaborating with Marketing Services, the JSU Communications team, campus partners, and group leaders to ensure information is being provided to students about engagement opportunities. JSU adopted a new student engagement platform, Campus Groups, in 2022. This platform is used to manage student organizations, track events and attendance, tag students with support needs, and communicate with students regularly.

Measure: Increase the number of respondents indicating that JSU emphasizes providing opportunities to be involved socially quite a bit or very much to 75% by 2028 (approximately 1% each year).

Benchmark: In the 2020-2021 NSSE, 69.79% of respondents indicated that JSU emphasizes providing opportunities to be involved socially quite a bit or very much

Target: 75% of respondents indicating that JSU emphasizes providing opportunities to be involved socially quite a bit or very much to 75% by 2028

Results: We will have results when the newest NSSE results are published.

Action Plan: Support the development of new activities and programs, while increasing the marketing and outreach efforts for existing programs and activities.

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.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure. Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure. Other (progress has been made and needs to be reported apart from these responses). 1. Host web training for site owners on campus to educate them on the importance of web accessibility. 2. Partner with Digital Media Services and Disability Resources to ensure all JSU produced content is properly captioned and accessible for all users. 3. Establish an accessibility working group to help gauge the user-friendliness of our JSU website. Measurements are being developed.

Current Level of Progress: We are working with Disability Resources on the measurement of accessibility needs of our students

Measure: Hosted Summer Marketing Workshops for department chairs, deans, and relevant staff focused on the importance of accessibility and usability of their websites.

Benchmark: A survey was created to access workshop attendees' feedback regarding satisfaction.

Target: In measuring the feedback from our workshops, we would like to achieve a completely positive result. The workshops were hands-on, and the topics and information were decided on by the needs of those in attendance. Fulfilling their requests and needs were addressed during and after the workshops.

Results: A survey was given to all attendees and the satisfaction results were 100% positive.

Action Plan: Continually monitor the JSU website for ADA compliance, diversity, and usability. Utilize Site Improve (our Quality Assurance tool) to generate reports for accessibility, usability, and digital certainty to maintain high quality web content.

Current Level of Progress: We are working with Disability Resources on the measurement of accessibility needs of our students.

Measure: Partnered with Digital Media Services and Disability Resources to ensure all JSU produced videos are properly captioned. Videos that are placed online are captioned and accessible to all users.

Benchmark: We removed non-captioned videos from the website and informed web editors that their videos were removed until captioned.

Target: In measuring the feedback from our workshops, we would like to achieve a completely positive result. The workshops were hands-on, and the topics and information were decided on by the needs of those in attendance. Fulfilling their requests and needs were addressed during and after the workshops.

Results: 100% of videos on the JSU website are now properly captioned and meet ADA accessible standards.

Action Plan: Continue to monitor video captioning and keep all JSU video ADA compliant.

Current Level of Progress: We are working with Disability Resources on the measurement of accessibility needs of our students.

Measure: Currently working on the creation of a working group that measures the user experience and usability of the JSU website.

Benchmark:

Target: In measuring the feedback from our workshops, we would like to achieve a completely positive result. The workshops were hands-on, and the topics and information were decided on by the needs of those in attendance. Fulfilling their requests and needs were addressed during and after the workshops.

Results: Based on the needs of Disability Resources, we have included many ADA accessible features into our upcoming interactive campus map.

Action Plan: Continue to work with Disability Resources on determining accessibility issues of our students and make enhancements based on their needs.

Strategy 4 (University Athletics – Ms. Broom): Continue to find ways to support student athletes by fully utilizing the student success management system.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s).

Current Level of Progress: Based on current data, each sport is required to do between 2-6 hours of study hall depending on their individual GPA, but the student athletes are not taking advantage of all the allotted study hall minutes. Some student athletes require 0 minutes of study hall if their GPA is at a certain level

Measure: This assessment is based on at risk sports whose GPA is below a 3.0 and their participation in study hall for fall 2022 and spring 2023. Women's Basketball GPA was a 2.88; Football GPA was a 2.77 and Men's Basketball GPA was a 2.40

Benchmark: Will compare Fall 2022 study hall minutes to spring 2023 study hall minutes for Women's Basketball, Men's Basketball and Football

Target: The goal is to increase the use of study hall minutes by at least 5% during the spring semester.

Results: Football completed 101,611 minutes of study hall fall 2022 and they completed 48,831 minutes of study hall spring 2023. Men's Basketball completed 7159 minutes of study hall fall 2022 and they completed 7344 minutes of study hall spring 2023. Women's Basketball completed 9852 minutes of study hall fall 2022 and they completed 4462 minutes of study hall spring 2023.

Action Plan: Follow up with JSU Navigate to verify that the three at risk sports are using their allotted minutes of study hall required for their sport.

File: https://jsuoire.qualtrics.com/Q/File.php?F=F_3LYyzTvPGZTo4ky

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

Baseline: Other (progress has been made and needs to be reported apart from these responses). The goal is to provide quality meals and catering options to meet the diverse food palates of the campus. The assessment measure is the Student Satisfaction Survey. A dining service plan was presented to the general campus community, Deans, Cabinet, and Board of Trustees on various occasions. The presentations included both narrative and menu tasting. The benchmark is to achieve an overall response of 85% of "good or very good" on the Student Satisfaction Survey.

Current Level of Progress: According to the Spring 2023 Student Services Survey, the response rate for the question "Overall, my experience with Sodexo was positive" was 72.24%.

Measure: The Student Satisfaction Survey serves as the assessment measure.

Benchmark: The benchmark is to achieve an overall response of "good or very good" on the Student Satisfaction Survey.

Target: The benchmark is to achieve an overall response of "good or very good" on the Student Satisfaction Survey.

Results: The Spring 2023 Student Services Survey revealed that this strategy fell short of its targeted benchmark by 12.76%, achieving a rate of 72.24% instead of the intended 85%.

Action Plan: We will carefully analyze student feedback from the survey and implement changes to enhance our support for students. Additionally, we will consider revising several survey questions for improvement.

File: https://jsuoire.qualtrics.com/Q/File.php?F=F_339IIfK4hTi7CL2

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 (Academic Affairs – Dr. Stone): Expand and track opportunities for service learning in the curriculum.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s).

Current Level of Progress: Beginning collection

Measure: Completion of data collection on number of service learning (SL) courses in gen ed. (Lori Owens is over the rest of the curriculum regarding SL)

Benchmark: No Data

Target: Complete data collection

Results: None

Action Plan: Gen Ed HIPS committee will collect data on SL gen ed courses.

Current Level of Progress: 17%

Measure: Frequency of professional development events for faculty that focus on experiential learning/service learning

Benchmark: 0

Target: 6

Results: Faculty Commons launched Faculty Fellows; provost track is on experiential learning/service learning. One event has been held, with two more planned for this semester.

Action Plan: Faculty Commons will schedule events, organize the cohort dedicated to SL/experiential learning.

Strategy 2 (Student Affairs and Enrollment Management – Mr. Robinson): Develop systems to encourage and monitor student philanthropy, community service and generosity.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure.

Current Level of Progress: We have identified Campus Groups as an option to track philanthropic giving and service hours. We are working on a budget proposal for FY 2025. We are also investigating opportunities for philanthropy, community service, and generosity to be included in the student organization awards process.

Measure: Did the institution implement a system for tracking and incentive opportunities?

Benchmark: No system is currently in place for tracking. Fraternity and Sorority Life has included student philanthropy and community service in their awards process to incentivize philanthropy, community service, and generosity.

Target: Implementation of system and incentive opportunities?

Results: We have identified a potential solution and are preparing to submit a budget request for the next budget cycle.

Action Plan: Identify and implement a system that can be utilized to monitor philanthropy, community service, and generosity. Additionally, investigate options to incentivize student philanthropy, community service, and generosity.

Strategy 3 (University Athletics – Ms. Cassell): Continue to expand community service and outreach opportunities for all student athletes to benefit the local schools and communities.

Baseline: Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: Beginning process.

Measure: Establish a system to track community service and outreach opportunities for all student-athletes.

Benchmark: Establish tracking system to ensure community service is being completed.

Target: Establish tracking system then communicate reporting method to coaches.

Results: Results will be known as time progresses.

Action Plan: Establish tracking system and increase community service and outreach opportunities yearly.

Current Level of Progress: Just beginning reaching best methods of tracking.

Measure: Assessment will be done through a tracking system established by Athletics to track community services and outreach taking place within the Athletic Department.

Benchmark: Community Services and Outreach is taking place within our sports teams, however there is no tracking method established. Athletics will establish a system to track community services and outreach for activities taking place

Target: To establish an effective tracking system for community service and outreach.

Results: Results are pending.

Action Plan: Athletics will work to formulate a plan to track community service and outreach activities.

Strategy 4 (Philanthropy– Ms. Ogle): Increase the overall participation in the “All In Employee Giving Campaign.”

Baseline: Other (progress has been made and needs to be reported apart from these responses). Target goal: For 2022, our goal was to increase participation and we achieved a 10% increase from 2021. Assessment

Measure: Rate of participation. Current level of progress: We are currently tracking for another increase for the 2023 campaign. Benchmark: Benchmark for 2022 was 17% and benchmark for 2023 is 27%.

Current Level of Progress: We are on track to reach our goal of a 5% increase this year.

Measure: Increase the number of employees who participate in the All In Employee Campaign

Benchmark: The benchmark for this strategy is the previous year's participation rate for the campaign.

Target: The target is to have a 5% increase each year in the participation rate.

Results: For the calendar year, 2022, we had a 37% participation rate which was 10% more than 2021. Currently, mid-September of 2023, we are at 29% participation rate with 3 months left. We expect to meet the 5% target increase from 2022 by the end of the year.

Action Plan: We will continue with the 5% increase target each year and continue to find opportunities for our employees to participate in this program.

Strategy 5 (Philanthropy – Ms. Ogle): Increase first time giving by students and young alumni to encourage philanthropic ties to JSU early.

Baseline: Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure.

Current Level of Progress: We are currently on track to reach our target goal of a 5% increase from last year.

Measure: Will track the number of students and graduates of the last decade (young alumni) making donations to the University as well as the total amount collected each year.

Benchmark: Benchmark will be the previous year's numbers.

Target: The target will be to increase the number of student/alumni giving as well as the collective amount raised through those donations by 5% each year.

Results: In 2022, there were a total of 417 students/young alums who made donations for a collective amount donated of \$44,637. As of mid-September 2023, there are 178 students/young alums who have made donations for a collective amount of \$14,406.

Action Plan: We believe we can reach our goal by the end of the year. We have one more commencement ceremony in December, a day of giving in November as well as yearend gifts to come in. We will continue our current efforts to increase the numbers each year.

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

Strategy 1 (Academic Affairs – Dr. Bavonese): Leverage alumni contacts to expand opportunities for student internships and research experiences.

Baseline: Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure.

Current Level of Progress: The College to Career Initiative is expanding to meet the needs of students seeking internships and research experiences. To date, the initiative has begun to develop a list of alumni employers and researchers who are willing to engage with students. Plans include an emphasis on soliciting local and national alumni employers and researchers for all career fields. Better use of Handshake is also underway as the national component of workforce development is important to offer students wider opportunities, this platform can enable greater capabilities for

connecting alumni and current students. As planning for career events continues, a strategic component is the identification of alumni employers and researchers who participate in both recruit and mentor students entering the fields represented across majors and minors. Furthermore, alumni employer and research panels are in planning, this will allow students to engage directly through networking events.

Measure: Number of employer engagements in Handshake and at events (postings, career fairs, expos, pop-ups, employer panels, and networking).

Benchmark: There is no available data from prior career activities, therefore, no previous benchmark exists.

Target: Recruit and engage at least 50 alumni employers and researchers from across the five colleges.

Results: There are no results available.

Action Plan: Implement the College to Career Initiative for Fall 2023 to build engagement and student opportunities with alumni employers and researchers.

Strategy 2 (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.

Baseline: Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: The inaugural implementation will begin at zero (0).

Measure: For Fall 2023 implement INFLCR + Local Exchange to support JSU student-athletes as they pursue Name, Image, & Likeness (NIL) business opportunities.

Benchmark: Enroll Ten (10) JSU student-athletes with INFLCR's industry-leading technology as a core resource to build their brands and manage their NIL businesses.

Target: Ten (10)

Results: Currently gathering baseline data in order to develop target goal and appropriate assessment measures.

Action Plan: Currently gathering baseline data in order to develop target goal and appropriate assessment measures.

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.

Baseline: The deliverable is being developed and will be submitted for approval by October 1, 2023.

Current Level of Progress: Each Philanthropy Officer has now developed a donor portfolio of 125 individuals at the assigned percentage ratios.

Measure: Each College has been assigned a Philanthropy Officer to work with the Deans and Chairs to identify, cultivate, solicit and steward donors to support capital, programs and scholarship projects. Each Philanthropy

Officer will maintain no less than 125 donors in their donor portfolio. Each Philanthropy Officer's portfolio will be reassessed on an annual basis at the beginning of each year to determine the best potential giving capacity.

Benchmark: The average number of donor portfolio for a Philanthropy Officer is 125 individuals.

Target: The target goal for a Philanthropy Officer donor portfolio is to have 25% in identification, 25% in cultivation, 25% in solicitation and 25% in stewardship. At the beginning of year fiscal year, the portfolio is rebalanced and evaluated to stay within the percentage ratios.

Results: The development of a donor portfolio has generated more visits, interactions and gifts with individuals by each Philanthropy Officer

Action Plan: If individuals are identified as potential or current donors beyond the 125-portfolio maximum for each Philanthropy Officer, consideration will be given to hiring of an additional Philanthropy Officer for the specific college or division.

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.).

Baseline: Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure. Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: In progress

Measure: Attendance, sponsorships, viewership and analytics

Benchmark: Increase sponsorships, attendance viewership and media analytics year-over-year

Target: Increase sponsorships, attendance viewership and media analytics year-over-year

Results: New CUSA television agreement has Jax State playing six nationally televised football games. Redesigned the athletic website and rebranded all of our athletic social media accounts. Have added several new athletic sponsorships and increase marketing efforts with the addition of billboards

Action Plan: Continue to increase sponsorships, attendance viewership and media analytics year-over-year

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.

Baseline: Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure. Updated on 5/16 Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: The Gamecock Club membership drive began on August 1st. At this point it is hard to tell the actual progress.

Measure: Increase fundraising gifts through athletic donor club and annual athletic Golf with the Gamecocks.

Benchmark: The benchmark with the Gamecock Club is hard to determine based on past information. This has been a stagnant program that is in the process of being revamped. The annual Golf with the Gamecocks continues to bring in revenue for athletics. The tournaments net was less in 2023 than the previous year due to sponsors splitting their funds with Gamecock NIL tournament two months before.

Target: Target goal to achieve for the 2023-2024 season would be to increase fundraising revenue by 10% to 15%. This would include donor club and athletic golf tournament sponsorships.

Results: Gamecock Donor Club revamp began in August of 2023. The results will not be known until the end of the basketball season.

Action Plan: The Gamecock Club board meets once a quarter to determine fundraising ideas to increase revenue and members. The athletic golf tournament field of play is at maximum capacity so the best way of increasing revenue would be increasing the fee to play and to increase sponsorships.

File: https://jsuoire.qualtrics.com/Q/File.php?F=F_29puhxLMHKLKNnb

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.

Baseline: The deliverable is being developed and will be submitted for approval by October 1, 2023

Current Level of Progress: Currently identification of the institutional priorities that need philanthropic support.

Measure: Develop compelling giving and campaign material that will provide institutional priorities for philanthropic support.

Benchmark: Review and use other institutions giving and campaign material as samples and guides to utilize.

Target: To have all this material developed during the spring and summer of 2024 and ready for printing and digital distribution for fall 2024.

Results: Currently meeting with the President, Vice Presidents and Board of Trustees to evaluate capital projects, academic, institutional and athletics programs and scholarships needs to determine which are the highest institutional priorities for philanthropic funding.

Action Plan: Once the capital projects, academic, institutional and athletic programs and scholarships institutional priorities are finalized, material (print and digital) will be developed to highlight the philanthropic needs of the University.

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.

Baseline: The deliverable is being developed and will be submitted for approval by October 1, 2023.

Current Level of Progress: 2023 Met Target: Completion of the Fiscal Management Roadmap - 35% (See Fiscal Management Roadmap Update

Measure: Completion of the Fiscal Management Roadmap (See attached)

Benchmark: 2022-23: Developed Fiscal Management Roadmap

Target: 2023: Completion of the Fiscal Management Roadmap - 30% 2024: Completion of the Fiscal Management Roadmap - 50% 2025: Completion of the Fiscal Management Roadmap - 20%

Results: See Fiscal Management Roadmap Update

Action Plan: See Fiscal Management Roadmap Update

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.

Baseline: The deliverable is being developed and will be submitted for approval by October 1, 2023.

Current Level of Progress: 2023 Met Target: Completion of the Fiscal Management Roadmap - 35% (See Fiscal Management Roadmap Update

Measure: Completion of the Fiscal Management Roadmap (See attached)

Benchmark: 2022-23: Developed Fiscal Management Roadmap

Target: 2023: Completion of the Fiscal Management Roadmap - 30% 2024: Completion of the Fiscal Management Roadmap - 50% 2025: Completion of the Fiscal Management Roadmap - 20%

Results: See Fiscal Management Roadmap Update

Action Plan: See Fiscal Management Roadmap Update

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

Baseline: The deliverable is being developed and will be submitted for approval by October 1, 2023.

Current Level of Progress: 2023 Met Target: Completion of the Fiscal Management Roadmap - 20% (See Fiscal Management Roadmap Update

Measure: Completion of the Fiscal Management Roadmap (See attached)

Benchmark: 2022-23: Developed Fiscal Management Roadmap

Target: 2023: Completion of the Fiscal Management Roadmap - 20% 2024: Completion of the Fiscal Management Roadmap - 50% 2025: Completion of the Fiscal Management Roadmap - 30%

Results: See Fiscal Management Roadmap Update

Action Plan: See Fiscal Management Roadmap Update

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

Baseline: The deliverable is being developed and will be submitted for approval by October 1, 2023.

Current Level of Progress: Measurement will begin October 1, 2023

Measure: Measurement will be based on % of budget increase as compared to previous years

Benchmark: Annual budget increases will be reflective of success.

Target: 5% Annual ETF Increase

Results: Results will be available June 2024 at the conclusion of the Legislative Session.

Action Plan: Action plan will include greater promotion of the university to legislators and budget officials.

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

Strategy 1 (Academic Affairs – Ms. Kim Turner): Create a Procedures Manual for Academic Affairs to standardize processes and improve efficiencies across campus.

Baseline: The deliverable is being developed and will be submitted for approval by April 15, 2024.

Current Level of Progress: The initial meetings are beginning to identify content for the Procedures Manual for Academic Affairs.

Measure: The procedures manual is in the planning stages.

Benchmark: In preparing this procedures manual, other institutions that are similar to JSU will be used as a reference to compare and assess.

Target: The goal is to have the procedures manual completed by the start of Academic Year 2024-2025.

Results: The compilation of information for the completed manual will be ongoing and a continuous process.

Action Plan: The action plan is to continue to develop and gather pertinent information for the procedure's manual.

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

Baseline: Project 1: Other (progress has been made and needs to be reported apart from these responses). Target Goal: Develop Touchnet integration for the Housing Director system to receive housing applications and associated fees. Assessment Measure: The measurement of this goal is the ability for it to be put into the production environment and work as planned. Current Level of Progress: This goal has been successfully completed. Completion date, August 2022. Benchmark: A benchmark was not developed for this goal. Project 2: Other (progress has been made and needs to be reported apart from these responses). Target goal: The deliverable has been developed. Assessment measure: This deliverable is measured by its ability to successfully manage all Orientation financial transactions in the

CampusGroups software. Level of progress: This action was completed in December 2022 and put into production in January 2023. All Orientation functions have moved from the previous software platform to the CampusGroups platform which has the ability to receive payments via the Touchnet integration that was built. Benchmark: The benchmark was the previous process of accepting Orientation payments. Project 3: Other (progress has been made and needs to be reported apart from these responses). Target goal: The target action item is an integration of Touchnet upay with CampusGroups to receive payments as part of managing Camps and Conferences. Assessment measure: This action is assessed by its ability to effectively receive online payments for Camps and conferences within the CampusGroups portal. Level of Progress: This action has been completed as of April 2023. Benchmark: The established benchmark was the previous process of managing camps/conferences and the ability thereof to accept online payments.

Current Level of Progress: The Everyday App has been reconfigured to accept the new payment tender JaxCash.

Measure: Assessment will be measured by the frequency of orders placed on the Everyday App. Benchmark: The benchmark is the baseline of sales made using the Everyday app in Fall '22.

Target: The target is to increase sales YoY for the first 2 years before an anticipated plateau in Year 3. Results: The full sales results won't be available until the end of the fall semester.

Action Plan: The action plan currently includes a communication plan to raise awareness of the app via social media and email communications to employees and students.

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

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: Student representation exists on all University standing committees including the University Executive Committee which approves all policy updates at JSU, the Budget Committee, Diversity and Inclusion Committee, and the Enrollment Management Committee. The student representative serves as a voting member of the University Executive Council. In addition, the University President holds town hall meetings and addresses the SGA Senate annually.

Measure: Increase the number of respondents indicating that they are very satisfied or satisfied that JSU allows opportunities for students to be involved in the development or assessment of JSU policies and procedures. 65% of respondents will indicate that they are satisfied or very satisfied with student voice in university policy making at JSU by 2028 as measured on the JSU Graduating Senior Survey.

Benchmark: 55.22 percent of respondents indicated that they were satisfied with student voice in academic year 2021/2022.

Target: By 2028, 65% of respondents will indicate that JSU provides opportunities for student voices to be heard when evaluating University policies and procedures.

Results: Results will be available after the next graduating senior survey.

Action Plan: Assess students' opinions when evaluating university policies and procedures to ensure they are student centered.

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

Baseline: The deliverable is being developed and will be submitted for approval by October 1, 2023.

Current Level of Progress: Procurement has increased campus Banner purchasing training, improved awareness of contracting and bidding best practices. Policies were updated to reflect the new \$25K bid threshold for goods and services effective 10/1/2022. Additionally, the Procedures and Instructions webpage (<https://www.jsu.edu/controller/procedures-instructions/index.html>) was created to serve as a one-stop shop for Procurement and the Controller's Office. Procurement links their page to this site for training purposes. There were 1639 "unique pageviews" from Aug 1, 2022 - July 31, 2023, for the page. There were 2,090 pageviews in total due to some people viewing the page more than once.

Measure: Increase Procurement training participation by 5%. From 2018 to 2022, Procurement and other Finance training sessions were rarely held. Multiple training sessions were held during the 2022-2023 academic year. Training attendance/registration statistics will be used to determine the level of participation by the campus community.

Benchmark: Attendance was not measured prior to 2023. Attendance for the five Procurement related Finance training sessions held in 2023 total 250. Data extracted from the training registration link (<https://www.jsu.edu/controller/procedures-instructions/index.html>) along with actual attendance numbers will be used to determine if the benchmark is met.

Target: Increase participation/attendance by 5% in 2023-2024. Training attendance/registration statistics will be used to determine the level of participation by the campus community.

Results: It is evident that users are retaining the information discussed based on a reduction in the number of phone calls requesting assistance with basic purchasing tasks. The data reflects that users are visiting the Procedures and Instructions webpage for assistance. There was also a reduction in the number of open POs at the end of FY23 (416 open POs; approx. 60 were rolled to FY24; remaining were closed by Procurement) as compared to FY22 (714 open POs; approx. 64 rolled to FY23; remaining were closed by Procurement). This issue was discussed in both fiscal year end training sessions and user assistance has improved this process.

Action Plan: Procurement (along with the Finance Team) will conduct monthly training sessions. A specific topic will be discussed each session. Key purchasing functions will also be discussed to reinforce user knowledge. Increased training will empower campus users with the tools to

make informed decisions. Users also have the option of requesting training topics.

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

Baseline: Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure.

Current Level of Progress: Target not met - JSU is providing finance training to increase department entered transactions

Measure: Department usage of the self-service financial management software

Benchmark: *2022: utilization of financial management software - 55% of financial transactions entered by departments (no- Controller's Office) into self-service system.

Target: 2023 - 85% of financial transactions entered by departments into self-service system.

Results: Banner data to be provided

Action Plan: Target group finance training is being offered to increase department entered transactions

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

Baseline: Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure.

Current Level of Progress: Performance Evaluation Workgroup identified. Two meetings have been conducted.

Measure: 100% Implementation of the new process

Benchmark: 0

Target: 100% Adoption of the new process

Results: Excellent engagement during the workgroup meetings

Action Plan: Create a new performance evaluation form and process. Roll out new form and process to include training

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

Baseline: Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure.

Current Level of Progress: A question or questions pertaining to this strategy is being formulated.

Measure: The Student Satisfaction Survey will be used to measure the benchmarks of the strategy.

Benchmark: The benchmark is to achieve an overall response of “good or very good” on the Student Satisfaction Survey.

Target: The benchmark is to achieve an overall response of 85% of “good or very good” on the Student Satisfaction Survey.

Results: This strategy will be updated prior to the next reporting cycle.

Action Plan: The questions will be incorporated into the upcoming Student Services Satisfaction Survey.

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

Baseline: Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: Year One of the FCS to FBS strategic plan was submitted in June 2023.

Measure: In Fall 2023 and Spring 2024 reassess, re-evaluate and update the athletic policies and procedures to include best practices.

Benchmark: Engage Collegiate Consulting to assist JSU Athletics with the Year Two of the FCS to FBS strategic plan.

Target: Completion of the FCS to FBS strategic plan to be submitted to the NCAA by June 30, 2024.

Results: Year One of the FCS to FBS strategic plan was submitted in June 2023.

Action Plan: The deliverable is being developed and will be submitted to the NCAA by June 30, 2023.

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

Strategy 1 (All Divisions – Academic Affairs [Office of the Provost, Faculty Commons, Online@JSU, Office of Sponsored Programs], 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.

Baseline: Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure. Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: In progress

Measure: Distribution of press releases and engagement on social media and athletic website

Benchmark: Peer schools

Target: 5% increase in social media accounts and athletic website analytics

Results: Will evaluate at end of academic year on trends

Action Plan: In progress

Baseline: Other (progress has been made and needs to be reported apart from these responses). This goal is being achieved through regular transmission of tailored mail, training sessions, and attending Joint Council. The assessment measure is the date of events compared to the communication date. This strategy is consistently ongoing throughout the

academic year. The benchmark is to communicate pertinent information prior to an event date and in multiple modes.

Current Level of Progress: Target achieved

Measure: Increase transparency: See Strategy 2's Tailored Mail response.

Promote transparency: Increase Training course offerings

Benchmark: Prior to 2022 - zero training provided

Target: Promote transparency: Increase finance training course offerings to 3 a calendar year.

Results: 9 trainings provided in 2023 - See results attached

Action Plan: New and repeat finance trainings will be provided to promote transparency

File: https://jsuoire.qualtrics.com/Q/File.php?F=F_31gUpU9uO96Bg20

Baseline: Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure.

Current Level of Progress: This goal has been completed.

Measure: The assessment measures will be based on the frequency of meetings and the composition of the Technology Advisory Committee.

Benchmark: Typical benchmarks of such meeting frequencies are fall and spring on a monthly basis.

Target: The goal is to hold monthly meetings during the spring and fall semesters

Results: A Technology Advisory Committee has been formed that meets every month during the fall and spring semesters and is comprised of a diverse group of faculty, administrative, and managerial staff members.

Action Plan: The action plan going forward is to maintain the frequency of meetings and continue to disclose relevant IT decision-making processes to the group for feedback.

Baseline: Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure.

Current Level of Progress: Techniques are active in all areas of the action plan.

Measure: The assessment measure is the date and time of the event or incident compared to the communication date and time and the relevancy of the mode of communication utilized for the target audience.

Benchmark: The benchmark is to communicate pertinent information prior to events or to provide timely information regarding health and safety in response to unplanned incidents.

Target: To provide timely communication and helpful informational resources that encourage informed individuals and promote a safe and healthy campus community.

Results: Processes are continually being evaluated and adjusted for effectiveness and efficiency.

Action Plan: We will ensure the facilitation of timely, pertinent and clear communication to the campus community through multimodal techniques including tailored mail, emergency alerts, social media, website, radio, and through participating in regular meetings with the Joint Council, Student Government Association, Faculty Senate, and other stakeholders.

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

Baseline: Other (progress has been made and needs to be reported apart from these responses). Target goal: This goal is being achieved through the regular transmission of tailored mail updates to the campus community. Assessment Measures: Tailored Mail statistic reports. Current Level of Progress: Previous to April 2022 the campus received fiscal information once or maybe twice a year. Currently, the Finance & Administration Office has regular quarterly campus communications to facilitate fiscal transparency and disclosure of key budget information. Benchmark: The benchmark is to obtain 30% of the campus subscribers to open tailored mailed communications.

Current Level of Progress: Actuals Achieved

Measure: Availability: Increase Tailored Mail recipient policy interaction 5% each year and finance interactions 10% each year.

Benchmark: Availability:

*Policy Update & Notification: Prior to 2022 zero communications, 2022 -30 total opens and 20 total clicks.

*Finance: Prior to 2022 - zero communications, 2022- 150 total opens and 100 total clicks

*Quality & Completeness: Creation of a Messaging SOP: 0% complete

Target: Availability:

*Policy Update & Notification: 2023 - 31.5 total opens and 21 total clicks

*Finance: 2023 - 165 total opens and 110 total clicks

*Quality & Completeness: Creation of Messaging SOP - 100% complete

Results: Availability:

*Policy Update & Notification: 2023 - 695 total opens and 245 total clicks

*Finance: 2023 - 740 total opens and 380 total clicks

Action Plan: The Finance & Administration Office will continue with regular quarterly campus communications to facilitate fiscal transparency and disclosure of key budget information.

File: https://jsuoire.qualtrics.com/Q/File.php?F=F_3iqd8u9Yrokkg2o

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

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 – Dean Graham): Review, expand, and support discipline-specific student organizations.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area. The deliverable is being developed and will be submitted for approval by October 1, 2023.

Current Level of Progress: Ongoing. Progress is being made to identify academic units and departments that currently *do not* have an official student organization attached to them. Discipline specific honor societies that currently do not reside on campus are also being identified.

Measure: A survey of current official University sanctioned and/or recognized student groups was conducted. The officially recognized student groups were categorized into the following subject headings and counted: 1. Special Interest Groups (n=40) 2. Sports/Activities (n=8) 3. Service Groups (n=6) 4. Honor Societies (n=14) 5. Religious Groups (n=15) 6. Academic/Departmental (n=23) 7. Panhellenic/Fraternal (n=21)

Benchmark: Of the 127 officially recognized JSU Student groups only 18% of them are specific to a department or academic unit. Combined with the honor society groups, student organizations specific to academic achievement and/or development account for 29% of all sanctioned student groups on campus.

Target: An increase in 1-2% in discipline specific student organizations/and or honor society organizations overall will occur by Fall of 2024 bringing the total of academic related student organizations to at least 30% of all official student organizations on campus.

Results: Forthcoming.

Action Plan: Academic departments that do not currently have an official student group will be contacted in upcoming months to judge their interest. If there is interest, a faculty advisor will be identified and the steps to become an officially sanctioned group will begin with the Dean of Students office by the Fall of 2024.

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.).

Baseline: Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure.

Current Level of Progress: Complete

Measure: Provide a competitive regional athletic schedule for our fans, students and alumni

Benchmark: Provide a competitive regional athletic schedule for our fans, students and alumni

Target: Provide a competitive regional athletic schedule for our fans, students and alumni

Results: All of our teams have scheduled regional opponents for our fans, students and alumni

Action Plan: Continue to work with our staff for competitive regional athletic schedule for our fans, students and alumni

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

Strategy 1 (Academic Affairs – Dr. Matthews): Work with multiple departments across colleges to develop interprofessional opportunities that will enable students and faculty to learn about, from, and with different health professions through the Interprofessional Education (IPE) program.

Baseline: The deliverable is being developed and will be submitted for approval by October 1, 2023.

Current Level of Progress: This AY year we are implementing 3 new IPE initiatives at JSU. Benchmark measures will be evaluated to determine target goals for the following AY.

Measure: Action Sub-item 1: Development of an interprofessional course. see evaluations

Benchmark: Item 1: Measurement: # of students enrolled; academic performance; course evaluations

Target: Item 1: Course will be available for students in Spring 2024. The committee will revisit baseline benchmarks to identify target goals for AY 24-25.

Results: At this time, there are no results.

Action Plan: We plan to develop target goals for AY 24-25 years.

Curriculum develop for the experiential course (Item 1) and Graduate Certificate (item 3) will take place this academic year. The large-scale simulation will take place during Spring 2024 and planning continues.

Baseline: The deliverable is being developed and will be submitted for approval by October 1, 2023.

Current Level of Progress: This AY year we are implementing 3 new IPE initiatives at JSU. Benchmark measures will be evaluated to determine target goals for the following AY.

Measure: Action Sub-item 2: Implement simulation experiences

Measurement: Data currently exists on self-efficacy of students in the existing simulations; additional data points: number of student, faculty and community member participants, post-experience survey data, number of exposures

Benchmark: Item 2: currently exists on self-efficacy of students in the existing simulations; additional data points: number of student, faculty and community member participants, post-experience survey data, number of exposures

Target: Item 2: Analysis of self-efficacy and communication anxiety data will start in Spring 2024. After large scale event, the committee will assess implementation and review baseline benchmark data to identify target goals for AY 24-25

Results: At this time, there are no results.

Action Plan: We plan to develop target goals for AY 24-25 year. Curriculum develop for the experiential course (Item 1) and Graduate Certificate (item 3) will take place this academic year. The large-scale simulation will take place during Spring 2024 and planning continues.

Baseline: The deliverable is being developed and will be submitted for approval by October 1, 2023.

Current Level of Progress: This AY year we are implementing 3 new IPE initiatives at JSU. Benchmark measures will be evaluated to determine target goals for the following AY. Measure: Action Sub-item 3: Creation of an interprofessional education graduate certificate (research, ethics, patient safety) Measurement: # of students enrolled; academic performance; # of program completers; course evaluations

Benchmark: Item 3: # of students enrolled; academic performance; # of program completers; course evaluations

Target: Item 3: By fall of 2024, have a graduate certificate proposal developed to submit to SACSCOC for review and approval for implementation Fall 2025.

Results: At this time, there are no results.

Action Plan: We plan to develop target goals for AY 24-25 year. Curriculum develop for the experiential course (Item 1) and Graduate Certificate (item 3) will take place this academic year. The large-scale simulation will take place during Spring 2024 and planning continues.

Strategy 2 (Student Affairs and Enrollment Management – Ms. Lyon, Ms. Smith and Dr. Hoult): Implement the approved Housing strategic plan.

Baseline: Other (progress has been made and needs to be reported apart from these responses). Target Goal: The Housing Master Plan is a ten-year (2021-2031) plan to address new and existing housing on campus.

Assessment Measure: See attached master plan below. Level of progress: The plan consists of four phases: new construction, deferred maintenance, group housing, and financial strategy. Each will be addressed over the ten-year plan. Benchmark: See attached master plan below.

Current Level of Progress: At the time of this report, the project is 26.1% completed.

Measure: To complete phase one of the Housing Strategic Plan by opening North Village residence hall.

Benchmark: At the time of this report, the project is 26.1% completed.

Target: The target is for the construction project to be 100% completed by the August 2, 2024, turnover date.

Results: This strategy will be updated in April for the next reporting cycle.

Action Plan: Housing Operations and Residence Life will continue to work with our partners in construction and Capital Planning and Facilities to oversee the progress until opening in August 2024.

Strategy 3 (Office of the President): Host events throughout the year for the campus community and/or community.

Baseline: Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure.

Current Level of Progress: All events held as scheduled.

Measure: The assessment measure will be the frequency of events and attendance at events.

Benchmark: Current events sponsored by the office of the president are being tallied. Additionally, discussion is underway to determine what events are reportable for this particular objective.

Target: Maintain the same number of events as the previous year but increase awareness of events and participation in events.

Results: The annual Faculty/Staff Convocation was held on August 14, 2023, with a great representation of faculty and staff in attendance. The welcome back mixer, sponsored by the president's office, was also held the same day with great attendance. The staff Christmas luncheon was held on December 11, 2023, with many staff in attendance. The luncheon served as the staff annual awards luncheon.

Action Plan: Will continue to identify opportunities to increase awareness of scheduled events on campus.

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.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure. Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: Completion of reviews and walk throughs of current academic buildings and paths.

Measure: In partnership with Web Services during the Concept 3D roll out, Disability Resources will complete a 100% review of existing walking paths to map accessible paths and identify any opportunities for improvement or repairs and visit 100% of the Academic Buildings to map locations of curb cuts, ramps, elevators, lifts, accessible restrooms, accessible doors, and other accessibility features.

Benchmark: Completion of reviews and walk throughs of current academic buildings and paths.

Target: 100% Completion of the reviews of existing academic buildings and campus paths by November 30, 2023.

Results: Areas completed: Angle Hall, Ayers Hall, Brewer Hall, CEPS Complex, Daugette Hall, Houston Cole Library, Exterior of International House, Jack Hopper Dining Hall, Parts of Martin/McGee, 5th Floor of Meehan Hall, Merrill Hall, Self Hall, and TMB and their immediate surrounding sidewalks.

Action Plan: Continue to visit remaining buildings at Main Campus, South Complex, and McClellan. Providing findings of identified repairs to CPAF and work with Web Services on entry of accessible information into Concept3D to increase awareness of accessibility on campus and access to this information through mapping.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure. Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: Complete: Survey for AY 22-23 was administered in April/May of 2023. Survey for AY23-24 will be administered at the end of the 23-24 academic year.

Measure: Survey Results/Rating

Benchmark: Satisfaction rating of at least 75%

Target: Achieve or Maintain 85% percent satisfaction for department level survey responses to:

Disability Resources addressed my needs and/or concerns.

Disability Resources staff were easy to talk to about my needs.

Disability Resources staff were easy to contact.

Overall, my experience with disability resources was positive.

Achieve 75% satisfaction for university level questions:

My professors shared at the beginning of the semester and/or through their syllabus how to seek academic accommodations.

My professors were accommodating to my needs.

The campus is free from physical barriers for those with disabilities.

Overall, this campus is responsible for students with disabilities.

Results: AY 22-23 department level survey responses:

Disability Resources addressed my needs and/or concerns. (86.7%)

Disability Resources staff were easy to talk to about my needs. (81.4%)

Disability Resources staff were easy to contact. (86.4%)

Overall, my experience with disability resources was positive. (85.7%)

AY 22-23 university level questions:

My professors shared at the beginning of the semester and/or through their syllabus how to seek academic accommodations. (69.6%)

My professors were accommodating to my needs. (76.1%)

The campus is free from physical barriers for those with disabilities.

(39.1%)

Overall, this campus is responsible for students with disabilities. (65.2%)

Collection of open-ended responses revealed the top two areas of concern based on frequency of responses were as follows:

- Building Accessibility (ex: physical spaces are not always accessible, a map with accessible features, broken elevators, new buildings vs renovating spaces, FM systems are not available for those at events/plays and large lecture halls, accessible paths not marked)
- Programming (ex: mentoring needs, transition programs, additional services like accessible golf carts and ASL at all events campus wide)

Completed a friendly visit with the Gov. Office on Disability following the survey results and explored some of the areas which had recent renovations/new constructions or higher rates of expressed concerns during the AY22-23 (Merrill Building, HCL, Merrill, Stadium). The Building Inspector also participated. Provided overall results to the Safety Committee. Detailed results were shared with the Building Inspector. We also launched the use of accessibility software to increase the transparency and communication between faculty, students, and staff and address expressed concerns around accommodation letters. Provided numerous consultations, programming, awareness, presentations, and service activities throughout the AY22-23 period.

Action Plan: This was a new assessment instrument for the AY22-23 period. Continue to reassess satisfaction annually. Next survey planned for the end of SPR 24 semester. We have supported the launch of DREAM Team (Disability Rights Education Activism and Mentoring) at JSU. This is a student group by students for students that advocate for disability culture, community, and pride. It is a chapter of the national DREAM organization that is supported through the National Center for College Students with Disabilities. A staff member is present at each of their scheduled meetings to listen to solicit information, concerns, and praises of the student experiences. This information is used to identify and address issues on an on-going basis. Staff also share back with the group (feedback loop) progress on things that were previously shared. Continue to utilize the group to monitor and assess needs for those with disabilities on an ongoing basis. Develop an educational program for faculty using Canvas Shells. This will focus on accessibility related topics to increase faculty knowledge, provide resources, refine skills, and influence an inclusive culture for a diverse student population. Release goal Spring 2024. Collaborate with UPD, CPAF, and other departments on the funding received for multimodal / pedestrian safety on campus to identify areas that we can increase accessibility, access, and inclusion to physical spaces on an ongoing basis as scheduled. Participate in building projects as invited (for FY 23-24 have been actively engaged with ROC plans and impacts of sidewalks for current building projects) on an ongoing basis. Continue collaboration with the campus wide community through the Safety Committee and provide monthly reports on accessibility concerns/progress towards addressing at scheduled meetings. Schedule additional visits or calls with Gov. Office on Disability as needed for consultation. Continue presentations, consultations, educational, and service activities to faculty and staff on disability related topics at Dean's

Council, Faculty Senate, College meetings, Dept. Meetings, student orientations, new staff trainings, and other meetings as invited.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Allison Casey:

Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure.

Current Level of Progress: Working to ensure we are providing necessary accessibility needs at athletic facilities

Measure: Continue to monitor accessibility needs of athletic facilities

Benchmark: Ensure we are providing necessary accessibility needs at athletic facilities

Target: Ensure we are providing necessary accessibility needs at athletic facilities

Results: In progress

Action Plan: Work with local and campus constituites to ensure we are providing accessibility needs at our athletic facilities

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

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure. Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure. Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: JSU recently implemented a centralized advisement model that focuses on holistic student advisement. By focusing on the whole person, advisors have a better opportunity to discuss well-being resources with students. The University just created a wellness and wellbeing standing committee to address wellness and wellbeing in all of our stakeholder populations. Through this committee, there will be a Student Advisory Council on Wellness that will research wellness issues facing students and present findings to campus leadership. The University has increased its focus on alcohol intervention and safety and has developed a plan to address high-risk drinking on campus, which has negative consequences for individual students and the entire institution. The University Police Department has recently increased its focus on community policing initiatives and events that foster positive relationships. They work with student leaders in the SGA to plan and implement many of their programs and activities.

Measure: Increase the number of respondents indicating that their academic advisor discussed resources for their well-being often or very often to 50 by 2028 (approximately 2.6% each year).

Benchmark: Only 37.03% of respondents indicated that their academic advisor discussed resources for their well-being (health, counseling, financial guidance, etc.) often or very often.

Target: 50% of respondents to the graduating senior survey to indicate that their academic advisor discussed resources for their well-being often or very often by 2028.

Results: We will have results when the new GSS results are published.

Action Plan: We will increase awareness of services designed to meet the physiological and safety needs of students by advocating for services to be included in discussion topics for academic advisors and increase student satisfaction with personal security by advocating for community policing initiatives and relational events and programs with university police.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure. Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure. Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: JSU recently implemented a centralized advisement model that focuses on holistic student advisement. By focusing on the whole person, advisors have a better opportunity to discuss well-being resources with students. The University just created a wellness and wellbeing standing committee to address wellness and wellbeing in all of our stakeholder populations. Through this committee, there will be a Student Advisory Council on Wellness that will research wellness issues facing students and present findings to campus leadership. The University has increased its focus on alcohol intervention and safety and has developed a plan to address high-risk drinking on campus, which has negative consequences for individual students and the entire institution. The University Police Department has recently increased its focus on community policing initiatives and events that foster positive relationships. They work with student leaders in the SGA to plan and implement many of their programs and activities.

Measure: Increase the number of respondents indicating that they are satisfied or very satisfied with their personal security on campus by 2028 (approximately 1% each year).

Benchmark: In the 2021-2022 Graduating Senior Survey, 66.42% of respondents indicated they were either satisfied or very satisfied with their personal security on campus.

Target: 70% of respondents to the graduating senior survey to indicate that are either satisfied or very satisfied with their personal security by 2028.

Results: We will have results when the new GSS results are published.

Action Plan: We will increase awareness of services designed to meet the physiological and safety needs of students by advocating for services to be included in discussion topics for academic advisors and increase student satisfaction with personal security by advocating for community policing initiatives and relational events and programs with university police.

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.

Baseline: Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure.

Current Level of Progress: The College to Career Initiative is expanding to meet the needs of students, including the cultivation of campus and community stakeholders as active participants in student engagement. To date, the initiative has begun to develop a list of campus and community stakeholders who are willing to engage with students through activities, volunteer options, jobs, and other resources. Plans include an emphasis on soliciting a growing body of campus and community stakeholders to expand the opportunities for students.

Measure: Number of engagements with campus and community stakeholders at events (postings, career fairs, student employment fair, expos, pop-ups, employer panels, and networking).

Benchmark: There is no available data from prior campus and community stakeholder activities, therefore no previous benchmark exists.

Target: Recruit and engage at least 50 campus and community stakeholders to actively engage in connections between students and community resources, volunteer opportunities, internship opportunities, and career opportunities.

Results: No results available.

Action Plan: Implement the College to Career Initiative for Fall 2023 to build 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.

Baseline: Other (progress has been made and needs to be reported apart from these responses). Goal: Is complete the construction of the North Village, Jax State Dining Hall and Athletic Operations (Suites/Catering) bond projects on or before August 2024. Assessment: Ascertain the Notice of Completion by August 2024. Current State of progress: The new North Village, Jax State Dining Hall and Athletic Operations will be transformational for JSU and the community campus experiences. Benchmark: Opening the building

Current Level of Progress: At this time, each project has a percentage completion of:

Housing: 26.1%

Dining: 23.5%

Football Ops: 21.7%

Measure: To move forward with the Campus Master Plan by opening the North Village Housing, Jax State Dining Hall, and Lorine and Debbie White Football Complex by Fall 2024.

Benchmark: At this time, each project has a percentage completion of:

Housing: 26.1%

Dining: 23.5%

Football Ops: 21.7%

Target: The target goal is for each construction project to be 100% completed by August 2024.

Results: An update of this strategy will be provided for the next reporting cycle.

Action Plan: Auxiliary and Business Services will continue to work with our campus partners, Housing Operations and Residence Life, Dining Services, Athletics, Information Technology, and Capital Planning and Facilities to oversee the completion of these projects by August 2024.

File: https://jsuoire.qualtrics.com/Q/File.php?F=F_Z3vxP3yG5TSxCBX

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.

Baseline: Enrollment Management: The deliverable is being developed and will be submitted for approval by October 1, 2023.

Current Level of Progress: Currently identifying the strategic cities to target for these events.

Measure: Develop events that engage alumni and assist in student recruitment throughout the state and region.

Benchmark: Currently Alumni Engagement and Enrollment Management had hosted separate events except for 2 (Birmingham & Huntsville) and we want to increase the level of participation and frequency of the events.

Target: The goal is to host no less than 8-10 events each year that bring together alumni and perspective students in strategic cities throughout the state and region.

Results: Currently we have identified 5 cities to host these events.

Action Plan: Work with Enrollment Management and Alumni Engagement to identify additional cities to host events and develop the programs for each.

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.

Baseline: The deliverable is being developed and will be submitted for approval by October 1, 2023.

Current Level of Progress: Measurement will begin October 1, 2023

Measure: Increase the frequency of events and participation level of elected officials and local leaders visiting and engaging with campus community.

Benchmark: The number of events held in 2023 will serve as the benchmark moving forward.

Target: Host quarterly events for both elected officials and community leaders.

Results: N/A

Action Plan: Coordinate campus tours, luncheons/dinners for purpose of outreach and University promotion.

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.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure. Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure. Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area. The deliverable is being developed and will be submitted for approval by October 1, 2023.

Current Level of Progress: The University Police Department has recently increased its focus on community policing initiatives and events that foster positive relationships. They work with student leaders in the SGA to plan and implement many of their programs and activities.

Measure: Increase the number of respondents indicating that they are satisfied or very satisfied with their personal security on campus by 2028 (approximately 1% each year).

Benchmark: In the 2021-2022 Graduating Senior Survey, 66.42% of respondents indicated they were either satisfied or very satisfied with their personal security on campus.

Target: 70% of respondents to the graduating senior survey to indicate that are either satisfied or very satisfied with their personal security by 2028.

Results: We will have results when the new GSS results are published.

Action Plan: We will increase student satisfaction with personal security by advocating for community policing initiatives and relational events and programs with university police.

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.

Baseline: Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: Measurements will begin October 1, 2023

Measure: Work with the City of Jacksonville to identify opportunities for JSU to help support growth and economic development.

Benchmark: Identify current economic development opportunities and work with the City to further develop them.

Target: Increase in JSU's level of support and participation in economic development efforts.

Results: N/A

Action Plan: Active participation on City development boards and recruitment efforts for new businesses.

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

Baseline: Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: Complete

Measure: Provide a competitive regional athletic schedule for our fans, students and alumni

Benchmark: Provide a competitive regional athletic schedule for our fans, students and alumni

Target: Provide a competitive regional athletic schedule for our fans, students and alumni

Results: We have scheduled regional opponents for our fans, students and alumni

Action Plan: Continue to provide a competitive regional athletic schedule for our fans, students and alumni

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

Strategy 1 (Academic Affairs – Dr. Owens, Dr. Stone and Dr. Lindblom): Continue and expand, as needed, the JSU Student Symposium, student recognition programs, and honors program events.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s).

Current Level of Progress: The event is in the planning stages and will be held February 13-15.

Measure: This event is held annually. In 2023, the length of the event will be extended to 2.5 days, and included concurrent sessions for the first time, due to high student participation. Format and length of the symposium, as well as the overall numbers of student presenters will be used to measure growth. College participation numbers may also be used to analyze areas of growth or needed improvement.

Benchmark: In 2023, 36 undergraduate and 33 graduate students presented their work. Growth will be measured in 2024 by an overall increase in student presenters. If applicable, overall format and length of the event may also be used. College participation numbers for 2023.

Target: An overall increase of 5% student participation is the target. Representation of both undergraduate and graduate students for each college is also a target.

Results: To be collected in February.

Action Plan: to be determined

Baseline: Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure. Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area. The deliverable is being developed and will be submitted for approval by April 15, 2024.

Current Level of Progress: 17% (first task completed)

Measure: Creation of new student honors event

Benchmark: CSM/CAH: UG 29, GR 19

Target: Create and hold university level Student Honors Event in May prior to commencement

Results: Committee is formed; working on scheduling first meeting.

Action Plan: Form Committee (Sept.)

Reach out to Stakeholders (Oct.)

Research (Oct.)

Plan Event (by Dec.)

Details/Booking (by Jan)

Hold Event (May)

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s).

Current Level of Progress: Review strategies for attracting new students by peer institutions and continue to partner with Enrollment Management in communicating and scheduling opportunities for high school students who are Honors eligible. Examples of this include previews days, Honors Admitted Student Day, visits to high schools, and on campus recognition for high achieving students. Admissions will continue to send communication to students who are admitted to JSU highlighting the Honors Program.

Measure: Honors will continue the early program admission application process beginning on November 1 with a priority deadline of May 1 for admission to the Honors Program.

Benchmark: CBI: UG 4, GR 0

Target: Increase the number of entering freshman joining the Honors Program by 8 percent each year.

Results: Results will be reported in Spring 2024 reporting.

Action Plan: Recruit more high-performing students from area high schools

File: https://jsuoire.qualtrics.com/Q/File.php?F=F_2uybHSez8zLdgcO

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s).

Current Level of Progress: Meet with academic departments to determine what additional courses could be offered that will provide honors students

with credit options beyond honors general education and honors by contract. The new course focus will be on disciplines or majors that reflect the honors student body. Honors will also seek input from faculty with experience in honors education for their suggestions and insights on new course possibilities.

Measure: An additional 3-hour honors course will be offered in one of the high-demand majors for Honors students.

Benchmark: CSBS: UG 3, GR 0

Target: Introduce one new honors offering by the Spring 2025 semester.

Results: Results will be reported in the Spring 2024 reporting cycle.

Action Plan: Expand honors course options for Honors students to provide additional academic opportunities.

Strategy 2 (Academic Affairs [Provost Shelton and Ms. Meecham] and Finance and Administration [Ms. Allison Casey]: Continue and expand, as needed, faculty and staff recognition programs.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: In regard to the faculty rate of participation at major and minor celebration and recognition events, Faculty Commons tracks all attendance at all events via online registration and with on-site sign-in options. Faculty Commons advertises these events via JSU email, the Faculty Commons webpage, and the faculty social media Facebook group. Faculty Commons utilizes visuals such as digital flyers and a continually revamped webpage to provide faculty with up-to-date information about recognition events.

Measure: Track rate of participation to increase faculty involvement at events meant to celebrate and recognize faculty

Benchmark: CEPS: UG 0, GR 0

Target: Increase faculty attendance at major celebration and recognition events (i.e. Faculty Awards and Faculty Research Symposium) by 5%

Increase number of faculty nominated for faculty awards by 5%

Increase faculty attendance at minor celebration and recognition events (i.e. Christmas Cookie Swap) by 5%

Increase the number of faculty who respond to satisfaction surveys by 5%

Results: Faculty Commons is currently on task to reach our target goal in each area.

Action Plan: My action plan to increase the rate of participation at major and minor events meant to celebrate and recognize faculty includes increasing visibility of each event through flyers and email messages, getting department buy-in from Department heads and deans, and putting the event information out earlier than previously done.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: In regard to increasing the number of faculty nominated or self-nominated for faculty awards at the annual Faculty Awards event, Faculty Commons created digital flyers and in 2022, worked

to update the Faculty Awards nomination process with the help of the Honors Committee and Faculty Commons Advisory Board.

Measure: Increase number of faculty who are nominated for yearly faculty awards

Benchmark: CHPW: UG 1 GR 13

Target: No updates

Results: Faculty Commons is currently on task to reach our target goal in each area.

Action Plan: No updates

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: In regard to increasing faculty satisfaction survey responses, Faculty Commons currently deploys satisfaction surveys after each celebration/recognition event via email and monitors faculty feedback. Results are used to shape future events. Faculty Commons also provides physical QR codes of surveys at each event.

Measure: Increase faculty response rates to satisfaction surveys deployed after each event meant to celebrate and recognize faculty

Benchmark: No updates

Target: No updates

Results: Faculty Commons is currently on task to reach our target goal in each area.

Action Plan: My plan to increase response rates to faculty satisfaction surveys includes issuing reminders via email and campus mail.

Baseline: Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: No progress to track as of now.

Measure: Number of nomination submissions for the Annual Staff Awards Recognition Program

Benchmark: 133 Nomination submissions for 2023

Target: 20% increase

Results: No progress to track as of now.

Action Plan: Research communication avenues to inform staff members that the nominations are open. Create alternate options for submissions - ex. QR Code

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 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.

Baseline: Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: No progress to track as of now.

Measure: Number of nomination submissions for the Annual Staff Awards Recognition Program

Benchmark: 133 Nomination submissions for 2023

Target: 20% increase

Results: No progress to track as of now.

Action Plan: Research communication avenues to inform staff members that the nominations are open. Create alternate options for submissions - ex. QR Code

Strategy 2 (Academic Affairs – Dr. Bavonese): Expand the number and quality of career-oriented learning communities and internships.

Baseline: Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure. Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: The career advisement team is working toward identification of attributes to formalize the identification of career-oriented learning communities. The recently awarded ACHE All-In grant (\$5000) is being used to establish the Jax Innovators Alliance, a career-oriented learning community that will support student-employer-mentor relationships. This model, if successful, may be replicated in other major areas to build additional learning communities. For potential learning communities that may informally exist, the career team is working to identify where those are on campus and will take steps to formalize the identification process.

Measure: Formalize the identification of career-oriented learning communities and create a database, managed by the career advisement team, of identified communities and support actions.

Benchmark: There is no available data from prior career-oriented learning communities, therefore, no previous benchmark exists.

Target: Formalize the identification of and provide structured support for at least 10 career-oriented learning communities across the five colleges.

Results: No results available

Action Plan: Implement the College to Career Initiative for Fall 2023 to expand the number and quality of career-oriented learning communities and internships.

Strategy 3 (Academic Affairs – Dr. Stone): Enhance existing and increase service-learning and other high impact practices opportunities.

Baseline: Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure.

Current Level of Progress: Coordinator of Gen Ed HIPS named; committee being formed

Measure: Collection of data

Benchmark: no data

Target: Have data on service learning (SL) courses in gen ed (Lori Owens is in charge of SL in other curriculum)

Results: None

Action Plan: Committee will gather information about HIPS in Gen Ed courses, including SL courses. Committee will make recommendations about next steps (informed by data collected).

Strategy 4 (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.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure. Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure. Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: The Dean of Students Office is working to include leadership and character development designations as part of the organization registration process. We will ask organizations to self-identify if they promote leadership and character development. We will also send a survey to all functional areas to get an understanding of how many co-curricular programs they offer in these areas.

Measure: Determine how many co-curricular programs that promote leadership and character development exist.

Benchmark: We do not currently have data related to how many co-curricular programs there are that promote leadership and character development.

Target: Develop a way to assess the number of co-curricular programs that promote leadership development and character development.

Results: We will have results once the surveys are deployed and the results analyzed.

Action Plan: The Dean of Students Office will create an avenue to collect data on the number of leadership and character development co-curricular programs.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure. Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure. Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: The Dean of Students Office is working to include leadership and character development designations as part of the organization registration process. We will ask organizations to self-identify if they promote leadership and character development. We will also send a survey to all functional areas to get an understanding of how many co-curricular programs they offer in these areas.

Measure: Increase the reach of co-curricular programs that promote leadership and character development.

Benchmark: We do not currently have data related to how many co-curricular programs there are that promote leadership and character development.

Target: Increase the number of students who receive leadership and character development training each year. A realistic goal will be set once data is collected on how many programs currently exist. Results: We will have results once the surveys are deployed and the results analyzed.

Action Plan: Once data is identified, the Dean of Students Office will work with campus partners to increase the reach of the programs.

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 Johnson], Finance and Administration [Dr. Harmon]): Provide professional development and training opportunities for students and employees.

Baseline: Other (progress has been made and needs to be reported apart from these responses). Target Goal: This goal is being achieved through the ongoing Banner 9 Finance Self Service and Administrative training for employees. Assessment Measure: The assessment measure is the number of calls received for Finance & Administration to retrieve Banner Finance information that is available in Self Service or Argo. Current Level of Progress: Finance & Administration is providing Banner 101, Banner 102, and other finance system training series to expand the understanding and usage of technology. Additionally, technology professional development goals are incorporated into the Finance & Administration department administrators' evaluation goals (as appropriate) to foster continued technology skill development. Benchmark: The benchmark is to receive 60% of Banner users attending at least one training session during the year.

Finance & Administration department administrators have to complete at least one professional development every other year. Other (progress has been made and needs to be reported apart from these responses). Goal: The goal is to utilize technology to increase access to auxiliary services. The assessment measure is the Campus Community Satisfaction Survey. In 2022, the Kiwibots and Everyday App were presented to the general campus community, Deans, Cabinet, and Board of Trustees on various occasions. The presentations included both narrative live demonstrations. The benchmark is to introduce a new concept annually.

Current Level of Progress: See information in REACH; 3. Culture of Accountability; Objective 3; Strategy 1; Training Sessions (See Attached)

Measure: Participation in Fiscal Training sessions

Benchmark: See information in REACH; 3. Culture of Accountability; Objective 3; Strategy 1; Training Sessions

Target: See information in REACH; 3. Culture of Accountability; Objective 3; Strategy 1; Training Sessions

Results: See information in REACH; 3. Culture of Accountability; Objective 3; Strategy 1; Training Sessions (See Attached)

Action Plan: Target group training are being offered in assistance in participation.

File: https://jsuoire.qualtrics.com/Q/File.php?F=F_2qDb1GCaD4wW3Nz

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure.

Current Level of Progress: Planning stage

Measure: Frequency of events

Benchmark: One

Target: 5% increase

Results: No results

Action Plan: Plan to implement training events internally to increase technical knowledge to better meet the needs of the university.

Strategy 2 (Information Technology – Mr. Chumley): 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.

Baseline: Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure.

Current Level of Progress: We are actively pursuing this goal and have made significant strides in improving the website. We have expanded our Knowledge Base (KB) articles, invested in a system to simplify room and IT resource location for faculty, staff, and students, and are exploring additional means to engage with our audience effectively.

Measure: Number of informational resources about technology available to faculty, staff, and students.

Benchmark: At the outset, there was only 1 resource – the www.jsu.edu/it website.

Target: Achieve a 200% increase in the variety of communication and informational channels.

Results: Did not meet Target, but is = Benchmark

Action Plan: Enhance Awareness: Continue efforts to promote awareness of existing campus technology resources among faculty, staff, and students. Boost Online Presence: Expand our web presence by providing more self-help information, thereby improving accessibility to technology-related resources. Centralized Resource Hub: Develop a centralized resource hub to facilitate easy access to available technologies on campus, promoting convenience and transparency.

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

Baseline: Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure.

Current Level of Progress: Still in the development stage of the plan.

Measure: Unable to provide an assessment measure as the plan is still being developed.

Benchmark: Unable to provide benchmarks as the plan is still being developed.

Target: Unable to provide targets until the plan is more fully developed.

Results: In progress.

Action Plan: Results currently unknown

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

Baseline: The deliverable is being developed and will be submitted for approval by October 1, 2023. Updated on 5/16 Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s).

Current Level of Progress: 10% complete

Measure: Implementation of Intelligent Learning Platform (ILP)

Benchmark: 0

Target: 100% increase

Results: Contract has been signed with Ellucian to implement Intelligent Learning Platform (ILP) integration between Banner and Canvas.

Implementation is scheduled for September 28th in test environments and October 13th for production environments. Enterprise Information Systems and Online@JSU have been reviewing documentation and preparing for the implementation.

Action Plan: After October 13th, we should have the integration in place and this will eliminate duplicative data entry through real-time synchronization of data between Banner and Canvas. ILP will synchronize user, course, student enrollment, faculty assignment, term, and grade data. ILP will also pull assignments, calendar events, and notifications to populate data within the portal that will create a better experience for faculty and student users. Faculty will no longer have to enter grades in two different applications and students will see real-time data for their courses via the portal. Depending on the timing of our go-live and when courses have to be

provisioned over to Canvas, Summer 2024 may be the first semester that fully takes advantage of this new integration.

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

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure.

Current Level of Progress: Our initiative commenced with the introduction of the VDI environment for faculty usage at the onset of the 2023 academic year. This implementation aims to enhance the accessibility of advanced software, like ARC GIS, for both faculty members in their instructional activities and students during their lab work. Presently, we have one faculty member actively engaging with the VDI environment as part of our pilot program. Furthermore, we are in the process of finalizing plans to introduce an additional lab in the upcoming semester. Our primary objective is to progressively replace traditional physical computer labs with virtual counterparts, thereby optimizing efficiency across the board.

Measure: Number of available virtual machines available for use.

Benchmark: Initially, there were 20 instances available for the Fall 2023 Semester.

Target: Achieve a 100% increase, reaching 40 instances by the end of the Spring Semester

Results: Did not meet Target, but is = benchmark

Action Plan: Our strategy for improving accessibility to advanced software involves expanding the availability of instances within our Virtual Desktop Infrastructure (VDI) environment.

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.

Baseline: Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure.

Current Level of Progress: Training sessions are still being developed for deployment in November 2023.

Measure: The measure of assessment will be the frequency and volume of training sessions delivered on a semester basis. The quality of the training will be assessed by survey following each training session. The utilization of available software applications in Office 365.

Benchmark: The training attendance and learner satisfaction rates.

Target: The goal is for an average attendance of 15 attendees per training session.

Results: Results are currently unavailable.

Action Plan: The action plan will be presented once the technology training sessions commence.

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

Strategy 1 (Academic Affairs – Faculty Senate- Dr. Staci Stone): Develop faculty to student mentor programs specific to program of study and career goals.

Baseline: Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area. The deliverable is being developed and will be submitted for approval by April 15, 2024.

Current Level of Progress: 20% complete

Measure: Implementation of a new mentorship program for faculty to student mentoring to take the place of the faculty advising model.

Benchmark: Need to gather benchmark data on which departments already have formal faculty/student mentoring programs

Target: Target is for all departments to have formal faculty to student mentoring programs

Results: 20% complete and on track for implementation in 2026-2027. So far, a committee is formed.

Action Plan: Steps: Committee, plan, pilot, feedback, scale. We are at 20% with the committee formed. They will begin meeting Spring 2024 to plan and pilot will be in Fall 2024.

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

Baseline: Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: Conversations have begun between Athletics and Student Success Staff. *Measure:* The Gamecock Mentorship Program has not been active in recent years, but athletics will work with Student Success (College to Career Initiatives and Student-Athlete Support Services) to evaluate next steps on getting the program revamped.

Benchmark: Athletic and Student Success Staff will meet prior to the end of the Fall 2023 semester to explore options to best serve the student-athlete population in the area of mentorship/ career development.

Target: After the meeting a plan will be developed with a target of Spring 2023 to begin program implementation.

Results: All parties are willing to work on the revamping of the program.

Action Plan: Schedule a meeting with Student Success and Athletic Staff.

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 – Chair of Learning Space Committee):

Conduct an audit of all learning spaces, including furnishings and technology, and prioritize needs.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area. John-Bauer Graham: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: 90%

Measure: Task completion

Benchmark: none

Target: creation of information on prioritization of learning spaces grants and rubric for evaluation of proposals

Results: none

Action Plan: Plan to form a committee and complete work by April.

Strategy 2 (Academic Affairs – Dr. Stone): Prioritize criteria for learning space grants to emphasize technology, active learning, and engaging instruction environments.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure.

Current Level of Progress: none

Measure: completion of task

Benchmark: not started

Target: creation of information on prioritization of learning spaces grants and rubric for evaluation of proposals

Results: none

Action Plan: Plan to form a committee and complete work by April.

Strategy 3 (Student Affairs and Enrollment Management – Mr. Casey and Mr. Robinson): Expand access to facilities available to student groups.

Baseline: Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure.

Current Level of Progress: A study was conducted last year to determine a baseline number of facilities that allow student groups to reserve spaces. We have been fostering positive relationships with building managers and addressing issues as they arise to satisfy building managers' concerns about their space.

Measure: Increase to 18 facilities that allow student groups to reserve spaces within the building by 2028 (approximately 1 per year). An annual study will be completed to determine how many buildings allow student groups to reserve spaces within them.

Benchmark: According to a study completed by the Dean of Students Office in 2022, there are 13 facilities that allow access to student groups for reservations.

Target: 18 facilities that allow access to student groups for reservations by 2028.

Results: We will have results later this semester.

Action Plan: Increase the number of facilities that are available for student group reservation by creating positive relationships with building managers and proactively addressing concerns

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. Thompson): Plan, design, and construct capital projects to support university growth and enhance its capabilities.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s).

Current Level of Progress: 2023 Met Target: Completion implementation of the Capital Project Guideline - 25%

Measure: Completion of the Capital Project Guideline implementation (See attached)

Benchmark: 2022-23: Developed Capital Project Guideline

Target: 2023: Completion implementation of the Capital Project Guideline - 25% (Tier IV)

2024: Completion implementation of the Capital Project Guideline - 50%

2025: Completion implementation of the Capital Project Guideline - 25%

Results: Tier IV - Crow Hall Residential Housing Modernization used the Capital Project Guideline (Presented at the October 2023 Board Meeting)

Action Plan: See Capital Project Guideline (Tier I - III) Budget Development Calendar

File: https://jsuoire.qualtrics.com/Q/File.php?F=F_2OVmprhVAPivJ7e

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

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s).

Current Level of Progress: N/A

Measure: Implementation of the 2024-2029 Deferred Maintenance Plan (See attached)

Benchmark: 2023: Developed 2024-2029 Deferred Maintenance Plan

Target: 2024: Completion of the deferred maintenance project- 15% of total plan costs

2025: Completion of the deferred maintenance project- 15% of total plan costs

2026: Completion of the deferred maintenance project- 15% of total plan costs

Results: N/A

Action Plan: 2024-2029 Deferred Maintenance Plan being presented for approval at the January 2024 Board Meeting.

File: https://jsuoir.qualtrics.com/Q/File.php?F=F_3r0VAOT4A3UbtPG

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.

Baseline: Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure.

Current Level of Progress: Scheduling meetings with Deans to discuss evaluation process

Measure: Evaluation process in place to maximize opportunities for constructive feedback and professional growth

Benchmark: Current evaluation process

Target: Meeting with Deans currently in place. Schedule additional meetings

Results: Scheduling taking place for Academic Year 2024-2025

Action Plan: Schedule meeting with Deans to discuss evaluation process. Form a committee to create new evaluation process Pilot new evaluation process Train on the evaluation process Implement the evaluation process for all colleges

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

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

Baseline: Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area. The deliverable is being developed and will be submitted for approval by October 1, 2023.

Current Level of Progress: Review potential products

Measure: Implementation of a room scheduling software

Benchmark: 0

Target: 5% increase

Results: Uncertain - I have not been included in the review and selection of which software product will be utilized.

Action Plan: Uncertain - I have not been included in the review and selection of which software product will be utilized.

3. Expectations

Promote and assess critical thinking, essential employability skills, diversity and inclusion, 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.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s)., Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure. Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area. The deliverable is being developed and will be submitted for approval by October 1, 2023. Dean White submitted an update on 5/15 Forming a committee/workgroup in order to address this new strategy by developing a target goal and determining the appropriate assessment measure. Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area. The deliverable is being developed and will be submitted for approval by April 15, 2024.

Current Level of Progress: In-progress. Committee members being requested from undergraduate programs to review programs of study and identify those with lengthy programs.

Measure: Program of Study Sheets organized by Year of Completion (Undergraduate Programs)

Benchmark: 4 Year Completion Rates

Target: 90% of undergraduate programs have a course rotation plan that ensures that all undergraduate academic programs can be successfully completed within four years

Results: N/A

Action Plan: Form Committee. Identify programs with lengthy programs of study. Work with Program Chairs to identify ways to decrease required coursework. Revise programs of study

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.

Baseline: Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure. Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: 1. The Academic Advisement Survey is in its final stages of development and will be implemented in fall 2023 for those students being advised for spring 2024. The survey will be deployed through the automated Navigate system and aligned with advising goals.

Measure: 1. Academic Advisement Survey, aligned with NACADA Core Competencies, with five questions (three questions for the initiative overall, two specific questions for each college).

Benchmark: There is no available data because the advising initiative did not exist, therefore, no previous benchmark exists

Target: 1. Academic Advisement Survey, aligned with NACADA Core Competencies, with at least 85% positive ratings on each of five questions

(three questions for the initiative overall, two specific questions for each college).

Results: No results thus far.

Action Plan: Implement the NACADA aligned centralized academic advising initiative and provide professional development designed to enhance professional advisors' conceptual, informational, and relational knowledge and skills to support student success.

Current Level of Progress: 2. The Centralized Advisement Advisory Council will begin meeting in October 2023 and will meet once per semester.

Measure: 2. Centralized Advisement Advisory Council: Gather anecdotal feedback from a stakeholder group of faculty, staff and students using question prompts aligned with NACADA Core Competencies.

Benchmark: There is no available data because the advising initiative did not exist, therefore, no previous benchmark exists.

Target: 2. Centralized Advisement Advisory Council: Actionable data to be categorized by NACADA Core Competencies and applied in a continuous improvement loop.

Results: No results thus far.

Action Plan: Implement the NACADA aligned centralized academic advising initiative and provide professional development designed to enhance professional advisors' conceptual, informational, and relational knowledge and skills to support student success.

Strategy 3 (University Athletics – Ms. Broom): 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).

Baseline: Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: Last APR report concluded that all teams met or exceeded the required APR benchmark of 930 and the Student Athlete Graduation Success Rate is 85%

Measure: Evaluate APR and GSR compliance reports by sport to determine the level of academic and student support

Benchmark: The following standards will be used:

1: NCAA governed APR, or Academic Success Rate of 930

2: NCAA governed GSR or Graduation Success Rate (Actual percentage)

Target: The target goal is for all teams to maintain or increase APR and GSR by 1% each year until they reach 100%.

Results: JSU APR scores for each sport:

Baseball-981; Men's Basketball-954; Men's Cross Country-951; Football-949; Men's Golf-964; Men's Tennis-953; Women's Basketball-987;

Women's Cross Country-990; Women's Golf-990; Women's Softball-973;

Women's Soccer-978; Women's Beach Volleyball-979; Women's Tennis-

992; Women's Track- 983; Women's Volleyball- 974; Mixed Rifle- 975

* JSU Student Athlete Graduation Success Rate is 85%

Action Plan: To better serve the student athletes:1; Expand athletic academic staff to meet or exceed facilities of peer conference institutions by hiring at least two more athletic advisors, a learning specialist, and graduate assistants

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.

Baseline: Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure. Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area. The deliverable is being developed and will be submitted for approval by October 1, 2023.

Current Level of Progress: 30%

Measure: Implementation of new gen ed model

Benchmark: 0

Target: 100% completion

Results: Committee drafted model; town hall meetings for feedback nearly completed; design of visuals nearly completed.

Action Plan: First stage--steps to be completed by Fall 2024

Form a committee

Draft new model

Communicate model for feedback

Revisit/revise model

Design visuals

Roll information to departments for curriculum proposals

Approval of curriculum proposals

Website on new gen ed

Marketing at Gamecock Orientations

Inclusion in catalog

File: https://jsuoire.qualtrics.com/Q/File.php?F=F_28Tb4W8vrHaqb44

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.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: 1. The Career Advisement Survey and Career Event Survey are in their final stages of development and will be implemented during the fall 2023 semester. The surveys will be deployed through the Navigate system and aligned with career goals.

Measure: 1. Career Advisement Survey, aligned with NACE competencies with five questions relating to career activities.

Benchmark: There is no prior career advisement data available, therefore, no baseline exists.

Target: Provide direct career advisement services and events aligned with NACE by ensuring the career advisors are well prepared to support students in developing career readiness skills with at least 85 % positive ratings on Career Advisement Survey and Career Event Survey.

Results: No data thus far.

Action Plan: Implement a college-to-career initiative that emphasizes critical thinking, essential employability skills, diversity and inclusion, and successful degree completion in all learning experiences and environments and provide professional development to enhance career advisors' knowledge and skills to support student success.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: 2. The Centralized Advisement Advisory Council will begin meeting in October 2023 and will meet once per semester.

Measure: Centralized Advisement Advisory Council: Actionable data to be categorized by NACE competencies and applied in a continuous improvement loop.

Benchmark: There is no prior career advisement data available, therefore, no baseline exists.

Target: Provide direct career advisement services and events aligned with NACE by ensuring the career advisors are well prepared to support students in developing career readiness skills with at least 85 % positive ratings on Career Advisement Survey and Career Event Survey.

Results: No data thus far.

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: 3. Centralized Advisement Advisory Council: Actionable data to be categorized by NACE competencies and applied in a continuous improvement loop.

Measure: Centralized Advisement Advisory Council: Actionable data to be categorized by NACE competencies and applied in a continuous improvement loop.

Benchmark: There is no prior career advisement data available, therefore, no baseline exists.

Target: Provide direct career advisement services and events aligned with NACE by ensuring the career advisors are well prepared to support students in developing career readiness skills with at least 85 % positive ratings on Career Advisement Survey and Career Event Survey.

Results: No data thus far.

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

Baseline: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s).

Current Level of Progress: collecting data

Measure: Percent of students completing at least one internship for course credit upon graduation. Percent of internships that are compensated by major annually

Benchmark: Most current 3-year average

Target: 10% growth over benchmark

Results: will interpret data upon collection

Action Plan: Measurement tools for each major need to be developed

Strategy 4 (University Athletics – Ms. Broom): Continue to improve university advising in conjunction with athletic eligibility advising.

Baseline: Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: Data from JSU Navigate shows 42 total "No Show appointments" marked in Navigate.

Measure: Review appointment summaries reports to ensure student athletes are meeting a minimum of one time each semester with his/her assigned department advisor.

Benchmark: JSU Athletic Policies and Procedures Manual (S.6- Academic Advisement)

Target: The goal is to reduce department advisement appointment "No Shows" by 1% each semester.

Results: JSU Navigate "No Show Appointments....Football -19; Baseball-10; Men's Basketball- 5; Women's Tennis-1; Men's Tennis -2; Soccer-1; Volleyball-3; Track & Field -1

Action Plan: Follow up with JSU Navigate "No Show " Alerts with major advisors and assist in rescheduling a future appointment.

Objective 3: Cultivate a diverse, equitable and inclusive community

Strategy 1 (Academic Affairs – Dr. Newton): Include opportunity for diversity and inclusion information via coursework.

Baseline: Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area. The deliverable is being developed and will be submitted for approval by April 15, 2024

Current Level of Progress: Forming a committee within SBS to work with the Office of Diversity and Inclusion, as well as the Faculty Commons to develop sample diversity statements for all JSU faculty to use in their syllabi.

Measure: Survey of faculty that include a diversity statement in their syllabus.

Benchmark: 80% of JSU full-time faculty will provide a diversity statement in their syllabus.

Target: 100% of JSU full-time faculty include a diversity statement in their syllabus.

Results: NA

Action Plan: The committee will be formed by the end of the fall 2023 semester. Proposed diversity statements will be presented in the faculty commons and faculty senate before the end of the spring 2024 semester to be finalized for beginning use in the fall 2024 semester. A survey of JSU faculty to determine the use of diversity statements in syllabi will occur in the fall 2024 and spring 2025 semesters. The final diversity statement will become a required aspect of JSU course syllabi and will be posted on the Faculty Commons website by fall 2024.

Strategy 2 (Student Affairs and Enrollment Management – Ms. Vann): Include diversity and inclusion and critical thinking education in all units within student affairs to increase employability of students and to empower students to be change agents within larger communities.

Baseline: Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: Surveys are conducted at the end of each campus diversity program. Information received shapes future programming and initiatives to improve outcomes. Information is also gathered from Academic and Student Services Satisfaction Survey Report. Tracking of attendees participating in diversity education and programs.

Measure: Achieve or maintain at least 75% of respondents indicating agreement or strong agreement on the questions related to belonging and diversity on the Academic and Student Services Satisfaction Survey Report

Benchmark: The number of student enrollment as well as attendees to diversity and cultural programming and respondents to surveys will serve as a point of reference to be assessed.

Target: By 2028 JSU will note at least 75% rate of response indicating strong agreement or agreement on items pertaining to belonging, inclusiveness, diversity, cultural programs and racial and ethnic harmony on the Academic and Student Service Satisfaction Survey Report. Goal is to encourage students who use our services and or attend events to complete the Academic and Student Services Satisfaction Survey Report. To increase from 2.35 to at least 5%.

Results: According to the Academic and Student Services Satisfaction Survey Report

Action Plan: Implementing suggestions given by students' attendees to diversity and inclusive programming as well as collaborating with other departments to embed diversity and inclusion and cultural consciousness in classroom environment. Promote the "Diversity Discussions" educational conversations available for professors and instructors to schedule interactive talks.

File: https://jsuoire.qualtrics.com/Q/File.php?F=F_2pRGsAOLMCUpNU4

Strategy 3 (Student Affairs and Enrollment Management [Charlcie Vann] and Finance and Administration [Allison Casey]): Implement and evaluate the Diversity and Inclusion Strategic Plan.

Baseline: Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: As of Fall 2022, 24 students completed the Academic and Student Services Satisfactory Report. That is an increase of 10 students' completion from 2021.

Measure: The Office of Diversity and Inclusion has developed feedback surveys to be used to count the number of students that attend our cultural and inclusive events as well as assess the content of the program.

Benchmark: Our point of reference against our programs are assessed are JAX State's Academic and Student Services Satisfaction Survey Report given to students each semester.

Target: Our goal is to increase our satisfaction to 3-5%, 85-88% satisfaction on the Academic and Student Services Satisfaction Survey given in the spring semester.

Results: The percentage of students that stated that they are prepared to work with people from diverse ethnic and cultural backgrounds are 87.50%

Action Plan: Continue to assess students' perceptions of cultural and inclusive programming on campus. Involve students in planning programs to increase knowledge of diverse cultures.

Baseline: Currently researching best practices in regard to this strategy to inform JSU's plan for progress in this area.

Current Level of Progress: Committee formation in process

Measure: Equitable Hiring Practices established.

Benchmark: No Equitable Hiring Practice in place.

Target: Committee formed to investigate equitable hiring practices

Results: Identifying committee members

Action Plan: Form a committee to investigate equitable hiring practices