



STRATEGIC
PLAN
2021-2026

**JACKSON
STATE**

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PRESIDENT'S MESSAGE



Dear JSU Family,

The landscape of higher education is constantly evolving. As higher education leaders and professionals, this concept must remain in our thoughts. Transformative ideas and state-of-the-art instruction are a necessity. If we do not advance, we stagnate, and the latter is not an option for us at Jackson State University.

For any institution, the strategic plan serves as a blueprint for success despite adversity. It also provides the framework for fortifying processes and

practices that help us achieve our institutional goals. Jackson State University's strategic plan results from endless work sessions involving thorough research and assessment to craft a guide that helps define our vision through a series of intentional goals and objectives. I am confident that this plan will thrust us further into the future and solidify our 21st-century status as a progressive hub of academic excellence.

Our strategic plan capitalizes on our past success while firmly focusing on a new horizon for JSU. As always, our students serve as the heartbeat of our institution. We will continue to put their well-being first and foremost as we prepare them to be the leaders, practitioners and educators of pending generations.

I am certainly proud of all that has been accomplished. I also applaud our faculty, staff and alumni for banding together and finalizing our strategic plan, which will move JSU forward as we grow in innovation, physical plant, and capacity.

Thank you all for your unwavering dedication to Jackson State University - "Thee I Love."

Sincerely,

A handwritten signature in black ink, appearing to read 'TK Hudson', written in a cursive style.

Thomas K. Hudson, J.D.
President



JACKSON STATE UNIVERSITY

Introduction

Jackson State University (JSU), a Historically Black University, is the fourth largest state-supported institution in Mississippi. Located in Jackson, Mississippi, Jackson State University is designated as Mississippi's only urban university. Jackson State University is designated as a "high research activity" University by the Carnegie Foundation. The University is accredited by the Commission of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award bachelor's, master's, education specialist, Doctor of Education, and Doctor of Philosophy degrees. As a higher education institution, Jackson State University continues

to enhance the state, nation, and the world through comprehensive initiatives in education, community and economic development, healthcare, innovative research, and technology.

In review, Jackson State University has made numerous accomplishments in higher education with a strong foundation in teaching, research, and service and is recognized as a leader in the higher education arena. As a "high research activity" university, significant impacts have been made through the University's offering of competitive undergraduate and graduate academic programs designed to propel students for career success. The University's academic programs are facilitated

by qualified faculty members, many of whom are leaders in their academic disciplines. JSU has maintained a steady student enrollment—undergraduate, graduate, and doctoral, a growing student retention rate, and an increasing graduation rate. Likewise, the University has made significant strides and accomplishments in the areas of research and scholarly engagements through the efforts of a broad array of faculty, staff, and students. The University has a strong contingent of competent alumni who are contributing to societal successes and are making strong and positive impacts in business, healthcare, government, social work, education, law, politics, entrepreneurship, science, engineering, military services, and

social and community organizations, among other areas. The University has also made progress in institutional advancement and development as a result of growing support from alumni and other donors as well as from strategic partners.

These gains continue to inspire and inform JSU's commitment, growth, and innovation, and they provide an even greater drive as the University embarks on the implementation of a new strategic plan. As the University prepares to move forward, it is mindful that the higher education landscape is rapidly changing as the world advances well into the 21st century. In anticipation of successfully preparing students for career success well into the future and to effectively serve communities, cities, regions, states, the nation and the world, research indicates that higher education institutions are expected to make improvements and growth in areas such as: the offering of innovative and challenging academic programs; advances in technology and innovative research; diversity, equity, and inclusion in higher education; economic initiatives and development; advances in healthcare; enhancements in program delivery models; and community engagement and development. Moreover, research supports the view that higher education institutions must continue to help solve societal problems, challenges, and issues.

The challenges ahead are clear, and without doubt, JSU is committed to facing the challenges in higher education. The university is committed to expanding its capabilities to meet such challenges. The occasion of the 2021-2026 strategic plan provides JSU with an opportunity to shape and carry out the institution's priorities for the next five years. The strategic plan is JSU's response to meeting the global challenges and expectations that are inherent in the changing landscape of higher education, and it serves as the roadmap for the University's prioritizations, decisions, and resources, and for advancing Jackson State University as a recognized

leader in higher education. The University's mission, vision, and goals continue to guide the institution's directions, values, and strategic initiatives, and they are instrumental in building the strategic framework. The JSU mission statement serves as the foundation for the strategic plan, and as such, is at the very core of its operations. The strategic goals provide the University with a means to evaluate its progress toward the achievement of its mission and vision.

The strategic plan document is a living document, and it serves as a guide for the University's future decision making. The strategic framework outlines the priorities and goals that will assist in positioning JSU to build on its tradition of growth and advance its status in higher education. The strategic plan will guide the University's next steps for implementation across the divisions. The divisions will have specific responsibilities toward the achievement of the goals. The University has set priorities in a number of areas including those of advancing student success; challenging students academically; elevating athletic programs and supporting and encouraging student-athletes in their academic and athletic responsibilities; advancing research excellence; enhancing and developing the campus infrastructure; and enhancing the internal culture and elevating the University as a community resource.

JSU now has the opportunity to build on its reputation and accomplishments and to shape its future for the coming years. As a "high research activity" university, JSU accepts the challenges to reach for even greater heights as it endeavors to effectively meet the needs of a 21st century university as it serves the University community, its students, the city, the state, the region, the nation, and the world.



JACKSON STATE UNIVERSITY HISTORY

History

The distinguished history of Jackson State University began on October 23, 1877.

The University started as Natchez Seminary, a private school, under the auspices of the American Baptist Home Mission Society of New York to educate Mississippi's newly freed enslaved people. The school was established in Natchez, Mississippi, "for the moral, religious and intellectual improvement of Christian

leaders of the colored people of Mississippi and the neighboring states."

Beginning with only 20 students, the school operated for 63 years as a private church school. In November 1882, the school was moved to the city of Jackson. In March 1899, the curriculum was expanded, and the name was changed to Jackson College.

Jackson College soon relocated from its Jackson site to a 50-acre tract of land on J.R. Lynch Street in the

city's southwest section. Construction on the new site began in 1902 at the exact location where it remains today in the heart of the capital city.

In 1924, the first bachelor's degree was awarded. When the American Baptist Home Mission Society withdrew its support from the institution in 1934, it became apparent that state support was needed to sustain the school. Accordingly, the school was transferred from the private control of the church to the state education system in 1940, assigning to it the mission of training teachers. The first four-year graduating class under state support received degrees in May 1944.

A Division of Graduate Studies was organized during the summer of 1953. The program of Liberal Arts also started in the fall of that year. Between 1953 and 1956, the curriculum was expanded to include a graduate program and bachelor's programs in the arts and sciences. The name was changed to Jackson State College in 1956.

During the late 1960s, the entire curriculum was reorganized, and the following schools were established: Liberal Studies, Education, Science and Technology, Business and Economics, and the Graduate School. Further expansion of the curriculum and a notable campus expansion program preceded the elevation of Jackson State College to university status on March 15, 1974.

In 1979, Jackson State was officially designated the Urban University of Mississippi.

Now, the renowned Historically Black University has expanded to over 140-acres and has produced more than 51,000 alumni. Many of them have made significant contributions worldwide in areas such as science, technology, arts, and sports through the efforts of visionary leaders. Among its many attributes, the institution has helped elevate black families and businesses; instilled a sense of culture; empowered communities; encouraged activism; and provided opportunities for first-generation college students.





APPLY TODAY
@FUTURETIGER.JSUMS.EDU

One of the nation's top historically black colleges and universities (HBCU), Jackson State University provides a culture of self-discovery and shared experiences where its students are able to develop a strong sense of self in a challenging yet nurturing environment that empowers them for personal and professional success.



90+
AREAS OF STUDY

5 ACADEMIC COLLEGES

1:2
MALE TO FEMALE RATIO

15:1
FACULTY TO STUDENT RATIO

45
UNDERGRADUATE PROGRAMS

35
MASTER'S PROGRAMS

1
SPECIALIST PROGRAM

13
DOCTORAL PROGRAMS

16
NCAA
DIVISION 1 ATHLETIC TEAMS

HIGHEST APR
IN THE SWAC

4 NFL PRO FOOTBALL HALL OF FAMERS



60+
CLUBS AND ORGANIZATIONS

7
RESIDENCE FACILITIES



COUNTRY'S LEADING PRODUCERS OF AFRICAN-AMERICAN GRADUATES IN STEM AND EDUCATION

*DIVERSE ISSUES IN HIGHER EDUCATION, 2020



@JACKSONSTATEU

6TH LARGEST HBCU IN THE NATION | **#7** IN TOP 10 OF 50 HBCUS*
*COLLEGE CONSORTIUM, 2020

HIGH RESEARCH ACTIVITY (R2) INSTITUTION
*CARNegie CLASSIFICATION OF INSTITUTIONS OF HIGHER EDUCATION

the JSU IMPACT 2020-2021



2,995

Total Number
of Donors



792

Scholarships
Awarded

**\$1.5M
RAISED**

Towards
Scholarships and
Endowments



Average amount of financial aid received:

\$9,578 Undergraduate

\$9,708 Graduate

Top 5 in patents earned among historically black colleges and universities



Only
**URBAN
RESEARCH
University**

**METRO
JACKSON
PRESENCE**



Main Campus • R&D Center
Jackson Medical Mall • e-Center
Downtown Campus



1597

Bachelor degrees
awarded in 2020

69%

Female



31%

Male



**Top Five
International
Countries:**

1|Nigeria 2|China 3|India
4|Saudi Arabia 5|Canada



Ranked in the
TOP 10
Among HBCUs
in Research Expenditures

JACKSON STATE UNIVERSITY

Strategic Planning Model

Jackson State University is a part of the state system of higher education in Mississippi. The Mississippi Institutions of Higher Learning (IHL) is the governing board of the state colleges and universities, including JSU. As a part of the state system of higher education in Mississippi, strategic planning at the institutional level is tied to the system level planning. JSU follows the strategic direction of the IHL. Consequently, the strategic plan of the University is directly linked to the strategic goals of IHL. The goals of the IHL provide the foundational directives for JSU's planning process and the resulting strategic goals. The diagram below shows the strategic planning model for Jackson State University. As shown in the model, Jackson State University engages in a continuous planning process.



STRATEGIC PLANNING PROCESSES AND PROCEDURES

During the past two years, the Jackson State University community engaged in the process of working collaboratively to construct a strategic roadmap that will guide the University over the next five years. During this time, faculty, staff, students, alumni, business representatives, and members of the JSU community engaged in a series of meetings and related sessions to help determine the strategic directions for Jackson State University.

The planning process for the Jackson State University 2021-2026 strategic plan began during the 2019 spring semester with the establishment of a Strategic Planning Steering Committee. The University President provided the steering committee with five strategic goals. The President named co-chairs for the strategic planning committee. The co-chairs lead the Strategic Planning Steering Committee in several planning meetings to outline a strategic planning process.

The co-chairs held one-on-one meetings with the President of the Faculty Senate, the President of the Staff Senate, and the President of

the Jackson State University National Alumni Association. The purpose of the meetings was to gain and solicit their input regarding the strategic planning process and input on potential committee membership from the JSU community. Following these meetings, the co-chairs organized five sub-committees that paralleled the original five strategic goals. Members of the Jackson State University community representing faculty, staff, students, administrators, community members, and business leaders were identified to serve on the strategic goal subcommittees. Co-chairs were identified for each goal sub-committee. The strategic planning team members were formally announced to the Jackson State University community. The co-chairs held meetings with each goal co-chairs in order to provide them with the charge for the sub-committees.

During the next few months, the co-chairs of each goal sub-committee held various meetings with their sub-committees. The committees reached out to members of the University and its community

in determining what was important to the University community as it planned for the future. In doing so, the sub-committees hosted numerous listening sessions in order to ascertain critical feedback and input as it related to the determination of objectives and strategies in relation to the strategic priorities. The sub-committees were instrumental in fashioning objectives and strategies as well as key performance indicators for each of the identified strategic priorities.

After the sub-committee meetings, the strategic planning co-chairs convened a meeting of all of the goal co-chairs in order that they may report out and gather additional feedback in the process. The co-chairs made several reports to the strategic planning committee. Implementation plans were completed by sub-committees. The co-chairs sponsored listening sessions with the strategic planning steering committee members where reports were given by sub-committee chairpersons.

The steering committee co-chairs

presented the initial draft of the strategic plan to the University community during the annual Jackson State University Faculty and Staff Seminar in August 2019. Members of the University community had the opportunity to ask questions and submit additional input. The next task was for the co-chairs to reconvene the sub-committee chairs to discuss questions, comments, and inputs from the Faculty and Staff Seminar and to finalize the plan.

The final stages of the strategic planning process, however, were temporarily delayed in view of several critical events and occurrences at the University. First, the University experienced a transition in the presidential leadership. At that time, an Acting President, Thomas K. Hudson, Esq., was named by the Board of Trustees of State Institutions of Higher Learning, Mississippi Institutions of Higher Learning.

Second, the onset of the global COVID-19 pandemic contributed to a delay in the strategic planning process. During this time period, the University was faced with organizing the entire University to operate virtually. Understandably, and as with other institutions of higher education, much focus and attention had to be afforded to critical issues in reorganizing and developing virtual protocol, processes, and procedures campus-wide in order to ensure the safety and well-being of the University students, faculty, and staff.

Third, the University's focus and resources were also channeled in the direction of continued planning, preparations, and workshops for its scheduled Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Reaffirmation Visit. In view of the global COVID-19 pandemic, the continued planning, preparations, and workshops were held virtually. Also, committee meetings for final preparations and report generations had to occur virtually. The University meetings with the SACSCOC On-Site Reaffirmation Committee also had to be held virtually.

A new Jackson State University President was named by the Board of Trustees of State Institutions of Higher Learning, Mississippi Institutions of Higher Learning, during the latter part of the 2020 fall semester. The new President, Thomas K. Hudson, Esq., is leading the efforts to develop the University's strategic plan for the next five years. During the 2021 spring semester, the President identified a Strategic Planning Committee that was charged with continuing and finalizing the work of the 2021-2026 strategic plan and directing the strategic planning process. The president named a chair of the strategic planning committee and provided the committee with its charge.

The chair of the Jackson State University Strategic Planning Committee conducted several meetings for the strategic planning committee to review the draft of the strategic plan and to chart a path to complete the strategic planning process. Upon review, the committee determined that it would be beneficial for the University community to also review the draft and offer additional input. In carrying out its work, the strategic planning committee identified faculty and staff from various University areas to serve on each of the strategic priority committees. The strategic planning committee held virtual meetings and discussions with members of the faculty and staff in effort to gain further input regarding the strategic plan. The continued reviews, updates, and further input from the JSU community resulted in six strategic goals, as teaching and research (originally viewed as one goal) was separated into two goals—teaching prominence and research excellence. The strategic planning committee met to finalize the plan.

In the final analysis, a strategic framework was generated to serve as a guide for Jackson State University during the next five years.

STRATEGIC PLANNING COMMITTEES

Timeframe: Spring/Summer 2021

STRATEGIC PLANNING COMMITTEE CHARGE:

The committee was staffed by the new Jackson State University President with providing the leadership in guiding the campus through the continued development and completion of the new strategic plan. The members of the strategic planning committee had the responsibilities of reviewing the mission, vision, and core values of the University. The members of the strategic planning committee also engaged members of the JSU community in the strategic planning process. The committee collaborated and held meetings with members the JSU community to revisit, review, and benefit from additional input and questions in order to complete the strategic plan.

STRATEGIC PLANNING COMMITTEE CHAIR:

Dr. Sheila C. Porterfield, Associate Dean and Associate Professor, College of Business

STRATEGIC PLANNING COMMITTEE MEMBERS:

Dr. Almesha Campbell, Assistant Vice President for Research and Economic Development & Director
of Technology

Transfer, Commercialization and Research Communications

Mr. Thomas K. Hudson, President of Jackson State University, Ex-Officio

Dr. Lashonda Jordan, Executive Director, Career Services Center

Mr. Spencer McClenty, Director of University Communications, Digital Media

Dr. Alisa Mosley, Provost and Senior Vice President for Academic Affairs

Dr. Brandi Newkirk-Turner, Associate Provost, Division of Academic Affairs & Department Chair, Department
of Communicative Disorders

Ms. Alonda Thomas, Chief Communications Officer and Associate Vice President for Marketing
and Communications

Dr. Carlos Wilson, Interim Director & Associate Professor, School of Lifelong Learning, College of Education
and Human Development

STRATEGIC PLANNING SUBCOMMITTEE MEMBERS:

GOAL: STUDENT SUCCESS

Facilitator: Dr. Lashonda Jordan, Executive Director, Career Services Center | Strategic Planning
Committee Member

Dr. Galina Bennett, Director, University Academic Advisement Center

Dr. Shirley Burnett, Interim Chair, University College, Mathematics Instructor

Dr. Latonia Harper, Assistant to the Dean, College of Liberal Arts

Dr. Samuel Jones, Director of Health Services

Dr. Preselfannie McDaniels, Dean, Division of Graduate Studies & Professor of English

Dr. Brandi Newkirk-Turner, Associate Provost, Division of Academic Affairs & Department Chair, Department
of Communicative Disorders

Ms. Cheryl Pollard, Associate Vice President, Enrollment Management

Dr. Susan Powell, Associate Vice President for Student Affairs

Dr. Arron Richardson, Assistant Director, Disability Services and ADA Compliance

Dr. Mitchell Shears, Associate Vice President for Student Success & Executive Director of Title III

Ms. Deborah Washington, Coordinator of Graduate Student Support Services, Division of Graduate Studies

Ms. Shanice White, Director, Latasha Norman Center for Counseling Services, Division of Student Affairs

Dr. Carlos Wilson, Interim Director & Associate Professor, School of Lifelong Learning, College of Education
and Human Development

GOAL: ACADEMIC PROMINENCE

Facilitator: Dr. Sheila C. Porterfield, Associate Dean and Associate Professor, College of Business |
Chair, Strategic Planning Committee

Dr. Joyce Buckner-Brown, Department Chair, Department of Health Policy and Management/Healthcare
Administration

Dr. Loria Brown Gordon, Associate Dean, Du Bois – Harvey Honors College, PI/Project Director,
McNair Scholars Program

Ms. Ceila Burse, Service Learning Coordinator, Alice Harden Center for Service &
Community-Engaged Learning

Dr. Tomaz Cunningham, Interim Director, JSUGlobal & Associate Professor of French, Department of English,
Foreign Languages and Speech Communication

Dr. Deborah Dent, Chief Information Officer, Information Technology

Ms. Shyandrea Glass, Assistant Athletic Director for Academics

Dr. Tracy Harris, Interim Dean, College of Education & Human Development

Ms. Andrea Jones, Dean, JSU Online

Dr. PreSelfannie McDaniels, Dean, Division of Graduate Studies & Professor of English

Dr. Alisa Mosley, Provost and Senior Vice President for Academic Affairs

Dr. Brandi Newkirk-Turner, Associate Provost, Division of Academic Affairs & Department Chair, Department of Communicative Disorders

Dr. Marinelle Payton, Department Chair, Principal Investigator, Center of Excellence in Minority Health and Health Disparities

Dr. Candis Pizzetta, Interim Dean and Associate Professor of English

Ms. Cheryl Pollard, Associate Vice President, Enrollment Management

Dr. Arron Richardson, Assistant Director, Disability Services and ADA Compliance

Dr. Mitchell Shears, Associate Vice President for Student Success & Executive Director of Title III

Ms. Patricia Sheriff Taylor, Academic Affairs Specialist, Division of Academic Affairs

Dr. Wilbur Walters, Dean, College of Science, Engineering and Technology

Dr. Lecord D. Wilson, Interim Dean, University Libraries

GOAL: RESEARCH EXCELLENCE

Facilitator: Dr. Almesha Campbell, Assistant Vice President for Research and Economic Development & Director of Technology Transfer, Commercialization and Research Communications | Strategic Planning Committee Member

Dr. Girmay Berhie, Dean, College of Health Sciences

Dr. Heather Denne', Executive Director for Community Engagement, Center for University Based Development

Dr. Mehri Fadavi, Department Chair and Professor, Department of Chemistry, Physics and Atmospheric Science

Dr. Glake Hill, Professor, Department of Chemistry, Physics and Atmospheric Science

Ms. Constance Lawson, Executive Director, Major & Planned Gifts, Division of Institutional Advancement

Dr. Preselfannie McDaniels, Dean, Division of Graduate Studies & Professor of English

GOAL: ATHLETIC PROWESS THROUGH ENHANCED PROGRAM SUPPORT

Facilitator: Dr. Sheila C. Porterfield, Associate Dean and Associate Professor, College of Business |

Chair, Strategic Planning Committee

Mr. Ashley Robinson, Vice President and Director of Athletics

Ms. Alise Wells-Kilbert, Associate Athletic Director for Fiscal Management/Senior Woman Administrator

GOAL: IMPROVE CAMPUS AESTHETICS & SUSTAINABILITY

Facilitator: Dr. Sheila C. Porterfield, Associate Dean and Associate Professor, College of Business |

Chair, Strategic Planning Committee

Mr. Thomas Albright, Chief of Police, Jackson State University Police Department

Dr. Mario Azevedo, Professor, Department of History and Philosophy

Mr. Willie C. Bell, Executive Director of Facilities and Construction Management

Mr. Michael Bolden, Executive Director of Campus Operations

Dr. Deborah Dent, Chief Information Officer, Information Technology

Ms. Tiffany Dockins, Director of Legal Operations, Division of Legal Affairs, Interim Title IX Coordinator,
Equal Employment Opportunity/Title VII Officer

Ms. Ayanna Evans, Planning and Implementation Coordinator, Campus Operations

Ms. Kamesha Hill, Executive Director, Auxiliary Enterprises

Mr. Kevin Johnson, Assistant Director, Operations and Maintenance, Department of Facilities and Construction
Management

Mr. Michael Robinson, Chief Technology Officer, Information Technology

Mr. Arron Richardson, Assistant Director, Disability Services and ADA Compliance

Ms. Janet Samuel, Captain of Operations, Jackson State University Police Department

Ms. Tammy Timbers, Executive Director of Housing/Residence Life

Mr. Edward O. Watson, General Counsel of Jackson State University, Division of Legal Affairs

Ms. Carol Woodson, Director of Events, Department of Events and Visitor Services

MS. Ester D. Young, Assistant Direction, Operation and Maintenance, Department of Facilities and
Construction Management

GOAL: IMPROVE THE CAMPUS CULTURE AND ENHANCE THE JSU BRAND

Facilitator: Dr. Sheila C. Porterfield, Associate Dean and Associate Professor, College of Business |

Chair, Strategic Planning Committee

Ms. Cellia Burse, Service Learning Coordinator, Alice Harden Center for Service & Community-Engaged Learning

Dr. Heather Denne', Executive Director for Community Engagement, Center for University Based Development

Ms. Jamencia Day, Community Service Coordinator, Alice Harden Center for Service & Community-Engaged Learning / Graduate Student

Mr. David Howard, Interim Director, Alumni & Constituency Relations

Ms. Constance V. Lawson, Executive Director, Major & Planned Gifts, Division of Institutional Advancement

Dr. Latonia Harper, Assistant to the Dean, College of Liberal Arts

Ms. Kamesha Hill, Executive Director, Auxiliary Enterprises

Dr. Rosella Houston, President, Staff Senate

Mr. Spencer McClenty, Director of University Communications, Digital Media

Ms. Robin Pack, Executive Director, Human Resources

Dr. Marinelle Payton, Chair, Department of Epidemiology and Biostatistics

Dr. Latoya Reed, Director, Veterans and Military Center

Mr. Henry Thompson, Project Director, PI, Substance Abuse Block Grant, Office of Community Engagement, Metro Jackson Community Prevention Coalition, Division of Institutional Advancement and External Affairs

Ms. Carol Woodson, Director of Events and Visitor Services, Department of Events and Visitor Services

Mr. Edward Watson, General Counsel of Jackson State University, Division of Legal Affairs

STRATEGIC PLANNING COMMITTEES

Timeframe: Spring/Summer/Fall 2019/into Spring & Fall 2020

COMMITTEE CHARGE:

The Committee was staffed with providing the leadership in guiding the campus through the development of the new strategic plan. The members of the strategic planning committee had the responsibilities of reviewing the mission, vision, and core values of the University. The committee had the responsibility of engaging University stakeholders, internal and external, in efforts to seek input and decipher what is important to the University as it plans the University's strategic priorities for the future.

STRATEGIC PLAN STEERING COMMITTEE:

Co-Chair: Dr. Sheila C. Porterfield, Interim Dean, College of Business (currently, Associate Dean, College of Business)

Co-Chair: Mr. Thomas Hudson, Special Assistant to the President & Chief Diversity Officer (currently, President of Jackson State University)

Dr. Rosella Houston, President, Staff Senate

Dr. Deborah Dent, Chief Information Officer

Dr. Okechukwu Anyamele, President, Faculty Senate; Professor of Economics (currently, Professor of Economics and Director of Business Graduate Programs; term as Faculty Senate President concluded)

Dr. Earlexia Norwood, President, Jackson State University National Alumni Association, Inc.

GOAL SUBCOMMITTEE MEMBERS:

GOAL: STUDENT SUCCESS

Co-Chair: Dr. Lashonda Jordan, Executive Director, Career Services Center

Ms. Janieth Adams, Associate Director of Admissions

Dr. Brian Anderson, Associate Professor, Bachelor of Social Work

Mr. Joshua Cotton, Instructor of History

Dr. Patricia Freeman, Associate Professor, Department of Business Administration

Ms. Cynthia Glenn-Cotton, Alumni

Dr. Kathi R. Griffin, Director, The Richard Wright Center for Writing, Rhetoric, and Research

Dr. Loria Brown Gordon, Interim Dean, Undergraduate Studies (currently, Associate Dean, Du Bois – Harvey Honors College)

Ms. Floressa Hannah-Jefferson, Coordinator of Academic Advising, Undergraduate Studies

Dr. Latonia Harper, Assistant to the Dean, College of Liberal Arts

Ms. Alicia K. Jefferson, Instructor, Undergraduate Program Coordinator, Department of Mathematics & Statistical Sciences

Dr. Debra Mays-Jackson, Chief of Staff (currently, Vice President for Enrollment Management and Student Affairs)

Dr. Fran’Cee Brown McClure, Alumni

Dr. Preselfannie McDaniels, Dean, Graduate Studies

La’Curtis Powell, President, Student Government Association, Criminal Justice Major (currently graduated)

Dr. Carlos Wilson, Interim Director, School of Lifelong Learning (currently, Interim Director & Associate Professor, School of Lifelong Learning, College of Education and Human Development) of Communicative Disorders

Ms. Cheryl Pollard, Associate Vice President, Enrollment Management

Dr. Susan Powell, Associate Vice President for Student Affairs

Dr. Arron Richardson, Assistant Director, Disability Services and ADA Compliance

GOAL: ACADEMIC PROMINENCE AND RESEARCH EXCELLENCE

Co-Chair: Dr. Joseph Whittaker, Associate Provost and Vice President for Research and Economic Development (currently, Vice President for Research and Economic Development)

Co-Chair: Dr. Candis Pizzetta, Interim Dean, College of Liberal Arts; Interim Chair, Department of English, Modern Foreign Languages and Speech Communication (currently, Interim Dean and Associate Professor of English, College of Liberal Arts)

Dr. Millard Bingham, Associate Interim Dean, College of Education and Human Development

Dr. Joyce Buckner-Brown, Department Chair, Department of Health Policy and Management Healthcare Administration

Dr. Almesha L. Campbell, Assistant Vice President, Division of Research and Economic Development (currently, Assistant Vice President for Research and Economic Development & Director of Technology Transfer, Commercialization and Research Communications)

Dr. Johnny Gilleylen, Sr., Chair, Department of Public Policy and Administration

Ms. Shyandrea Glass, Assistant Director of Student Athlete Support Services

Dr. Keydron Guinn, Alumni

Mr. Christopher Lane, IRB Officer, Compliance Officer, Research Compliance, Division of Research and Economic Development

Dr. Jezy Leszezynski, Professor of Chemistry and President's Distinguished Fellow, Interdisciplinary Center for Nanotoxicity, Chemistry Program

Dr. Robert Luckett, Director of the Margaret Walker Center and Associate Professor, Department of History and Philosophy

Ms. Tepricka Morgan, Alumni

Dr. Tamika Moorhead, Interim Director, JSU Online (currently, Assistant Director, JSU Online)

Mr. Kenneth Newsome, President, Graduate Student Association (graduated)

Dr. Marinelle Payton, Department Chair, Principal Investigator, Center of Excellence in Minority Health and Health Disparities

Dr. Mohamed Shabazzi, Interim Dean, School of Public Health

Dr. Wilbur Walters, Interim Dean, College of Science, Engineering and Technology (currently, Dean, College of Science, Engineering and Technology)

GOAL: ATHLETIC PROWESS THROUGH ENHANCED PROGRAM SUPPORT

Co-Chair: Mr. Ashley Robinson, Vice President and Director of Athletics

Mr. Brady Ackerman, Assistant Coach, Football

Ms. Shasta Averyhardt, Alumni

Ms. Marqita Davis, Director of Business Management/Executive Assistant, School of Lifelong Learning

Mr. Eltorry Ficklin, Instructor, Department of Health, Physical Education & Recreation

Dr. Roosevelt Gentry, Professor, Department of Mathematics & Statistical Sciences

Mr. Lowell Hollinger, Instructor of Music & Assistant Band Director

Dr. Jacqueline Jackson, Interim Department Chair, Department of Health, Physical Education and Recreation (currently, Instructor, Department of Health, Physical Education and Recreation)

Mr. Jordan Jefferson, Vice President, Student Government Association (graduated)

Dr. Robert J. Jeuit, Interim General Manager, JSU TV, Executive Producer, JSU Sports (currently, General Manager and Play-by-Play Announcer, Jackson State Sports Network, Division of Athletics)

Dr. Isiah Marshall, Jr., Interim Associate Dean and Associate Professor, College of Public Service (currently, Associate Dean, School of Social Work)

Dr. Brandi Newkirk-Turner, Department Chair, Department of Communicative Disorders, Central Mississippi Speech, Language and Hearing Clinic (currently, Associate Provost, Division of Academic Affairs & Department

Chair, Department of Communicative Disorders)

Dr. Samuel Perkins, Assistant Professor of Management, Department of Business Administration

Mr. Thaddeus Reed, Alumni

Ms. Rose Washington, Head Coach, Volleyball, Department of Athletics

Ms. Vera Watson, President, Blue Bengal Athletic Association

Ms. Alise Wells-Kilbert, Associate Athletic Director for Fiscal Management/Senior Woman Administrator

GOAL: IMPROVE CAMPUS AESTHETICS & SUSTAINABILITY

Co-Chair: Dr. Mario Azevedo, Dean, College of Liberal Arts (currently, Professor of History, History and Philosophy)

Co-Chair: Dr. John Calhoun, CEO, Integrated Management Services (IMS)

Ms. Paulette Bridges, Recycling Coordinator

Dr. Melissa Druckery, Dean of Libraries

Ms. Hyun Chong Kim, Professor of Art, Department of Art and Theatre

Dr. Mukesh Kumar, Associate Professor, Urban and Regional Planning/City of Jackson

Dr. Edmund Merem, Professor, Environmental and Land Use Concentration, Urban and Regional Planning

Mr. Arron Richardson, Assistant Director, Disability Services and ADA Compliance

Dr. Evandro Santos, Associate Professor, Urban Design Concentration, Urban and Regional Planning

Dr. Talya Thomas, Assistant Professor, Urban and Regional Planning, Community Development and Housing
Concentration

Ms. Tammy Timbers, Executive Director of Housing/Residence Life

Mr. Edward Watson, General Counselor of Jackson State University, Division of Legal Affairs

Ms. Ashley Wicks, Alumni

Ms. Carol Woodson, Director of Events, Division of Institutional Advancement

GOAL: IMPROVE THE CAMPUS CULTURE AND ENHANCE THE JSU BRAND

Co-Chair: Ms. Gwen Caples, Assistant Vice President for Institutional Advancement

Co-Chair: Ms. Tarita Benson-Davis, First Vice President, JSUNAA, Inc. (Alumni)

Ms. Allyson Brooks, Student Representative, Pre-Alumni Council (graduated)

Dr. Walter Brown, Professor, Executive Ph.D. in Urban Higher Education

Dr. Joyce Buckner-Brown, Department Chair, Department of Health Policy and Management Healthcare
Administration

Mr. Rodney Denne', Staff Development and Training Administrator (currently, employed with Mississippi
Institutions of Higher Learning, Legal Affairs, Risk Management & Special Projects)

Ms. Kamesha Hill, Executive Director, Auxiliary Enterprises

Dr. Rosella Houston, President, Staff Senate (currently, Assistant Director, Institutional Research and Planning)

Ms. Constance Lawson, Development Officer (currently, Executive Director, Major & Planned Gifts, Division of Institutional Advancement)

Dr. PreSelfannie McDaniels, Interim Dean, Graduate Studies

Ms. Debra McGee, Senior Vice President and Director of Minority Business Development, Bank Plus; Board Chairman, JSU Development Foundation

Dr. Dawn McLin, Associate Professor, Department of Psychology (also currently serving as Faculty Senate President)

Ms. Yolanda Owens, Alumni

Dr. Julie Schroeder, Professor, School of Social Work

Dr. Jacqueline Stevens, Professor, Department of Biology

Mr. Floyd Williams, Alumni

MISSION STATEMENT, VISION, AND CORE VALUES

Mission Statement

The mission of Jackson State University, an HBCU and comprehensive urban research university, is to provide quality teaching, research and service at the baccalaureate, master's, specialist, and doctoral levels to diverse populations of students and communities using various modalities to ensure that they are technologically advanced, ethical, global leaders who think critically and can address societal problems and compete effectively.

Vision Statement

Building on its historic mission of empowering diverse students to become leaders, Jackson State University will become recognized as a challenging, yet nurturing, state-of-the-art, technologically-infused intellectual community. Students and faculty will engage in creative research, participate in interdisciplinary and multi-institutional/organizational collaborative learning teams and serve the global community.

Statement of Core Values

Jackson State University is committed to:

- **Tradition** – The University believes that its role as a historically black university inspires and exemplifies positive societal change.
- **Accountability** – The University believes in the principled exercise of leadership and the sanctity of the public trust.
- **Learning** – The University believes in an experimentally enhanced learning environment where teaching, research, and service are integrated and mutually reinforcing.
- **Nurturing** – The University is committed to creating a community, which affirms and welcomes persons from diverse backgrounds and experiences and supports the realization of their potential.
- **Service** – The University responds to the needs of society to the best of its ability and expects its graduates to do likewise.
- **Responsibility** – The University believes in and accepts its duty to enhance each generation's capacity to improve the human condition.



GOAL 1: Student Success



GOAL 2: Academic Prominence



GOAL 3: Research Excellence



GOAL 4: Athletic Prowess Through
Enhanced Program Support



GOAL 5: Improve Campus
Aesthetics and Sustainability



GOAL 6: Improve the Campus
Culture and Enhance the
JSU Brand



GOAL 1 STUDENT SUCCESS

Jackson State University will become one of the most student-centered universities in the country by implementing relevant and appropriate student success strategies, developing students holistically and ensuring student Return on Investment (ROI).

Objectives and Key Strategies

Student Success through Student-Centered Programs

Promote a student-centered university that enhances student experiences and provides enriched support systems and related programs which provide increased opportunities for student success (retention, persistence, degree completion).

- Implement student-centered freshman orientation sessions.
- Enhance communication, policies, procedures, and processes for the community service requirements.
- Implement the JSU Quality Enhancement Plan (QEP), R.O.A.R., JSU's Five-Year Quality Enhancement Plan.
- Create a consistent university-wide academic advising protocol for faculty mentors and professional advisers
- Ensure updated, accessible, and user-friendly documents (university catalog, curriculum maps, etc.).

Key Performance Indicators

Implementation of freshman orientation sessions; number of students participating

Number of student community services hours generated

Student community service participation and impact

Annual benchmarks

QEP - R.O.A.R.: JSU's Five-Year Quality Enhancement Plan

Unit and department reports documenting role success Academic advisors
Faculty mentors

Accessibility and utilization of student documents

Co-curricular activities (student affairs and academic affairs); increased student engagement with campus life; increased faculty engagement with campus life

Student retention rates

Student persistence rates

Student graduation rates

- Build relationships among units in student affairs and academic affairs to increase student engagement in the academic learning and living community to aid in enriching their experience at JSU and to increase measures for building student retention, persistence, and graduation rates.

Advance overall student success by increasing first-time, full-time freshman retention rates

- Re-engineer the university-wide centralized academic advisement center.
- Collaborative efforts to restructure the university success course.
- Strengthen support for first-time full-time freshman by increasing support in the Retention Office.
- Design and implement support programs for first-time, full time freshman who are on academic warning/probation.

Advance overall student success by increasing retention, graduation and persistence rates.

- Use predictive analytics to create plans of action to address course and curricular offerings, credit completion, and high failure rate courses.

Number of students advised

Advising reports

Advisement Center data and assessments

Common university success course; student success rate; common first year program among majors with advisors and faculty co-teaching

Creation and implementation of a university retention framework; statistics on services

80% student retention rate by 2026

Percent of first-time, full-time freshman moved from academic warning/probation to good standing as a result of participation in academic support programs

Department plans of action (course/ curricular offerings, credit completion, high failure rate courses, etc.)

Tutoring sessions (participation, evaluations)

Academic support services (participation, evaluation)

80% student retention rate by 2026

80% student graduation and persistence rate by 2026

Provide opportunities for students to participate in peer tutoring, subject-area study groups, and periodic student success skills workshops.

- Integrate support services through yearlong academic support programming, and related activities.

- Provide graduation coaches to work with students in each college.

- Integrate support services to foster graduate student engagement, academic success, and degree completion

- Improve retention and graduation rates for graduate students.

- Increase the number of students engaged with research, scholarship and creative activities within and beyond the classroom.

Enhance requirements and academic pathways to graduation.

- Provide planned and effective opportunities for students to realize graduation.

- Provide planned and effective transfer paths to graduation.

- Implement a common expectation that all students will finish in four years; provide the necessary support and incentives to fully enculturate the campus to the general expectation.

Graduate student degree completion rate

Student credit hours

Freshman retention rates

4 and 6-year graduation rate

Graduation rate for transfer students

Freshmen to sophomore retention rate

Degrees and certificates conferred

Student participation in student affairs programs, services and activities

Improved persistence

Degrees conferred by level

Number of undergraduate and graduate students engaged in research scholarship

Number of student completing degree requirements in four years

Percentage of students completing degree in four years by degree, by program, and overall

Percentage of transfer students completing degree

A minimal success rate on certifications and licensure examinations of 90% for all programs

-
- Access and analyze the various factors that impact current pass/fail rates on certification and licensure examinations, aggregate and make available relevant data on those rates, and implement relevant interventions that will ensure that the institution's students are best positioned for success on the measures for all programs.

Personal Development and Wellness Services

Enhance and improve overall student wellness services through a multidimensional and holistic approach.

- Create and implement a campus-wide wellness campaign.
- Integrate wellness services information in the new student orientation sessions, the university success course, and within other established programs throughout students' matriculation.
- Include healthier food options on campus, and increase awareness about healthy eating habits.
- Enhance existing counseling, psychological, and physical health services.
- Provide enhanced resources for student academic and emotional support, thereby recognizing the interdependence and importance of academic and emotional support services.

100% of Jackson State University students will have full knowledge and complete access to campus wellness resources and services throughout the University

Campus-wide wellness campaign

Co-curricular wellness activities

Healthy food selections; awareness campaign

Student satisfaction surveys
Student usage of wellness services (counseling, psychological, and physical health services)

Sufficient resources to support all wellness categories

Student participation in wellness curriculum programs

Number and percentage of students utilizing wellness services

Number of student engaged in student organizations and programming

Execute extracurricular and co-curricular activities to promote the mental, social, spiritual, and physical well-being of students.

- Collaborate with the Latasha Norman Center for Counseling Services to facilitate mental health awareness programs.
- Collaborate with Campus Ministries to promote the spiritual wellness of students.
- Collaborate with student organizations to execute an array of social activities.
- Execute an array of activities to promote the physical well-being of students.

Extracurricular and co-curricular activities promoting mental, social, spiritual, and physical well-being; number of students participating at each activity

Number of students participating with the Latasha Norman Center for Counseling Services

Number of collaborations with Campus Ministries

Number and kinds of collaborations with student organizations

Number and kind of activities promoting students' physical well-being

Personal Development Services

Engage students in co-curricular activities to explore career aspirations and promote career development.

- Execute programs and activities to promote career development.
- Execute an array of programs and activities that allow students to explore career aspirations.
- Maintain and strengthen JSU partnerships with the Thurgood Marshall College Fund (TMCF).

Number of successfully executed career development programs in collaboration with the Career Services Center

A minimum of four successfully executed career aspirations programs

A minimum of 11 students selected to attend the annual TMCF Leadership Institute

Number of students who receive internships because of attendance at the TMCF Institute

Number of permanent placements / graduate school offers by program

Increase percentage of graduates who obtain employment and or admission to graduate studies..

- Teach and cultivate soft-skills in the university success course and across the curriculum to prepare students for future employment and/or graduate and professional school opportunities.

- Strengthen programs that support graduates' career, professional, and graduate school preparedness.

- Promote internships, research opportunities, mentorships, and field trainings as a part of each curriculum.

- Promote internships, develop relationships for career mentoring, and prepare students for graduate school utilizing graduation coaches and the Career Services Center.

- Develop methods to capture accurate data on students' employment and/or graduate and professional school acceptance.

- Recreate exit interviews and post-graduation survey to capture accurate data on student's employment and/or graduate/professional school acceptance.

A broadened academic curricular (teaches and cultivates soft-skills; facilitates internships, research opportunities, mentorships, and/or field trainings)

Increased percentage of students obtaining internships, full-time employment, and/or graduate/professional school opportunities upon graduation

Data from student exit interviews

Number of students admitted to graduate school programs

Student employment data



GOAL 2 ACADEMIC PROMINENCE

Jackson State University will become one of the most respected and prominent academic institutions in the country by becoming a Top 10 U.S. News & World Report ranked HBCU, providing quality teaching using various modalities to develop along with technologically-advanced, ethical, and global leaders.

Objectives and Key Strategies

Promote academic prominence through the continuous offering of high quality, innovative, distinctive, and competitive undergraduate, graduate, and doctoral programs and related activities that prepare students for success.

- Advance JSU's expanding academic programs that provide students with comprehensive academic experiences which prepare them for success in the competitive global workplace through the guidance of a diverse faculty and staff, multiple program resources, and numerous opportunities for experiential learning, and other related experiences and engagements.
- Identify and support academic opportunities that incorporate high-impact activities, programs, experiences, and practices that promote excellence and the achievement of learning goals in all undergraduate and graduate academic programs.

Key Performance Indicators

Reputation and rankings (e.g., U.S. News & World Report Rankings; other college and university rankings)

External recognitions of academic excellence

High-quality, innovative, and competitive, well-recognized academic programs, including high-impact and distinguishing activities and practices—undergraduate and graduate

Guest speakers from industry; number of opportunities or experiences with community, corporations

Top undergraduate and graduate programs
Number of student internship or shadowing experiences

Regional accreditation (SACSCOC); program-specific accreditations; and successful program external reviews; independent annual program and curricula reviews and evaluations

NSSE Results – Quality of Undergraduate Education

- Ensure competitive high quality undergraduate and graduate academic programs that align with regional and program-specific accreditation standards and that can withstand external program reviews.

- Increase academic programs that include co-curricular opportunities for students.

Improve selectivity of academically prepared students in undergraduate and graduate admissions in competitive academic programs, while maintaining student population diversity and program access to academic programs.

- Expand access and enrollment opportunities for both traditional and non-traditional students to ensure that no student is denied access to a JSU education based solely on financial need.

Overall Quality/Satisfaction with academic programs

Student/faculty ratio

Level of faculty engagement

Faculty development

Faculty retention

Student Instructional Rating System (SIRS)

Percentage of faculty with terminal degree

Faculty promotion rate

Assessment of qualified and diverse faculty; teaching excellence; number of peer-reviewed publications; number of peer-reviewed presentations; grants/contracts; awards/recognition

Number of funding proposals contracts generated

Number of conferences attended

Number of conferences sponsored (brown bag, webinars, others)

Number of students participating in high-impact activities (student research, internships, undergraduate research, graduate research, etc.)

Number of credit hours generated by academic programs

Student access; admitted vs. enrolled

Average ACT Scores

Undergraduate and graduate enrollment (overall, college, academic program, online, transfer students, etc.)

• Develop college-based academic support systems beginning at admission to ease of matriculation and timely program completion.

• Expand efforts to recruit, retain, and graduate an intellectually curious and diverse student population.

Diverse student population

Students receiving merit and need-based financial support

Number of scholarships awarded; percentage of students receiving scholarships

Scholarship fundraising; establishment of new scholarships

Student participation rate in Academic support programs; student academic improvement levels

Academic departments' engagement in student recruitment efforts—undergraduate and graduate

Recruitment of non-traditional students

Student participation rate in Academic support programs; student academic improvement levels

Summer Bridge Program for multiple disciplines

Enrollment by academic program

Degrees conferred by academic program

Number of credit hours generated by program

Student retention rates; Retention rate by academic program

Graduation rates (4 and 6-year graduation rates)

Improve overall undergraduate and graduate academic and campus-life experiences.

- Promote intellectually engaging academic programs, high-quality models of program delivery modes and teaching and learning pedagogies, and experiential learning opportunities that enhance and advance student access and achievement.

- Strengthen the undergraduate general education core to ensure that students have the opportunity to develop skills in critical thinking, communicating effectively, quantitative thinking and reasoning, developing an awareness of the world, appreciating diversity and cultural awareness, and building foundations for self-development.

- Strengthen undergraduate and graduate academic programs through the offering of high-quality academic curricula, program reviews, support for faculty development, and efficient curricula and course approval processes.

- Improve accessibility and engagement of students, faculty, and staff with disabilities; train faculty and staff on how to personalize methodologies and facilitate instruction for people with disabilities.

Graduation rate in online programs

Online degrees awarded (undergraduate and graduate)

Graduate degrees awarded (total, by degree)

Cutting-edge teaching pedagogies; high-quality instructional methods

Student participation in living/learning communities, student organization, student-life programs

Effective program delivery models

Students participation in experiential learning opportunities (service learning, study abroad, research)

Customer service training – staff service areas—through process audits and improvements

Growth in undergraduate and graduate courses and academic programs

ADA compliant facilities

Partnership with the Disabilities Services & ADA Compliant Office; support and individualized attention and full accessibility for students, faculty, and staff with disabilities

Partnerships with JSU Global

Number of students participating in study-abroad opportunities

Documented relationships with JSUGlobal

Increase support for international students in academics and research and ensure that international students have the necessary support to navigate the cultural change.

- Provide quality instruction for traditional and non-traditional students through the use of online, digital, and distance learning methods that are aligned in accordance with the mission of the University.

- Make experiential learning opportunities and experiences available for students in undergraduate programs (service learning, internships, study abroad, etc.); increase the availability and student participation in service learning opportunities.

Enhance, strengthen, and support honors college offerings that provides opportunities and experiences for attracting, admitting, and challenging diverse, high-achieving students.

- Advance the honors college culture that embraces diversity and inclusivity and is committed to attracting and challenging high-achieving students.

Support for international students (e.g., holiday and summer housing and provisions); inventory of international opportunities for students

Number of 100% online degree programs
Increase in online degree programs

Percentage of courses offered online; overall; by department

Number of online courses, overall, by department

Percentage of courses taken online

Growth in online programs and course offerings

Marketing of online degree programs; track enrollment based on the marketing

Track the number of service learning course

Number of students participating in study abroad

Honors College diverse student enrollment

Number of applications vs. accepted students

Number of students graduating in honors college

Honors college student scholarships

Expanded honors college program offerings

- Expand academic program offerings and experiences that support high-achieving students in prerequisite programs such as medicine, veterinary sciences, dentistry, health, etc.

Challenging experiential learning experiences of honor college students

- Broaden the research opportunities and capabilities for high-achieving students through their engagement in research programs, study abroad programs, and related experiences.

Recognized, impactful honor student research

Outcomes of high-impact service learning, civic engagement, community engagements and related activities and projects

- Challenge high-achieving students to address social, political, economic, and ecological challenges, gaps, and injustices locally, regionally, nationally, and globally

Recognize honor students for their enriched responses to societal challenges

- Encourage high-achieving students to participate in service learning, civic engagement, and community-centered activities.

Establish a Center for Excellence in Teaching and Learning where University faculty, staff, and students work in a collaborative environment to create significant, engaged learning and teaching experiences; the Center will increase student success, build vital cross-disciplinary partnerships, and allow faculty and students to become members of an intellectually diverse, active learning community, increasing retention and graduation rates by providing outstanding instruction and support.

Fully functioning Center for Excellence in Teaching and Learning

Faculty access to and usage of development programs

Cross-disciplinary partnerships

Collaborative research

- Catalyze teaching and learning models to facilitate progressive development of a student-centric environment.
- Increase support for learning models that emphasize mastery of disciplinary competencies.
- Expand undergraduate and graduate research access and opportunities.
- Upgrade the physical infrastructure to provide for better learning resources and instructional materials.

Engage faculty in the expansion and strengthening of graduate education and research to ensure high-quality student and faculty experiences.

- Engage graduate faculty in processes to create engaging and distinctive research-based academic programs.
- Expand support for graduate faculty and graduate student collaborative research.
- Identify and develop new opportunities for graduate programs consistent with our mission as an urban university and capitalizing on our urban location.

Faculty-led peer evaluation of teaching groups

Career preparation opportunities for students (co-op, internships, international education, civic engagement, other university guided activities)

Access to faculty training to support faculty use of engaging pedagogical approaches (e.g., flipped classrooms, team-based/problem-based learning, less hierarchical/more facilitative pedagogy, study groups, action research, students teaching student)

Increased retention and graduation rates linked to programs in the Center for Excellence in Teaching and Learning

Faculty scholarly productivity

Research grants

Graduation rates for graduate students

Awards granted to students and faculty

New graduate funding

Graduate student performance (comprehensive exams, dissertation quality, etc.)

• Seek increased funding for Graduate School, graduate assistantships, and graduate programming through state appropriations, and other private and public sector sources.

• Improve the capacity of the Library to support research and scholarship and reorganize the library as a 21st century library, aligning it with the other co-located activities (Starbucks, CREATE, Innovate, Center for Innovation) to provide more collaborative teaching and learning spaces.

Number of faculty and students utilizing the 21st century library

Implementation of the 21st century-aligned library

Annual reports and data showing usage of the 21st century library

Innovative graduate program structures (4+1 options for undergraduates, 3+2 international programs, stackable graduate certificates with master's degree programs, and certificate programs that meet the needs of the local community)

Increased faculty-student and student-student interactions (e.g., instructor-student feedback cycle, peer assessment/review, early alerts)

Facilitate technology upgrade and integration and creation of smart classrooms

Collaborations with the Center for Innovation/VR Academy/Makerspace to infuse these resources in the learning environment

Focus on building critical mass of faculty in areas with the most growth potential

Intentional graduate faculty recruitment strategy to identify faculty with research experience or experience working at federal agencies

Incentives for faculty participation in graduate education and research

Faculty assisted graduate fellowships and other financial support from funding agencies

Graduate program branding (emphasizes programs with an applied nature and to market the programs' ease of access, transformative experiences, quality education, and career preparation)

Impactful research on urban issues

Distinguished, research based high-quality graduate programs

Graduate enrollment

Support for graduate faculty and student research

- Catalyze teaching and learning models to facilitate progressive development of a student-centric environment.
- Increase support for learning models that emphasize mastery of disciplinary competencies.
- Expand undergraduate and graduate research access and opportunities.
- Upgrade the physical infrastructure to provide for better learning resources and instructional materials.

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Increased retention and graduation rates linked to programs in the Center for Excellence in Teaching and Learning

Faculty scholarly productivity

Research grants

Graduation rates for graduate students

Awards granted to students and faculty

New graduate funding

Graduate student performance (comprehensive exams, dissertation quality, etc.)



GOAL 3 Research Excellence

Jackson State University will raise the level of research prominence by maintaining our “high research activity” status, increasing our research capabilities, impacting innovation and economic development, and providing opportunities for faculty and students to engage in collaborative research.

Objectives and Key Strategies

Invest in the research infrastructure to grow and support a culture of creativity and innovative research among faculty, staff, and students.

- Develop and maintain physical facilities to accommodate innovative research.
- Recruit and retain a critical mass of experienced faculty, staff to support faculty, and students who support our research and scholarship across the range of disciplines at the University.
- Strengthen campus-wide research infrastructure through targeted policy and program changes.
- Diversify portfolio of funding/revenue streams to increase overall research funding and reduce reliance on specific agencies or types of funding.

Key Performance Indicators

- Research and development expenditures
- Number of externally-funded research projects
- Amount of external research funds received each fiscal year
- Number of research contracts
- Number of faculty activity engaged in sponsored research
- Number of new, junior, and emerging researchers with externally funded projects
- Number of new projects and collaborations that show measurable contributions to advance the U.N. Sustainable Goals
- Number of state-of-the art equipment to support groundbreaking research
- Number of endowed professorships, chairs, and fellows
- Number of opportunities for researchers to be incentivized
- Number of research centers of excellence
- Number of peer-reviewed publications and creative works deriving from research projects

Facilitate the translation and transition of research from lab-to-market for the benefit of Mississippi, the nation, and the world.

- Promote the development and protection of intellectual property.

- Develop an entrepreneurial culture and incentivize faculty to engage in innovation and entrepreneurship.

- Support local and regional businesses and make contributions to the Mississippi innovation economy.

Optimized use of facilities and technology

Number of National Academy of Inventors Fellows

Number of U.S. and International patents granted

Number of licenses, inventions and startups

Revenues from research and innovation partnerships with companies

Number of minority entrepreneurs and business owners assisted

Number of students and faculty startups supported

Increase technology-based collaborations between Jackson State University, Mississippi Research Consortium, Mississippi Development Authority, and others in the areas of research, commercialization, and economic development

Create and sustain an environment that supports and encourages high-impact undergraduate and graduate student research activities.

- Develop opportunities for students to engage in grant funded research opportunities.

- Facilitate and support students in obtaining graduate research fellowships.

Ranking of doctoral programs

Number of students as first authors, and lead presenters

Number of students awarded research fellowships

Number of post docs with research grants/contracts

Number of students as inventors/co-inventors on patents

Increase visibility of research and innovation activities.

- Promote JSU research and innovation activities.
- Increase opportunities for researchers to establish linkages and collaborative partnerships.

Number of thought leaders, agency representatives, and business leaders who visit JSU campus

Number of researchers who are invited to be keynote speakers, presenters, and panelists and premier conferences

Number of media coverage of JSU-rated research and/or researchers

Number of national and international conferences and workshops hosted by JSU

Number of collaborations with national laboratories, industry partners, international organizations, and other universities



GOAL 4 **ATHLETIC** **PROWESS** **THROUGH** **ENHANCED** **PROGRAM** **SUPPORT**

Jackson State University will become one of the premier NCAA FCS sports programs in the country where student-athletes compete fearlessly on and off the field; are retained and graduate; have access to quality coaching, mentorship, and facilities; and are actively engaged in campus life beyond athletics.

Objectives and Key Strategies

Academic Excellence for Student-Athletes

Promote academic excellence, student success, and outstanding achievements for all student-athletes.

- Assist and encourage JSU student-athletes to strive for excellence and to reach their full academic potential and to graduate within five years.
- Enhance and support academic excellence ensuring student athletes have access to all resources, personnel, athletic support, and academic programs to excel academically.
- Promote student athletes to strive for a GPA above 3.0 each academic year.
- Promote JSU team sports to accumulate a team grade point average above 3.00.

Key Performance Indicators

- Student-athlete GPA at or above 3.00
- Percentage of JSU's sports teams accumulating a team cumulative GPA above 3.00
- NCAA APR benchmarks (departmental APR)
- Sports teams ranked in the Top 10 Percentile nationally in APR Scores each semester
- Graduation rate of student athletes
- Number of student athletics graduating within five years
- Student-athlete's participation in Summer Bridge Programs and other academic support opportunities
- Efficient and effective athletic support staff and graduate assistants
- Fully functioning student-athletes Academic Support Center (academic advising, one-on-one sessions; academic tutoring, studying, etc.)

- Construct a state-of-the-art student-athlete Academic Support Center that will provide support and academic development services helping to foster experiences that lead to student success and persistence towards degree completion, ensuring that student-athletes are able to make satisfactory progress-towards degree (PTD) and by collaborating with academic departments and strengthening relationships with faculty.

- Meet or exceed all NCAA Academic Progress Rate (APR) benchmarks and qualify for an NCAA Academic Unit Revenue Financial Award.

Improved Student-Athlete Welfare

Promote student-centered programs focused on the growth and advancement of life skills and career development as key components in the welfare of student athletes and to enhance the student-athlete experience at Jackson State University.

- Provide student athletes with the opportunity to grow personally and professionally through their participation and engagement in life skills and professional development workshops and seminars.

- Provide media training with student-athletes, coaches, and administrators.

Success of receiving NCAA Public Recognition Awards

Success of earning an NCAA Academic Grants (meet at least one of the three NCAA Division 1 criteria each year, and receive revenue from the Academic Unit)

Collaborative initiatives with academic departments

Successful development and implementation of life skills, professional development, and career development programming – usage and participation rates

Organized media workshop; participation rates—sports teams, student-athletes, coaches, athletic administrators

Number of press releases highlighting student-athlete accomplishments—academic, athletic, community accomplishments

Number of interviews with local television, radio, and traditional print journalism outlets (athletic administration; student-athletes)

Community service projects completed by each athletic sport team

- Promote on-campus and off-campus opportunities for student-athletes to fully engage and develop; collaborate with campus entities to develop a comprehensive program to assist students in total engagement and development.

- Promote and highlight the academic, community, and athletic accomplishments of student-athletes utilizing University communications, local television, radio, and traditional print journalism outlets and social media communication channels.

Financial Stability, Athletic Fundraising, and Marketing

Achieve financial stability and accountability in JSU Athletics through sound planning, and decision making.

- Improve financial stability and accountability in JSU Athletics and identify additional revenue and funding sources through self-generated and other sources.

To utilize fundraising campaigns to identify and create opportunities to generate new funds and to enhance existing funding sources.

- Increase the number of corporate sponsorships and partnerships by hosting at least three corporate partners for each on-campus athletics event.

Reports/records of financial stability and accountability

Report of new funding sources and amounts

Number of local, regional, and national corporate sponsorships and partnerships per on-campus athletic event (name, amount, event, etc.)

Utilize innovative marketing and branding opportunities to advance the Athletic Department.

- Utilize various marketing streams to bring more exposure to JSU athletics and to promote the addition of new sponsors and supporters.

- Utilize innovative marketing for guaranteed games in football, men's and women's basketball, and baseball and to assist in increasing revenue and the number of season tickets sold each year for these revenue producing sports.

Building a Successful Championship Program

Commit to the process of building a premier NCAA FCS sports programs that advances the ability of student-athletes to strive for excellence in athletics in their quest to continue the JSU winning tradition.

- Maintain accountability in all operations throughout the athletic department and ensure adherence to standards.

- Provide the staff, resources, facilities, and scholarships necessary to continue to recruit highly skilled student-athletes necessary to continue the JSU winning tradition.

Department of Athletics marketing campaign and collaboration with other JSU units

Revenue generated through the marketing of guaranteed games in football, men's and women's basketball, and baseball

Number of season tickets sold and revenue yield, per event

Percent increase in ticket sales

Fundraising and home game attendance as indicators of team success; funds raised; attendance report

Efficiency and effectiveness of JSU Athletics operations

Report of coaches' participation and attendance in annual coaching and/or related sports clinics and other professional development

Number of highly-skilled recruited student athletes who enrolled at JSU

Number of recruited student athletes who enrolled at JSU

Increased numbers of scholarships offered; increased scholarship values

Retention of coaching staff

New funds raised to support scholarship programs

Retention of coaching staff

<ul style="list-style-type: none"> • Recruit, retain, and develop quality coaches and support staff and enhance their continued growth and development through participation in professional development clinics and seminars. 	<p>New funds raised to support scholarship programs</p>
<ul style="list-style-type: none"> • Strive to finish in the top three in the SWAC Commissioner’s Cup standings each year. 	<p>Success at winning conference championships, titles, and student athletic awards in team sports</p> <p>Success in winning in the Top Three in the SWAC Commissioner’s Cup</p>
<ul style="list-style-type: none"> • Strive to capture the C. D. Henry Men’s All-Sports Award and/or the Barbara Jacket/Sadie Magee Women’s All-Sports Award. 	<p>Success in capturing the C. D. Henry Men’s All-Sports Award and the Barbara Jacket/Sadie Magee Women’s All-Sports Award</p>
<ul style="list-style-type: none"> • Continue to engage the City of Jackson, JSU fans, former athletes, and JSU alumni in the mission and accomplishments of the JSU Division of Athletics to enhance the JSU pride and community collaborations 	<p>Athletic Department’s standing in the local community (as a result of increased visibility)</p> <p>Branded athletics department; consistent message presented on the successes of the entire athletic department</p>
<ul style="list-style-type: none"> • Promote, publicize, showcase, and highlight JSU’s athletic successes and winning traditions to internal and external audiences (university websites, social media). 	<p>Showcasing of sports teams capturing championships at events both on and off campus</p> <p>Number of in-studio and on-campus interviews with local television, radio and traditional print newspapers to showcase achievements.</p>
<ul style="list-style-type: none"> • Create a committee to assist in planning, coordinating, and fundraising for a return of men and women’s golf as an NCAA Collegiate Sports. 	<p>Success in team wins in each sport, conference wins, NCAA championships</p>
<ul style="list-style-type: none"> • Maximize conference championships, titles, and student athletic awards. 	<p>Outcomes of engagements, collaborations and partnerships with the City of Jackson, JSU fans, former athletics, local businesses, schools, and alumni</p>
<ul style="list-style-type: none"> • Enhance and improve the game day experience and increase student and community attendance. 	<p>Committee coordination and fundraising reports – return of men and women’s golf; revenue generated to aid in a return of NCAA Collegiate Golf at JSU</p>
<ul style="list-style-type: none"> • Highly promote the “Building Champions Fund”. 	<p>Fundraising for the Building Champions Fund</p>

Athletic Facilities

To maintain athletic facilities that provide the best practice and competition spaces for student-athletes, and community-based programs.

- Plan and conduct a comprehensive upgrade of all JSU athletic facilities through state-of-the art renovations, upgrades, and redesigns as well as through any new constructions in order to afford JSU athletic teams with a competitive edge and to assist in recruiting competitive student-athletes; upgrade to serve as sports and event venues for national, regional, state, county, and city; attention given to such athletic facilities as T. B. Ellis Arena for JSU Volleyball; Tennis Complex; Track and Field Complex; Softball, Baseball, and Soccer Complex; Athletics Weigh Room; AAC Weigh Room; and Athletic Training Rooms in AAC and T. B. Ellis Annex.

- Upgrade the Lee E. Williams Athletics and Assembly Center to be a standard bearer among NCAA mid-major athletic programs and to bring more exposure to the facility as it will provide safe practice and competition spaces for student-athletes, attract prospective high profile student-athletes, and allow access for local, regional, and national usage.

- Maintain and upkeep the Mississippi Veterans Memorial Stadium/JSU Stadium for the next three-to-five years, and conduct a feasibility study for the construction of a new on-campus stadium.

State-of-the-art athletic facilities and complexes

Requests for usage of major arenas and sports complexes by schools, regional, national sports outlets and city and community requests

Upgraded, state-of-the-art Lee E. Williams Athletics and Assembly Center
Maintained Veterans Memorial Stadium
Feasibility study for the construction of a new on-campus stadium.



GOAL 5 **IMPROVE** **CAMPUS** **AESTHETICS** **AND** **SUSTAINABILITY**

Jackson State University will retain and grow its status as one of the most beautiful and attractive urban campuses in the country by continuously investing in its physical plant and grounds, repairing and renovating older facilities and building new structures in order to compete favorably for students, faculty and staff.

Objectives and Key Strategies

Facilities, Grounds and Infrastructure

Foster improved management of the campus through continuous planning, designing, engineering, constructing, and maintaining of campus facilities, physical spaces, infrastructure, green spaces and resources, ensuring that the campus is aesthetically appealing and is consistently managed in an efficient, effective manner allowing it to continually operate in optimum condition.

- Increase efforts to maintain adequate staffing and efficient and effective operations in the Department of Facilities and Construction Management (FCM) using the Association of Physical Plant Administrators (APPA) Standards.
- Support the work, training, certification, and further professional development of a qualified facilities and construction staff over all departments.

Key Performance Indicators

Staffing and operational excellence, efficiencies, effectiveness, and accountabilities as identified by the APPA Standards (special attention to administrative and business processes, staffing capacity, program planning, design, data management, improved communications and transparencies, resources and sustainability, maintenance and work order system, etc.)

Evidence of FCM's successful partnership with JSU administrative and academic units, and JSU vendors

Records of having recruited, hired, and retained qualified staff

Retention rate of FCM staff

Professional development, training, and certification program's utilized by FCM staff

All facilities meet ADA compliance standards

JSU campus will be a model for all urban institutions

<ul style="list-style-type: none"> • Ensure that the FCM collaborates with internal units in following protocols, procedures, and efficient and effective planning (such as the Disability Services & ADA Compliance, Information Technology, Legal Affairs, Housing and Residence Life, Events, Auxiliary Services, Health Services Center, Business and Financial, Department of Budget and Financial Analysis). 	<p>Relationships with the City of Jackson, county agencies, Emergency Management System, etc.</p>
<ul style="list-style-type: none"> • Ensure that the FCM builds relationships with the JSU campus community, including the City of Jackson and Emergency Management Systems, as it relates to infrastructure concerns, such as streets and parking, emergency management, etc. 	<p>Data driven decisions utilizing a centralized database</p>
<ul style="list-style-type: none"> • Enhance the FCM data driven processes used in identifying and reporting building maintenance needs in a timely manner, and for tracking, maintaining, and managing assets and facilities effectively. 	<p>Fully implemented computerized maintenance management system with advanced technology and functionality (TMA); evaluation of system; revisions of any components; facilities utilization (Ad Astra/IT)</p>
<ul style="list-style-type: none"> • Strategically explore outsourcing opportunities that will allow JSU to more efficiently service needs while maintaining effectiveness. 	<p>Approved outsource vendors; executed contracts; evaluation of services; successful business relationships</p>
<ul style="list-style-type: none"> • Raise the level of maintenance and plant operations at Jackson State University to Level 1—a Showpiece Facility, as guided by the Association of Physical Plant Administrators (APPA) Standards. 	<p>Deferred maintenance of campus structures will be significantly reduced by 2026</p> <p>Level of Maintenance and Plant Operations in alignment with the APPA Standards</p> <p>Level 1 – Showpiece Facility</p> <p>Recognitions of operational excellence, sustainability efforts, stewardship of university resources; operational excellence ranking (STARS Sustainability Rating; LEED green building</p>

- Initiate a new campus beautification plan that will entail the demolition of unusable buildings, the support and improvement of existing structures, and the improvement of campus-wide landscaping, and more campus green spaces.

- Seek out innovative means to target and repair deferred maintenance, maintain ADA compliance, and address and preserve mechanical systems on JSU Campus.

- Initiate and maintain best practices in the stewardship of university resources and in institutional sustainability and effectiveness.

Campus Safety

Improve campus safety through new Tiger Safety initiatives.

- Hire more certified law enforcement officers or additional security officers to enhance the safety and security of the JSU community.

- Become more visible on the JSU campus and strengthen accountability and transparency.

- Build relationships with the Student Government Association and be more student-friendly.

- Provide educational sessions and workshops to the campus community on crime prevention.

Number of qualified certified law enforcement office; number of qualified security officers

Increased visibility on the JSU campus; accountability to the JSU Community (reports, etc.)

Security of buildings, transportation fleet, equipment, etc.

Report of JSU Campus Police student-friendly efforts and success stories

Successful execution of the JSU Campus Police Crime Prevention program; workshops, dates, number of participants, etc.

Productivity of the Campus Safety Project Committee

Campus Police reports and logs

- Maintain a safe physical environment (for example, improve campus lighting and security camera systems to minimize or eliminate blind spots through the campus).
- Enhance community policing and safety efforts through campus, local, state, and national partnerships.
- Work to improve and develop a more cooperative relationship with the city, county, and state emergency response entities.
- Assess, reduce, and eliminate foreseeable risks, hazards, and dangers posed by campus surrounding and ineffective procedures.

Continuous Development of JSU Campus by Connecting to Downtown

Strategically acquire properties that will connect JSU to downtown Jackson.

- Acquire all properties that will connect JSU to downtown Jackson.
- Build new residence halls at no cost to the University utilizing innovative public private partnerships.
- Work with public and private entities to bring mix-used development to University owned property surrounding the main campus.
- Leverage Jackson State's inclusion in the state of Mississippi funded Capital City Improvement District to help fund infrastructural needs of the University.

Continuous development and implementation of safety solutions to address safety and emergency hazards

A significant reduction of on-campus incidents and incidents in the immediate areas surrounding the campus

Campus improvements bringing about a safe physical environment; effectiveness of such improvements

Risk management plan; Inventory of solutions to safety risks

Continuous data collection, assessment, and reporting on risk reduction and mitigation practices and procedures to be implemented by the university

Official collaborative partnerships with government agencies, community members and groups; nonprofit(s) and service providers; private business; media outlets; city, county, and state emergency response entities

Campus police preventive measures and safety educational programming

Improved infrastructure in the areas surrounding JSU

New 600-bed state-of-the-art residence hall for upperclassmen

New development that will increase University auxiliary revenue and attract new students



GOAL 6 IMPROVE THE CAMPUS CULTURE AND ENHANCE THE JSU BRAND

Jackson State University will become nationally known for quality customer service, efficient and effective operations, nurturing, caring & competent faculty and staff, and alumni who readily give of their time, talent and treasure; and fulfilling our desire to be a great community, city and state resource and partner.

Objectives and Key Strategies

Excellence in Customer Service

Promote a culture of quality customer service and a commitment to the University's mission and core values at all levels of the University.

- Maintain a culture of quality customer service in all internal interactions among faculty, staff, and students and with individuals external to the University community.
- Provide customer service excellence training for all front line staff in individual departments, including process audits and improvements, and solicit their feedback as well as to facilitate their work in serving JSU's customers and constituents.
- Identify areas in units and departments that require improvements in customer service and develop and implement continuous improvement plans.

Key Performance Indicators

Annual customer service training with 100% compliance from all employees

100% customer service compliance from all employees

Customer service training for front line staff through process audits and improvement plans

New hire orientation that focuses on JSU mission, core values, customer service, Tiger Pride

Campus Climate surveys; improvement plans; customer service evaluative instruments and surveys with results; usage of the evaluative and survey results (Customer Service, 360° Evaluation, etc.); student survey – priorities and perspectives on JSU and the quality of service they receive

Customer service improvement plans and implementation

Department assessment of unit environment; indicators of a positive and supportive working environment

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- Promote and uphold a positive work environment and an internal climate where the expectation is that members of the JSU faculty and staff will be engaged and will display workplace characteristics such as open communication, open-mindedness, care, concern, support, friendliness, respect, trust, and cooperation.
 - Conduct a campus climate survey to assess current climate, develop and implement an improvement plan to address the results.
 - Enhance the new hire orientation to emphasize customer service excellence and to strengthen employee commitment to University values.
 - Measure the effectiveness of customer service at the University by obtaining feedback from students, faculty, staff, and other university stakeholders in order to determine how well the university is doing as a whole.
 - Conduct annual student survey to obtain their priorities and perspectives on JSU and the quality of service they receive from front line employees across the campus, and to assess their relationships with faculty, and staff.

Defining 'Tiger Pride'

Communicate and share the 'Tiger Pride' in relation to the mission and core values at every level of the University.

- Create, display, maintain, communicate, and share the 'Tiger Pride' spirit and culture that is centered on the University's mission, vision, and core values.
- Advance, promote, and review the meaning of the University's mission, core values, and strategic priorities and the expectations of quality in all academic and non-academic programming.
- Celebrate and support JSU's historic culture and history through ongoing participation and support of the University.

Efficient and Effective Operations

Continuously improve and maintain efficient and effective operations University wide that consistently support the Jackson State University mission, core values, and strategic priorities, and thus, assuring the long-term strength and stability of the various operations and resources.

- Enhance the planning, execution, efficiency, and effectiveness of University operations to ensure consistency and continuous stability in conducting day-to-day business in accordance with both IHL and JSU principles of operation, and in line with the University's mission, core values, and strategic priorities.

JSU History, vision, mission statement, and core values printed on major documents and programs

Unit orientation and related programs for employees on the mission, vision, core values, strategic priorities

Annual assessment - results of employees having honored the University's mission and core values, and strategic priorities

JSU 'Tiger Pride' campaigns

Records of efficient and effective operations (unit planning, execution, effectiveness)

Reports - Utilization of institutional data to inform decisions

Update of policies, procedures; improvements in workflow processes, transparency

Administrative unit reviews

Results of assessment; continuous improvement process results

- Ensure and consistently deliver excellent service.

Results of customer service surveys; improvement methods

- Maintain accountability in carrying out efficient and effective operations, and in utilizing institutional data to inform decisions, address program outcomes, and meet strategic goals and accreditation standards.

Improved operational processes, policies, and procedures

100% adherence to consistent processes, policies, procedures

- Review operational processes, policies, and procedures to determine efficiency and effectiveness; identify inefficiencies and revise and update; improve workflow processes, transparency, efficiencies and effectiveness.

Total faculty and staff count (by college, program, etc.)

Maintain a diverse, nurturing, caring, and competent faculty and staff to efficiently and effectively serve a diverse student population in the JSU inclusive campus environment.

Faculty and staff retention rates

Faculty and staff professional development opportunities

- Assist in achieving the University's mission, goals, and objectives by strategically recruiting, hiring, providing professional development, retaining, and rewarding a diverse community of qualified faculty, including adjuncts, and staff across the university.

Faculty and staff wellness program; faculty and staff usage of wellness programs

Number of kind of professional development opportunities

Assessment results; inventory of employee wellness programs; upgrade

- Promote faculty and staff well-being by assuring employees that they are valued and by presenting programs that support their well-being and affording them with health and wellness opportunities (de-stress, work and life balance, etc.).

Employee survey results on wellness.

Unit reports on employee wellness programs

Number and kinds of faculty and staff wellness opportunities; number and percent of faculty and staff participate in wellness opportunities

Maintain a culture and a commitment that welcomes shared governance, transparency, and open communication.

- Foster, support, and maintain a University-wide culture that values shared governance, transparency, and open communication.

University culture of welcoming engagement, transparency, and communication among University Leadership, Faculty Senate, Faculty, and Staff

University culture of welcoming engagement, transparency, and communication among University Leadership, Staff Senate, Staff, and Faculty

Promote efficient and effective operations through financial sustainable measures in support of the mission, core values, and strategic priorities.

- Enhance and improve processes to help ensure the effective stewardship of reliable and transparent financial planning and budgeting in support of the University's strategic priorities.
- Generate financial resources and fiscal sustainability through the growth of academic programs and continued student enrollment and through other creative initiatives.

Effective state of responsible financial planning and budgeting

Division and unit contributions to the growth of new revenues

Support and enhance academic and administrative engagements through a progressive and reliable technology infrastructure.

- Enhance and continually upgrade the University's technology infrastructure and to embed technological solutions at every level, academic and nonacademic, to broaden teaching, learning, and research experiences, to improve university services, and to improve cybersecurity measures.

Innovations, upgrades, and advances in technology

Usage of technology to solve University problems; enhance teaching, and research; administrative support

Division and unit requests for technology upgrades

Cybersecurity measures

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- Maintain an information technology staff committed to serving as a catalyst to encourage innovation by infusing technology to advance and support the university mission, core values, and strategic goals and priorities.

Strengthen the University's visibility, image, and footprint through the ongoing delivery of a comprehensive marketing, branding, and communications campaign designed to publicize and promote the university.

- Enhance the execution of a consistent university marketing and public relations campaign
- Enhance the university public relations and communications to widely publicize campus-wide information.
- Widely publicize campus-wide information, increase the university's web presence, and expand the usage of social media to create "Tiger Pride" among faculty, staff, students, and alumni, and other stakeholders.

University marketing and public relations campaigns

Widely publicized campus events; number of individuals participating in University events as a result of the communications

Number of visitors to the University web page; University web presence

University usage of social media

Analytics – JSU Social media

Community Pillar and Resource

Grow the University's partnerships with the immediate community, city, and state in order to embrace the University's status as a community pillar.

- Collaborate, strengthen, and grow partnerships with community organizations to develop relationships and initiatives that help advance JSU's mission, core values, and strategic priorities, and increase the university's community footprint and focus on helping to solve societal challenges, address urban needs and issues, and

- Become a community resource and partner through collaborative efforts of faculty, staff, and students and through the engagement of established university centers and office.

- Engage JSU curricular and co-curricular programs and external partners to facilitate economic and community development through community leadership initiatives, collaborative research and development efforts, and related support programs.

- Increase internal communication about external partnerships and engagement.

Partnerships with the immediate community, city, state; existing; new

Annual assessment and reporting from established and new engagement inventory.

Number of community leadership initiatives

Collaborative research efforts

Results of sponsored research outcomes

Number of partnerships within the University community

Collaboration with Public Relations to communicate JSUs community and economic development efforts

Annual inventory of community and economic development activities

Number and quality of collaborative projects with faculty and staff; results of community engagement outcomes

Engage curricular and co-curricular programs and external partners

Increased number of new partnerships

Impact of new partnerships

Inventory of programs, service, facilities, and faculty and staff expertise

Creation and implementation of community development programs in conjunction with the Center for University Based Development, Community Engagement

Creation and implementation of programs and support in conjunction with the Center for Service and Community Engaged Learning

- Develop and monitor university resource inventory of programs, services, facilities, and faculty/staff expertise that are available to the public.

- Seek opportunities to build new partnerships with community, business, and government organizations in support of the University's mission.

- Partner with and support the programming of the Center for University-Based Development—Community Engagement, to support community development through special focus on the one mile radius of JSU as a primary focal point for community development.

- Expand and enhance the goals of the JSU student community service and service-learning efforts.

Alumni Engagement and Giving; Fund Raising and Other Giving Campaigns

Increase alumni engagement within the University community.

- Enhance and build relationships and increased communication with the Jackson State University National Alumni Association in effort to keep alumni informed about Jackson State University.

- Enhance and increase alumni engagement opportunities by encouraging alumni to use their time, talent, and treasure to remain engaged, connected and invested in the future of JSU.

Increased participation in JSUNAA and local alumni chapters by 100%

Increase number and impact of opportunities that engage alumni

Increase revenue through alumni giving, corporate fundraising, annual giving campaigns, grants and contracts, donor gifts, and related fund raising opportunities.

- Design and implement plans to assist in growing the University's revenue through increased support from alumni, corporations, foundations, grants and contracts to assist in accomplishing its strategic goals and operational requirements.

- Work in collaboration with Institutional Advancement to assist in advancing, planning, and marketing Jackson State University's planned giving opportunities along with new initiatives and programs.

- Increase alumni participation rate (APR) through their giving and related contributions to Jackson State University.

Alumni Participation Rate (APR)

Increase the annual giving total to at least \$2.5 million by 2022

Continue to focus on the Bridging the Gap initiative through Gap Program by increasing the annual total to at least \$2.5 million

Grow JSU Endowment annually by at least 5%

Achieve 5% increase of insurance portfolio that totals over \$4.0 million in planned giving overall

Plans to assist in growing the University's revenue

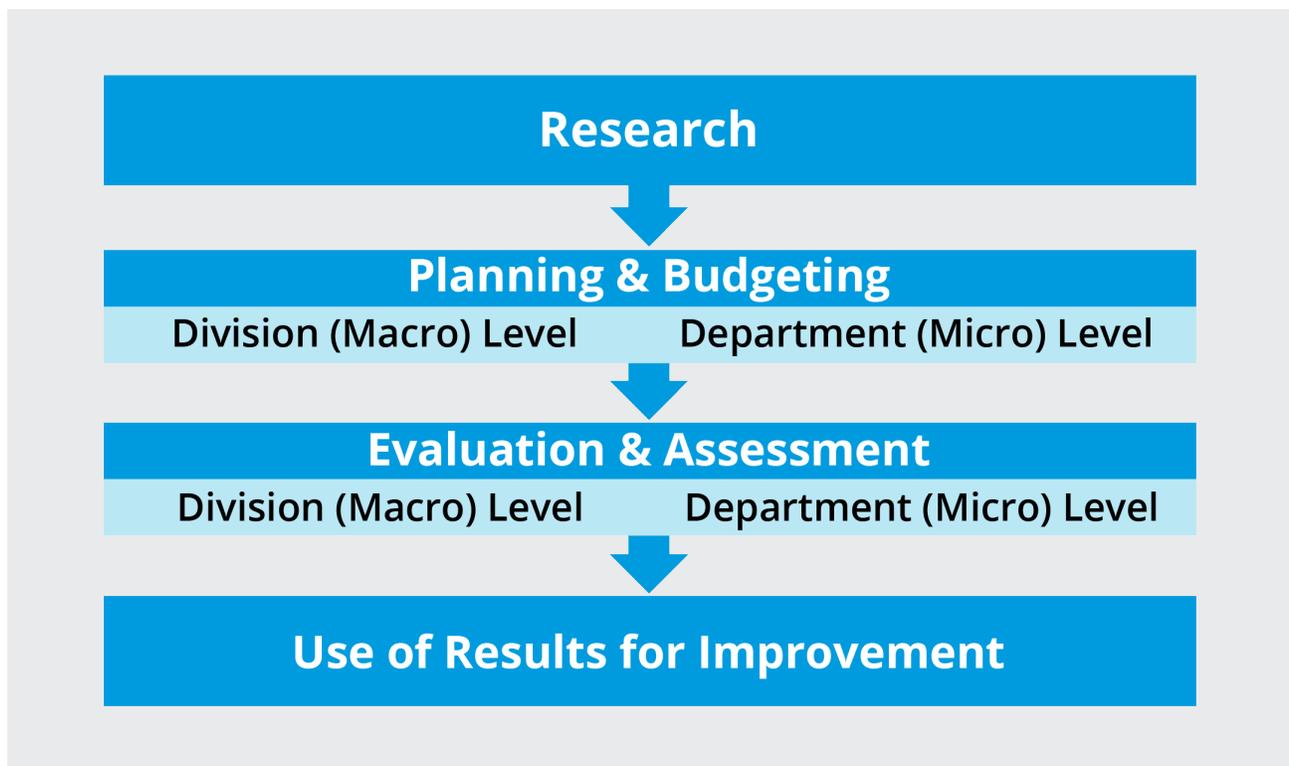
New revenue generated

INSTITUTIONAL EFFECTIVENESS AT JACKSON STATE UNIVERSITY

Institutional Effectiveness Model

Jackson State University's strategic plan establishes the overall direction for the institution, and it serves as the foundation for the annual planning and budgeting process at all levels. The strategic plan framework outlines the strategic priorities and goals of the University in alignment with the mission statement. In order for the University to realize these goals and priorities, divisions and units at the University must pursue objectives, strategies, and initiatives over the five-year plan.

Jackson State University engages in a comprehensive planning and evaluation process to determine the extent to which the mission is being accomplished. All divisions and units develop annual assessment plans that support the continuous improvement and the mission of the University. The strategic plan is a living document, and it must be monitored on an ongoing basis. An annual review of JSU's strategic plan includes assessments to determine the effectiveness of the plan and its relevance to carry out the mission of the university. The planning and evaluation process is captured in the Jackson State University Institutional Effectiveness Model.



The University’s Institutional Effectiveness Model is used to depict the broad-based, comprehensive nature of evaluating the university’s work and accomplishments in reaching its mission. As indicated in the model, a major component of institutional effectiveness efforts at JSU is the University’s ongoing and comprehensive annual assessment process. The core of the institutional effectiveness model is JSU’s mission, vision, and strategic goals. This process allows divisions and units to evaluate their effectiveness and to thoroughly evaluate their goals and objectives. The critical elements of institutional effectiveness includes research, data collection, planning and budgeting, evaluation and outcomes assessment, and use of the results for improvements.

Assessment Plan Development

The annual assessment plan development process at Jackson State University includes two phases. Phase 1 of the annual assessment constitutes the planning cycle, while Phase 2 is comprised of the implementation and reporting cycle.

Planning and Budgeting Cycle

The budgeting process at Jackson State University is an important part of this process. The planning and budgeting cycle is tied heavily to the university’s strategic goals and priorities. An overview of the annual budget planning timeframe is show below:



Annual Evaluation, Assessment, and Review of the Strategic Plan

The strategic plan is reviewed and assessed biannually to determine success and to further refine strategies to accomplish the university’s goals. Each year, the University’s divisions and department unit leaders engage in the institutional planning process. They are asked to report progress towards the achievement of their planning goals, objectives, and actions for the previous year, and to propose their unit objectives and actions for the coming year.

PLANNING AND BUDGET CYCLE ANNUAL BUDGET PLANNING TIMEFRAME	
Timeframe	Budget Process Steps and Actions
January – February	University president and executive management team meet to discuss funding outlook. At this time, proposed tuition, room and board increases are finalized and submitted to IHL, if applicable.
March	Preliminary budget plans reviewed and refined by University vice presidents.
Early – Late April	The University budget committee is engaged to review University priorities, the preliminary funding allocation from IHL, funding scenarios, and current year operations.
Late April – Mid May	Meetings are scheduled with each provost/vice president area to discuss and finalize request. The OBFA reconciles budget requests, prepares analyses and summaries for submission to IHL.
Mid – Late May	Final allocation to higher education is approved and is communicated to the University
Late May – Early June	Budget allocation provided by IHL. President approves final revenue and expenditure budget. Annual Operating Budget (AOB) is submitted to IHL.
July	Operating budgets are made available to campus community.
Early – Mid August	OBFA prepares separate and more detailed budget format of the University's budgets that are due to IHL with the operating budget detail book.

TIMEFRAME SUMMARY – ASSESSMENT PLAN DEVELOPMENT AND IMPLEMENTATION, ANNUAL ASSESSMENT REVIEW OF THE STRATEGIC PLAN, AND PROGRESS REPORTING

Processes and Activities	Responsibilities	Timeframe
Annual Assessment Plan Development Process Assessment Training and Peer Review Process	Department of Institutional Research, Planning and Assessment – Assessment Training and Peer Review Process, Orientation and Training Sessions University Assessment Team - Research, Planning and Assessment Division Vice Presidents College Deans Department Chairs Directors - Campus units Faculty, Staff	June – July
Annual Assessment Plan Development Process Phase 1 – Planning Cycle Goals, Objectives Means of Assessment Criteria for Success University Assessment Team Review	Department of Institutional Research, Planning and Assessment – Assessment Training and Peer Review Process, Orientation and Training Sessions University Assessment Team Review - Research, Planning and Assessment Division Vice Presidents College Deans Department Chairs Directors - Campus units Faculty, Staff	August – December
Annual Assessment Plan Development Process Phase 2 – Implementation and Reporting Cycle Assessment Results Use of Results to Improve Services Major Difficulties Summary and Conclusions University Assessment Team Review	Department of Institutional Research, Planning and Assessment University Assessment Team Review - Research, Planning and Assessment Division Vice Presidents College Deans Department Chairs Directors - Campus units Faculty, Staff	January – May
Department Units (Micro) Assessment Reports University Assessment Team	Department Chairs (with faculty support) / College Deans Directors (with staff support) / Unit Supervisors (Deans, Directors, Supervisors ensure reports are communicated to the Division Vice Presidents)	January - May
Division (Macro) Annual Reports University Assessment Team	Division Vice Presidents (in conjunction with Deans, Directors)	Due to President by June 15th of each year
Division (Macro) Annual Reports University Assessment Team	President Executive Cabinet Strategic Planning Committee (in conjunction with Vice Presidents, Deans, Directors, Supervisors)	May, June, and July
Report of Strategic Plan Accomplishments	President	June and July
Progress Report on Strategic Outcomes (Fall Faculty and staff Seminar, Town Hall Meetings, Publications, etc.)	Office of the President	August

