

## ACADEMIC COUNCIL STRATEGIC PLAN 2018-2021

### MISSION (our purpose)

We collaboratively lead our academic community through advocacy, stewardship and setting strategic direction to advance academic excellence.

### VALUES (our beliefs that inform our decision making and culture)

CORE VALUE	ACADEMIC COUNCIL DESCRIPTION OF THE CORE VALUE	SAMPLE BEHAVIORS or ACTIONS or ACTIVITIES THAT DEMONSTRATE ADHERENCE TO THE CORE VALUE
Inclusivity	Valuing multiple identities, standpoints and perspectives within our communities. Affording opportunities for all to offer contributions that enhance collective wisdom and decision-making.	<ul style="list-style-type: none"> <li>We seek to increase the diversity of faculty, students and staff across the division.</li> <li>We foster an academic environment that supports diverse faculty, staff and students.</li> <li>We ensure decisions are reflective of input provided by individuals and groups representing differing perspectives and backgrounds.</li> </ul>
Intentionality	Acting with purpose in pursuit of shared educational outcomes within the university, now and into the future.	<ul style="list-style-type: none"> <li>We proactively pursue collaborative approaches to planning and making choices.</li> <li>We take the time to involve stakeholders in analysis, decision-making and implementation.</li> <li>We facilitate clear communication that involves listening as well as talking.</li> <li>We follow deliberative and informed processes to make decisions that reflect the best interests of the academic community.</li> </ul>
Innovation	Embracing the possibility that programs, processes and methods can change. Staying open to the evolution of ideas and perspectives that move us boldly forward as we encounter new challenges.	<ul style="list-style-type: none"> <li>We reflect upon our practices to understand their origins and effectiveness.</li> <li>We adopt forward-looking mindsets that inform our decision-making.</li> <li>We evaluate the impact of our decisions to inform our future direction.</li> <li>We model inventive problem solving by encouraging courageous and creative thinking.</li> <li>We accept that failure is an option we can learn from.</li> </ul>
Integrity	Fostering academic work that is grounded in ethical decision-making and considers individual and institutional needs.	<ul style="list-style-type: none"> <li>We are collegial, and we treat those with whom we work with honor, respect and civility.</li> <li>We are responsible stewards of institutional resources.</li> <li>We acknowledge the complexity and interrelatedness of the institution.</li> <li>We are guided by policies and best practices in all decisions.</li> <li>We strive for open collaboration and candor.</li> <li>We stay informed on the issues that impact our positions as academics and campus leaders in higher education.</li> </ul>

### VISION (what we aspire to accomplish)

To be transformative academic leaders charting the course for the university of the future.

### GOALS (what we must accomplish to achieve the vision)

PRIMACY	ACADEMIC EXPERIENCES	RESOURCES	COMMUNICATION
Academic Council is recognized as central to setting academic priorities and to driving university-level decisions.	Academic Council strategically fosters innovative, engaging and transformative academic experiences.	Academic Council has a defined and well-understood role in resource acquisition and allocation, established through regular and collaborative processes that align resources, vision and strategic goals.	Academic Council ensures effective, dynamic and multi-pronged communication that includes and connects Academic Affairs and the university community.

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### ACTION (what we must do to accomplish the goals)

REF #	STRATEGIC GOAL	ACTION	PERSON RESPONSIBLE	DUE DATE	RESOURCES REQUIRED & NOTES
1	Primacy	Develop processes for regular two-way engagement with academic unit heads , including requesting input in setting academic priorities and aligning academic work.	-Marilyn Johnson -Dean's Council	-Process in place by 5/19	-Temporary administrative assistance required
2	Primacy	Develop the AA Strategic Plan	-Rick Larson	May 2019	-Rick will propose an approach with timing to be approved or modified by Academic Council
3	Primacy & Communication	Host regular interactions with the president and senior leadership team.	-Heather Coltman -Yvonne Miller	-On-going -Begin by 8/18	-Begin within once per semester and then adjust as needed. -Consider breakfast or lunch meeting. -Consider meeting with each VP individually. -Create agendas with input from Deans and VP's. -Consider rotating the meeting guests. -It is preferred that everyone be present. (this is not instead of a meeting with the president, in addition to)
4	Primacy & Communication	Collaboratively create and execute an Academic Council agenda for each semester that focuses on being proactive and on charting the future for academics at JMU.	-Create a subcommittee, 1 college dean (Bob Kolvoord), 1 vice-provost (Linda Halpern) and 1 AC member (Melissa Lubin). (one year rotation)	Consider: -By 9/1 and 1/15 each year Or -Annually on 8/15	Send a Qualtrics survey once or twice per year to collect issues for the semester ranked by importance. Consider an April to August planning period for the coming year (due date would be 8/15 in this case).
5	Communication	Develop a plan for creating a culture of efficient, effective, and transparent communication that employs technologies as appropriate, by Dec. 2018.  -Communication amongst members of AC  -Communication from AC to the university (outside world?)	Bob Kolvoord Yvonne Miller  Chris provided the names of these people: 1. Lori Britt &/or Toni Whitfield 2. Jennifer Peaks-Mease 3. Tim Ball	Dec 2018	-Increased need to better use technology  (create an understood path of communication, create an identify for AC, we must communicate better with each other)  [Conduct a study and then determine how to respond]  -Consider adding a communication position  -Consider using Marketing Dept and School of Communication consultants
6	Academic Experiences	Develop a process for insuring we benchmark our activities against academic best practices and external factors influencing higher education.(external focus)  <i>Original wording: Develop a process for ensuring that we benchmark our activities against best practices.</i> (internal focus)  (Note wording on the Academic Experiences Goal above)	-Marilyn Johnson  (Perhaps a taskforce with Brad, Melissa, Herb Amato and others looking at best practices...could help identify resources and benchmarks.)	05/20	-Consider how we might elevate best practices for public relations and marketing purposes?  -Consider a working group and use the annual report process and tie findings to the APR.  This might inform responses on the Annual Report. (APR's are a way to look at best practices)
7	N/A	Determine how to make sure our practices are "industry standard" as an additional task.	-Jason McClain -Kristi Shackelford	On-going	-New position required -Develop a priority
8	Resources	Create opportunity for iterative input in resource allocation.  <i>(include: Effectively use and refine the budget initiative process piloted in 2018.)</i>	-Jason McClain	On-going  (need to know about any iterative changes by December prior to budget year)	Differentiate between new resources, on-going and reallocations
9	Resources	Establish clear collective authority for resource management within Academic Affairs.	Jason McClain	On-going	-Create a set of priorities for each semester.  -Who are the decision makers based on a particular topic and less be inclusive in considering this?  -Academic Resources may need additional staffing
10	Resources	Make enrollment and retention management decisions aligned with university mission and external realities.	-Meg Mulrooney -Jason McClain  (possibly someone with IR and Admissions)	On-going	-Requires new processes  -May need a new position to manage this  -The Univ needs an enrollment taskforce to consider all needs and trends (Michael Walsh)  -Consider how we grow new academic programs that create new pathways for students – we need to be nimble  -Help represent the AA position at larger meetings  -Academic associations have better information than SCHEV
11	Resources	Develop the future academic leadership.	-Sharon Lovell -Cynthia Bauerle (CFI)	On-going	-Succession planning -Administrative Development -Money for workshops, invites, consultants, etc. -Perhaps development of a plan with annual goals that could have a due date -identification of people takes time