

**Jacksonville State University**  
**Alabama Commission on Higher Education**  
**Trustees Report**  
October 17, 2005



**BOARD OF TRUSTEES**

The Honorable Bob Riley  
Governor of Alabama, President, *Ex officio*

NAME	ADDRESS	CONGRESSIONAL DISTRICT	TERM EXPIRES
Jamie "Red" Etheredge	Gulf Shores	First	2011
G. "Mack" Roberts	Montgomery	Second	2011
Bobby N. Kennamer	Anniston	Third	2003
William Ronald Smith	Oxford	Third	2015
Jim Folsom, Jr.	Cullman	Fourth	2011
Robert E. "Bud" Cramer	Huntsville	Fifth	2016
James R. Bennett	Homewood	Sixth	2007
Gladys Carlisle	Tuscaloosa	Seventh	2007
Randy Owen	Fort Payne	At-large	2012

Dr. Joseph Morton, State Superintendent of Education, *Ex officio*

**MISSION STATEMENT**

Jacksonville State University is a public, comprehensive teaching institution that provides educational, cultural, and social experiences for a diverse undergraduate and graduate student population. As a student-centered university, Jacksonville State University strives to balance academic challenges with a range of support services for students' academic, career, and personal goals. As an academic institution, Jacksonville State University seeks to produce broadly educated graduates with skills for employment, citizenship, and life-long learning. As a comprehensive university, Jacksonville State University supports scholarly and service activities consistent with its academic and professional strengths.

**STRATEGIES TO ACHIEVE STATEWIDE GOALS**

Statewide Goal 1 **Access**

***Elevate the educational attainment levels of all citizens.***

1. *Work with all sectors of education in Alabama to ensure that students receive a sound educational foundation so as to progress through the educational system successfully.*

- Provide feedback to High Schools and Community Colleges on student success.
- Sponsor on-campus programs for High School students.

2. *Increase the number of accelerated high school students taking dual enrollment courses.*

- Expand dual enrollment sites and offerings.

3. *Increase higher education access to all areas of Alabama through distance learning, focusing particularly on underserved areas.*

- Expand web-based offerings and distance education sites and offerings.
- Make all General Education courses available online.
- Increase use of, and enhance, Blackboard system.
- Increase number of programs that can be completed entirely online.



4. Increase the number and amount of state scholarships and grants provided to students attending colleges and universities, especially students from low income families.
  - Increase scholarship funds from the Capital Campaign and other external resources.
  - Publish brochure reporting availability of institutional scholarships.
  - Provide equitable opportunities for all student athletes without regard to race or gender.
5. *Strengthen the articulation process and the transferability of educational achievements.*
  - Promote AGSC/STARS and articulation on website informing prospective students.
  - Strengthen relations with community colleges.
  - Review and revise all General Studies syllabi to facilitate articulation.
  - Periodically update web pages to reflect articulation.
6. *Offer effective adult education, GED, and literacy programs to allow citizens the opportunity to access progressively higher levels of education and training.*
  - Increase evening and weekend course offerings.
  - Offer continuing education courses in a variety of subjects.
  - Provide space for GED preparatory courses to be delivered on campus.
7. *Improve the recruitment, retention, and persistence to graduation for all levels of education.*
  - Refine assessment to determine why students leave.
  - Develop early intervention programs for those assessed to be at-risk for leaving.
  - Provide on-site student service visits at community colleges to improve recruitment.
  - Continue to strive to recruit student athletes who exceed NCAA minimum requirements.
  - Provide tutoring at all levels.
8. *Increase the percentage of citizens who complete associate's and bachelor's degrees.*
  - Maintain financial-aid accessibility for qualified students.
  - Maintain tuition rates at or below state median.
  - Enhance student support services, e.g. counseling, mentoring, abuse programs, tutoring, etc.
  - Provide flexible course scheduling and delivery.
  - Maintain student athletes' progress, retention and graduation rates that exceed NCAA requirements.

**Statewide Goal 2 Cooperation**

***Offer relevant educational programs that address economic, intellectual, and social problems by partnering with business, government, K-12, and private sector entities.***

1. *Respond to the educational needs of an increasingly diverse population that includes more minorities, immigrants, working adults, and senior citizens.*
  - Develop and maintain critical sections of the website in the Spanish language.
  - Expand Continuing Education offerings.
  - Promote the English Language Institute to provide ESL assistance to foreign students.
  - Promote International House program that pairs foreign students with American students in a residential environment.
  - Increase evening and weekend course offerings.
2. *Align with business and industry in Alabama to identify their needs for a trained workforce of prepared citizens who are able to move into jobs and perform them with a high level of success.*
  - Expand Technology programs to support Alabama's automotive industry.
  - Provide leadership in the Calhoun and Etowah County Chambers of Commerce.
  - Encourage and mentor local businesses through the Small Business Development Center.
  - Sponsor career fairs and employment counseling/interviewing workshops.
3. *Increase the number of well-prepared teachers and develop incentives to meet the demands of critical subject mastery shortages particularly in underserved areas of the state.*
  - Continue graduating the most teachers of any Alabama institution.
  - Provide teacher resource center accessibility to current teachers.
  - Ensure Education programs, as measured by the PEPE evaluation, pass with an A.
  - Ensure teacher education graduates are highly qualified in terms of subject mastery.
  - Offer additional courses to assist teachers in meeting highly qualified standards.



- Provide information about and design programs to meet current demand areas in K-12 education.

*4. Strengthen health care training programs and develop incentives to meet the shortage of health care workers in Alabama.*

- Provide an online Master of Science in Nursing (MSN) program.
- Offer an online RN to BSN program for nurses with associate degrees.
- Address salary disparity between nursing faculty and practitioners to recruit and maintain quality faculty.
- Sponsor an annual conference for health care workers through continuing education and Nursing.

*5. Provide support for the many activities that enhance the quality of life for Alabama citizens such as health and safety, recreation and the arts, and opportunities for lifelong learning.*

- Offer a variety of programs for citizens of Alabama through Continuing Education.
- Establish a wireless network for the public to use in the University Library.
- Provide Music, Art, and Drama exhibitions/performances that are open to the public.
- Provide environmental awareness and community programs through the Environmental Policy and Information Center and the Little River Canyon Field School.
- Offer an Adult Exercise and Wellness program for senior citizens.

*6. Develop partnerships among K-12, higher education, business, and government to address the issues of accessibility, affordability, and educational attainment of Alabama's citizens in innovative ways.*

- Share facilities (Gadsden Ford Center and Ft. McClellan 3181) with Gadsden State.
- Participate in the Alabama Reading Initiative.
- Offer joint MSN through Nursing consortium with Troy.
- Provide quarterly seminars for the ten-county East Alabama Regional and Planning Commission.
- Partner with Troy-Dothan and University of North Alabama to provide training for state associations.
- Offer clinics and camps to enhance development of athletic skills.

*7. Enhance the quality of life and culture of all Alabamians through a renewed commitment to the arts and humanities.*

- Offer Kaleidoscope, the annual spring festival of the arts, featuring public performances of literature, music, art, and drama.

**Statewide Goal 3 Quality**

***Strengthen instructional programs, evaluate and assess their effectiveness, and use the results to improve quality.***

*1. Develop a process of accountability that recognizes the needs of all stakeholders in light of Alabama's finite resources.*

- Conduct systematic program review of all programs on a seven-year cycle.
- Accredite every academic program that is covered by an accrediting agency.
- Conduct annual financial and compliance audits.
- Conduct systematic evaluations of all faculty members by students.
- Maintain accredited status with SACS.
- Maximize potential for academic, physical and emotional welfare of student athletes.

*2. Provide equipment, information resources, appropriate and adequate facilities, and other support for quality teaching and research to enhance student learning including increasing the instructional use of technology.*

- Maintain a life-cycle technology replacement program.
- Seek alternative funding to provide technology resources not provided by the state.
- Maintain smart classrooms in all academic buildings on and off-campus.

*3. Provide funding for the recruitment and retention of highly qualified faculty, in order to significantly improve representation by race, ethnicity, and gender.*

- Raise faculty salaries to the regional average.
- Maintain standing committee on recruitment and retention of minority faculty.
- Advertise faculty and administrative positions on HBCU web site.
- Emphasize fringe benefits package in recruitment.
- Consult the Minority & Women Doctoral Directory for faculty and administrative positions.



4. *Provide faculty development opportunities to strengthen instructional skills.*

- Support travel and professional development for faculty.
- Encourage faculty participation in development such as conferences and workshops.
- Offer professional development activities for faculty on campus.

5. *Encourage incentives for using assessment results to strengthen programs.*

- Initiate a departmental budget award for the best assessment plan.
- Fund faculty participation in assessment-related conferences.
- Employ a full-time university assessment officer.

6. *Provide a uniform reporting process denoting the success of students in all sectors of higher education transferring to Alabama's universities from Alabama's public two-year colleges (grade point average (GPA), course grades, continuation rate, etc).*

- Continue articulation work with AGSC/STARS and ACHE.
- Maintain long-standing assessment model of 2-year success rates.
- Develop statewide standard definitions for reporting success of transfers.

7. *Use technology to enhance the delivery of higher education.*

- Upgrade records management using document imaging systems.
- Enhance distance learning by establishing more teleconferencing sites.
- Modernize administrative information systems.
- Maintain Continuing Education Center at Ft. McClellan equipped with modern technology to support distance communications and teaching.

**Statewide Goal 4 Resources**

***Strive for a sustained level of funding that will allow citizens to reach educational objectives, attain cultural and social goals, and position Alabama to compete economically in the region.***

1. Collaborate with Alabama citizens and interest groups to improve state funding for education including efforts toward tax reform.

- Support the Higher Education Partnership.
- Adhere to unified budget concept so higher education speaks with one voice.

2. Communicate and promote the value, strengths, effectiveness, and needs of higher education to the general public.

- Increase press coverage of University activities available to the public.
- Increase web resources such as program reviews, planning documents, etc. accessible by the public.
- Publish studies demonstrating JSU's financial, cultural, and educational benefit to the region and state.

3. Communicate and promote the value, strengths, effectiveness, and needs of higher education to the legislative and executive branches of Alabama's state government.

- Lobby legislators to support higher education through the Council of Presidents.
- Increase web resources such as program reviews, planning documents, etc. accessible by legislative and executive branches.

4. Increase efficiency through the allocation, reallocation, and utilization of resources to maximize the state's investment in higher education.

- Enhance ties between budgeting to planning process for review and priority.
- Schedule more classes in evening and weekends to maximize physical plant.
- Encourage cooperation and shared resources among programs and departments.
- Serve as a regional hub for school and libraries' Internet access through AREN.

5. Facilitate collaboration among K-12, higher education, business, and government to improve efficiencies and expand opportunities.

- Expand dual enrollment programs in regional high schools.
- Continue reciprocal borrowing consortium with UA, UAB, Auburn and AUM.



- Support K-12 teachers of math, science, and technology through Department of Education AMSTI grant.
- Partner with governmental agencies, state associations, universities, businesses, and K-12 in training and education through In-Service and Continuing Education.
- Support the effort to install a fiber optic network for county K-12 schools, higher-education, business and government.

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**Statewide Goal 5 Workforce Development**

***Enhance economic prosperity by involving all segments of public education in Alabama's economic future.***

***1. Increase the involvement of education in the development of a world-class, technologically skilled workforce.***

- Initiate technology partnerships with local industry.
- Implement and maintain a Masters in Manufacturing Technology to support Alabama's automotive industry.
- Provide scholarship funds for graduate-level work in nursing to ease shortage of educators in that field.
- Provide classes and certificate programs in computers and technology.
- Emphasize use of technology in professional programs supported by well-equipped labs and classrooms.

***2. Provide students with pre-employment assessments and technical career programs that lead directly to employment.***

- Provide Career Counseling Center testing, assessment, counseling, referrals and placement.
- Schedule interviews for students that lead directly to employment.
- Provide continuing education programs that lead to retraining, certification and employment in several fields.

***3. Increase support for research activities that attract business and industry to Alabama.***

- Encourage and mentor entrepreneurship in Northeast Alabama through the Small Business Development Center.
- Conduct research that is tied directly to Alabama business through the college of Commerce and Business Administration.
- Support regional business and commerce through University research facilities such as the library and conference centers.
- Establish the Choccolocco Economic Development Zone encompassing Calhoun, Cleburne and Talladega Counties.

***4. Provide additional information about pre-employment education and training opportunities to employers, unemployed, and under-employed potential employees.***

- Conduct career fairs to link employers with prospective employees.
- Publish Continuing Education catalogs and marketing materials to provide employment and training information.

Chimney Peak Observatory

The site survey has been completed and sent to the architect. The project design is in final stages of review and should be ready to bid before year-end. The project is expected to take four to six months to complete.

Art Department Annex Building

The sale of the demolition Central Steam Plant has been assigned to the contractor and a site survey has been completed. The architect is in the final stages of project design should be bid before the end of the year. It is anticipated that this project will be presented to the Board of Trustees for consideration at the January 2006 meeting.