Academic Affairs Strategic Goals and Objectives

Strategic 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 Goals: 3A, 4A, 6A ,6B, 6C	**Strategic G1/Objective 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.	**Subobjectives:** 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. Ensure Academic Program Reviews (APR) align with stated learning outcomes and include plans for improvement. 1-3. 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. 1-4. Build a sustainable advising framework and systems that strengthen transfer student support, first-year transitions, and exploratory and pre-professional pathways. 1-5. Develop Early Success / Early Alerts program to increase retention, engagement and degree completion for all students. 1-6. Develop comprehensive student mentoring, academic coaching and other academic supports for undergraduate and graduate students. 1-7. Expand internship, cooperative/early career and class offerings for undergraduate and graduate students to increase workforce readiness.	**Action Items and KPIs:** A. In AY 2022-23: a. We began requiring employability metrics at the earliest stage of submission for new programs (rather than the latter stages as in the past) to ensure new offerings are meeting the needs of the commonwealth and serving the interests of students. b. Faculty Affairs and Curriculum gathered benchmark data on the median time it takes for a curriculum proposal to move from Provost Leadership Team review to Board of Visitors approval. B. By the end of AY 2023-24, a second SCHEV liaison will be trained to ensure we are efficiently processing curriculum proposals. C. By the end of the AY 2023-24, we will: a. Adjust our APR guidance document to instruct programs to reflect more deeply on learning outcomes. b. Develop a summative report that documents plans for improvement and attention to learning outcomes across all APRs. D. Optimize the student to advisor ratio by college and program type measuring from a baseline of 2021-22. E. Optimize the student to advisor ratio by advisor type (primary and faculty) measuring from a baseline of 2021-22.

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F. Increase the first-year retention rate for all students and identified student groups measuring from a baseline of 2021-22.

G. Increase graduation rates for all students/identified student groups measuring from a baseline of 2021-22.

H. The Internship Task Force formed by the provost in Fall 2022 supports and guides the efforts of Academic Affairs to expand internship, cooperative/early career and class offerings that increase workforce readiness.
   a. During the fall 2022 semester, the ITF:
      i. Established subgroups to address its primary tasks:
         1. Defining and identifying existing work-based learning experiences at JMU.
         2. Interviewing students about their internship needs and experiences.
         3. Interfacing with employers about internships within their organizations.
         4. Contacting other institutions about how they define and support work-based learning experiences.
         5. Applying for grant support.
      ii. Members of the ITF presented on internships and the activities of the task force at the Board of Visitors meeting in November 2022.
   b. During the spring 2023 semester, the ITF:
      i. Tested and revised the new definition.
      ii. Finalized information about JMU work-based learning experiences (WBLE) practices.
      iii. Completed interviews and compiled information about peer institutions' practices.
      iv. Launched a snapshot survey to JMU students.
      v. Submitted a SCHEV VTOP grant application.

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			vi. Was renamed the "Work-based Learning Experience Task Force."

c. During the 2023-24 AY, the Work-based Learning Experience Task Force will:

i. Analyze the data gathered in the 22-23 AY more closely. Rank the institutions we have interviewed by various factors and see what can be learned by drilling down by size, public/private, etc. Draw any conclusions or identify patterns from demographic information (comparing public/private institutions, different sizes, different regions, etc.).

ii. Investigate Handshake Experiences module to see if a software system can be found or created that meets our process and reporting needs.

iii. Devise a single comprehensive annual survey to integrate practices used at institutions that see high response rates.

iv. Anticipate funding needs to support increased staff in Career Center and Office of the Registrar; increased student support for unpaid internship opportunities; compensation for coordinators across Academic Affairs.

v. Develop a system or committee for updating WBLE for-credit list for curricular accuracy.

vi. Develop communications campaign including workflows for employers, alumni, WBLE coordinators, faculty and staff, students.

vii. Develop a curriculum to teach students to connect what they are learning and doing in each class, each semester, to broaden skills and competencies and articulate this in their own language in conversations, emails, cover letters, etc.

Academic Affairs Strategic Goals and Objectives

JMU Goals: 1B, 3C	**Strategic G1/Objective 2:** Support and ensure competitiveness and sustainability of JMU's graduate enterprise.	**Subobjectives:** 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.	**KPIs:** A. At least 98% of graduate degree earners will have a positive career outcome within six months of graduating. (Primary Measure of University Strategic Priority #1)
JMU Goals: 1B, 4C	**Strategic G1/Objective 3:** Support and expand JMU's research and scholarship support infrastructure.	**Subobjectives:** 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	**KPI:** A. JMU research expenditures will increase by 5% annually as reported through the Higher Education Research and Development (HERD) Survey.

		- Ad hoc grants and awards (CGE funding for travel, support from centers (e.g., AAAD, CCE, etc.) - Competitive awards (Senate mini-grants, Inclusive Research and Pedagogies Seed Funds, 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 Goals: 3C, 4D, 8D	**Strategic G1/Objective 4:** Pursue renewal of JMU's core curriculum to provide all undergraduates with a high-quality General Education program.	**Subobjectives:**
		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.
			Action Items:
			A. In AY 2022-23, the Core Curriculum Appraisal Task Force (CCATF) was revised in response to faculty feedback. The Task Force established formal connections with the General Education Council and the Faculty Senate, delivered an initial faculty survey, and connected with faculty leadership in all JMU colleges.
			B. By the end of AY 2023-24, the Core Curriculum Appraisal Task Force will:
			  a. Facilitate broad discussions with faculty about preferences and priorities for general education renewal.
			  b. Provide summaries of feedback from faculty and other stakeholders to the campus community.

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			C. By the end of AY 2023-24, the Committee on Academic Programs (CAP) will:
			
			  a. Report on the adequacy of current JMU Curriculum and Instruction Processes for the consideration of General Education Renewal.
			
			  b. Propose additional processes for campus consideration of General Education renewal, if needed,
			
			D. During the summer of 2024, JMU will send a team to the Institute on General Education and Assessment (IGEA). The team (a majority of whom will be instructional faculty members) will be charged with identifying and proposing general education reforms aligned with the JMU and Academic Affairs Strategic Plans.
			
			E. During AY 2024-2025, the JMU IGEA team's recommendation will be considered by instructional faculty.

Academic Affairs Strategic Goals and Objectives

Strategic Goal 2: *Centering evidence-based anti-racist, anti-discriminatory and anti-harassment national best practices, Academic Affairs will foster an inclusive and evolving community that supports a thriving and supportive academic culture.*			

JMU Goals: 2A, 2B, 2E, 2F, 2G	**Strategic G2/Objective 1:**
	Progressively increase strategic activities within the following areas[1].
	• Institutional Structure
	• Policies and Procedures
	• Resource Allocation
	• Academic Equity and Student Success
	• Curriculum and Pedagogy
	• Hiring, Retention, and Promotion
	• Institutional Programming
	• Education/Training/Employee Development
	• Campus Climate/Culture
	• Admissions and Access
	
	1 National Association for Diversity Officers in Higher ED (2021).
		Subobjectives:
		N/A
			Action Items:
			A. In AY 2022-23, a data-driven reporting tool was developed which allowed Shared Equity Leaders to:
			  a. Enter data that reflected specific actions in support of each priority area, and
			  b. Indicated the level (basic, intermediate or advanced) of those efforts, using criteria established by the Strategic Initiatives and Global Affairs office in collaboration with the Shared Equity Leaders.
			B. By the end of AY 2023-24, establish college/unit baselines for each priority area identified from the data entered in the reporting tool and set future targets.
			C. By the end of AY 2024-25, develop measures to assess the impact of strategic activities.

Academic Affairs Strategic Goals and Objectives

Strategic G2/Objective 2:	Subobjectives:	Action Items:

Implement strategic activities that address discrimination, misconduct, harassment, adverse experiences, and promote mental wellness, as identified in the Climate Study and 2021 COACHE Survey, resulting in a more inclusive campus environment.	N/A	A. In response to the results of the Climate Study:
		
		   a. By the end of AY 2023-24, Academic Affairs will identify climate study themes centered in the division and will collaborate with academic leaders to plan and implement measures that address findings.
		
		B. In response to the results of the 2021 COACHE Survey:
		
		   a. In AY 2022-23, the Strategic Initiatives and Global Affairs office met with academic leaders to discuss and process 2021 COACHE Survey results.
		
		   b. By the end of AY 2023-24, the Strategic Initiatives and Global Affairs office and academic leaders will review progress toward addressing COACHE recommendations and will collaborate on a response to the COACHE recommendations.
		
		   c. By the end of the AY 2024-25, a new COACHE Survey will be completed.

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Strategic G2/Objective 3:
Actively recruit and retain instructional faculty, A&P faculty and staff, who represent our increasingly diverse student body, to foster a more inclusive community.
	Subobjectives:
	N/A
		Action Items:
		A. During AY 2022-23 and AY 2023-24, establish a culture of recruiting through the mentorship and guidance of search committees, creation of recruitment programs, and direct recruitment efforts.
		B. During AY 2022-23 and AY 2023-24:
		  a. University data will be used to understand retention rates of instructional faculty, A&P faculty, and staff.
		  b. The Strategic Initiatives and Global Affairs office will consult with HR to gain understanding of the exit interview process.
		C. The Strategic Initiatives and Global Affairs office will initiate efforts to identify and execute activities that address retention issues.

Strategic G2/Objective 4: Support the development of research and/or grant funded projects grounded in advancing diversity, equity, inclusion and social justice concepts.	Subobjectives: N/A	Action Items: A. In AY 2022-23, a seed fund was established to support the development of research that leads towards grant-funded projects. B. In AY 2022-23, a collaborative project with Research, Economic Development and Innovation was established that further supports research and grant productivity. C. By the end of AY 2023-2024, assess the impact of seed support to establish a baseline for further support and programming.

Academic Affairs Strategic Goals and Objectives

Strategic 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 Goal: 1C, 3F, 3G, 7A	Strategic G3/Objective 1:	Subobjectives:	Action Items and KPIs:

	Expand community engagement by growing reciprocal partnerships and funding to enhance student learning opportunities and prepare students for the workforce.	Expand economic and community engagement by growing reciprocal partnerships and funding to create opportunities that enhance student learning, workforce preparation, research and innovation, and quality of life in and beyond the Commonwealth.	A. In AY 2022-23, JMU will apply for the Association of Public and Land Grant Universities' (APLU) and University Economic Development Association's (UEDA) Innovation and Economic Prosperity (IEP) designation. In partnership with the University Economic Development Council (UEDC), Research, Economic Development and Innovation (REDI) will:
			
			  a. Catalog programs, activities and partnerships across the university that contribute to economic and community development.
			  b. Assess partner perceptions of institutional engagement in economic and community development.
			  c. Develop and maintain information and communication networks that support and enhance cross-unit and cross-division collaboration that supports economic and community engagement.
			  d. Prepare and submit JMU's application for the APLU IEP designation.
			
			B. Maintain existing and develop new mutually-beneficial partnerships.
			
			  a. Foster and grow existing partnerships with the Shenandoah Valley Partnership (SVP) and the Shenandoah Valley Technology Council (SVTC).

		b. Support new partnerships with the Northern Virginia Technology Council (NVTC) and the Virginia Talent and Opportunity Partnership (V-TOP).
		c. Informed by the catalog of existing programs, activities, and partnership (noted in item A.a. above), identify and support partnership expansion activities.
		C. Support, promote and reward scholarship, teaching and service activities with community and economic impact.
		D. In AY 2202-23, establish the mission, vision and strategic plan for the Office of Economic and Community Development within Research, Economic Development and Innovation.
		E. Support work-based learning and internship initiatives by partnering with the Work-based Learning Experience Task Force to enhance the number and quality of our students' work-based learning experiences.

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JMU Goal: 3E, 10E, 10F	**Strategic G3/Objective 2:** Develop JMU's online capacity, presence and expertise.	**Subobjectives:** 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.	**KPIs:** A. Increase the number of academic online programs measuring from a baseline of 2018-19. B. Increase the number of student enrollments in online programs measuring from a baseline of 2018-19.

Academic Affairs Strategic Goals and Objectives

Strategic G3/Objective 3:	**Subobjectives:**	**Action Items:**
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.	A. By the end of AY 2024-25, establish an evidence-based inventory of defined global engagement activities.
		a. Develop and adopt evidence-based model for data collection.
	3-2. Integrate cross-cultural perspectives and experiences into curricula and campus culture to develop globally competent students, faculty and staff.	B. Increase student and faculty participation in abroad activities and programs including virtual exchange, semester abroad, short term abroad programs and on-campus engagement in global experiences utilizing evidence-based practices and university data.
	3-3. Support international research to enhance JMU's reputation, to connect institutions across the globe, and to become a prominent hub for hosting and convening expertise and producing research.	C. By the end of AY 2023-24, enhance support for the internationalization of research in collaboration with Research, Economic Development and Innovation (REDI):
		a. Inventory current practices and resources dedicated to the internationalization of research.
		b. Develop policies and procedures for the internationalization of research.