



Jacksonville

STATE UNIVERSITY

a learning centered university

2011-2012 annual report

Jacksonville State University has embraced a compelling vision of becoming a learning centered community that prepares our graduates with the 21st century skills needed for success in a global society—the ability to think critically, solve problems creatively and collaboratively, and communicate effectively. Through the eight strategies of our 2011-16 Strategic Plan we have made important strides during the last year to achieve this vision.

Last fall, we welcomed the most academically prepared freshman class in the history of the university, with an average ACT of 22.3. Among the 1332 first time freshmen were 550 Honors scholarship students. Our focus on innovation and collaboration has led to a number of new programs across campus, and our reclassification as a Level V institution by the Southern Association of Colleges and Schools Commission on Colleges established JSU as a doctoral granting university and affirmed the strength of our new Doctor of Science in Emergency Management.

Throughout this past year we have sought new opportunities. Among these are the collaboration with local, regional and national partners to engage in solving the complex problems of an increasingly global society and position Jacksonville State University as an academic institution for the future.

Within these pages you'll read about many more accomplishments and additions to our campus. It was a year to remember, and we hope you'll visit soon to see for yourself where JSU is going.

Sincerely,

A handwritten signature in black ink that reads "William A. Meehan". The signature is written in a cursive, flowing style.

William A. Meehan, Ed.D.

President

Mary Smith, *Coordinator of Publications*

Morgan Christopher, *Graphic Design*

Steve Latham, *Photography*

Bill Hubbard, *Copy Editor*

Contents

Jacksonville State University Profile	8
Board of Trustees & Administrative Staff	11
Our Vision & Mission	12
Strategy One <i>Employ New Methodologies & Technologies in the Classroom</i>	15
Strategy Two <i>Expand Quality Online Programs & Services</i>	16
Strategy Three <i>Improve the Campus Environment</i>	19
Strategy Four <i>Increase Collaboration to Better Serve Undergraduate Students</i>	20
Strategy Five <i>Ensure Student Job Readiness</i>	23
Strategy Six <i>Recruit & Retain Qualified Undergraduate Students</i>	24
Strategy Seven <i>Recruit & Retain Qualified Graduate Students & Streamline the Graduate Admissions Process</i>	27
Strategy Eight <i>Increase International Engagement for the University Community</i>	28
Additional Highlights	31
Revenues & Expenses 2011-2012	32



Bibb Graves, Jacksonville State University's administrative building.

At Jacksonville State University, when we talk to students about “where they’re going” it’s a question of not only their immediate future—but what’s beyond that too. And when we look at our own goals as a university, we are always thinking of the long term—but we must always begin with what lies directly ahead.

In order to accomplish our five-year strategic plan, we’ve employed eight strategies designed to achieve our specific annual goals—and to ensure we’re always evolving into the best university we can possibly be:

A university that is focused on student-centric learning.

A university that attracts promising talent and produces leaders that deliver on that promise.

A university that collaborates with local, regional and national partners to solve problems, and engages in a global society.

A university of the future. As we look to the future, let us first look back on our accomplishments over the past year.

JACKSONVILLE STATE UNIVERSITY PROFILE

75 miles east of Birmingham

100 miles west of Atlanta

Population12,548

Founded1883

LocationJacksonville, Alabama

Campus 464 acres / 65 major buildings

Fall 2012 Enrollment

Undergraduate.....7,991

Graduate.....1,170

Total9,161

Enrollment by Age

17-24 67.2%

25+ 31.8%

Gender

Female 59%

Male 41%

Ethnicity

American Indian/Alaskan 0.48%

Asian/Pacific Islander..... 0.93%

African American 27.42%

Hispanic 1.48%

Other/Not Reported..... 3.55%

White 66.14%

Faculty

Full-Time319

Part-Time178

Student Faculty Ratio 18:1

Students by State

Alabama 79.6%

Georgia..... 12.5%

Other 5.5%

International 2.4%

Information from the JSU Fact Book,

Office of Institutional Research & Assessment



Jacksonville State University's Freshman Forum hosted "One Day Without Shoes" to raise awareness for Tom's One to One Campaign.



Students changing classes walking through the Quad of Jacksonville State University.

BOARD OF TRUSTEES & ADMINISTRATIVE STAFF

The Honorable Dr. Robert J. Bentley
Governor of Alabama, President, Ex officio

Dr. Thomas R. Bice
State Superintendent of Education, Ex officio

Board of Trustees

Senator Vivian Davis Figures
First District

Gale Saxon Main
Second District

William Ronald Smith
Third District

James L. Coxwell, Sr.
Third District

Clarence W. Dauge III
Fourth District

Randall Jones
Fifth District

James R. Bennett, Chairman
Sixth District

Thomas W. Dedrick, Sr.
Seventh District

Randy Owen
At-large

Administrative Staff

Dr. William A. Meehan
President

Dr. Rebecca Turner
Provost & Vice President for Academic & Student Affairs

Mr. Clint Carlson
Vice President for Administrative & Business Affairs

Mr. Vinson Houston
Vice President for Information Technology

Mr. Warren Koegel
Director of Athletics

Dr. Charles R. Lewis
Vice President for University Advancement

Dr. Alicia Simmons
*Executive Director of Planning & Research
Institute for Research & Collaboration*

Mr. Tony Bennett
Director for Internal Audit

Mr. Don Killingsworth
Director of Government Relations

Tim Garner
Executive Director of Marketing & Communications

*Please send comments or inquiries to Dr. Charles R. Lewis,
Vice President for University Advancement | crlewis@jsu.edu
800-231-5291 | 256-782-5003*

OUR VISION & MISSION

Jacksonville State University strives for continuous improvement as a learning centered community committed to developing the ability to think critically, solve problems creatively and collaboratively, and communicate effectively.

Jacksonville State University provides distinctive educational, cultural and social experiences for a diverse student population. As a learning centered university, Jacksonville State University strives to challenge students academically in a responsive environment, meeting students' educational, career and personal goals. As an academic institution, Jacksonville State University seeks to produce broadly-educated graduates that are prepared for global engagement. As a public, comprehensive university, Jacksonville State University promotes excellence in scholarly and service activities consistent with its academic and professional strengths.



The 2012 JSU Ambassadors; students who serve as official representatives of JSU and assist in on-campus recruiting events.



Approximately twenty Apple iPads were distributed to Dr. Nina King's Creative and Mental Development class.

STRATEGY ONE

Employ New Methodologies & Technologies in the Classroom

The first strategy greets the 21st century head-on, by equipping and preparing our faculty and partners in education to meet students where they are. Focusing on 21st century skills like critical thinking, problem solving, communication skills, working collaboratively and using technology will better prepare our students for where they're going, now and into the future.

Highlights 2011-2012

Pilot programs that provided iPads to students were developed in two classrooms, one in the College of Arts and Sciences and one in the College of Education and Professional Studies. These programs will help JSU evaluate the type of internal technical support that will need to be provided as use of tablet technology expands across the campus, as well as the impact this technology has on student learning.

One hundred fifty iPads were distributed to faculty and administrators, facilitating the development of innovative approaches to classroom instruction and project-based learning. In coordination with this effort, JSU's Office of Distance Learning, along with Apple, Inc. and the Council for Aid to Education, conducted professional development sessions to assist faculty with training in the use of specific applications and solutions for classroom instruction.

In an effort to facilitate learning and collaboration among students and faculty, wireless access was provided in all academic and residence hall facilities.

Faculty members in the English department collaborated with faculty in computer science to develop an interactive electronic anthology of early American literature.

A number of classrooms across the campus were redesigned and incorporated technology that encouraged innovation and collaboration to develop 21st century learning skills. A model of a 21st century classroom created by Dr. Lou Reinisch, head of the Department of Physical and Earth Sciences, can be viewed at www.jsu.edu/pes/index.html.

The Collaborative Regional Education program (CORE) was created. This professional development partnership program between JSU and twenty K-12 school systems representing approximately 60,000 K-12 students in Northeast Alabama seeks to equip schools and teachers with new methods and technologies in the classroom to better prepare students for college and careers. View the CORE website at www.corepartners.org.

STRATEGY TWO

Expand Quality Online Programs & Services

Innovation in education always has been, and always will be a priority at JSU. Our second strategy continues this tradition as we strive to make learning more convenient for students—especially those who work, have families and benefit from flexible online learning environments. JSU now offers over thirty-five completely online programs, and is adding new instructional design personnel, and planning new certification programs for online instructors, making the question of “where you’re going”—being strictly in the physical sense—a thing of the past.

Highlights 2011-2012

During the past year, JSU added the following online programs, concentrations and certificates:

- Educational Specialist in Community Agency Counseling
- Educational Specialist in Instructional Leadership
- Educational Specialist in Library Media
- Educational Specialist in School Counseling
- Educational Specialist in Counselor Education
- Bachelor of Arts in Liberal Studies
- Master of Science in Education in Instructional Leadership

Additional instructional design personnel were hired to assist with online course design and development, as well as faculty training and support.

The Office of Marketing and Communications created and implemented marketing strategies for thirty of JSU's online programs, concentrations and certificates.



Jenny Latham uses her laptop to view the JSU Distance Learning website from her Etowah County home.



Doc Hendley, author of Wine to Water, allowed students to put his water filtration systems together to see how they work.

STRATEGY THREE

Improve the Campus Environment

At JSU, our commitment to student success—and the tremendous value we offer students—go hand in hand. Our third strategy is an ongoing commitment to provide JSU students with a college experience that is engaging, fun and learning centered. Efforts to make campus events more prominent, seeing national speakers on campus, enjoying athletic events and the arts are all part of creating an extraordinary campus experience, and our new centralized calendar makes it easier for everyone to be a part of it all.

Highlights 2011-2012

Renovations to the softball facility were begun and will include replacing all the current grandstands with new stadium seating for more than 550 fans, including chair back seating. The project will also include a state of the art press box, with radio booths and also an overflow media workspace with video capabilities. The lower level of the new press box will include a concession stand, public restrooms and storage areas. The stadium will also include a new plaza entrance for fans and guests and will be completed in time for the 2013 season.

Beginning the fall of 2012, Jacksonville State University introduced JaXSpots, a rewards program exclusively for Jacksonville State University students. The program, which allows students to check in at campus events and bank “spots” or points that they can trade in later for prizes and privileges, is the culmination of about four years of research

into the easiest and most cost effective way to reward students for plugging into their campus community.

A new centralized calendar makes it easier for everyone to know precisely what is happening on campus. The calendar is also pushed to the JSU mobile app that makes it accessible to smartphone users. To view the JSU calendar, visit the JSU website at www.jsu.edu/calendars/month.php.

Doc Hendley, author of *Wine to Water*, the summer reading program selection for all incoming freshmen, spoke to a large group of students and faculty at Leone Cole Auditorium in September. As an introduction to the JSU year-long theme of service, Mr. Hendley visited the campus to speak to students about the Wine to Water organization, as well as share his personal experiences in service.

Other prominent speakers during the past year included Pulitzer Prize-winning newspaper columnist Connie Schultz who presented the annual Ayers Lecture, Holocaust survivor Max Herzel, who keynoted the thirtieth annual JSU Holocaust Remembrance, and Pulitzer Prize-winning author Rick Bragg.

A \$1,000,000 addition to Stephenson Hall provided additional space and new workout equipment for students, faculty and staff.

STRATEGY FOUR

Increase Collaboration to Better Serve Undergraduate Students

The fourth strategy, increasing collaboration to better serve undergraduate students, is frankly a matter of customer service. JSU's administrative professionals are on the front lines of this vital effort, and their importance to its success simply cannot be overstated—or over appreciated.

Highlights 2011-2012

The first ever Administrative Professional Conference was a huge success and 111 administrators attended. In particular, the conference focused on the following topics: First Aid in the Office, Professional Etiquette and Dress, Self Defense Strategies and Techniques, Workplace Wellness and 25 Ideas to Improve Your Workplace.



The First Annual Administrative Professionals Conference was held to recognize, encourage, and inspire, the 100+ attendees.



Students get a chance to present their resumes and themselves to potential employers during the fall Career Fair, held in Merrill Hall.

STRATEGY FIVE

Ensure Student Job Readiness

The heart of our mission at Jacksonville State University is always getting students ready for where they're going. As an institute of higher learning, ensuring student job readiness is central to our purpose—and crucial for our graduates and their employers. JSU is always taking extra strides to ensure students have the skills that their employers need—through co-op work, career fairs and more.

Highlights 2011-2012

Career Services offers full-time, part-time, co-op and internship job postings (visit <https://jsu-csm.symplicity.com>), resume critiques, mock interviews, employment and life skills assistance and on-campus job fairs. Annually, Career Services is host to an Education Fair, Career Fair, and an Academic Majors & Minors College Fair.

JSU has partnered with the Calhoun County Chamber of Commerce through Internships.com to increase student internship opportunities among Calhoun County area businesses. The partnership is designed to give students hands-on experience in their career field during their upperclassman years or post-graduation. The hope is that Calhoun County will be able to train, hire, and retain many of the outstanding graduates produced at JSU. For more information on this partnership, visit the chamber website at www.calhouchamber.com or www.jsu.edu/careerservices.

The JSU/Calhoun County Chamber partnership has also developed leadership panel discussions where students can visit with and ask questions of leaders in the community to better understand the skills needed to ensure job readiness.

STRATEGY SIX

Recruit & Retain Qualified Undergraduate Students

Our efforts to recruit and retain qualified undergraduate students have directly resulted in increased scholarships, new programs of study, and outreach to students who are ready for college and preparing for a career.

The first year retention rate for scholarship students is 81%, an impressive 13 points higher than our first year retention rate for all first-time freshmen. While a recent JSU study showed that students having previously taken a JSU dual-enrollment course were retained at an incredible 85% rate.

Highlights 2011-2012

The ACT average of our entering freshman class has increased dramatically over the last several years, from a 19.8 in the fall of 2009 to a 22.3 for the fall of 2012.

During the 2011-2012 academic year the Academic Scholar scholarship program based on ACT/SAT scores provided 930 students with almost \$5,400,000 in scholarship monies. In the fall semester of 2012 alone, 1130 students were awarded almost \$3,600,000 through this program. For more information on the Academic Scholar scholarship program at JSU visit www.jsu.edu/finaid/scholarships/types.html.

In the fall of 2012, JSU awarded 550 first time freshman Honors scholarships, representing over 10% increase from the fall of 2011. The Honors Program has shown tremendous growth, with total seats in honors classes increasing from Fall 2009 to Fall 2012 from 169 to 488, total individual students from 113 to 330 and total number of classes from 12 to 27.

For the fall of 2012 a new introductory course, STU-101 First Year Experience, was required of all freshmen and transfer students with less than 24 earned hours. The course covers topics for being successful at JSU.



Jacksonville State University freshmen gather for the annual convocation in JSU Stadium, signaling the start of the Fall Semester.



Spring 2012 commencement honored 700 new graduates from JSU who joined the tens of thousands of JSU alumni around the world.

STRATEGY SEVEN

Recruit & Retain Qualified Graduate Students & Streamline the Graduate Admissions Process

Our seventh strategy has brought together faculty and administrators in an effort to attract more graduate students to JSU. With new and exciting online programs, like our Doctor of Science in Emergency Management and the new EdS in Teacher Leader, JSU will continue to gain traction and momentum in the post-undergraduate landscape, as we attract students who want to make a positive impact in their chosen professions and in the world around them.

Highlights 2011-2012

Dr. Tom Jackson, a leading expert in the field of graduate studies, conducted a two day seminar at the Houston Cole Library for over fifty JSU graduate faculty, staff and administrators to focus on strategies to increase graduate student enrollment.

A new online EdS in Teacher Leader has been developed within the Instructional Leadership umbrella. The Teacher Leader program provides teachers with a strong foundation in leadership while continuing to support the curriculum.

The Doctor of Science in Emergency Management is now in its second year. A new cohort of twelve students now joins the inaugural cohort of ten pursuing advanced study in emergency management. The program is designed to equip senior management professionals and future emergency management faculty with comprehensive knowledge and understanding of the requirements for managing and reducing risks from hazards, and for effectively responding to and recovering from disasters when they occur.

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) approved JSU's change from a Level IV to a Level V institution with no recommendations. The move to Level V allows JSU to offer two additional doctoral programs in the future.

STRATEGY EIGHT

Increase International Engagement for the University Community

Being prepared to work in a global society means experiencing a global society. JSU's eighth strategy was demonstrated by students and faculty alike this past year whether it was honor students in China or JSU's Marching Southerners in London for the Queen's Diamond Jubilee New Year's Parade.

In addition to our students representing JSU on the international stage, we're always seeking to attract international students to our campus. This remains a vitally enriching experience for all JSU students, giving us all an opportunity to learn about and experience other cultures firsthand.

Highlights 2011-2012

On January 1, 2012, the Marching Southerners led the London New Year's Day Parade, the first official event of Her Majesty Queen Elizabeth II's Diamond Jubilee and the London 2012 Olympic Games. The parade, which began with a performance in front of the Ritz Hotel, was viewed by a crowd estimated at over 250,000 along the parade route. In addition, millions watched via television and the Internet.

Ten students from the JSU Honors Program were selected from twenty-six applicants to participate in a course in Chinese culture, offered by the English department, which included study at Taizhou University in China where the students stayed for two weeks.

For the fall of 2012, 216 international students, representing 68 countries were enrolled at JSU.



The JSU International House observes the annual UN Day Tea. Colorful national clothing, songs and dance are presented by the students.



The Jacksonville State University cheerleaders and Cocky pose on the intramural field for the 2012-2013 Athletic Calendar.

ADDITIONAL HIGHLIGHTS

In athletics, the Gamecocks won a total of four Ohio Valley Conference Championships and finished third in the OVC Commissioner's Cup, marking the fourth straight year the Gamecocks have finished in the top five in the standings.

The JSU football team shared the OVC Championship, while the men's golf and women's golf teams both claimed the OVC Championship to advance to the NCAA Regionals. The Gamecock rifle team claimed the school's sixth OVC Rifle Championship to advance to the NCAA National Championship, where they posted a seventh-place finish.

Jacksonville State had eight OVC Player or Most Valuable Player of the Year Awards, one NCAA All-American, sixty-one OVC All-Conference honorees, two teams claimed All-Academic honors, two OVC Coach of the Year winners and one OVC Scholar-Athlete of the Year.

Gamecock student-athletes also excelled in the classroom after twelve teams posted a combined grade point average of 3.0 or higher, which is the most in school history. Additionally, 112 student-athletes were named to the OVC Commissioner Honor Roll and 141 student-athletes posted a 3.0 grade point average or higher during the academic year.

JSU fraternities and sororities assisted the community by exhibiting their commitment to philanthropy and service by raising over \$60,500 and donating over nine thousand hours of service for various philanthropic projects.

JSU received over \$23,000,000 in federal, state and local grants and contracts during the 2011-2012 fiscal year. One such grant of \$392,000, was provided by the National Science Foundation to Dr. Jimmy Triplett, assistant professor and curator of the JSU Herbarium in order to provide additional storage, long term collection security, and to modernize access and education outreach for the Herbarium that contains 75,000 specimens.

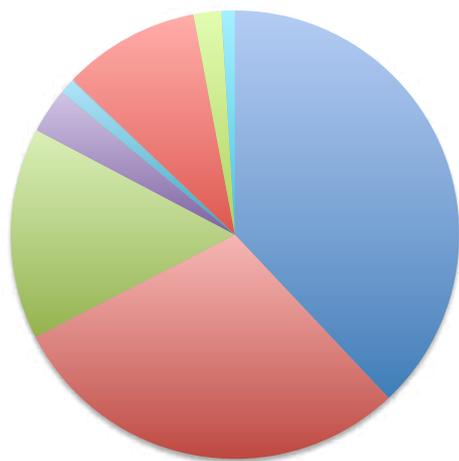
The Institute for Research and Collaboration added six new research centers (www.jsu.edu/irc):

- Center for Information Security and Assurance
- Center for Disaster Preparedness and Community Resilience
- Center for Innovative Learning Environments
- Center for Applied Forensics
- Center for Mountain Longleaf Pine Ecosystems
- Center for Tick-Borne Disease Ecology

OPERATING REVENUES

For the years ended September 30

OPERATING REVENUES	2011	2012
Tuition & Fees	\$44,270,600	\$47,305,776
State Appropriations	\$36,155,795	\$36,689,864
Federal Grants & Contracts	\$24,137,955	\$19,016,216
State & Local Grants & Contracts	\$3,460,532	\$4,033,347
Private Grants & Contracts	\$1,606,198	\$1,345,452
Endowment Income	\$47,313	\$41,125
Sales & Service of Educational Activities	\$213,747	\$94,938
Auxiliary Services Income	\$11,090,451	\$12,298,352
Athletic Income	\$1,416,374	\$2,508,970
Gain on Investments	\$0	\$0
Other Sources	\$729,440	\$1,198,413
TOTAL OPERATING REVENUES	\$123,128,405	\$124,532,453

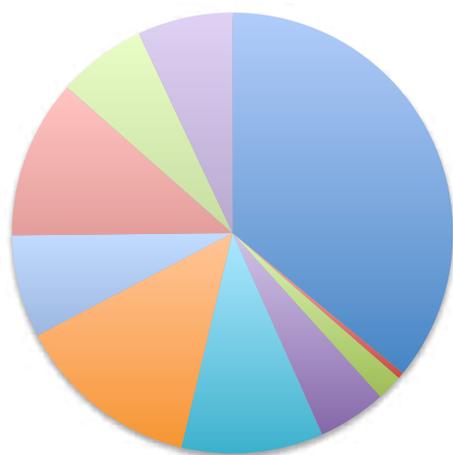


Tuition & Fees	38%
State Appropriations	30%
Federal Grants & Contracts	15%
State & Local Grants & Contracts	3%
Private Grants & Contracts	1%
Endowment Income	0%
Sales & Service of Educational Activities	0%
Auxiliary Services Income	10%
Athletic Income	2%
Gain on Investments	0%
Other Sources	1%

OPERATING EXPENSES

For the years ended September 30

OPERATING EXPENSES	2011	2012
Instruction	\$42,288,362	\$42,965,208
Research	\$446,496	\$548,131
Public Service.....	\$3,234,854	\$2,255,958
Academic Support	\$5,535,126	\$6,018,897
Student Services.....	\$11,288,237	\$12,416,218
Institutional Support.....	\$16,472,063	\$16,214,882
Operation & Maintenance of Plant.....	\$9,382,113	\$8,994,289
Scholarships & Fellowships.....	\$14,966,309	\$13,936,615
Depreciation	\$6,893,093	\$7,792,918
TOTAL E&G EXPENSES	\$110,506,653	\$111,143,116
Auxiliary Enterprise Expenses	\$8,429,815	\$8,345,855
TOTAL OPERATING EXPENSES	\$118,936,468	\$119,488,971



■ Instruction	36%
■ Research	0%
■ Public Service	2%
■ Academic Support	5%
■ Student Services	10%
■ Institutional Support	14%
■ Operation & Maintenance of Plant	8%
■ Scholarships & Fellowships	12%
■ Depreciation	6%
■ Auxiliary Enterprise Expenses	7%

As we look to the coming year and beyond, we will continue to work together to attract the best and brightest students, ensure they have a learning environment that supports success, and provide engaging opportunities to learn content and skills while exploring new ways of thinking about their world.

We'll continue to provide opportunities for faculty to share their knowledge through teaching, research, and service, while we create innovative partnerships with government, business and other learning organizations to advance knowledge and models for solving problems.

We thank you for everything you've done for the university this year. Now let us continue to work together to make Jacksonville State University a university of the future. That's where we're going.

JACKSONVILLE STATE UNIVERSITY

700 Pelham Road North Jacksonville, AL 36265-1602

(800) 231-5291 • www.jsu.edu