

# Academic Affairs Strategic Goals and Objectives

**AA Goal 1.** There is a broad consensus that our future as a national university hinges on the establishment of a distinctive, JMU blend of liberal arts, research and professional education.

JMU Objective 1:  
JMU Goals: 3A, 4A, 4C, 6A, 6B, 6C

1. Create innovative academic programming and strengthen inclusive academic supports to encourage exploration, enhance student success and academic excellence, and prepare students to contribute to a dynamic society
  - 1-1. Develop and sustain new, high quality academic offerings (majors, minors, certificates) at the undergraduate and graduate levels that meet commonwealth needs and serve student interests
  - 1-2. Develop infrastructure, policies and expertise to provide a range of options for degree completion for undergraduate and graduate students, e.g. flexible scheduling, varieties of course modality
  - 1-3. Build a sustainable advising framework and systems that strengthen transfer student support, first-year transitions, and exploratory and pre-professional pathways
  - 1-4. Develop Early Success / Early Alerts program to increase retention, engagement and degree completion for all students
  - 1-5. Develop comprehensive student mentoring, academic coaching and other academic supports for undergraduate and graduate students
  - 1-6. Expand internship, cooperative/early career and class offerings for undergraduate and graduate students to increase workforce readiness

JMU Objective 2:  
JMU Goals: 1B, 3C

2. Support and ensure competitiveness and sustainability of JMU's graduate enterprise
  - 2-1. Analyze existing support structure for graduate students, programs and faculty
  - 2-2. Prioritize and strategically grow support structure to ensure:
    - Competitiveness and sustainability of the eight research doctoral programs
    - Adequate and efficient use of assistantship (tuition and stipend) budgets
    - Competitive graduate assistantship award amounts
    - Adequate auxiliary support such as housing, health insurance, graduate student instructor parking, etc.
    - Adequate Graduate School and program-level administrative support for all graduate programs
    - Sufficient faculty hiring for optimal doctoral program staffing, including sustainable course loads for doctoral faculty
  - 2-3. Strategic development of new doctoral programs with sufficient resources to address needs of the Commonwealth of Virginia

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JMU Objective 3:  
JMU Goals: 1B, 4C

## 3. Support and expand JMU's research and scholarship support infrastructure

3-1. Analyze existing research support for faculty; prioritize and strategically grow these supports

- Startup funds at hire, including course releases or stipends
- Travel funds
- Educational leave
- Internal funded grants and awards - unit, college or university-wide
- Ad hoc grants and awards (CGE funding for travel, support from centers (e.g. AAAD, CCE, etc.)
- Competitive awards (Diversity Curriculum Grants, Senate mini-grants, etc.)
- Externally funded but centrally managed grants and awards (4-VA, etc.)

3-2. Analyze staffing levels for Libraries faculty, instructional faculty, and support staff; prioritize and strategically grow staffing

3-3. Analyze, prioritize and strategically grow research resources including databases, collections and academic software

3-4. Increase total research expenditures as reported through the National Science Foundation (NSF) Higher Education Research & Development Survey (HERD)

JMU Objective 4:  
JMU Goals: 3C, 4D, 8D

## 4. Pursue renewal of JMU's core curriculum (General Education) to provide all undergraduates with a high-quality liberal education program

4-1. Use the 2021-22 APR to develop recommendations for revising and renewing JMU's core curriculum to better incorporate contemporary expectations for the liberal arts and sciences

4-2. Expand communication and messaging about the General Education program's role in JMU's unique blend of liberal arts, research and professional education

4-3. Analyze staffing levels needed to meet SCHEV base adequacy guidelines; strategically grow full-time instructional positions to support the instructional needs of our core curriculum

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AA Goal 2. The Academic Affairs *Anti-Racist and Anti-Discrimination Agenda* is fully articulated, resourced and implemented so that it will drive all other strategic goals.

1. Pursue strategic activities identified by DEI leaders to support our continued transformation toward a more diverse, equitable and inclusive environment

## Areas of Strategic Focus

### Student Success

- Increase participation of BIPOC students in academic unit, department and college events
- Support work that reviews and influences curriculum to reduce inequities
- Work to increase BIPOC student retention

### Community & Climate

- Create student and community DEI outreach at the college level
- Develop DEI programming within and for the community
- Develop formal programs for improving student experiences

### Faculty

- Recruit and retain diverse faculty and staff
- Provide mentoring for diverse faculty including peer-to-peer

### Curriculum

- Conduct data-focused curriculum audits
- Implement DEI-focused summer curriculum grants
- Develop DEI-specific curriculum options

### Research

- Increase research support for diverse faculty and students as well as for diverse topics
- Create equitable and inclusive research communities

### Policy & Procedures

- Create sustainable paths for dedicated DEI personnel beyond faculty
- Review academic unit and college-level annual and P&T review criteria
- Re-evaluate existing curriculum policies
- Conduct systems audit

### Other

- Increase enrollment of BIPOC students
- Develop partnerships within and outside of JMU

### Resources

- Prioritize DEI financial resources at the college level
- Re-think current funding models for research and curricular programming

2. The percentage of AA employees and full-time faculty who identify as BIPOC or as Multiracial will increase annually (part of university dashboard)

JMU Objective 1:  
JMU Goals: 2A, 2B, 2F, 2G

JMU Objective 2:  
JMU Goals: 2A, 2B

# Academic Affairs Strategic Goals and Objectives

**AA Goal 3.** Academic Affairs uses the division's expertise and experience gained in the pandemic and beyond to learn, grow and innovate together in order to positively impact the world.

JMU Objective 1:  
JMU Goal: 1C, 3F,  
3G, 7A

1. Expand community engagement by growing reciprocal partnerships and funding to enhance student learning opportunities and prepare students for the workforce

JMU Objective 2:  
JMU Goal: 3E, 10E, 10F

2. Develop JMU's online capacity, presence and expertise
  - 2-1. Build on JMU's prior investments in online policy and instructional practice
  - 2-2. Apply market research to decision-making around new areas of investment
  - 2.3. Integrate expertise across academic disciplines, course design, IT and educational technology, digital content and collections, and other relevant areas
  - 2.4. Highlight the potential transformational power of hybrid and online learning for students, JMU and partners across the commonwealth, with attention to the Online Virginia Network

JMU Objective 3  
JMU Goal: 2C, 3B, 3C,  
3E, 4B, 4D, 6A

3. Broaden worldviews and promote global understanding by cultivating, facilitating and supporting global engagement at home and abroad
  - 3-1. Create transformative international experiences through teaching and learning, partnerships and research, study abroad, virtual exchange, and meaningful engagement with and a welcoming environment for international students and scholars
  - 3-2. Integrate cross-cultural perspectives and experiences into curricula and campus culture to develop globally competent students, faculty and staff