Be the Change:
A Strategic Plan for

At James Madison University

2008–2013
Who are we?

Cast a glance at our logo to get a few clues! You will notice that it includes a spiral form. The spiral is one of the most basic shapes found in nature and one of the most ancient symbols of growth, change, and transformation. For the Mahatma Gandhi Center for Global Nonviolence it evokes the processes that lead outward, onward, and upward from conflict toward creativity and harmony.

At the Center, we are exploring the significance for the contemporary world of the great task Mahatma Gandhi set for himself and for all of us as an experiment and an actual experience. “My mission,” he said, “is to convert...the world to non-violence for regulating mutual relations, whether political, economic, social, or religious.”

Mission

To advance the understanding of, appreciation for, and practice of nonviolence.

Aspiration

A more just and peaceful world.

Core Values

In planning, setting priorities, and carrying out every aspect of its mission, the Center is guided by eight interdependent commitments:

- excellence in teaching, scholarship, research, and practice
- learning that emphasizes the individual and the interconnected nature of all human experience
- selfless engagement
- diversity of thought
- integrity in thought, word, and action
- respect among human beings and for the planet’s natural environment
- exercise of personal and social responsibility
- finding the ways to serve the welfare of all
Initial Tasks and Impact (2005–2008)

The Center was founded on March 4, 2005, and its initial tasks have been to:

- Offer an interdisciplinary and cross-cultural education on nonviolence
- Develop an interdisciplinary research foundation and a multifaceted integration of research, teaching, and practice
- Nurture mutual cooperation among colleges, universities, and institutes in the region and at a distance elsewhere in the world
- Enlist a new category of donors, not previously identified by the University, for its programs

The Center has already had a significant impact both at Madison and beyond. It functions as a global nonviolence hub, a quiet place for individual research that also hums with intellectual interaction, collaborative endeavors both internal and external, and public participation. In these ways and more, the Center contributes to the intellectual and creative life of the University and radiates new thinking across disciplines, into the classroom, and throughout the larger community.

Further, the Center fosters rich, vibrant learning opportunities for students by introducing them to the process by which research, scholarship, and creative work are produced and enabling their participation in that process, which is the key “value added” of a comprehensive research center.

The Center has developed an interdisciplinary research agenda in five broad areas with particular emphasis on scholarship that bridges theory and practical application:

1. Theories and critiques of Gandhi
2. Transnational and cross-cultural dimensions of Gandhi and his legacy and relevance
3. Nonviolent praxis through everyday modes of living
4. Alternative visions of nonviolent approaches to human relations and world affairs
5. Alternative moral and political theories

External fundraising for the Center has grown as a result of the leadership of the Board of Trustees—from just under $10,000 in 2006–2007 to over $90,000 in 2007–2008; while support from the Student Government Association and other student organizations at Madison has grown to just over $17,000.

The Center’s initial space allocation of 160 square feet in Sheldon Hall also has grown to four offices, a student study area, a workroom, a library, a conference room, and a guest sitting area occupying 2,090 square feet of the entire Cardinal House.
In recognition of the Center’s work:

1. The Student Government Association at the University unanimously passed a resolution on September 22, 2007 “honoring the Center.” The Student Body recognized the Center for “fulfilling [its] mission statement by spreading the words and ideas of...Mahatma Gandhi” and “to the betterment of the JMU community.”

2. The Government of India has presented a life-size bronze statue of Mahatma Gandhi as a gift to the University. The statue will be unveiled and dedicated in Fall 2008. This is the first time in the Commonwealth of Virginia that a Gandhi statue will be dedicated at an educational institution and the second in the United States.
Strengths and Challenges

The Center’s core strengths include:

- Excellent local, national, and international reputation for innovative and creative interdisciplinary and cross-cultural programs
- Strong student interest and involvement
- Visionary, innovative, passionate, and dedicated leadership
- Distinguished Advisory Board members (e.g., Nobel Laureates, former heads of state, and CEO’s of international corporations) from all five continents, thus strengthening the Center’s visibility and leadership role worldwide
- Distinguished Trustees with strong community involvement and connections
- Extensive network of scholars and institutions across five continents supporting the Center in its work
- Strong community interest and involvement

Challenges facing the Center include:

- Serving as a vibrant resource for nonviolence-related activities across the University
- Maintaining national and international reputation alongside service to the larger community
- Achieving stable financial foundation
- Communicating with constituencies in ways that clearly demonstrate the Center’s efforts and accomplishments
Goals (2008–2013)

The five-year period covered by this Strategic Plan seeks to take the Center to a new level by focusing on four goals as key to achieving its mission.

**GOAL 1: Education**
To provide educational experiences that transform the lives of students and give rise to the practice of nonviolence.

*Strategies:*
1. Strengthening existing programs and other opportunities for students
2. Developing new curricular and co-curricular opportunities that enhance teaching and practice of nonviolence

**GOAL 2: Research and Scholarship**
To advance research and the scholarly enterprise.

*Strategies:*
1. Enhancing existing programs and partnerships
2. Developing new programs of distinction (e.g., Masters in Global Nonviolence) toward national and international stature

**GOAL 3: Global Engagement**
To broaden the service mission to include stronger partnerships with external constituents and communities.

*Strategies:*
1. Enhancing existing opportunities for community involvement on and off campus
2. Creating relationship-building programs that serve key constituents

**GOAL 4: Financial Stability**
To achieve fiscal and financial stability.

*Strategies:*
1. Building a program endowment fund to a level that can support student and faculty research and programs
2. Endowing a named directorship to secure the future position of the Center at James Madison University
3. Building an operational endowment fund to a level that can support day-to-day activities
Critical Resources
The rate at which the Center accomplishes its strategic goals will be a function of its critical resources, including—in addition to its most critical resource, its director, board of trustees, and advisory board—a new level of financial investment by the University in the Center's work to supplement its external fundraising efforts.

Conclusion
This strategic plan, which is closely aligned with Madison's institutional priorities, articulates for the world community and for our constituents an understanding of who we are, what we do, and the values by which we define ourselves. It articulates as well our ambitious mission, four goals we believe we must meet in order to achieve that mission.

The plan does not reflect everything that the Center hopes to do over the next five years; nor does it represent an irrevocably fixed set of directives, since the planning process must be dynamic and adaptable. It will, however, serve as the framework according to which we will make difficult decisions, focus our resources, and thereby advance the Center's growing distinction as a research center of innovation and initiative.
Appendix A: Programs and Activities

- “Gandhi, Nonviolence, and Global Transformation” course
  See: www.jmu.edu/gandhicenter/teaching.shtml

- Global Nonviolence International Conference
  See: www.jmu.edu/gandhicenter/conferences.shtml

- Global Nonviolence Student Conference
  See: www.jmu.edu/gandhicenter/conferences.shtml

- Tolstoy Lecture Series in Global Nonviolence
  See: www.jmu.edu/gandhicenter/lectureseries.shtml

- Lecture on the History and Philosophy of Hinduism
  See: www.jmu.edu/gandhicenter/lectureseries.shtml

- Lecture on the History and Philosophy of Christianity
  See: www.jmu.edu/gandhicenter/lectureseries.shtml

- Student Internship Program
  See: www.jmu.edu/gandhicenter/internship.shtml

- Research Scholars Program
  See: www.jmu.edu/gandhicenter/researchscholars.shtml

- International Journal of Gandhi Studies
  See: www.jmu.edu/gandhicenter/journal.shtml

- Working Papers Series
  See: www.jmu.edu/gandhicenter/workingpapers.shtml

- Project Gandhiana: An Initiative to Put Online the Writings of Mahatma Gandhi
  See: www.jmu.edu/gandhicenter/gandhiwritings.shtml

- Drawing Peace: A Worldwide Children’s Art Contest
  See: www.jmu.edu/gandhicenter/artcontest.shtml

- Gandhi-King Prison Initiative: An Essay Contest
  See: www.jmu.edu/gandhicenter/prisoninitiative.shtml

- Children Summer Camp on Nonviolence
  See: www.jmu.edu/gandhicenter/summercamp.shtml

- A program of Exhibitions
  See: www.jmu.edu/gandhicenter/exhibitions.shtml

- Mahatma Gandhi Global Nonviolence Award
  See: www.jmu.edu/gandhicenter/humanitarianaward.shtml

- Martin Luther and Coretta Scott King Library
  See: www.jmu.edu/gandhicenter/library.shtml

- International Academy of Gandhi Studies
  See: www.jmu.edu/gandhicenter/academy.shtml

- Global Nonviolence Club
  See: www.jmu.edu/gandhicenter/studentclub.shtml

- JMU India Summer Program
  See: www.jmu.edu/international/abroad/jmu_india/index.shtml
## Programs and Activities continued…

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Appendix B: Student and Community Participation

From its beginnings in 2005, there has been a strong student and community interest and involvement in the Center’s programs. Nearly 7,000 students and the larger community have participated in its programs, which have been reported in the local print media, and over 300 volunteers have provided invaluable support.

Several thousands have examined its two, one-month long exhibitions displayed in the main lobby of the University library.

In addition, over 7,500 people, including the Ambassador of India to the United States, Secretary of Commonwealth of Virginia, state senators, local city and county government officials, and university presidents (Blue Ridge Community College, Bridgewater College, Eastern Mennonite University, Shenandoah University, and Virginia International University), attended the inaugural Mahatma Gandhi Global Nonviolence Award public ceremony held on September 21, 2007, the International Day of Peace. The award was bestowed upon the Most Rev. Desmond Tutu, Anglican Archbishop emeritus of Cape Town, South Africa and a Nobel Peace Laureate known for his work in ending apartheid.

The event was reported widely in the local, national, and international media, both print and broadcast. University President Dr. Linwood H. Rose has recognized that this “was the most successful ‘academic’ event at the university probably ever,” and University Provost Dr. Douglas T. Brown has recognized that this “was a most outstanding event. The impact on the community and our students (from many colleges and universities) was impressive, to say the least.”
Appendix C: Indicators of Progress

In each year of the 2008–2013 planning period, the Center will look to a number of indicators to measure our progress toward achieving the goals articulated in this strategic plan. These indicators are not intended to evaluate every initiative described in the plan. Nor are they intended to stand-alone; we also will monitor other measures. However, these indicators will provide an annual snapshot of our overall progress and institutional health.

**EDUCATION**

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<th>Indicator</th>
<th>Target</th>
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<td>1. Number of students involved and participated</td>
<td>Increase participation to 15,000 students over the next five years</td>
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<td>2. Assessment of learning outcomes</td>
<td>Satisfaction ratings of students; positive change in attitudes will have been demonstrated</td>
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**RESEARCH AND SCHOLARSHIP**

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<th>Indicator</th>
<th>Target</th>
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<tr>
<td>1. Scholarly works published and cited in peer-reviewed publications</td>
<td>Increase in the number of publications annually</td>
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<tr>
<td>2. Number and quality of partnerships and engagements involving research and scholarship</td>
<td>Increase partnerships with scholars and institutions worldwide</td>
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**GLOBAL ENGAGEMENT**

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<th>Indicator</th>
<th>Target</th>
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<td>1. Number of community members involved and participated</td>
<td>Increase participation to 5,000 people over the next five years</td>
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<td>2. Surveys of Constituents</td>
<td>Positive change in attitudes and perceptions will have been demonstrated</td>
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<tr>
<td>3. Number and quality of partnerships and engagements with public constituencies</td>
<td>Increase partnerships with constituents</td>
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**FINANCIAL STABILITY**

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<th>Indicator</th>
<th>Target</th>
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<tr>
<td>1. Philanthropic and corporate support (both number of contributors and dollars contributed)</td>
<td>Increase annual gift productivity through the Development Office</td>
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Further, the following actions will be taken to ensure that significant progress is being made toward achieving the Strategic Plan:

1. Specific, measurable, yet realistic objectives will be developed each year for all initiatives.
2. Criteria for quality and success will be established for every initiative.
3. Detailed plans for the assessment or evaluation of all initiatives will be developed and implemented. Assessments and evaluations will include appropriate learning measures, surveys of constituents, and financial analyses.
4. Assessment or evaluation results will be utilized annually to modify existing initiatives.