

# *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.

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

**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.

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

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

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

**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.

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

**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

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

*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.

Response: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Currently researching best practices in regards 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.

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

Response: 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.

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

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

Second Project: 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.

**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.

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

*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.

Response: The deliverable is being developed and will be submitted for approval by October 1, 2023. 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 goal is to increase CRLA Certification to Level III and maintain SI Accreditation. Previously I reported on tutoring and supplemental instruction.

The Writing Center also has a programmatic assessment plan. The deliverable is being developed and will be submitted for approval by October 1, 2023.,

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.

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

Response: 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.

**Strategy 3 (Advancement and Enrollment Management – 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.

Response: 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. 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.

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

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

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

Response: The goal is to provide quality meal 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. See attached: Reach\_Goal1\_Objective3\_Strategy5-Kevin Hoult file

## 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.

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

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

Response: 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.

***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.

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

***Strategy 4 (Advancement and Enrollment Management – Ms. Ogle):*** Increase the overall participation in the “All In Employee Giving Campaign.”

Response: Target goal: For 2022, our goal was to increase the 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 2021 was 17% and benchmark for 2023 is 27%.

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

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

*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.

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

***Strategy 2 (University Athletics – Dr. Bonds):*** Use the opportunities provided with the passage of the Name, Image, and Likeness (NIL) legislation for ~~our~~ student athletes to market the overall JSU brand through social media networks.

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

*Objective 3:* Increase fundraising from private sources.

***Strategy 1 (Advancement and Enrollment Management – Mr. Nash):*** Refine the portfolio of each fundraiser to include additional major gift prospects while increasing visits to those prospects.

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

***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.).

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

***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.

Response: 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 regards to this strategy to inform JSU's plan for progress in this area.

***Strategy 4 (Advancement and Enrollment Management – Mr. Nash):***

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.

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

**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.

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

***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.

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

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

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

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

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

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

***Strategy 1 (Academic Affairs – Office of the Provost):*** Create a Procedures Manual for Academic Affairs to standardize processes and improve efficiencies across campus.

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

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

Response: Project 1 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 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 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.

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

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

**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.

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



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

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

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

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

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

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

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

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

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 [Mr. Casey and Mr. Barton], Advancement and Enrollment Management [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.

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

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

Arlitha Harmon: 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. See attached: Reach\_Goal3\_Objective3\_Strategy 1\_Arlitha Harmon file

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

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

Response: 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 one 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 the tailored mailed communications.

# 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.

Response: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s). Currently researching best practices in regards 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.

**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.).

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

**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.

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

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

Response: 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: Engage\_Goal1\_Objective2\_Strategy2\_Brook Lyonn\_Rochelle Smith file

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

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

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

Response: Dr. Sean Creech: 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 regards to this strategy to inform JSU's plan for progress in this area.

Greg Seitz: 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.

**Strategy 2 (Student Affairs – 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.

Response: 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 regards to this strategy to inform JSU's plan for progress in this area.

## 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 [Mr. Robinson]):** Expand partnerships with campus and community stakeholders that will connect students with community resources, volunteer opportunities, internship opportunities and career opportunities.

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

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

Response: Goal: To complete the construction of the North Village, Jax State Dining Hall and Athletic Operations (Suites/Catering) bond projects on or before August 2024. Assessment: Ascertaining 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. **See attachment:**

Engage\_Goal2\_Objective1\_Strategy3\_Kevin Hoult file,

Engage\_Goal1\_Objective2\_Kevin Hoult\_Brooke Lyon\_Rochelle Smith file

*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 Advancement and Enrollment Management [Mr. Nash]):*** Expand and enhance the collegiate Board of Advocates programs.

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

***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.

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

### **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 – 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.

Response: 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 regards 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.

***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.

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

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

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

*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.

Response: Dr. Tim Lindblom: Currently gathering baseline data in order to develop target goal and appropriate assessment measure(s).

Dr. Staci Stone: 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 regards 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.

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

**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.

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

Allison Casey: Currently researching best practices in regards to this strategy to inform JSU's plan for progress in this area.

# 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.

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

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

Response: 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 regards to this strategy to inform JSU's plan for progress in this area.

***Strategy 3 (Academic Affairs – Dr. Stone):*** Enhance existing and increase service learning opportunities.

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

***Strategy 4 (Student Affairs – Mr. Robinson):*** Expand co-curricular programs that promote leadership and character development while connecting students with real-world knowledge, skills and opportunities.

Response: 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 regards to this strategy to inform JSU's plan for progress in this area.

***Strategy 5 (University Athletics – Ms. Broom):*** Encourage student athletes to engage in internships, co-ops and on the job experiences that will prepare them for relevant careers.

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

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

***Strategy 1 (All Divisions –Academic Affairs [Office of the Provost], Student Affairs [Mr. Casey], Advancement and Enrollment Management [Dr. Messer], 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.

Response: Arlitha Williams-Harmon: Project 1 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 receive 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 attend at least one training session during the year. Finance & Administration department administrators' are to complete at least one professional development every other year.

Project 2: 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. See attachment: Discover\_Goal1\_Objective2\_Strategy1\_Arlithia Harmon file.

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

Kristin Johnson: 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.

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

***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.



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

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

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

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

Response: 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).

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

Response: 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.

**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.

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

**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):** Develop faculty to student mentor programs specific to program of study and career goals.

Response: Currently researching best practices in regards 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.

**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.

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

## **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.

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

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

Response: 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.

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

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

*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.

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

**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.

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

**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.

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

**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.

Response: Currently researching best practices in regards 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.

### **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.

Response: 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 regards 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 regards 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.

**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.

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

**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).

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

*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.

Response: Committee/workgroup is currently working to develop a target goal and determine the appropriate assessment measure. Currently researching best practices in regards 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.

**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.

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

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

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

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

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

*Objective 3: Cultivate a diverse, equitable and inclusive community*

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

Response: Currently researching best practices in regards 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

***Strategy 2 (Student Affairs – Charlcie 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.

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

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

Response: Allison Casey: Currently researching best practices in regards to this strategy to inform JSU's plan for progress in this area.