

# MISSION AND STRATEGIC PLAN FRAMEWORK

## Mission Statement

Jacksonville State University, a learning-centered community, provides distinctive educational, cultural and societal experiences to prepare students to be competent, ethical professionals and engaged, responsible, global citizens.

## JSU Definition of a Learning-Centered Community

At Jacksonville State University, a public, regional comprehensive institution, we believe that students, faculty, and staff comprise a community of learners. We believe it is important for learners to take responsibility for their learning, which means presenting a willingness to learn, being proactive in the acquisition of knowledge, and behaving with integrity and honesty in the learning environment. We believe that learning takes place when learners are engaged, assumptions are challenged, expectations are shared, and relationships are built around the purpose of learning.

Jacksonville State University promotes a learning environment with relevant programs of study supported by current technologies, opportunities for experiential learning and other high impact practices, and flexibility in the learning process. Faculty will use various methods of teaching to meet different learning preferences and will set learning outcomes that emphasize the application of knowledge, ensuring that graduates are prepared with skills necessary for careers in a global marketplace.

## 2023 Strategic Plan Framework

### Reach

*As a thriving learning community, we depend on a strong financial foundation based on diverse student enrollment, a spirit of generosity, and a culture of accountability.*

#### Commitment 1

As the higher education landscape is challenged with access and competition, we will commit to advance JSU's financial strength, enrollment goals, and the overall success of students.

#### Goals

##### 1. Inclusive Enrollment

Attract, enroll, and support undergraduate and graduate students with unique experiences from across the region, state, and globe.

##### Objectives

1. Attract students with diversified backgrounds, experiences, and educational goals by developing innovative educational offerings and financial resources.
2. Increase the enrollment of undergraduate and graduate students.
3. Provide quality support services to undergraduate and graduate students.

##### 2. Spirit of Generosity

Create a dynamic culture of philanthropy to inspire generosity.

#### Objectives

1. Embed philanthropy and service into all aspects of campus.
2. Encourage stakeholders to use their professional and social networks to garner additional support for JSU.
3. Increase fundraising from private sources.

#### 3. Culture of Accountability

Cultivate an environment that promotes and encourages effectiveness, efficiency, innovation, informed practices, optimization, value communication, and transparency while continuously measuring our progress and seeking to expand our financial resources.

#### Objectives

1. Establish and ensure financial stewardship and fiscal responsibility.
2. Review and evaluate current procedures and research best practices to increase efficiency and promote innovation across all areas.
3. Increase and promote transparency through improved communication regarding internal decision-making and processes.

## Engage

*As a university, we ensure the vibrancy of our campus, community, and region through the benefit of belonging, mutual relationships, and power of place.*

#### Commitment 2

Create symbiotic partnerships that impact the university learning environment, providing additional opportunities for the exchange of ideas, experiential learning, and community engagement, while allowing university members to give back to the community.

#### Goals

##### 1. Benefit of Belonging

Improve the accessibility of a safe, equitable, diverse campus supportive of all campus and community members.

##### Objectives

1. Expand the opportunities for campus connections through co-curricular events, organizations, and partnerships.
2. Create environments to encourage campus and community members to connect and learn from each other.
3. Provide an accessible community that promotes full participation of diverse members and ensures equity through responsive environments.

##### 2. Mutual Relationships

Strengthen partnerships to improve quality of life through collective impact.

##### Objectives

1. Increase reciprocal partnerships and level of campus and community engagement to achieve mutually beneficial initiatives.
2. Sustain and enrich the quality of relationships with JSU stakeholders (i.e., alumni, employers,

local and state governments, parents, potential students).

### 3. Power of Place

Ensure a vibrant and successful campus and community that will be attractive to a diverse population.

#### Objectives

1. Make a visible, significant societal impact in JSU's region through outreach and events in various sectors (arts, athletics, economics, education).
2. Celebrate the people, experiences, and environments that make JSU unique.

degree completion in all learning experiences and environments.

#### Objectives

1. Enhance efforts to ensure student success.
2. Transform teaching and learning across programs and experiences.
3. Cultivate a diverse, equitable and inclusive community.

More information can be found at <https://www.jsu.edu/president/strategic-plan/index.html> (<https://www.jsu.edu/president/strategic-plan/>).

## Discover

*As educators, we do not provide the answers. We provide the experiences, environments, and expectations that allow learners to discover the answers.*

### Commitment 3

In an age of rapid educational change and innovation, we will continue to advance our capacity for creating diverse, meaningful, and accessible learning opportunities that prepare all learners (faculty, staff, students, community members) for success.

### Goals

#### 1. Experiences

Provide learning experiences that connect learners with real-world knowledge, skills, and opportunities.

#### Objectives

1. Expand the use of High-Impact Learning in undergraduate and graduate programs.
2. Expand the utilization of technology to support students, faculty, and staff.
3. Develop formal mentorship programs (e.g., faculty to faculty, staff to staff, student to student, faculty to student).

#### 2. Environments

Create and provide new learning environments characterized by modern facilities, technological enhancements, active learning, and engaging instruction.

#### Objectives

1. Increase the number of flexible, technology-enhanced learning spaces that promote active teaching and learning.
2. Continuously evaluate campus academic and non-academic spaces to renovate and/or build new facilities as needed.
3. Provide learners access to active learning opportunities, engaging instruction, sustainable training, and professional development.
4. Increase utilization of existing learning spaces on campus.

#### 3. Expectations

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