

Vision 2021



DURP STRATEGIC PLAN



MISSISSIPPI'S ONLY **URBAN PLANNING PROGRAM**

Jackson State University | 101 Capitol Street | Downtown Jackson Campus

CONCENTRATIONS:

Community Development and Housing
Environment and Land Use
Urban Design

"Improving the Quality of Life"

College of Science, Engineering and
Technology (CSET)

Department of Urban & Regional
Planning (DURP)

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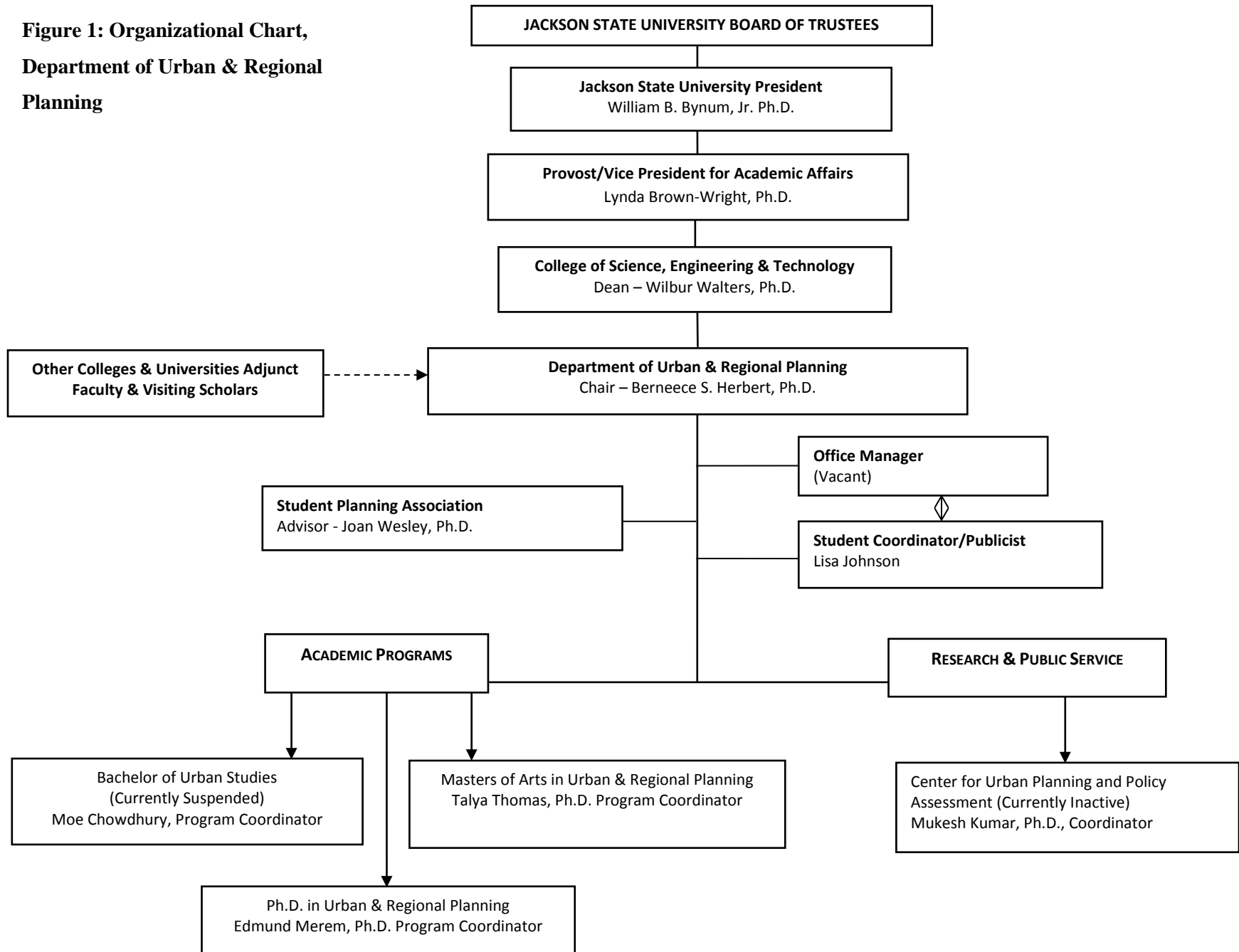
The Department of Urban & Regional Planning @



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**Figure 1: Organizational Chart,
Department of Urban & Regional
Planning**



INTRODUCTION

The Department of Urban and Regional Planning is guided by a five-year strategic plan, a living document that details the convergence of the Department's vision, culture, and values. The Strategic Plan for academic year 2016/17 through 2020/2021 was developed to meet the needs and interests of the Department of Urban and Regional Planning (DURP) and the program's stakeholders in the context of the vision and mission statements of Jackson State University (JSU) and the then College of Public Service. After deep reflection during the academic year 2015-2016, the Department undertook the challenge of producing the Vision 2021 Strategic Plan to guide its actions over the next five years. Now updated in the fall of 2019, the Plan seeks address new changes and opportunities as the Department now falls under the College of Science Engineering and Technology (CSET). This updated strategic plan (Vision 2021) will be key to shaping our priorities and defining our path for the future. As part of this strategic planning process, the faculty and staff of the department began the process of reevaluation, discussion and revision of the mission statement, goals, objectives, and strategies. This document is the outcome of that process. Many areas of significant, quantifiable progress have been made as a result of the implementation of the prior Strategic Plan. This new Vision 2021 builds on this progress and demonstrates the focus and dedication of DURP faculty, staff, and students to the pursuit of excellence in a student centered environment built on teamwork and collegiality.

The intent of this updated Vision 2021 plan is to continue DURP's momentum, but also to incorporate enhanced goals and objectives to achieve even greater success. The landscape of higher education is rapidly and dramatically changing. The future of our Department depends on our comprehensive commitment to new ideas and methodologies for student recruitment and retention, improving student experience and learning, elevating discovery and innovation through new educational technologies, partnerships and collaborations, research, and streamlined processes. The result would be a unit that is a more visible, vibrant and student-centered department. The strategic plan is dynamic and ambitious and is an opportunity to think creatively and energetically about how we can work together to achieve the goals and positively transform our department, university and our state. Ideas articulated are designed to inspire us to be innovative and impactful, moving us in important and exciting new directions.

The strategic planning process is guided by four motivations:

1. Preparation of knowledgeable and skilled professional planners: Recognizing that the context of Planning has significantly changed over the last decade, innovative methods of teaching and engagement are used to ensure student success and improved access as the Department aspires to serve better, grow and thrive.

2. Continual assessment of goals and objectives: The success of any program hinges on regular evaluation of its goals and objectives and utilizing lessons learned for program enhancement and growth.
3. Integration of the program goals and objectives to the overall vision of the university as “One JSU”: Planning is a multidisciplinary field and we draw upon the knowledge from many disciplines to develop the content of Planning knowledge, skills and values.
4. Provide assistance to the State of Mississippi in creating a culture of planning: The state of Mississippi lags behind the nation in its utilization of urban and regional planning to improve the quality of life of its citizens. We are part of the progress toward improving the quality of life through the creating an environment in which planning is valued and pursued.

The 2014 plan met the requirements of the PAB in many facets, and building on that, the 2019 version has been upgraded. In keeping with the recommendations put forward by the site team during their 2014 visit, the DURP has responded through numerous adjustments to address them in several areas. To begin with, the vision and missions of program is explicitly aligned with those of the university given the emphasis on variety of themes including student centeredness, improved facilities, diversity, and collegiality. In its pursuit of diversity and robust student size despite limitations prompted by changing cohorts and the existence of out of state fees, the program still added some students from different nationalities and ethnicities with efforts to grow the roster accordingly. The move into a new physical space at the down town campus in 2014 made DURP closer to a wide variety of local, state and federal agencies, creating increased opportunities for collaboration. The recognition of DURP’s community activities and our visibility in the local community and beyond is evidenced by coverage in the local media and other avenues of communication that have highlighted the research prowess/activities, progress and accomplishments of faculty and students. Elsewhere, the governance component remains on track with concluded search for a new departmental chair, the involvement of faculty in various activities and equal support for all members through insights to faculty on possible opportunities and collaborations based on mutual cohesion and team work. Furthermore, DURP has mentorship initiative for tenure track faculty alongside a 3rd year review that prepares faculty for promotion and tenure evaluation process in accordance with the stipulated provisions of the University handbook and the office of Academic Affairs.

Vision

The Department of Urban and Regional Planning (DURP) has established a vision for its Masters of Arts in Urban and Regional Planning to be a planning program of choice that prepares the next generation of urban and regional planners. We envision a premier, student-centered program that will diversify the field of Planning with highly knowledgeable, skilled, competent and innovative thinkers and leaders who can

significantly contribute to society on the local, national and international levels. The vision also fosters engagement, excitement and empowerment as we endeavor to produce graduates who will utilize and leverage their knowledge and skills to build communities that are healthy, equitable, inclusive, resilient, and sustainable.

Mission Statement

The mission of the Department of Urban and Regional Planning (DURP) at Jackson State University, "Mississippi's Urban University" and only planning degree-granting program in the State, is to educate and train students to pursue exciting careers in fields such as community development and housing, environment and land use, and urban design; to create a diverse learning community in the field of planning; to provide students with the skills and knowledge to lead and contribute to the improvement of urban and regional environments; to prepare students to understand and serve a diverse and multicultural society; and to increase the number of members from under-represented groups in the professional ranks.

The mission is focused on providing a quality education that emphasizes the diversity and complexity of today's world. Jackson State University is a historically Black, coeducational, research-intensive public institution of higher learning that has been designated by the Board of Trustees of State Institutions of Higher Learning as the urban institution of Mississippi. The University's mission is built upon three pillars of success – student centeredness, teamwork and the pursuit of excellence. Captured in its mission statement is a commitment to effectively serve students from diverse academic, social, economic, ethnic and geographic backgrounds; and to develop responsible leaders who are capable and willing to seek solutions to human, social and technological problems, with special emphasis on those relevant to the metropolitan and urban areas of the state and the nation.

The mission is clearly aligned with the mission of Jackson State University, and likewise embraces planning education. The Program's core values include 1) creating a diverse learning community, 2) improving the urban environment, 3) understanding and serving in a diverse multicultural society, and 4) increasing the number of members from under-represented groups in the planning profession.

DURP's mission is also well aligned with that of the College of Science, Engineering and Technology (CSET), the new home of the Department as of Fall 2019. CSET's mission is to "provide an innovative program of excellence in education, research, and public and professional service". CSET is also committed to implementing the University's mission and "focusing its intellectual, experience and other resources on improving the quality of life for students, the surrounding community, state, nation and the global community".

PROGRAM GOALS, OBJECTIVES & STRATEGIES

<i>Goal 1. Further strengthen the development of a highly knowledgeable community that supports practice and leadership in the field of Planning.</i>
<i>Goal 2. Attract, retain and graduate a diverse cadre of students who are efficiently prepared to meaningfully contribute to the Planning profession, and compete in the global marketplace.</i>
<i>Goal 3. Evaluate and enhance program curricula to effectively prepare graduates to appropriately respond to evolving planning and development issues and help build sustainable and resilient spaces and communities.</i>
<i>Goal 4. Continue to pursue research and large grant/contract opportunities that support the DURP mission as well as expertise of faculty.</i>
<i>Goal 5. Increase public service and civic engagement activities of faculty and students to promote civic mindedness for social justice and community empowerment.</i>

GOAL 1. FURTHER STRENGTHEN THE DEVELOPMENT OF A HIGHLY KNOWLEDGEABLE ACADEMIC COMMUNITY THAT SUPPORTS PRACTICE AND LEADERSHIP IN THE FIELD OF PLANNING.
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Objective 1A: Attract and retain effective and visionary administrative leadership within DURP.

- Strategy 1A (i): Conclude search for permanent Department Chair position.
- Strategy 1A (ii): Re-appoint and seek training for Program Coordinators to oversee academic programs

Objective 1B: Attract and retain quality faculty committed to team building, the pursuit of excellence and innovation in Urban and Regional Planning.

- Strategy 1B (i): Seek regular professional development/training for faculty.
- Strategy 1B (ii): Strengthen the pool of adjuncts that can support current and future Planning degree and certificate programs.
- Strategy 1B (iii): Initiate a search for and hire an Urban Design & Transportation Planning faculty member

Objective 1C: Explore and promote collaborations to integrate Planning theory and methods into inclusive progressive planning practices

- Strategy 1C (i): Engage local metro area planning and development professionals.
- Strategy 1C (ii): Core courses modified to embrace linkage to metro area, rural and global planning and development issues.
- Strategy 1C (iii): Encourage faculty to collaborate with faculty in CSET and other colleges.
- Strategy 1C (iv): Develop and Implement a Program Advisory Committee (PAC)

GOAL 2. ATTRACT, RETAIN AND GRADUATE A DIVERSE CADRE OF STUDENTS WHO ARE EFFICIENTLY PREPARED TO MEANINGFULLY CONTRIBUTE TO THE PLANNING PROFESSION, AND COMPETE IN THE GLOBAL MARKETPLACE.

Objective 2A: Expand the program enrollment and build upon the program's excellence and academic reputation

- Strategy 2A (i): Develop and implement an aggressive and strategic recruitment and retention plan.
- Strategy 2A (ii): Develop fully online undergraduate interdisciplinary degree as a feeder for the master's program.

Objective 2B: Provide quality advising for students as they matriculate through the program and assist students with post-graduate placement.

- Strategy 2B (i): Program Coordinators and Advisors identified.
- Strategy 2B (ii): All faculty serve in student advisement on program curriculum, specializations and concentrations, research interests, academic status, and graduation requirements.

Objective 2C: Support a strong student association

- Strategy 2C (i): Continue to annually appoint a faculty member as the advisor to the Student Planning Association (SPA).
- Strategy 2C (ii): Involve the SPA in the selection of speakers and program structure in the DURP's monthly "Brown Bag Speakers Luncheon".
- Strategy 2C (iii): Faculty mentor and other faculty members recommend to SPA ideas about fundraising activities, special projects, and with representation at state and national planning conferences.
- Strategy 2C (iv): Institutionalize a structured student-alumni network with program alumni to link students to opportunities for mentorship and practical experience.

Objective 2D: Pursue diversity in student composition and graduates entering the planning profession.

- Strategy 2D (i): Proposed recruitment and retention plan to focus on attracting under-represented groups and regions to the field of Planning
- Strategy 2D (ii): Send recruitment materials and visit schools with high enrollments of under-represented groups such as Latinos and other ethnic groups across the state and region.

Objective 2E: Institutionalize a structured student-alumni network with program alumni.

- Strategy 2E (i): Link students to opportunities for mentorship and practical experience

Objective 2F: Build a vibrant, inclusive DURP community that attract students from different background, experience and interests

- Strategy 2F (i): Promote a campus climate where everyone feels welcome, supported, included, and valued.
- Strategy 2F (ii): Ensure that students continue to be properly advised and mentored.
- Strategy 2F (iii): Foster greater equity and inclusion in all DURP activities.

GOAL 3. EVALUATE AND ENHANCE PROGRAM CURRICULA TO EFFECTIVELY PREPARE GRADUATES TO APPROPRIATELY RESPOND TO EVOLVING PLANNING AND DEVELOPMENT ISSUES AND HELP BUILD SUSTAINABLE AND RESILIENT SPACES AND COMMUNITIES.

Objective 3A: Promote higher standards of teaching and learning, encourage intellectual curiosity and increase collaborations.

- Strategy 3A (i): Encourage more students to consider taking the AICP
- Strategy 3A (ii): Seek new partnerships and collaborations for research, including student research and presentation
- Strategy 3A(iii): Promote excellence, teamwork and student centeredness

Objective 3B: Revise and update curriculum and include new concentrations and certificate programs.

- Strategy 3B (i): Revise, revamp and update curriculum.
- Strategy 3B (ii): Prepare list of courses as electives across the university, especially in the College of Science, Engineering & Technology that would add to student knowledge
- Strategy 3B (iii): Increase opportunities for cross-concentration toward advanced readings.
- Strategy 3B (iv): Provide expanded opportunities for transdisciplinary coursework in response to emerging issues in planning utilizing courses in related fields.
- Strategy 3 B (v): Enlarge opportunities for student-teacher engagement in current special topics
- Strategy 3B (vi): Develop a written strategy to begin offering Urban planning (Studies) courses at community colleges to serve as a feeder for the Master's program.
- Strategy 3B (vii): Schedule classes into online/hybrid, evening and weekend offerings

Objective 3C: Maintain a structured and inclusive program review and evaluation process.

- Strategy 3C (i): Ensure continued student and SPA representation on DURP curriculum committee and other meetings relevant to student curricular matters and interests.
- Strategy 3C (ii): Streamline exit interview and survey instrument for graduating students.

Objective 3D: Include practical community-based and studio learning opportunities within coursework.

- Strategy 3D (i): Strengthen the establishment of formal and informal relationships with planning and development organizations to involve professionals in general coursework activities
- Strategy 3C (ii): Ensure the presence of a permanent of state of the art of urban design studio and lab in Downtown instructional site

GOAL 4. CONTINUE TO PURSUE RESEARCH AND LARGE GRANT/CONTRACT OPPORTUNITIES THAT SUPPORT THE DURP MISSION AS WELL AS EXPERTISE OF FACULTY.
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Objective 4A: Streamline a process to identify and pursue grants, contracts, and research opportunities.

- Strategy 4A (i): Continue to administratively support faculty research, and grant and contract activities
- Strategy 4A (ii): Pursuing efforts through the Mississippi Urban Research Center (MURC) and other research units at the University.

Objective 4B: Engage faculty and students in collaborative and interactive activities.

- Strategy 4B (i): Have faculty to sign up for government grants and other types of opportunities and encourage faculty to apply for them in a collaborative fashion.
- Strategy 4B (ii): Encourage increased faculty involvement in joint research efforts in and outside of the DURP.
- Strategy 4B (iii): Establish a year-end special recognition for faculty who collaborate on publications, research, or grants with each other within the Program, with other faculty across the University, and/or with students in external programs, especially CSET.
- Strategy 4B (iv): Build one or more collaborations with national and international agencies and institutions to develop projects that address southeastern and global challenges and opportunities

GOAL 5. INCREASE PUBLIC SERVICE AND CIVIC ENGAGEMENT ACTIVITIES OF FACULTY AND STUDENTS TO PROMOTE A CULTURE OF CIVIC MINDEDNESS FOR SOCIAL JUSTICE AND COMMUNITY EMPOWERMENT.

Objective 5A: Champion the needs of underserved and under resourced communities to facilitate the neighborhood improvement throughout the Jackson Metro region

- Strategy 5A (i): Facilitate and actively participate in urban development projects, community outreach, and academic research.
- Strategy 5A (ii): Promote progressive planning ethics, values and practices throughout the Jackson Metro region and the State of Mississippi.

Objective 5B: Solicit projects from the Jackson metropolitan area or other parts of Mississippi for course assignments, internships and studios

- Strategy 5B (i): Solicit projects for studio classes from public, non-profit and private agencies throughout the state.
- Strategy 5B (ii): Develop additional MOUs for student internship and hands-on opportunities.
- Strategy 5B (iii): Engage agencies e.g. the Black Conference of Mayors, USDA, DOE, HUD, MS-DOT and MDEQ for student job placement and faculty involvement

Objective 5C: Involve faculty and students in various activities of the APA MS Chapter.

- Strategy 5C (i): Work with the MS-APA to encourage contact for outreach and applied research.
- Strategy 5C (ii): Ensure DURP's continued participation in MS-APA annual meetings & conferences.
- Strategy 5C (iii): Encourage students and faculty to volunteer in the activities of MS-APA.
- Strategy 5C (iv): Provide greater coverage of DURP activities involving faculty and students in these areas.

Objective 5D: Work with local and state agencies in establishing internship and other opportunities for DURP and Urban Studies students.

- Strategy 5D (i): Create a roster of planning and planning related agencies where graduate and undergraduate students can receive relevant planning internship experience.
- Strategy 5D (ii): Expand the pool of agencies for student experiences and engagement.
- Strategy 5D (iii): Discuss with local area elected officials, planning and development agency managers, etc. about DURP facilitating community discussions.

Objective 5E: Facilitate "Brown Bag Speakers Luncheon" at least once during fall, spring and summer semesters where faculty, students, elected officials, planning and development agency officials/managers will be invited to make presentations.

- Strategy 5E (i): Host "Brown Bags" on relevant themes
- Strategy 5E (ii): Invite local elected officials, planning and development agency managers, and municipal officials as guest speakers
- Strategy 5E (iii): Disseminate information pertaining to these events

Student Learning Outcomes

This section focuses on Student Learning Outcomes (SLOs), which specify what students will know, be able to do or be able to demonstrate when they have completed or participated in the programs. SLO's specify an action by the student that is observable, measurable and able to be demonstrated.

STUDENT LEARNING OUTCOMES & ASSESSMENT MATRIX – MURP PROGRAM

STUDENT LEARNING OUTCOMES (MURP)	MEANS OF ASSESSMENT	CRITERIA FOR SUCCESS
Students will be able to synthesize and demonstrate knowledge of the evolutionary history, purpose and functions of urban and regional planning including the legal framework and design parameters which provide the basis for the formulation of plans, policies and programs that guide the sustainable development of local, regional and global human settlements	Final exam grades in core requirements	Students will earn a grade of “B” or above in all five MA program courses and internship
	Capstone papers in <ul style="list-style-type: none"> History of Planning (URP 500) Planning Theory and Practice (URP 502) Legal Aspects in Planning (UPP 506) 	Individual student evaluation using rubric show that 100% of students successfully demonstrate: <ul style="list-style-type: none"> knowledge of purpose and meaning of planning, Planning theory, law and human settlements written, oral and graphic communication skills synthesis of planning knowledge for plan creation and implementation
	Team work rubric in Studio courses	Individual student evaluation using the rubric show that 100% of students successfully complete the following criteria: <ul style="list-style-type: none"> contribute to team meeting; foster constructive team climate; and work well with each other to demonstrate team work and collegiality
	Internship (URP 570) supervisor’s evaluation	Internship supervisor give a satisfactory completion grade
	Students presentation at conferences/workshops and/seminars	90% of all MA students present a poster or oral presentation at a local or regional conference/workshop or seminar
Students will be able to apply research (problem formulation, data collection, data analysis), and communication skills (written, verbal & graphic), to propose relevant and innovative solutions to Planning problems and evaluate consequences	Student interview	Quality of internship instruction and experience and the academic curriculum rated a minimum of 3.5 of 4.0
	Final exam grades in the studio courses	Students will earn a grade of “B” or above for their studio classes
	Use of Problem Solving, Critical Thinking and Communication rubric in Studio Classes	Students earn a good/excellent score for problem formulation, data collection, data analysis; and written, verbal & graphic communication skills for their final studio project

STUDENT LEARNING OUTCOMES (MURP)	MEANS OF ASSESSMENT	CRITERIA FOR SUCCESS
	Students work on projects with communities at the local level in rural and urban areas throughout Mississippi	Students demonstrate success through the production of a team paper/report/presentation
	Students present research at conferences	90% of students present research at seminar/conference
	Research paper in Quantitative Analysis (UPP 506)	Individual student evaluation using rubric show that 100% of students successfully demonstrate: <ul style="list-style-type: none"> written, oral and graphic communication skills knowledge and application of quantitative and qualitative skills
Students will demonstrate skills of strategic and collaborative planning, leadership, team-building and critical reflection in a student centered environment	Supervisor evaluations of students' performance in Internship, including the quality of students; their Planning knowledge and skills; and their abilities for leadership, collaboration, problem solving and evaluation of various scenarios	Supervisors rate 100% of students' performance as good/excellent
	Faculty internship supervisor's assessment of student's performance at the internship sites	Students will earn a grade of "B" or above in the internship class
	Student engagement in studio projects and internships	Student-written critical journals that reflect on the topics discussed in the seminar and experience in the internships
	Employer surveys of MA graduates	Employers rate 100% of graduates' performance as good/excellent
Students will demonstrate an understanding of the value of the Planning code of ethics and striving for excellence in Planning practice	Coverage of Planning ethics in core courses	100% of demonstrate knowledge of Planning ethics and earn a B or better in the course
	Use of Civic Engagement Rubric	100% of students demonstrate ability and commitment to collaboratively work across and within community contexts and structures to achieve a civic aim
	Celebrate student achievements with awards, activities and/or incentives	Overall Best Student Award

STUDENT LEARNING OUTCOMES & ASSESSMENT MATRIX – PHD PROGRAM

STUDENT LEARNING OUTCOMES (PHD)	MEANS OF ASSESSMENT	CRITERIA FOR SUCCESS
Students will develop and demonstrate acquired knowledge and comprehension of Historical Development of Cities, Theoretical Perspectives in Planning, and Planning Ethics	<ul style="list-style-type: none"> Assessments by written short papers. One research paper in each of these core courses Presentation and defense of research paper. (Written and Oral Evaluation Rubric for Theoretical Perspectives in Planning.) Rigorous discourse during class between scholars. Participation in Canvas online discussions, mini quizzes and a mid- term exam in Theory. Through instructor observation and class discourse, students' understanding of planning ethics will be assessed by: <ol style="list-style-type: none"> Class discourse specific to the American Institute of Certified Planners (AICP) guide. Identifying ethical breaches in planning derived from scenarios presented as potential ethical issues in planning. 	<p>The standard for all students enrolled in doctoral level core courses is to earn a grade of “A” and 100% earning at least a grade of “B” or above in the following core courses:</p> <ul style="list-style-type: none"> Historical Development of Cities Theoretical Perspectives in Planning. Also, on the ethics module in Planning Theory, 100% of students will participate in AICP ethics discussions with practicing planners sharing real ethics experiences linked to the code of ethics and scenarios adopted from planning ethics resources. Ethics in Planning Seminar, Research Methods and Advanced Statistical Methods.
Students enrolled in Research Methods will demonstrate the ability to conduct qualitative, quantitative and mixed methods research in the field of planning.	<ul style="list-style-type: none"> Mid-term assessments and final examinations that cover course materials. Write a research proposal on topic of interest/dissertation. All components of the research proposal are evaluated. Work directly with practicing planners in studio, applied research and community projects. Students are evaluated through observation and feedback solicited through classroom exchanges. 	<p>A grade of “A” (between 90-100% performance level) is expected of doctoral students enrolled in Research Methods and 100% will complete the course with a grade of “B” or higher.</p> <ul style="list-style-type: none"> Performance on mid-term and final exams will be at least 80% of 100 or the equivalent of “A” or “B”. Full participation (100%) in activities engaging planning practitioners and academics that enhance research methods. related professionals.
Students will demonstrate an understanding of basic concepts in and mastery of Advanced Statistical	<ul style="list-style-type: none"> Midterm Examination and evaluation Final examination Class attendance and engagement 	<p>All students (100%) will perform at the “B” level or above as determined by in-class instruction, mid-term and final examinations.</p>

STUDENT LEARNING OUTCOMES (PHD)	MEANS OF ASSESSMENT	CRITERIA FOR SUCCESS
Methods, including procedures and paradigms in statistical applications		
Students will demonstrate mastery of planning knowledge by taking and passing the departmental Graduate Area Comprehensive Examination (GACE)	<p>The Graduate Area Comprehensive Examination is offered in the fall and spring semesters. GACE is administered over two days and covers the core areas of Planning Theory and Ethics, Planning History, Research Methods, and questions in the student's area of specialization: Community Development and Housing, Environment and Land Use or Urban Design.</p> <p>Pre-Test</p> <ul style="list-style-type: none"> • Evaluate student's reading list for comprehensiveness in preparation for GACE. Feedback is orally during consultation and/or written (comments on student's list). • Engage in exchanges with professors regarding basic planning knowledge and best practices. <p>GACE Measurements</p> <ul style="list-style-type: none"> • Demonstrate ability to organize ideas- to-paper in cogent, manner. • Demonstrate through discourse the ability to present a vigorous "better argument." • Exhibit clear synthesis of knowledge gained through course work, independent research, and interactions with fellow scholars. 	<ul style="list-style-type: none"> • 95% of students who sit for the Graduate Area Comprehensive Examination will pass it the first time. • A pass rate of 100% is expected for students retesting or students required to have an oral defense of specific parts of the GACE. • Retest and oral defense of unclear responses on the GACE will have a pass rate of 100%.

STRATEGIC ISSUES FOR DURP

DURP is committed to a comprehensive, integrated strategic planning process linking our vision, priorities, people and physical space to promote accountability, data-driven decision-making and action, to motivate constituents, and shape and guide the department and its programs as it evolves over time and within the local and regional community. DURP has a number of strategic issues to address with student enrollment and the diversity of its student body as a top priority. After years of several rounds of restructuring, the Department is confident that, based on its unique history, relative autonomy, high level of respect for the program, faculty accomplishments, and resilience and commitment of current faculty, staff and alumni, it can reverse the trends in student enrollment and significantly grow the program in the coming academic years.

Strategic Direction for DURP

- Revamp and update ***Program curricula*** for relevancy, continued alignment with the University's pillars of success, and the incorporation of new pedagogical methodologies and technologies. The end-result would be the provision of a comprehensive planning education dedicated to the intellectual development of creative, civic-minded, analytical and critical thinking urban and regional planning practitioners, researchers and leaders capable of guiding communities and decision makers to advance positive change in society's global market place.
- Develop and implement an aggressive, strategic ***Recruitment and Retention Plan*** built on the art and science of recruitment. The art of recruitment builds on interpersonal relationships, building trust with an authentic interest in student welfare and using visual and oral messages. The science of recruitment will be data driven. Data will be used to drive strategic direction, guide planning and guide work plans and actions.
- Develop and Implement a ***Program Advisory Committee (PAC)*** – a group of professionals and stakeholders with experience and expertise in the Planning field who, together, would provide advice and support to DURP on the design, development, implementation, evaluation, maintenance, and revision of our Planning programs. This Committee would make recommendations for improvement and promote the programs in the community. The establishment and active involvement of Advisory Committees adds credibility to programs.
- Work with DURP alumni to ***formalize an Alumni Association***. A program's alumni are the reflection of its past, representation of its present and a link to its future. A DURP Alumni Association would have a powerful and positive impact for students creating a support system, offering expertise, assistance in employability, and mentorship and scholarships.

- ***Secure financial resources*** to fund DURP needs and aspirations. Faculty would be encouraged to pursue large-multidisciplinary/interdisciplinary grants and contracts. Internal efforts to develop a reward/incentive structure to will be pursued. The Alumni Association will be asked to assist in funding raising and to consider developing an endowment fund for the department.
- Ensure the presence of a permanent of state of the art of ***Urban Design Studio and Lab*** at the Downtown instructional site. The studio will be linked to Jackson State University's Center for Innovation, Entrepreneurship and Economic Development (CIEED) which focuses on creativity, collaboration and building a community where students can learn, experiment with new tools/concepts, develop skills, and become innovators and designers. State of the art furniture, equipment and software will be dedicated to engaging students and clients in creating a unique and effective community-learning environment. Students will be exposed to human centered design thinking for creative problem solving and celebrating the values of innovation and discovery.
- Develop a ***Continuing Education*** initiative for practicing professionals and apply to become a CE provider through APA. A first concrete step will be to strengthen the annual Community Planning month activities followed by the development of one or more certificate program to encourage continuing education of alumni and other professionals.
- Develop ***fully online undergraduate interdisciplinary degree*** as a feeder for the master's program. This would be built on current and anticipated resources including faculty areas of expertise primarily from the College of Science, Engineering and Technology.
- Reactivate the ***Center for Urban Planning and Policy Assessment (CUPPA)*** as the research and public service arm of DURP. Areas of research will build on and expand faculty's areas of expertise in climate change, emergency management, food security, clean energy and other environmental, economic and social justice issues. CUPPA will strengthen DCRP's commitment to student experiential learning and public engagement to connect theory to practice and provide technical assistance to the community.
- Continue strengthening the ***Outcome Assessment Process*** using new and updated metrics to evaluate student learning outcomes as well as programmatic outcomes in conjunction with the Office of Institutional Research.
- Explore the feasibility of expanding the ***graduate programs to full nights/weekends and online delivery*** to accommodate the needs of current and prospective students.
- Strengthen the ***Student Planning Association*** as an inclusive organization committed to building the potential of DURP Planning students by advocating excellence in planning through networking and volunteer opportunities, social events, and academic and professional knowledge and skill-building activities.

ACTION PLAN

GOAL 1. FURTHER THE DEVELOPMENT OF AN ACADEMIC COMMUNITY THAT SUPPORTS INNOVATION AND LEADERSHIP IN THE FIELD OF PLANNING.					
Objective	Strategy	Performance Measure	Outcomes	Timeframe	Responsible Party
Objective 1A: <i>Attract and retain effective and visionary administrative leadership within DURP.</i>	• Strategy 1A (i): Conclude search for permanent Department Chair	Search committee established and search process implemented	Permanent Chair hired	AY 2018/2019	Dean and Search Committee
	• Strategy 1A (ii): Re-appoint and seek training for Program Coordinators to oversee academic programs	MA and PhD Program Coordinators selected and responsibilities revamped	Coordinators develop work plan and report to chair	AY 2019/2020	Chair
Objective 1B: <i>Attract and retain quality faculty committed to team building, the pursuit of excellence and innovation in Urban and Regional Planning.</i>	• Strategy 1B (i): Seek regular professional development/training for faculty	Faculty exposed to training/knowledge in team building & new Planning technologies	Every faculty attend at least one training event each semester	AY 2019/2020	Chair
	• Strategy 1B (ii): Strengthen the pool of adjuncts that can support current and future Planning degree and certificate programs	Regularly seek professionals to serve current and future needs of DURP	A pool of at least 4 adjuncts	Continuously	Chair and Curriculum Committee
	• Strategy 1B (iii): Search for Urban Design & Transportation Planning faculty position	Search committee established and search process implemented	Faculty member hired	AY 2020/2021	Chair Search Committee
Objective 1C: <i>Explore and promote collaborations to integrate Planning theory and methods into inclusive progressive planning practices</i>	• Strategy 1C (i): Engage local metro area planning and development professionals	Professionals mentor and co-direct student research projects, co-teach, and/or present seminars or workshops	Two professionals involved with program	AY 2016 and each semester	All faculty members
	• Strategy 1C (ii): Core courses modified to embrace linkage to metro area, rural, global planning & development issues	Courses in Planning History and Theory modified	Planning History and Theory and Legal Basis modified	AY 2019/2020	Curriculum Committee
	• Strategy 1C (iii): Encourage faculty to collaborate with faculty in CSET and other colleges	Joint teaching, outreach, and research/grant writing, courses, projects and papers	Two courses identified for potential cross listing or co-teaching; two research - grant proposal & papers	AY 2019/2020	Curriculum Committee Faculty
	• Strategy 1C (iv): Develop and Implement a Program Advisory Committee (PAC)	PAC goals & objectives developed; PAC formed	PAC provides input, feedback, ideas, and multiple perspectives for collaboration	AY 2019/2020	Chair & Faculty

GOAL 2: ATTRACT, RETAIN AND GRADUATE A DIVERSE CADRE OF STUDENTS WHO ARE EFFICIENTLY PREPARED TO MEANINGFULLY CONTRIBUTE TO THE PLANNING PROFESSION, AND COMPETE IN THE GLOBAL MARKETPLACE.					
Objective	Strategy	Performance Measure	Expected Outcomes	Timeframe	Responsible Party
<i>Objective 2A: Expand the program enrollment and build upon the program's excellence and academic reputation</i>	<ul style="list-style-type: none"> Strategy 2A (i): Develop and implement an aggressive and strategic recruitment and retention plan 	Operational recruitment and retention plan Expanded active recruitment and outreach efforts focusing on local, regional and state colleges and universities.	Updated program flyers and brochures Program enrolment grow by 20% Overall retention rate increase to 95%	AY 2020/2021	Enrollment Management Committee MA Program Coordinator Student Coordinator/Publicist
	<ul style="list-style-type: none"> Strategy 2A (ii): Develop fully online undergraduate interdisciplinary degree as a feeder for the master's program 	Committee formed Program outlined (for online delivery)	Online program developed for submission to the University	AY 2020/2021	Undergraduate Program Coordinator Recruitment Committee
<i>Objective 2B: Provide quality advising for students as they matriculate through the program and assist students with post-graduate placement.</i>	<ul style="list-style-type: none"> Strategy 2B (i): Program Coordinators and Advisors identified 	Program coordinators and advisors identified and trained	Coordinators and advisors work with student and all faculty provide feedback to strengthen advisement	AY 2019/2020	Program Coordinators DURP Faculty
	<ul style="list-style-type: none"> Strategy 2B (ii): All faculty serve in student advisement on program curriculum, specializations and concentrations, research interests, academic status, and graduation requirements 	Academic Advising Plan developed for each student Individual plans for post graduate placement developed for students	100% of students are retained, follow the Advising Plan and graduate on time 100% of graduates with jobs or in academic program 6 months after graduation	Annually	Advisors
<i>Objective 2C: Support a strong student association</i>	<ul style="list-style-type: none"> Strategy 2C (i): Continue to annually appoint a faculty member as the advisor to the Student Planning Association (SPA) 	Faculty mentor appointed Executive SPA Board reestablished	Faculty mentor advise SPA SPA develop and implement program of activities	AY 2019/2020	SPA Faculty Mentor/Advisor

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	<ul style="list-style-type: none"> • Strategy 2C (ii): Involve the SPA in the selection of speakers and program structure for “Brown Bag Speakers Luncheon” and other planning events 	SPA develop structure for Brown Bags in conjunction with faculty	Brown Bags held regularly and well attended Hold Annual Student-led Planning Conference	Each semester	SPA Faculty Mentor/Advisor
	<ul style="list-style-type: none"> • Strategy 2C (iii): Faculty mentor and other faculty members recommend to SPA ideas about fundraising activities, special projects, and with representation at state and national planning conferences 	SPA develop schedule for activities, projects and conferences	Two fundraising activities and special projects implemented annually Students attend two conferences annually DURP celebrate Earth Day and International Woman’s day Students contribute to and/or volunteer in humanitarian causes like food drives and soup kitchen, shelters, Habitat for humanity	Annually	DURP SPA Advisor
<i>Objective 2D: Pursue diversity in student composition and graduates entering the planning profession.</i>	<ul style="list-style-type: none"> • Strategy 2D (i): Proposed recruitment and retention plan to focus on attracting under-represented groups and regions to the field of Planning. 	Increased Latinos, Asian and White Americans in the program Increased international students From Asia, Africa, the Middle East & the Caribbean Increased number of students from other geographic regions in the US	10% increase in the number of Latinos, Asian and White students as well as international students and other students from other geographic regions in the US	AY 2020/2011	Chair Recruitment Committee
	<ul style="list-style-type: none"> • Strategy 2D (ii): Send recruitment materials and visit schools with high enrollments of under- represented groups such as Latinos and other ethnic 	Schools with high under-represented groups especially in the Southern region identified and material sent to them	Relationship built to encourage students to consider Urban Planning at JSU	AY 2020/2011	Student Coordinator/Publicist

GOAL 2: ATTRACT, RETAIN AND GRADUATE A DIVERSE CADRE OF STUDENTS WHO ARE EFFICIENTLY PREPARED TO MEANINGFULLY CONTRIBUTE TO THE PLANNING PROFESSION, AND COMPETE IN THE GLOBAL MARKETPLACE.

	groups across the state and region.	Increased recruitment visits to select undergraduate institutions			
<i>Objective 2E. Institutionalize a structured student-alumni network with program alumni</i>	<ul style="list-style-type: none"> Strategy 2E (i): Link students to opportunities for mentorship and practical experience 	Alumni create an official association	Association source mentorship, and experiential learning opportunities for students	AY 2019/2020	DURP Alumni Association Student Coordinator/Publicist
<i>Objective 2F: Build a vibrant, inclusive DURP community that attract students from different background, experience and interests</i>	<ul style="list-style-type: none"> Strategy 2F (i): Promote a campus climate where everyone feels welcome, supported, included, and valued. 	Record faculty, student and alumni milestones and profiles. Highlight alumni career path and store their contact information.	Professional and achievement awards developed for students, alumni and faculty	AY 2019/2020	Chair Faculty Student Coordinator/Publicist SPA
	<ul style="list-style-type: none"> Strategy 2F (ii): Ensure that students are properly advised and mentored 	Host regular student orientation sessions to introduce them to the Program, Department, faculty and other students	All students have an advisor when they enter program All students attend orientation sessions	AY 2019/2020	Chair Advisors
	<ul style="list-style-type: none"> Strategy 2F (iii): Foster greater equity and inclusion in all DURP activities 	Host regular student orientation to introduce them to the Program, Department, faculty and other students	Use social media and website to highlight student, alumni and faculty achievement Poster Competition and Award ceremony held annually	AY 2019/2020	Chair Faculty Program Coordinators Student Coordinator/Publicist

GOAL 3. EVALUATE AND ENHANCE PROGRAM CURRICULA TO EFFECTIVELY PREPARE GRADUATES TO APPROPRIATELY RESPOND TO EVOLVING PLANNING AND DEVELOPMENT ISSUES AND HELP BUILD SUSTAINABLE AND RESILIENT SPACES AND COMMUNITIES.

Objective	Strategy	Performance Measure	Expected Outcomes	Timeframe	Responsible Party
<i>Objective 3A: Promote higher standards of teaching and learning, encourage intellectual curiosity and increase collaborations</i>	<ul style="list-style-type: none"> • Strategy 3A (i): Encourage more students to consider taking the AICP • Strategy 3A (ii): Seek new partnerships and collaborations for research, including student research and presentations • Strategy 3A(iii): Promote excellence, teamwork and student centeredness 	Increased number of students and alumni registering for AICP	10% increase in students and alumni taking and passing the AICP	AY 2020/2021	Chair
		Increased collaborate research and grantsmanship and students presenting at conferences or publishing Annual Retreat Increased graduation rates and number of degrees awarded Portfolio analysis and pre/post-learning Student Survey	10% increase in collaborate research and grantsmanship and students presenting at conferences or publishing Retreat produce recommendation for higher quality teaching and learning 10% increase in graduation rates and number of degrees awarded Students encouraged to develop professional portfolio Pre and post survey instrument showing improvements in standards of teaching and learning		Curriculum Committee All faculty
<i>Objective 3B: Revise and update curriculum and include new concentrations and certificate programs</i>	<ul style="list-style-type: none"> • Strategy 3B (i): Revise, revamp and update curriculum 	Curriculum upgraded to include the Health and the Built Environment element required by PAB; global themes and issues, race, gender, ethnic and LGBT trends; inclusion of other cultures and practices; and mega cities of the global south and planning ethics	Upgraded syllabi for all courses to reflect core knowledge, skills and value components required by PAB Two new concentrations Two new certificate programs	AY 2020/2021	Chair Curriculum Committee All faculty

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	• Strategy 3B (ii): Prepare list of courses as electives across the university, especially in the CSET that would add to student knowledge	Select specific courses that students can use as electives	A minimum of two courses identified as possible electives	AY 2020/2021	Curriculum Committee
	• Strategy 3B (iii): Increase opportunities for cross-concentration toward advanced readings	Advertise advanced readings across the concentrations every semester.			
	• Strategy 3B (iv): Provide expanded opportunities for transdisciplinary coursework in response to emerging issues in planning utilizing courses in related fields.	Offer courses that are emerging planning issues that relate to transdisciplinary coursework	Updated syllabi in core courses that reflect new emerging planning issues	AY 2020/2021	Curriculum Committee
	• Strategy 3 B (v): Enlarge opportunities for student-teacher engagement in current special topics.	Have students to co-author journal articles, conference presentations, and poster presentations with faculty.	Each students co-author an article or present at least two papers per year	AY 2020/2021	All Faculty
	• Strategy 3B (vi): Develop a written strategy to begin offering Urban planning (Studies) courses at community colleges to serve as a feeder for the Master's program.	Have a MOU agreement between Jackson State University and Community Colleges.	MOU with Hinds College or another local college	AY 2020/2021	Curriculum Committee
	• Strategy 3B (vii): Schedule classes for online/hybrid, evening & weekend offerings	Traditional day classes restructured for online, evening or weekend	All classes offered online/hybrid, evening or weekend	AY 2020/2021	Chair Curriculum Committee
Objective 3C: Maintain a structured and inclusive program review and evaluation process.	• Strategy 3C (i): Ensure continued student and SPA representation on DURP curriculum committee and other meetings relevant to student curricular matters and interests.	Students serve on DURP curriculum and other committees.	Two students selected for Curriculum Committee and to attend Department meetings	AY 2020/2021	Curriculum Committee

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	<ul style="list-style-type: none"> • Strategy 3C (ii): Streamline exit interview and survey instrument for graduating students 	Make exit interview and survey instrument a requirement before the student is cleared by the advisor for graduation.	All students complete exit interview as a part of the graduation clearance process	AY 2020/2021	Curriculum Committee Student Coordinator/Publicist
<i>Objective 3D: Include practical community-based and studio learning opportunities within coursework.</i>	<ul style="list-style-type: none"> • Strategy 3D (i): Strengthen the establishment of formal and informal relationships with planning and development organizations to involve professionals in general coursework activities 	Once relationships are built then have collaborations with planning and development organizations to become guest speakers in class and to host activities with students and these organizations.	Customer feedback from the industry and student advisory councils employer evaluation of student performance in professional practice	AY 2020/2021	Curriculum Committee
	<ul style="list-style-type: none"> • Strategy 3C(ii): Ensure the presence of a permanent of state of the art of urban design studio and lab in Downtown campus 	Keep design studio and lab with up to date equipment.	Students exposed to increased hands-on, experiential learning opportunities	AY 2020/2021	DURP Faculty Design/Planning Studio Committee Chair

GOAL 4. CONTINUE TO PURSUE RESEARCH AND LARGE GRANT/CONTRACT OPPORTUNITIES THAT SUPPORT THE DURP MISSION AS WELL AS EXPERTISE OF FACULTY.

Objective	Strategy	Performance Measure	Expected Outcomes	Timeframe	Responsible Party
<i>Objective 4A: Streamline a process to identify and pursue grants, contracts, and research opportunities.</i>	Strategy 4A (i): Continue to administratively support faculty research, and grant and contract activities	Ensure faculty gets appropriate and regular training to support the process	Faculty knowledgeable about the grant and contract processes	AY 2020/2021 And annually	Chair
	Strategy 4A (ii): Continue to pursuing efforts with the Mississippi Urban Research Center (MURC) and other research units at the University	MOUs with MURC and other JSU units	One MOU	AY 2020/2021 And annually	Chair Faculty
<i>Objective 4B: Engage faculty and</i>	Strategy 4B i): Have faculty to sign up for government grants	Faculty signed up to receive grant opportunities	Grant opportunities regularly emailed to faculty	AY 2020/2021 & annually	Faculty

<i>students collaborative interactive activities.</i>	<i>in and</i>	and other types of opportunities and encourage faculty to apply for them in a collaborative fashion.				
		Strategy 4B (ii): Encourage increased faculty involvement in joint research efforts in and outside of the DURP.	Joint research projects with Health, Public Policy, Engineering etc	Each faculty involved in at least one joint project	AY 2020/2021 & annually	Faculty
		Strategy 4B (iii): Establish a year-end special recognition for faculty who collaborate on publications, research, or grants with each other within the Program, with other faculty across the University, and/or with students in external programs, especially CSET.	Annual event to recognize faculty and students	Annual Banquet	AY 2021/2022 & annually	Chair Department
		Strategy 4B (iv): Build one or more collaborations with national and international agencies and institutions to develop projects that address southeastern and global challenges and opportunities	National or international collaboration	At least one national and one national collaboration	AY 2021/2022	Chair Department

GOAL 5. INCREASE PUBLIC SERVICE AND CIVIC ENGAGEMENT ACTIVITIES OF FACULTY AND STUDENT TO PROMOTE A CULTURE OF CIVICMINDEDNESS FOR SOCIAL JUSTICE AND COMMUNITY EMPOWERMENT					
Objective	Strategy	Performance Measure	Expected Outcomes	Timeframe	Responsible Party
<i>Objective 5A: Champion the needs of underserved and under resourced communities to facilitate the neighborhood improvement throughout the Jackson Metro region</i>	Strategy 5A (i): Facilitate and actively participate in urban development projects, community outreach, and academic research.	Urban development projects, community outreach, and academic research	Service learning, applied research, and community partnerships	AY 2019/2020 & annually	Faculty
	Strategy 5A (ii): Promote progressive planning ethics, values and practices throughout the Jackson Metro region and the State of Mississippi	Workshops and seminars to highlight and remedy select local urban challenges	One workshop	AY 2019/2020 & annually	Faculty
<i>Objective 5B: Solicit projects from the Jackson metropolitan area or other parts of Mississippi for course assignments, internships and studios</i>	Strategy 5B (i): Solicit projects for studio classes from public, non-profit and private agencies throughout the state.	Number of Solicitations and number of actual projects undertaken in classrooms.	Two solicitations and one project for each studio class	AY 2019/2020 & annually	Instructors of studio classes
	Strategy 5B (ii): Develop additional MOUs for student internship and hands-on opportunities	Number of MOU agreements solicited and the number of MOUs executed	One MOU	AY 2020/2021 & annually	Instructor of Internship class
	Strategy 5B (iii): Engage agencies e.g. the Black Conference of Mayors, USDA, DOE, HUD, MS-DOT and MDEQ for student job placement and faculty involvement	Number of Solicitations and number of actual involvement.	Formal request to at least two agencies	AY 2020/2021 & annually	Chair
<i>Objective 5C: Involve faculty and students in various</i>	Strategy 5C (i): Work with the MS-APA to encourage contact for outreach and applied research.	Number of solicitations and number of projects undertaken by the faculty	One project with MS-APA or faculty on one of MS-APA committees	AY 2020/2021 & annually	Professional Development Officer

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<i>activities of the APA MS Chapter.</i>	Strategy 5C (ii): Ensure DURP's continued participation in MS-APA annual meetings & conferences.	Number of students and faculty attending the annual meeting and conference of the chapter.	5 students and 2 faculty attending meeting/conference	AY 2020/2021 & annually	Professional Development Officer
	Strategy 5C (iii): Encourage students and faculty to volunteer in the activities of MS-APA.	Number of students and faculty members volunteer in the chapter activities	5 students and 2 faculty volunteers	AY 2020/2021 & annually	SPA Advisor
	Strategy 5C (iv): Provide greater coverage of DURP activities involving faculty and students in these areas	Number of publicized items involving the state chapter			Public Relations Staff
<i>Objective 5D: Work with local and state agencies in establishing internship and other opportunities for DURP and Urban Studies students.</i>	Strategy 5D (i): Create a roster of planning and planning related agencies where graduate and undergraduate students can receive relevant planning internship experience.	The Roster of agencies	Updated Roster	AY 2019/2020 & each semester	Staff
	Strategy 5D (ii): Expand the pool of agencies for student experiences and engagement	Roster of agencies	Updated Roster	AY 2019/2020 & each semester	Staff
	Strategy 5D (iii): Discuss with local area elected officials, planning and development agency managers, etc. about DURP facilitating community discussions.	DURP facilitate community meeting/discussion	One meeting/discussion	AY 2019/2020 & each semester	Chair
<i>Objective 5E: Facilitate "Brown Bag Speakers Luncheon" at least once during fall, spring and summer semesters where faculty, students,</i>	Strategy 5E (i): Host "Brown Bags" on relevant themes	Number of Brown Bag Luncheon held	Three Brown Bag Luncheon held (one as part of Planning Month)	AY 2019/2020 & each semester	SPA and Adviser Planning Month Coordinator
	Strategy 5E (ii): Invite local elected officials, planning and development agency managers, and municipal officials as guest speakers.	Number of Brown Bag Luncheon held with official guest speaker	One official as guest speaker	AY 2019/2020 & each semester	SPA and Adviser

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<i>elected officials, planning and development agency officials/managers will be invited to make presentations.</i>	Strategy 5E (iii): Disseminate information pertaining to these events.	Number of publications announcing the event	Posts on Facebook; JSU newsroom; Marqui on the 1 st floor of the Jackson Downtown Center	AY 2019/2020 & each semester	Public Relations Staff