

# The 2021 - 2023 Strategic Plan

*Student Academic Success and Enrollment Management*

*Academic Affairs*



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# The 2021-2023 Strategic Plan

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Fall 2021

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## Introduction

The purpose of this document is to articulate the strategic framework, focus areas, goals, and action items for the area of Student Academic Success and Enrollment Management (SASEM) within Academic Affairs at James Madison University (JMU). The Strategic Plan spans across two years and consists of four sections. First, the Mission, Vision, and Core Values. Second, the Strategic Context and Framework that support the foundation of this plan. Third, a list of SMART Goals with the action plans that describe the specific steps, key participants, and the completion dates that are needed to achieve each goal and represent the focus of the area's activities, and last, a dashboard summary of all the goals.

# Student Academic Success and Enrollment Management

## Mission

Our mission is to provide direction, opportunities, and resources that respond to the diverse needs of students for their academic success.

## Vision

To provide holistic and inclusive academic support services and programs that enhance student success through learning and exploration.

## Core Values

- **Learning:** Create an optimal learning environment that sparks curiosity and supports students' goals and professional development.
- **Partnership:** Develop and nurture partnerships and collaborations that support student success.
- **Belonging:** Create a culture that values everyone, welcomes divergent perspectives, and fosters community.
- **Equity:** Design and provide inclusive opportunities that are accessible and value diversity.
- **Quality:** Deliver high-quality and evidence-informed programs and services.

## Strategic Directions

### Strategic Direction #1: Enrollment Management

Create a common understanding of the enrollment management (EM), support the full student lifecycle, implement specific enrollment strategies, and assess the strategies on a regular basis for continuous improvement.

- Partner in the design and implementation of the strategic enrollment planning process
- Build reliable data environments, processes, and tools to support stakeholders
- Optimize scheduling and time to degree completion through the student lifecycle
- Incorporate inclusive excellence into all aspects of EM policy and practice
- Contribute to the institution's EM strategy and planning

### Strategic Direction #2: Student Success

Promote a culture of learning excellence, student development, educational satisfaction, curricular progression, academic persistence, and degree completion through partnerships that showcase the academic programs and support services at JMU.

- Utilization of data to inform student success interventions
- Support, expand, and establish professional and peer learning support and advising
- Provide clear sense of curricular mapping and build tools for the user groups
- Enhance and create curricular and academic support access points
- Address equity gaps in early success, recovery, and reentry programs and services



## National, State, and University Context

The landscape for institutions of higher education continues to change, which is why it is critically important for campus leaders to build strategic partnership and harness the support of all resources to support student success. Below are five topics that are relevant in the literature, which provide a context for how and why our team will continue to set and achieve the goals outlined in this document.

### Growing Accountability

Public institutions of higher education (colleges and universities) are being asked to define and demonstrate student success in and outside of the classroom. In many cases, core metrics such as enrollment, retention, graduation, and career placement are drafted by boards of regents and other governing bodies. Regional and national accreditors are placing greater emphasis on infusion of best practices in the curriculum and timely progress towards degrees. The consumer (parents and students) is demanding greater support services, higher commitment to quality, and a clearer articulation of how the degree leads to a career. (Daugterty, K.J. et al, 2013; Conner, T.W. and Rabovsky, T.M., 2011)

### Declining Public Funding

Historically, the state has subsidized the costs of public higher education. As a result of greater enrollment and demand, the state has found it exceedingly difficult to prioritize and sustain that support. Currently, the trend has been to reduce state funding, which forces public colleges and universities to off-set that income. They are forced to pass that investment on to the consumer by increasing enrollment, increasing tuition, adding related fees, offering new types of degrees, and transforming infrastructure. This trend tends to impact those who are already on societal margins such as ethnic minorities, first-generation enrolled, transfer students, and women, to name a few. (Mortenson, 2015; Seltzer, 2017)

### Increased Costs

The main reason why costs for higher education continue to rise, despite an era of relatively low inflation, is that a degree is classified as a service, not as a product. As product-orientated economies go down due to inexpensive labor, and new technologies in materials, the university degree is attained as a result of humans (instructors) providing service to other humans (students). The costs for services continue to rise because of increased labor costs such as compensation, health care, and other employee related expenses. As students require additional services, particularly those with less college knowledge and experience, more services are rendered contributing to a complex dilemma -- those who need *it* the most, get less of *it*. (Desrochers & Hurlburt, 2016)

### Shifting Student Demographic & Diversity, Equity, and Inclusiveness

The student population on college and university campuses will continue to shift and grow. According to the US Department of Education, Latinos (42%), African Americans (25%), Asian-pacific Islanders (20%) and whites (4%) are expected to grow. Much of the growth is among first-generation enrolled and transfer students (US Department of Education, 2016). The need for diversity, equity, and inclusivity practices by professionals and allies are needed more than ever

to engage the student body, create greater awareness, facilitate dialogue, and make the needed structural and curricular changes to best support the campus community as a whole (McNair, Mara Bensimon, & Malcom-Piqueux, 2020)

### Complexities of Health and Wellness

There is a reported increase in students with behavioral and mental health diagnoses in higher education. Many students enter college with a clinical diagnosis and participate in medical intervention. Other students are receiving new diagnoses while enrolled at some point in their college career. There is already a link between behavioral and mental conditions and poor academic health outcomes. Further complicating this phenomenon is another trend occurring parallel, which is the use of substances, often times highly addictive, and many times prescribed controlled substances. Research has shown that clinical depression and anxiety are both found to be highly prevalent among college enrolled students and depression was found to be a strong predictor of lower GPA. Other topics such as suicide ideation have not received as much attention in the research, yet trends suggest that suicide among college students is an increasingly important topic that will require further research. (De Luca, Franklin, Yueqi, Johnson, & Brownson, 2016; Arria, et al., 2012; Eisenberg, Goldberstein, & Hunt, 2009; Lipson & Eisenberg, 2013).

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## Strategic Framework

Academic Affairs embodies excellence and innovation in program and service delivery that builds a vibrant campus life while enlivening the University's four Strategic Priorities.

## JMU Strategic Priorities

In collaboration with our Area, Divisional, and campus partners, the Student Academic Success and Enrollment Management area of Academic Affairs will continue to focus on student access, completion, skill development, and career placement by emphasizing the following divisional priorities:

### Strategic Priority #1 - Being the Change at Work and in the World

We will be an innovative engine powering student lifelong learning and providing the skill sets and solutions that education, business, government and other constituents have come to expect from JMU as we are truly being the change.

### Strategic Priority #2 - Embracing Access, Inclusivity and Diversity

We will advance access and affordability for students from all backgrounds, and we will champion and foster a welcoming and inclusive environment for faculty, staff and students.

### Strategic Priority #3 - Attracting the Students of Tomorrow

Our approach to enrollment management will be visionary and innovative, astutely anticipating national demographic trends, meeting community needs and fueling Virginia's commitment to be the most well-educated state.

### Strategic Priority #4 - Recovering and Learning from COVID-19 in 2020-21 and Beyond

As we join our local and regional communities, the Commonwealth and nation in recovery from the impact of COVID-19, we will diligently restore systems and processes to optimum operation, improve policies and practices to prepare for future disruptions, and capitalize on continued innovation and new adaptations so that they become new-normal best practices.

## Academic Affairs Strategic Priorities

### Mission

We are an inclusive academic community committed to excellence in the pursuit and dissemination of knowledge. We advance intellectual and creative discovery through transformative learning experiences that positively impact our lives and communities.

### Vision

To achieve excellence as a national university that uniquely combines the qualities of a liberal arts and research institution where diverse faculty, staff and students are empowered to meet the challenges of our changing world ethically and equitably.

### Core Values

- **Academic Excellence** means we set ambitious goals and surpass them.
- **Collaboration** embraces the power and benefits of working together to achieve results.
- **Equity** means actively improving diversity, access, inclusion, and removing barriers.
- **Faculty and Staff Development** means we invest in our employees' well-being and life-long learning.
- **Integrity** means doing the right thing; **Transparency** means the context for those actions and decisions are made visible.
- **Stewardship** is the careful and ethical use of our human, financial, and environmental resources.

### Strategic Goal #1: National University

There is a broad consensus among Academic Affairs about the distinctive, JMU blend of liberal arts, research, and professional education.

### Strategic Goal #2: Anti-racist and Anti-discrimination Agenda

The Academic Affairs anti-racist and anti-discrimination agenda is fully articulated, resourced and implemented, and is the engine that drives all other strategic goals.

### Strategic Goal #3: Lessons Learned from the Pandemic

Academic Affairs uses the division's expertise and experience in the pandemic and beyond to learn, grow, and innovate.

## SMART Goals with Action Plans

### First Year Enrollment & Summer/Winter Sessions – Catherine Crummett (Assistant Vice Provost)

#### Action Plan for SMART Goal #1 – Course Optimization and Summer CHP

- JMU Goal: 6C - The university will streamline student progression to graduation regardless of the student’s entry point to the university.
- Academic Affairs Goal: #1
- SASEM: #1 Enrollment Management

By August 2023, in partnership with Academic Unit Heads, Summer Session leadership will increase the total undergraduate and graduate credit hour production. Success will be measured by an increase of 2% (744 CHP). The baseline is currently at 37,200 total CHP accounting across all sessions. This goal is relevant because an increase of CHP translated to increase revenue for the institution and supports the broader mission of the University.

Action Step	Key People	Target Date	Completed Date
Review summer schedule for needed courses.	Catherine	March 1, 2022	
Offer stipend opportunities for new course development.	Catherine, Unit Heads	February 1, 2022	
Market summer courses to the undergraduate population.	Catherine	April 15, 2022	
Conduct summer data analysis.	Catherine	August 15, 2022	
Review summer schedule for needed courses.	Catherine	March 1, 2023	
Offer stipend opportunities for new course development.	Catherine, Unit Heads	February 1, 2023	
Market summer courses to the undergraduate population.	Catherine	April 15, 2023	
Conduct summer data analysis.	Catherine	August 15, 2023	

## Academic Student Services – Leslie Purtlebaugh (Assistant Vice Provost)

### Action Plan for SMART Goal #2 – Academic Standing, Academic Strategies and Support, and Re-entry Presentations

- JMU Goal: 10F
- Academic Affairs Goal: #3
- SASEM: #2 Student Success

By May 2023, in partnership with JMU Libraries Media Production, Academic Student Services will create engaging and informative video presentations focused on academic standing policy, strategies for improving academic performance, academic resources, and the re-entry process. The content will assist students in (1) understanding JMU academic standing policy and the impact that having a cumulative grade point average below 2.0 has on enrollment eligibility, (2) understanding strategies/methods for improving academic performance and how to connect with JMU academic support resources, and (3) navigating the re-entry process. The success of this project will be evidenced by the creation and deployment of three presentations. Leslie Purtlebaugh and the JMU Libraries Media Production services staff will be involved in the development and implementation of the presentations. The goal is relevant due to the number of students who have been negatively impacted by the Pandemic and as a result are not familiar with the available resources and policies regarding probation and suspension.

Action Step	Key People	Target Date	Completed Date
Academic standing presentation consultation request submitted to Media Production Services	Leslie	October 13, 2021	October 13, 2021
Initial consultation meeting between Academic Student Services & Media Production Services	Leslie & Media Production Services	October 25, 2021	October 25, 2021
2021 academic standing presentation reviewed/evaluated	Leslie	December 1, 2021	December 1, 2021
Draft of academic standing presentation script	Leslie	June 10, 2022	

submitted to Media Production Services			
Media Production Services provides academic standing presentation script feedback	Media Production Services	June 24, 2022	
Academic standing presentation script finalized and submitted to Media Production Services	Leslie	July 15, 2022	
Media Production Services creates academic standing presentation	Media Production Services	August 5, 2022	
Academic Student Services reviews academic standing presentation and submits change requests and feedback to Media Production Services	Leslie	August 12, 2022	
Media Production Services completes/finalizes academic standing presentation	Media Production Services	August 26, 2022	
Academic standing presentation posted	Leslie & Media Production Services	September 9, 2022	
Consultation requests for academic strategies and resources presentation and a re-entry	Leslie	September 12, 2022	



presentation submitted to Media Production Services			
Consultation meeting between Academic Student Services & Media Production Services	Leslie & Media Production Services	September 26, 2022	
Drafts of presentation scripts submitted to Media Production Services	Leslie	October 31, 2022	
Media Production Services provides script feedback	Media Production Services	November 28, 2022	
Presentation scripts finalized and submitted to Media Production Services	Leslie	December 12, 2022	
Presentations created by Media Production Services	Media Production Services	March 10, 2023	
Academic Student Services reviews presentations and submits change requests and feedback to Media Production Services	Leslie	March 27, 2023	
Media Production Services completes/finalizes the presentations	Media Production Services	April 14, 2023	
Presentations posted	Leslie & Media Production Services	May 15, 2023	

## Registrar – Michele White (Registrar)

### Action Plan for SMART Goal #3 – Centralized Room Scheduling

- JMU Goal: #10F
- Academic Affairs Goal: #3
- SASEM: #1 Enrollment Management

By October 2023, in partnership with EMS (Event Management Software), Information Technology, Academic Resources, Event Management and the academic colleges, the Office of the Registrar will implement automated classroom scheduling. The focus during year one will be learning how the system works and testing it with the general-purpose classrooms. In year two we will partner with CISE to expand the use of the software to include all room scheduling in King Hall and the Engineering/Geosciences building. Success will be measured by successfully running the EMS optimization program in parallel with the manual general purpose classrooms assignments for fall 2022; running the optimization program in production for general purpose classroom assignments and in parallel for classrooms in King Hall and Engineering/Geosciences buildings for fall 2023; running the optimization program in production for general purpose, King Hall and Engineering/Geoscience buildings for fall 2023. Currently all classrooms are assigned manually.

Action Step	Key People	Target Date	Completed Date
Schedule a demo of CPI and optimization with EMS	Vanessa Breeden	March 15, 2022	March 6, 2022
Refresh STST for testing	Steve Kozup	March 24, 2022	March 24, 2022
Install CPI (Campus Portal Interface)	Michael Ripley	April 15, 2022	April 7, 2022
Complete SOW with EMS	EMS, Michele White, Vanessa Breeden, Procurement	May 31, 2022	May 26, 2022
EMS will review current setup in EMS	EMS	August 1, 2022	
Enter room preferences in EMS	Laura Lear, Sue Burket	August 15, 2022	
Update classroom photographs in EMS	Laura Lear, Sue Burket	August 16, 2022	

EMS to conduct optimization training for JMU staff	EMS, Laura Lear, Sue Burket, Vanessa Breeden, Michele White	September 1, 2022	
Use EMS optimization to assign general purpose classroom in test (parallel) for fall 2022.	Laura Lear, Vanessa Breeden, Michele White	September 15, 2022	
Meet with CISE to discuss using EMS to schedule classrooms in King/CS and EnGeo.	Laura Lear, Vanessa Breeden, Michele White, Jeff Tang	September 30, 2022	
Use EMS to assign general purpose classrooms for spring 2023.	Laura Lear	October 15, 2022	
Use EMS to assign classrooms in King and EnGeo (in parallel) for spring 2023.	Laura Lear	October 15, 2022	
Create Case Study to share with Academic Units	Michele White	November 1, 2022	
Meet with Jason McClain (Academic Resources) to begin discussions around how to move forward with centralized room scheduling campus wide.	Michele White Laura Lear	November 15, 2022	
Use EMS to assign general purpose classrooms and rooms in King/CS and EnGeo for fall 2023	Laura Lear	March 15, 2023	

Use EMS to schedule classrooms for all classes - spring 2024	Laura Lear	October 15, 2023	
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## Action Plan for SMART Goal #4 – Advisor Training and Professional Development

- JMU Goal: 2C, 3A, 4A, 6B
- Academic Affairs Goal: #1
- SASEM: #1 Enrollment Management

By Fall 2023, University Advising, in collaboration with the Provost’s office, Graduate School, JMU Libraries, and colleges, will develop a model for advisor training and professional development. Currently, formal academic advisor training is provided for professional advisors and instructional faculty who serve as first-year and transfer advisors. Additional training in other areas outside of University Advising may happen but it is not clear to what extent training occurs. Providing consistent academic advising support to any individual who advises students is important, no matter the college of which they represent. This model will provide a foundation for onboarding new academic advisors, share relevant up-to-date advising information, and consistent training and development for any academic advisor to become familiar with advising resources, technology, and best practices that include but are not limited to university and departmental academic advising efforts, culturally responsive advising (DEI), and promoting student success. Success will be measured by the establishment of an advisor institute that will provide 1) Advisor Toolkit and 2) Comprehensive training and development for primary and instructional faculty advisors.

<b>Action Step</b>	<b>Key People</b>	<b>Target Date</b>	<b>Completed Date</b>
Identify current resources available to academic advisors	University Advising (UA) Team	October 31, 2021	Ongoing
Review FYR & TR Canvas Sites	UA Leadership Team (UALT), First Year Advising (FYA), Transfer Advising (TR) Success Team, COB Advising (ASC), COE Advising, First Year Advising Board (FAB), Academic Advising Board (AAB)	October 31, 2021	Ongoing
Meet with newest members of UA for	New UA advisors (2), Marquis McGee (UA Director)	October 31, 2021	December 30, 2021

feedback about onboarding experience			
Discussion with AAB about advisor needs	AAB members	November 30, 2021	Ongoing
Talk to Kristi Shackelford about advisor listserv	Kristi Shackelford, Marquis McGee	November 30, 2021	December 31, 2021
Update list of academic advisors on campus	UALT, AAB, ASC (COB), College Deans & leadership representatives,	January 31, 2022	Ongoing
Meeting with Advising Resource & Collaboration Network (ARC) committee	Libraries, ARC committee, UA Director	January 31, 2022	January 31, 2022
Promote 1st Community Conversation sponsored by the Advising Resource & Collaboration (ARC) Network	Libraries, ARC committee, UALT, Academic Unit Heads (AUH)	February 28, 2022	February 28, 2022
Request access to AAB SharePoint files for AAB members	Kay Forshey	January 31, 2022	February 28, 2022
Review past AAB files for previous recommendations	AAB members	March 31, 2022	April 7, 2022
Establish Advising Listserv	Kristi Shackelford, IT	June 30, 2022	May 9, 2022
Meet with new faculty members 2021-2022 to	AUHs, Provost office	September 30, 2022	

get feedback about onboarding experiences			
Research other universities who have onboarding and advisor support established	UALT, AAB, FAB	September 30, 2022	
Conduct a needs assessment for advisor development	Office of Institutional Research (OIR), UALT, Provost's office, College Deans, Graduate School, Libraries	October 31, 2022	
Establish Orientation for New and Current Advisors	UALT, Libraries, IT	November 30, 2022	
Create an advisor checklist	UALT, AAB, FAB, Colleges, ASC (COB), COE advising, Graduate School	December 30, 2022	
Establish Advisor Toolkit (advisor role, advising process)	IT, Libraries, UALT, AAB, FAB, Colleges, ASC (COB), COE, ARC	February 28, 2023	
Create Online Modules for new advisors	IT, Libraries, UA, AAB, ARC	April 28, 2023	
Establish Orientation for New and Current Faculty Advisors	Provost's Office, College Deans, ASC, COE, Graduate School, AUH	August 31, 2023	
Establish Advisor Institute (Professional Development & Training Opportunities)	Provost's Office, UA, AAB, Colleges, Graduate School	August 31, 2023	

## Pre-Professional Health Advising - Sharon Babcock (Director)

### Action Plan for SMART Goal #5 – ACCESS Success: Scholarships & Mentoring

- JMU Goals: 2A, 2D, 2G, 6B
- Academic Affairs Goal: #2
- SASEM: #2 Student Success

By June 2023, in partnership with Financial Aid and Scholarships, Academic Departments and Colleges, PPH alumni, Communications & Marketing, and University Advancement, Pre-Professional Health Advising (PPHA) will manage all *ACCESS Scholarship* award processes within the Madison Scholarship Hub, celebrate the accomplishments of scholarship recipients at departmental and college award ceremonies, and foster opportunities for PPH alumni to advise and mentor current PPH students. Success for this goal will be measured by eliminating the paper-based departmental award process, hosting one event for current students with alumni of color, and developing a collaborative fundraising plan to increase the number of scholarship awards. Most recently, in August 2021, PPHA received 56 paper applications and awarded 12 ACCESS Scholarships for the 2021-2022 academic year. This goal is relevant because it will continue efforts to increase support for aspiring health professionals who are underrepresented in the health professions (persons of colors, first-generation, low-income families, disabled, English Second Language).

Action Steps	Key People	Target Date	Completed Date
Enter PPHA departmental scholarship information (criteria, application, rubric) into Madison Scholarship Hub (MSH)	Steven Cox, Sharon Babcock, Liz Schneider	Timeline set by Financial Aid & Scholarships. Remains TBD as of May 2022.	
Inquire about departmental and college award ceremonies. Explore whether PPHA is welcome to participate.	Sharon Babcock (CSM departments), Louise Gilchrist & Katie Fisher (CHBS departments)	January 31, 2022	March 31, 2022
Complete Madison Scholarship Hub (MSH 101) Workshop	Liz Schneider	April 29, 2022	January 11, 2022
Invite scholarship recipients and family members to attend award ceremonies.	Sharon Babcock, Katie Fisher, Justin Brown & Kyle	March 31, 2022	April 2022



	Seifert (Biology), Catherine Zeman (Health Sciences)		
Recognize ACCESS Scholarship recipients at Departmental/College award ceremonies	PPH advisors AUHs & Colleges	April- May31, 2022	April 24, 2022 (Biology) May 10, 2022 (Health Sciences)
Design, generate and distribute formal ACCESS Scholarship award certificates to 2021-2022 recipients.	Liz Schneider	April 29, 2022	May 15, 2022
Manage all application, review, and award processes for scholarship funds (Foundation and Departmental) using MSH.	Sharon Babcock, Louise Gilchrist Katie Fisher	Paper based application process to be used for 2022- 2023	
Plan and host second “Alumni of Color” panel discussion.	Katie Fisher, Sharon Babcock, Louise Gilchrist	December 30, 2022	
Consult with Financial Aid & Scholarships and Comm & Marketing regarding communications about ACCESS scholarship recipients and impact on student success.	Steven Cox, Comm & Marketing, Sharon Babcock	December 30, 2022	
Manage all application, review, and award processes for scholarship funds (Foundation and Departmental) using MSH.	Sharon Babcock, Louise Gilchrist Katie Fisher	May 31, 2023	
Develop a fundraising plan to increase funding for ACCESS Scholarship awards.	University Advancement, Rudy Molina, Sharon Babcock	June 29, 2023	

## Learning Centers – Laura Miller (Executive Director)

### Action plan for SMART Goal #6 – Designing a Learning Center for the Future

- JMU Goal: 3A, 3C
- Academic Affairs Goal: #1
- SASEM: #2 Student Success

By Fall 2023, the Learning Centers will take steps towards designing a Learning Center that represents the current and future needs of JMU students, which will include a leadership team that guides the priorities across all LC units, practices strategic thinking and planning, designs relevant programs and services, and effectively markets its services. Success will be measured by (1) the hiring of an Associate Director (AD) to help develop and lead the department; (2) review of its mission, vision, and value statements; and (3) a marketing plan. Currently, as baseline, the AD position is unfilled; the unit has established mission, vision, and value statements; and there is not a unit-wide marketing plan. This goal is relevant because the Learning Center is charged to best serve the student body and to respond to emerging needs. These steps will enable the unit to apply recommendations from its 2019 APR and align more closely with the learning assistance field.

Action Step	Key People	Target Date	Completed Date
Complete job description for Associate Director and receive approval from HR.	Laura	November, 16 2021	February 14, 2022
Receive approval for AD search from PLT	Laura, Rudy, Jason	September 1, 2022	
Discuss and provide feedback on current mission, vision, and values.	All LC faculty and staff.	February 1, 2022	December 7, 2021
Survey LC faculty about goals and discussion topics.	Laura	January 24, 2022	January 25, 2022
Explore marketing plans.	Laura, Kristen, Mary, Alex	December 31, 2022	
Hold unit-wide discussions about expanding services, reaching more and different students,	All LC faculty and staff.	May 31, 2023	

QEP, quality control, partnerships, APR.			
Facilitate departmental discussion about clients' demographic information.	All LC faculty and staff, led by Jared	February 28, 2022	February 28, 2022
Facilitate departmental discussion about balancing expansion with quality control.	All LC faculty and staff, led by Laura	March 21, 2022	March 21, 2022
Hold departmental discussion about marketing.	All LC faculty and staff, led by Laura	April 11, 2022	April 11, 2022
Revisit and discuss 2019 APR recommendations	All LC faculty and staff, led by Laura	October 2, 2022	
Conduct search for AD and fill position.	Laura, search committee	January 1, 2023	
Develop marketing materials for multiple audiences, including a <i>Madison Magazine</i> story and photo essays for each program.	Kristen, Laura, Jim Heffernan's team	December 21, 2022	
Publish updated mission, vision, and value statements.	Laura	April 1, 2023	
Work with the new AD to brainstorm new structure and service areas.	Laura, TBD	August 31, 2023	

## Quality Enhancement Plan – Paul Mabrey (Director)

### Action Plan for SMART Goal #7 – Early Alerts: Improving Retention and Closing the Equity Gaps

- JMU Goal: 2B, 2F, 2G; 6A-C
- Academic Affairs Goal: #2
- SASEM: #1 Enrollment Management & #2 Student Success

By Fall 2023, in partnership with academic leadership, faculty, Student Success Leadership Team, the advising community; student affairs leadership, Information Technology, Institutional Research, and others, the Quality Enhancement Plan (QEP) Director will design an early student success system that identifies and connects students with people, offices, and resources on-campus to better position the student to accomplish their goals. Success will be measured by (1) the creation and management of the working group, (2) submission of two reports, the first meeting the requirements for SACSCOC accreditation, and the second proposing a comprehensive early student success system. While there may exist individual early alert efforts, there is currently no coordinated and centralized early student success system. This goal is relevant because it will assist students meeting their academic goals, maximize enrollment, and degree completion equitably.

Action Step	Key People	Target Date	Completed Date
Convene working group	Paul Mabrey	Summer 2021	September 2021
Create QEP website	Paul Mabrey	September 2021	September 2021
Conduct research to design an early alerts system	Paul Mabrey & QEP working group	Dec 31, 2021	April 25, 2022
Reframe early alert system to student success system (framework, value, behaviors)	Paul Mabrey & QEP working group	May 31, 2022	May 1, 2022
Draft design of early alert system for JMU	Paul Mabrey & QEP working group	May 31, 2022	May 19, 2022
Identify QEP lead evaluator for SACSCOC accreditation site visit	Paul Mabrey & SACSCOC working group	July 1, 2022	

Draft early alerts system design recommendation report	Paul Mabrey & QEP working group	July 1, 2022	
Draft QEP report for SACSCOC external site visit	Paul Mabrey & QEP, SACSCOC working groups	December 1, 2022	
Submit final QEP report for SACSCOC external site visit	Paul Mabrey & QEP, SACSCOC working groups	February 1, 2023	
Submit revised QEP report after SACSCOC visit feedback	Paul Mabrey & QEP, SACSCOC working groups	June 1, 2023?	
Submit revised early alerts system design recommendation report	Paul Mabrey & QEP working group	June 1, 2023	

## Goal Dashboard

#	Goal Description						Outcomes			
	Goal Title	Brief Description (4-7 words)	Baseline	Target	Completion Date	Responsible (SASEM person)	S1	S2	S3	S4
1	Summer Credit Hour Production	Course optimization and CHP increase.	TBD	2% (625 CHP) increase in summer revenue	August 2023	Catherine	TBD	TBD		
2	Academic Standing, Academic Strategies and Support, and Re-entry Presentations	Create engaging and informative presentations focused on academic standing policy, strategies for improving academic performance, academic resources, and the re-entry process	Office produced academic standing presentation		May 2023	Leslie	16%	16%		
3	Centralized Room Scheduling	Use EMS to schedule classrooms for fall, spring and summer classes.	All classrooms are currently manually assigned.	Use EMS to assign classrooms	10/15/2023	Michele	15%	100%		
4	Advisor Training and	Develop a model for advisor training and development	FYR Advising is only program that provides	Universal Advisor Onboarding	August 2023	Marquis	10%	83%		

	Professional Development		formal training across JMU advising community	process and Advisor Institute (Prof. Dev.)							
5	ACCESS Success: Scholarships	Increase scholarship support for PPH students who are underrepresented in health professions.	Paper based application and award process. Scholarship purpose redefined in 2021.	Award process managed in Madison Scholarship Hub.  Develop plan for a giving campaign to increase # of scholarship awards from 12 to 13.	Summer 2022  Summer 2023	Sharon	0%	70%			
6	Learning Center of the Future	Hire Associate Director and revisit mission and marketing.	Open AD position. <a href="#">Current</a> mission, vision, and values. Limited marketing.	Hire AD and develop new marketing materials.	Summer 2023	Laura	7%	43%			
7	Early Student Success System Design	Design early student success system for equitable student success & retention	No current central system in place	Final design recommendation approved by SACSCOC & JMU	Summer 2023	Paul	67%	100%			