



STRATEGIC PLAN 2005-2006

Characteristic

1. The university will be a diverse community whose members share a common JMU experience.

Vision

Our graduates will work and live in diverse settings. Prospects for their success as educated and enlightened citizens are enhanced by exposure to different perspectives, different interpretations and different points of view. What we value and believe, and what we hold to be true and factual, is best confirmed by the test of other's opinions and thoughtful consideration. Diversity enriches the educational experience and promotes growth.

Goal

To offer a richer educational experience for our students by establishing a critical mass of underrepresented populations among the faculty, staff and students.

2008 Performance Indicators

- ♣ Comments from underrepresented groups will indicate that the campus is inviting and accepting.
- ♣ The number of international students will increase from 189 to 250-300.
- ♣ A critical mass of underrepresented students will be attained.
- ♣ A critical mass of full-time faculty and staff who are from underrepresented groups will be attained.
- ♣ The diversity characteristic plan will be implemented.
- ♣ Positive change in the attitude and perception regarding multicultural issues will be demonstrated.

2005-2006 Initiatives

- ♣ Develop a stronger connection for recruiting employees in the local racial/ethnic minority community.
- ♣ Develop a graduate program in Global Studies/International Relations/Public Policy.
- ♣ Generate more opportunities within General Education for students to learn about other cultures, languages and societies.
- ♣ Establish and implement recommendations from the colleges and divisional Diversity Councils.
- ♣ Develop a database of prospective minority faculty.
- ♣ Develop criteria of the Presidential Awards for efforts toward diversifying JMU.

- ♣ Create and implement minority recruitment strategies in each division.
- ♣ Develop and implement a recruitment plan for out-of-state minority and underrepresented students.
- ♣ Develop initiatives and programs to enhance the multicultural competence of full time faculty and staff.
- ♣ Diversify staff and create a welcoming and inclusive environment.
- ♣ Broaden university awareness and commitment to the diversity initiative.
- ♣ Develop mechanisms to attract and recruit more underrepresented students.

2004-2005 Major Accomplishments

- ♣ The directors for the Centennial Scholars Program and Professor in Residence program have been selected and each program has been developed.
- ♣ A Richmond recruiter for undergraduate admissions has been selected.
- ♣ Diversity councils have been established in all divisions.
- ♣ Strategic alliances have been made with Partnership for the Future in Richmond and with the Preparing Future Faculty program at Howard University.
- ♣ The percentage of minority students in the 2005 freshman class has increased 58 percent from 2004.
- ♣ The number of African-American first year students in 2005 increased by 91 from 2004.
- ♣ New academic programs were identified which should attract underrepresented populations and meet employment demands.
- ♣ New credit experiences were provided in Malta, Perugia, Trinidad/Tobago, Germany and the Netherlands.
- ♣ A new JMUIJobLink was implemented to increase access for minority applicants.
- ♣ A new strategic marketing plan for targeting racial minorities in Harrisonburg and Rockingham County was established.
- ♣ The number of minority faculty increased by 7 from 2004.
- ♣ Increased minority staff from 23 in 2004 to 32 in 2005.
- ♣ IMPACT³ – the university’s major professional development program for teaching and A/P faculty – included two diversity immersion experiences at Howard University and in Hopewell, Ohio.

Characteristic

2. The university will enhance and diversify funding sources to achieve initiatives campus-wide.

Vision

To provide the best learning experience for our students we must increase state funding to a level at least comparable to our peers. To achieve our institutional aspirations we must diversify revenue sources to reduce our dependence on the commonwealth and provide enhanced flexibility in our funding decisions.

Goal

To attain base adequacy, fund and construct or renovate “justified” facility needs, and diversify the revenue profile.

2008 Performance Indicators

- ♣ State appropriations, grants and contracts as a percentage of total current revenues will increase from 28.4 percent to 30 percent.
- ♣ General fund appropriations will increase from 24 percent to 27 percent.
- ♣ JMU general fund appropriation as a percentage of total education and general appropriation will increase from 43.3 percent to 46.7 percent.
- ♣ Education and general appropriations per full-time enrolled student will increase from \$8,266 to being fully funded (currently \$10,166).
- ♣ Fair market value of the endowment will increase from nearly \$24 million to one-third of the education and general operating budget (currently \$47 million).
- ♣ University funding received through the JMU Office of Sponsored Programs will increase annually to \$35 million.
- ♣ Total annual education and general funding will be equal to or exceed the level indicated by the Virginia General Assembly’s funding model.
- ♣ Non-fee revenue in auxiliary operations will increase to \$16,818,567 (currently \$15,853,113).
- ♣ Private gift revenue will increase by 100 percent over 2004-2005.

2005-2006 Initiatives

- ♣ Approve an annual educational and general operating budget of 11.3 percent over 2004-2005.
- ♣ Complete the six-year capital budget plan per instructions and processes issued by the Commonwealth to request funding for future capital improvements which include
 - ♣ Center for the Arts & Music Recital Hall planning and construction: \$60,708,900
 - ♣ Edith J. Carrier Arboretum Building planning and construction: \$600,000
- ♣ Other projects include
 - ♣ Rockingham Memorial Hospital acquisition: \$50,600,000
 - ♣ Harrisonburg High School lease: \$7,500,000
- ♣ Increase private support by 50 percent, from \$6.6 million in 2004-2005 to \$10 million in 2005-2006.
- ♣ Increase the number of Sponsored Research proposals by 50 (10 percent) during 2004-2005.
- ♣ Increase the dollar amount of awarded Sponsored Research Program proposals by \$2.5 million (10-12%) over 2004-2005.
- ♣ Increase conference sales by 43 percent over 2004-2005.
- ♣ Increase corporate sponsorship contract values from \$234,000 (cash) to \$400,000 and \$140,000 (trade) to \$200,000 during FY 06.

2004-2005 Major Accomplishments

- ♣ The tax reform and budget bill passed by the General Assembly granted JMU a \$16 million increase in education and general funding over the past year.

- ♣ Non-fee revenue in auxiliary operations increased by approximately \$1 million over the previous year.
- ♣ Capital outlay planning and construction funds provided for the completion of the Plecker Athletic Performance Center, Harrison Hall and Annex, and the Physics/Chemistry building (CISAT A3a).
- ♣ Budget increases were obtained for academic instruction and support (\$1.7 million), operations (\$1.8 million), Memorial Hall (high school) lease and operating (\$1.6 million), new facilities (\$786,000), financial aid (\$554,000), and the library (\$500,000).

Characteristic

3. The university will develop broad-based financial support and involvement among alumni, parents and friends.

Vision

Alumni, parents, employers and others report enthusiasm with and respect for the university. These groups are likely supporters and contributors to the financial needs of the institution if properly cultivated.

Goal

To complete a \$50 million capital campaign in 2008, the university's centennial year.

2008 Performance Indicators

- ♣ Gift commitments will reach 125 percent of cash receipts.
- ♣ Gift and new pledge receipts will increase from nearly \$7 million to \$15 million.
- ♣ The endowment value will be on target to equal 100 percent of JMU's annual operating budget.
- ♣ Capital campaign financial goals will be reached.
- ♣ Planned giving inventory will be \$100 million by fiscal year 2008.
- ♣ Corporate/foundation giving will increase to \$3 million by fiscal year 2008.
- ♣ Alumni undergraduate participation rates will increase to put JMU in the top fourth of our peer group.
- ♣ Total private gifts per full time enrolled student will increase from \$337 in fiscal year 2003 to our peer group's average in fiscal year 2007.

2005-2006 Initiatives

- ♣ Construct a five-year development plan for each college together with financial targets for each year beginning in 2005 through 2010.
- ♣ Increase annual unrestricted contributions for the Duke Club during FY 06 by 10 percent over final dollars raised by June 30, 2005.
- ♣ Increase Annual Fund by 10 percent over 2004-2005 from \$2.7 million to \$3 million.
- ♣ Create a 20 percent increase of participation for each division over 2004-2005 for the Annual Fund campaign.

- ♣ Increase new dollar commitments by 50 percent over 2004-2005 from \$6.6 million to \$9.9 million. Engage students, faculty, administration and staff in creating a fundraising culture.
- ♣ Increase total private gifts per full-time enrolled student from \$337 in fiscal year 2003 to our peer group's average in fiscal year 2008.

2004-2005 Major Accomplishments

- ♣ The endowment value has increased from \$28 million to \$34 million in the last year.
- ♣ Alumni participation in private fund raising has increased from 9 percent to 12 percent.
- ♣ Among its peers, JMU rose significantly in:
 - ♣ Total private gifts raised, from 13th in FY 03 to 9th in FY 04.
 - ♣ Total private gifts raised per FTE, from 16th to 12th.
 - ♣ Average alumni gifts, from 11th to 8th.
- ♣ Major reorganization of University Advancement has been nearly completed; 50 percent of Advancement staff are new or are in new positions.
- ♣ Efforts to increase private giving from faculty and staff were significantly increased. The current level is 15 percent.
- ♣ Strategic plans for development activity within each college have been established. A number of liaisons between colleges and Advancement have been selected.

Characteristic

4. The university will offer graduate programs of distinction.

Vision

While our principal focus will remain on the undergraduate experience, a small cadre of nationally distinctive graduate programs will enhance the reputation of the university and attract faculty and students of the highest caliber.

Goal

To establish six to eight programs that are recognized as nationally prominent.

2008 Performance Indicators

- ♣ Media coverage of these programs will be predominantly national in scope and highlight the faculty and/or programmatic activity and its benefits to the commonwealth and the nation. Articles will appear in major media outlets (e.g., Washington Post, New York Times, Wall Street Journal).
- ♣ Participation of faculty in major national conferences and other national venues (such as the media presentations) will be comparable to nationally recognized programs. National media coverage of program activities will be significantly greater than that of other programs in the university, consequently helping to define the image of the university.
- ♣ National recognition of programs will be received by professional societies.
- ♣ National rankings in both the popular media and in professional organizations/journals will be in the upper 15 percent of programs.

- ♣ Annual publication and grant activity will be 20 percent over the previous year or in the top 20 of national standards.
- ♣ Ten nationally prominent faculty members, at least one in each program, will be recruited in order to enhance the research, teaching and/or service dimension of our distinguished programs.
- ♣ Six to eight programs will be formally identified to form a core of nationally prominent programs.

2005-2006 Initiatives

- ♣ Promulgate guidelines that distinguish programs of distinction from the other graduate programs at the university. Clearly communicate these guidelines to program coordinators and faculty.
- ♣ Increase research funding for graduate programs of distinction by \$1 million.
- ♣ Establish one chair in a graduate program of distinction.
- ♣ Complete final identification of all programs of distinction to be included in the 2008 performance review.
- ♣ Support the School of Music as it finalizes a proposal for D.M.A. Provide a curriculum review and initiate a marketing plan to attract the first class of students to enter the university in 2006.
- ♣ Recruit six nationally recognized faculty; one in each college.
- ♣ Conduct assessment of facilities and equipment needs to support graduate programs of distinction.
- ♣ Create alliances with businesses and government for strategic partnerships.

2004-2005 Major Accomplishments

- ♣ The following graduate programs of distinction have been identified:
 - ♣ Speech Pathology Ph.D.
 - ♣ Hearing Disorders Ph.D/Au.D.
 - ♣ Combined-Integrated Doctoral Program in Clinical and School Psychology Psy.D.
 - ♣ Assessment and Measurement Ph.D.
 - ♣ Information Security M.B.A. and M.S.
 - ♣ D.M.A. in Music (Being reviewed for inclusion)
- ♣ Communication Sciences and Disorders was identified as a focus point for recruiting a nationally known researcher.
- ♣ Guidelines for graduate programs of distinction have been completed and distributed throughout the campus.

Characteristic

5. The university's strength is in its people and we will invest in both professional development and instructional innovation and excellence.

Vision

We value the talents and contributions of our employees and want to assist in their professional development. The quality of the learning and service environment is determined primarily by the knowledge and skills of our faculty and staff; thus, any efforts to enhance the quality of the collegiate experience must be grounded in the continued development of our employees.

Goal

To fully enable our people to realize their potential in pursuit of the university's mission.

2008 Performance Indicators

- ♣ A well-defined faculty leave program will be developed.
- ♣ Faculty and staff will report positive perceptions about the learning/training environment.
- ♣ A teaching/learning center will be established.
- ♣ Leadership training will be available to all supervisors.
- ♣ A recommended minimum training hour requirement for all employees will be established.
- ♣ The professional development of all employees will be recorded.
- ♣ A comprehensive training program will be offered to meet the differing needs of our university population.
- ♣ IMPACT³ will become a very successful, sought-after leadership program.
- ♣ The importance of training throughout the entire university will be elevated.
- ♣ Three percent of the personnel budget will be expended on training.

2005-2006 Initiatives

- ♣ Implement the faculty development program by providing increased opportunities for training in areas of interest to faculty at all stages of their career.
- ♣ Begin formal planning for a Teaching/Learning Center to be incorporated in the new library. Seek external funding for this center.
- ♣ Enhance research and grant acquisition skills for faculty, students and staff development, especially in the following focused program areas:
 - ♣ Biotechnology/Bioinformatics
 - ♣ Nanotechnology/Advanced Materials
 - ♣ Homeland Defense/Security Infrastructure and Information Assurance (IIIA)
- ♣ Deliver a university finance training program for members of the university community that will result in a certificate attesting proficiency in basic university fiscal activity.
- ♣ Incorporate professional development into all employee performance expectations and create a professional development planning document.
- ♣ Draft a comprehensive professional development plan for classified staff and A/P faculty.
- ♣ Invite IMPACT³ cohort in the spring so that they can schedule and better plan activities. Include some AVP-level participants and evaluate effectiveness for a potential cohort made up of all AVPs.

- ♣ Increase expenditure on development and training for faculty and staff by 10 percent or \$226,657.

2004-2005 Major Accomplishments

- ♣ The Faculty Development Program has been increased by 100 percent during the 2004-2005 academic year. A wide range of faculty workshops were provided in areas of curriculum, research, teaching methodology and professional development tailored to meet the needs of specific faculty groups.
- ♣ Formal planning was undertaken for the Teaching Learning Center during the 2004-2005 academic year.
- ♣ IMPACT³ was substantially improved. One major improvement was the addition of a Spring Break service trip. The second cohort completed the year-long leadership program.
- ♣ A full-time Director of Training was hired in May 2004.

Characteristic

6. The university will involve the entire campus community in a well-defined, consistently-used and commonly-understood process for planning and decision-making.

Vision

Communicating clear messages in organizations as large as JMU is always a challenge, but we realize that a common understanding of our goals and a personal sense of participation regarding institutional direction is a necessary ingredient for our success.

Goal

To have a planned future based on shared values and beliefs guided by the involvement of the university community.

2008 Performance Indicators

- ♣ A simplified but effective process will be consistently used.
- ♣ Faculty and staff at all levels will be involved or, at least, have the opportunity to be involved.
- ♣ Faculty and staff at all levels will indicate that they understand and are aware of the planning process, the goals and how they are used in decision making.
- ♣ Defining characteristics will drive unit planning efforts.

2005-2006 Initiatives

- ♣ Offer workshops on the following topics: writing quarterly objectives, using the Planning Database, understanding types of evaluations and using results. Expand employee training sessions on the university planning process.
- ♣ Establish the process for planning beyond the Centennial.
- ♣ Create and implement a communication strategy that will be used each year and will ensure consistent and comprehensive communication about strategic planning to the university.
- ♣ Provide updated strategic plan information to assist individual units in objective creation and implementation to reach centennial aspirations.

- ♣ Provide useful, accurate and timely information to administrators, faculty and staff through the creation, deployment and analyses of major university surveys and requested surveys for program reviews, evaluations and major policy questions.

2004-2005 Major Accomplishments

- ♣ Six planning priorities were adopted and communicated to the university community.
- ♣ The 2004-2005 Strategic Plan was completed. It was comprised of objectives, progress toward the objectives and performance indicators.
- ♣ All academic department heads and directors are using the Planning Database.
- ♣ New deadlines for entering objectives into the Planning Database were established to ensure objective completion preceded budget preparation deadlines.
- ♣ A presidential/VP retreat was held to look at gaps in strategic emphasis areas and create new objectives to address the gaps.