

2017-2018 ENGAGEMENT ADVISORY GROUP SUMMARY REPORT



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Engaged Learning



Community Engagement



Civic Engagement

Introduction

Formed by President Alger in 2016, the Engagement Advisory Group (EAG) helps to advance the cause of the university's vision to be the national model for the engaged university: engaged with ideas and the world.

This report presents the EAG's key accomplishments for the 2017-2018 year and lays out some of the important objectives for 2018-2019. It is important to note that this report makes no attempt to be an exhaustive cataloging of all engagement efforts university-wide. Instead, the focus here is on the work that is directly tied to the endeavors of one or more of the EAG teams. There are seven teams that connect the work of the EAG; a brief report from each team follows¹.

Civic Engagement

At JMU, we distinguish between Community Engagement and Civic Engagement – the latter, for us, reflecting our university mission statement: *We are community preparing educated and enlightened citizens who lead productive and meaningful lives.* Our commitment to Civic Engagement means we're preparing individuals to be active and responsible participants in a representative democracy dedicated to the common good as we are inspired by the legacy of James Madison himself.

Mission:

The Engagement Advisory Group aligns, facilitates and supports so that incremental and measurable progress is made toward the university's vision to be the national model for the engaged university.

Vision:

The university exceeds expectations in making progress toward the vision to become the national model for the engaged university.

Team Chair	Team Members	
Abe Goldberg	Terry Beitzel	Bill Hawk
	Lori Britt	Gwyn Mellinger
	Cannie Campbell	Dena Pastor
	Mike Davis	Marshall Pattie
	Melody Eaton	Emma Thacker
	Mike Gubser	Laura Trull
	Kevin Hardwick	

Key Team 2017-2018 Accomplishments

- James Madison Center for Civic Engagement - formally launched in July 2017 upon the arrival of Abraham Goldberg, Executive Director. He joined Academic Council in January 2018 to establish working partnerships with all academic units and introduced the Center to directors of all units within Student Affairs. An advisory board was established and is represented by faculty and staff who oversee significant civic engagement initiatives on campus. Dr. Carah Ong Whaley was hired as associate director of the Center and joined the JMU community on July 2, 2018. Created <https://www.jmu.edu/civic/index.shtml> to serve as an information hub for all campus-wide civic engagement activities and stories. The vision for civic engagement was further articulated in the Spring/Summer edition of Madison Magazine.
- The Center co-sponsored the Madison Vision Series and the Madison Cup Debate Competition, and partnered with the President's Office and the Democracy in Peril planning committee to host former Lieutenant Governor and current BoV member Bill Bolling, and the Center for Faculty Innovation to implement faculty development programs. The Center's staff served as keynote speaker for the Lambda Pi Eta Communications Honor Society, the Hart School of Hospitality, Sport and Recreation Management Senior's Recognition Program, and the College of Visual and Performing Arts commencement ceremony. Progress was made to institutionalize DukesVote as a year-round, non-partisan voter registration education and engagement initiative, two undergraduate

¹ The full reports from all teams can be viewed from the [Engagement Web Resource Center](#)

Democracy Fellows were hired through a partnership with Campus Vote Project, and a new Democratic Engagement Action Plan was created to retain JMU’s Voter Friendly Campus designation.

- National Profile - JMU was featured in a four-page spread in a special issue of Peer Review (a publication of the Association of American Colleges and Universities) focused on Civic Learning in the Major by Design and earned AASCU’s Excellence and Innovation Award for Civic Learning and Community Engagement. JMU’s civic engagement work was highlighted in national civic engagement blogs, including two with forbes.com. Additionally, the Center was highly active and visible at major national conferences including the AASCU Winter Meeting, the Campus Compact National Conference, and the Civic Learning and Democratic Engagement meeting.
- The process of developing a strategic plan is underway largely due to two significant initiatives, both in partnership with the Center for Assessment and Research Studies. First, the James Madison Center for Civic Engagement is leading JMU’s participation in a national study on fostering a campus climate that is conducive for political learning and engagement. Second, the James Madison Center for Civic Engagement developed initiative-wide civic engagement developmental learning outcomes.



2018-2019 Plan Highlights

During the 2018-19 year, Center staff will promote the Center’s presence and functions both internally and externally, expand faculty and student-facing programming and leadership opportunities, participate in and inform the national dialogue on civic learning and democratic engagement in higher education, and continue progress in building a strategic plan.

- Composition and roles of a James Madison Center for Civic Engagement steering committee of JMU alumni, supporters, and representatives of national organizations is established.
- Faculty and student-facing civic learning and democratic engagement opportunities are supported.
- The Center is prominently positioned in the national dialogue on the civic learning and democratic engagement movement in higher education.
- Progress is made in developing a strategic plan for the Center.
- The relationship with Montpelier, as it relates to the civic engagement vision, is advanced.

Communications and Promotion

The EAG Communications & Promotions Team continues communicating and promoting the university’s commitment to delivering a highly engaged experience. Through every channel — from *Madison* magazine to JMU Twitter, and from student recruitment materials to news releases — the stories we tell about the Madison Experience depict the positive impact of engaged experiences on our students, faculty, alumni, community members and on society.

Inspired by the university’s vision to the national model for the engaged university, the C&P Team organizes its content development and dissemination strategy around supporting this vision. JMU’s particular engagement model comprising three types of engagement — engaged learning, civic engagement and community engagement — serves as our organizing principle as we build our assets to strengthen understanding on and off campus of how and why this model is unique and superior. Even the [creative media archive](#) available for use to campus partners bears this principle.

Team Chair	Team Members	
Andy Perrine	Sonya Baker	David Taylor
	Randy Budnikas	Michael Walsh
	Jan Gillis	Bill Wyatt

Key Team 2017-2018 Accomplishments

- The most broad-reaching accomplishment of this year was the successful development of a new creative brand concept and brand development plan based squarely on the university’s vision to be the national model for the

engaged university: engaged with ideas and engaged with the world. Steps along the way to developing the creative brand concept included:

- Working with agency partners Snavelly Associates and Prescience to develop four creative brand concepts in accordance with feedback from the Board of Visitors planning retreat from June 2017.
 - Testing the four concepts with 14 focus groups comprising prospective students, current students, parents, faculty, staff, alumni and others, and based on focus group feedback, selected one concept — *Being the Change* — and further developed it for presentation in November to the BOV, which enthusiastically endorsed it.
 - Applying for and successfully secured a trademark for *Being the Change* from the US Patent and Trademark Office.
 - With Snavelly, building a companion capital campaign theme concept to further amplify the *Being the Change* concept.
 - With the involvement of the Communications Council — representing departments and units from all five university divisions — developing a comprehensive brand guide that shows how *Being the Change* connects directly to the university’s vision. The 50-plus page guide will be published in July 2018 and offers all campus communicators a broad and sophisticated set of communication tools to maintain a consistent university message about engagement. Below is page 15 describing the university’s “essential offering.”
- Brand development plan - Worked with Prescience and the Brand Task Force to generate a comprehensive brand development or brand “impact” plan to implement over the next 3-to-5 years. The plan includes five major initiatives: Create a Brand-Centric Website, Develop a Brand Platform for each Academic College, Enhance the University’s Reputation, Target and Broadcast the Brand to Support Direct Marketing, and Harness the Brand for the Capital Campaign and Advancement Engagement Strategies.
 - The team did significant web development work on sites promoting engagement to on and off-campus audiences, including supporting the Strategic Planning and Engagement team and building the James Madison Center for Civic Engagement [website](#).
 - The team also produced and disseminated massive quantities of content depicting engaged learning, civic and community engagement to audiences on and off campus. Videos, photos, stories, media pitches, public relations, infographics, blogs and social media posts were disseminated via www.jmu.edu, mass emails, direct mail, publications, earned media, mobile applications, at events and in advertising.



Community Engagement

Community Engagement thrives at JMU through the continuous establishment and nurturing of mutually beneficial and reciprocal partnership across the region, the nation and the globe. A partnership is a relationship with an external party or parties with which we have common interest and concerns and all parties are working toward identified needs and outcomes. These partnerships may include relationships with individuals, organizations, coalitions, association and/or communities. Our partnerships fall on a continuum that may be informal or formal, pervasive or deep and will reflect multiple modes of engagement that may evolve over time. Our inspiration comes from those we collaborate and our mission is to lift up and share our stories of engagement university-wide.

Team Chair	Team Members	
Melissa Lubin	Emily Akerson	Kim Hartzler-Weakley
	Jen Almjeld	Bob Kolvoord
	Michelle Cude	Rick Larson
	Kerry Cresawn	Lisa McGuire
	Carol Fleming	Lisa Porter
	Steve Grande	Nick Swartz

Key Team 2017-2018 Accomplishments

- JMU’s first national conference on engagement - Engagement for the Public Good: set date, location, goals & outcomes, speakers, budget, registration and marketing. Chairs are Carol Fleming (Conference), Nick Swartz (Program), Steve Grande (Speakers) and Melissa Lubin (Ad Hoc).
- Carnegie Community Engagement reclassification (2020) – continued preparations by participation in the 2017 Engaged Campus Institute offered by NSAPA & AASCU, participation in Preparing for the 2020 Carnegie Community Engagement Classification workshop sponsored by Campus Compact and the Swearer Center at Brown University, completion of the National Inventory of Institutional Infrastructure for Community Engagement in 2017 and 2018.
- National Footprint - Members of the team served in leadership positions: Melissa Lubin served as co-chair for the Engagement Scholarship Consortium’s Awards committee, Nick Swartz served as campus liaison for the executive director of Virginia Campus Compact, and many members of Community Engagement presented at national conferences on engagement, including University Professional and Continuing Education Association (UPCEA), Engagement Scholarship Consortium, and American Association of Colleges & Universities.
- Regional Footprint - Members of the team served on the search committee for the executive director for the newly created Virginia Campus Compact for 2018. The position is located on JMU’s campus with Outreach & Engagement.
- Campus Presence - Carol Fleming presented to JMU AP Faculty and staff through Training Development: Boundary Spanning 101, Rick Larson and Melissa Lubin served as problem owners for an IMPACT team project, Jen Almjeld, Steve Grande and Carol Fleming facilitated a community/faculty engagement event, Mike Davis and Nick Swartz, worked with the President’s office in formalizing and expanding the Engagement Follows Program and A Year in Service, Melissa Lubin and Carol Fleming reviewed and selected the recipient of the Provost Award for Outreach & Engagement.



2018-2019 Plan Highlights

- Begin collecting community engagement data from FY 17-18 to utilize in the writing of our reclassification for Carnegie.
- Host our first national conference on engagement: Engagement for the Public Good (November 2018).
- Expand the national footprint of the university’s community engagement efforts and develop additional programs for fostering mutually beneficial and reciprocal partnerships, ranging from local to global, that connect learning to practice, address critical societal problems and improve quality of life.
- Create a Community of Practice (CoP) for Community Engagement Professionals from around campus.
- Continue to improve our methods of tracking and documenting community partnerships, to better access and account for current partnerships and to explore, develop and support new opportunities, Continuation of developing strategies for identifying and sharing the experiences of JMU faculty, administrators and staff to highlight community engagement.
- Implement a professional development and communication plan for staff to support and encourage community engagement.

- Collaborate with the executive director of Virginia Campus Compact to broaden and enhance community engagement initiatives across public and private institutions.

EAG Administration and Support

The Office of Strategic Planning and Engagement (SPE) serves the university and the EAG specifically by coordinating and administering some of the work being accomplished by the EAG.

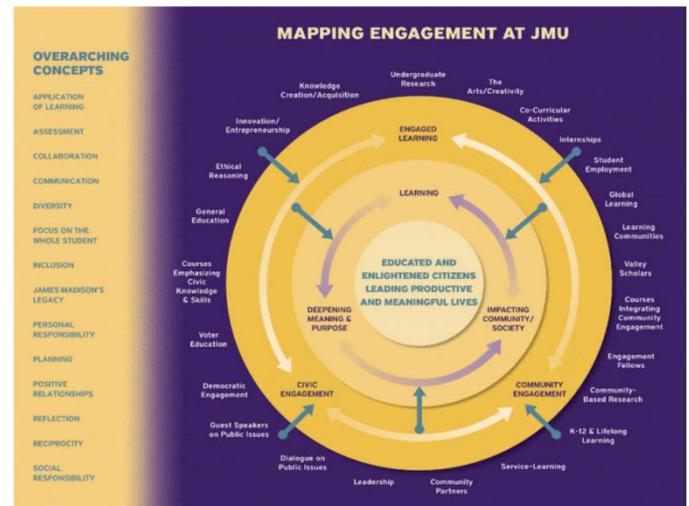
Brian Charette

Cindy Chiarello

Ashley Curtis

Key Team 2017-2018 Accomplishments

- The Engagement Web Resource Center - completed in collaboration with JMU IT and L&ET, among other constituents. The online resource center for engagement at JMU includes a search feature, a submission form, highlights and descriptions of engagement at JMU, and a resource center with a calendar of awards, publications, and conferences.
- Engagement Vision Markers - Various groups and constituencies contributed work and feedback to the markers during the period of Fall, 2016 through April, 2018, and the completed markers were distributed to constituents.
- Why Engagement Matters narratives – Completed for four constituency groups: Students, Instructional Faculty, A&P Faculty and Staff, and External Audiences. All four are published and available for viewing on the main page of the Engagement Web Resource Center <http://www.jmu.edu/engagement/index.shtml>.
- Engagement Concept Map - Created to show the interrelationships between the various engagement-related initiatives and programs. University Marketing provided animation and it is published on the Engagement Web Resource Center <http://www.jmu.edu/engagement/concept-map.shtml>.
- Coordinated JMU's nominations for national and international engagement-related recognitions, and provided funding assistance either in whole or in part in 2017-18 for 15 individuals and 12 programs.
- Student Engagement Mini-Grants: For 2017-18 JMU designated \$30,000 for student grants to help those students who want to participate in Engaged Learning, Community Engagement and Civic Engagement related activities but have financial obstacles. In collaboration with the EAG, SGA and Faculty Senate, grants were awarded to eight JMU students.



2018-2019 Plan Highlights

- Engagement Vision Markers - Advance work to ensuring that the Engagement Vision Markers - established in 17-18 - are fully operational and measurable. These vision markers make up the list of key activities, initiatives and achievements by which the university will assess its progress toward the vision to be the national model for the engaged university; engaged with ideas and the world.
- Engagement Advisory Group and Engaged Learning Subgroups - In response to targeted constituent feedback, we learned that we had the need to expand our approach to Engaged Learning and, therefore, established the following steps 1) Update roster of the Engagement Advisory Group (EAG) leaders. 2) Establish the Guidelines and Parameters EL subgroup. 3) Establish the Undergraduate Research EL subgroup. 3) Establish plans for each new subgroup.
- Advance Engagement Communications Plan - Because so much of becoming the national model for the engaged university involves the knowledge and perceptions of constituencies both on campus and off, maintaining an effective communication and promotion plan will be an important element in building awareness and establishing a "brand" (for lack of a better term) for JMU's engagement-related work in the minds of faculty, staff, students and external constituencies.

- Student Connection with Engagement JMU Engagement Fellow - Beginning in August 2018, a JMU Engagement Fellow will be working with SPE on students' connection to engagement. The two primary purposes for this position are understanding and communicating engagement.

Engaged Learning

At JMU, Engaged Learning focuses on learning that is purposeful and reflective. It happens when, particularly in the context of the faculty-student relationship, the pursuit, creation and application of knowledge contributes to solutions for real world problems.

Team Co-Chairs	Team Members	
Lee Sternberger	Anca Constantin	Josh Pate
Fletcher Linder	Matt Hershberger	Matt Rutherford
Jim McConnel	Laura Hickerson	Michael Stoloff
	Dietrich Maune	Diane Strawbridge
	Cara Meixner	

Key Team 2017-2018 Accomplishments

- The team added Jim McConnel as a co-chair in order to better coordinate EL discussions across Academic Affairs and Student Affairs.
- The team clarified enumeration of credit-bearing EL practices. The team determined that we should work with extant SCHEV course codes to estimate the prevalence of EL practices because we're already required to use the codes for annual reporting to SCHEV, and that even though the SCHEV codes are imperfect in helping us measure all High Impact Practices (HIPs) as they are currently defined in the literature, they are sufficient enough to help us estimate such credit-bearing student activities as study abroad, internships, practica, etc. A summer 2017 review of OIR reports using SCHEV codes suggested a need to audit and update the SCHEV codes used for all courses. The team further determined that JMU is unlikely to differentiate itself by focusing on improved enumeration of HIPs across campus. JMU's comparative advantage is that we can assess the degree to which engaged learning pedagogies actually enhance student learning.
- The team conducted an audit/update of SCHEV codes used in all undergraduate and graduate courses currently offered (n > 4,400). This process was done on a department-by-department basis to update the three SCHEV codes assigned to each course. In March 2018 the revised/updated codes were turned over to the registrar's office so registrar personnel can update the course code database. These updated codes will enhance the accuracy of JMU's enumeration of credit-bearing EL practices, as well as help JMU meet annual reporting responsibilities to the Commonwealth. Partners in this complex and lengthy process were the Office of the Registrar, the Office of Institutional Research, and the Office of Academic Policy and Curriculum Development.
- The team worked with the EAG Assessment and Measurement Team to mock up a web platform to highlight EL exemplars. The purpose of the platform is to feature JMU programs that have developed EL pedagogies that have demonstrably enhanced student learning. This learning outcome-based approach is what will differentiate JMU's EL accomplishments from the EL activities of other universities.
- The team worked with the EAG Assessment and Measurement Team and CFI to discuss the possibility of expanding the Learning Improvement by Design (LID) process to include multiple programs per year. This expansion would enable JMU to foster the development of learning outcome-based EL practices across the university, and would further differentiate JMU's EL accomplishments from the EL activities of other universities.

2018-2019 Plan Highlights

- The co-chairs will invite the current members of the EL Team to continue for 2018-19, and will incorporate whomever Heather Coltman recommends to transition into an/the EL leadership role in 2019-20.
- The team will work with the OIR to generate EL reports using the newly updated SCHEV course codes to estimate the prevalence of credit-bearing EL practices, and to estimate how many course codes changes were made as a result of the audit/updating process that occurred in 2017-18.

- The team will work with the Communication & Promotion Team as well as the Measurement and Assessment Team to go live with the web platform to highlight EL exemplars (see #4 under Accomplishments, above).
- The team will work with CFI and the Measurement and Assessment Team to determine what resources and processes will be needed to scale up the Learning Improvement by Design (LID) process to include multiple programs per year (see #5 under Accomplishments, above).

Measurement and Assessment Team

Since JMU is already a national leader in Assessment, it makes sense that part of becoming the national model for the engaged university will be a strong commitment to assessing and measuring the learning results of our engagement work. Ultimately, engagement is not an end, but a pathway to greater learning. Defining, measuring and describing that learning is a critical step toward our vision.

Team Chair	Team Members	
Keston Fulcher	Herb Amato	Chris Orem
	Robin Anderson	Dena Pastor
	Jim McConnel	

Key Team 2017-2018 Accomplishments

- Created short examples of the “JMU difference” from academic affairs and student affairs (Appendix C and D respectively)
- Partnering with the Engaged Learning (EL) Team to mock up a web platform to highlight engaged learning exemplars. The purpose of the platform is to feature JMU programs that have developed EL pedagogies that have demonstrably enhanced student learning. (shared language with EL report)
- The team worked with the EL Team and CFI to discuss the possibility of expanding the Learning Improvement by Design (LID) process to include multiple programs per year. This expansion would enable JMU to foster the development of learning outcome-based EL practices across the university, and would further differentiate JMU’s EL accomplishments from the EL activities of other universities. (shared language with EL report)
- Shane Kerr - an MA student Psychological Sciences is finishing a thesis focused on the relationship between engagement – as reported by NSSE – and learning gain data collected via JMU’s Assessment Day.

2018-2019 Plan Highlights

- Work with Communications and Marketing and the EL Assessment Committee to go live with the web platform to highlight EL exemplars (see #2 under Accomplishments, above’ (shared language with EL report).
- Work with CFI, the EL Assessment Committee, the Student Affairs Assessment Committee, and the Student Affairs Assessment Services to determine what resources and processes will be needed to scale up the Learning Improvement by Design (LID) process to include multiple programs per year (see #3 under Accomplishments, above). Note that this effort is for BOTH academic programs and student affairs programs.
- Contribute to JMU’s engagement conference in fall 2018 by facilitating sessions on engagement and assessment.
- Begin more intentionally integrating JMU’s assessment scholarship with engagement scholarship. We already have a few projects in the works including a journal issue, journal articles, and several high-profile presentations. We’ll report out on them next summer.

Student Affairs Engagement Team

The Division of Student Affairs plays a critically important role in the pursuit of our engagement vision. The Student Affairs Engagement Team represents the engagement-related work of the division and has direct and consistent input into the university’s broader engagement work.

Brian Charette	Jim McConnel
Cindy Chiarello	Kevin Meaney
Valarie Ghant	Misty Newman
Kristin Gibson	RJ Ohgren
Tracy Hakala	Heather Patterson
Mindy Koon	Valerie Schoolcraft
Ilene Magee	Sarah Sunde

Key Team 2017-2018 Accomplishments

- Career and Academic Planning continued second year of Unpaid Internship Scholarships, awarding 27 scholarships to students for the total amount of \$94,986 [included a \$20,000 donation from the College of Business].
- The Inter-Cultural Greek Council (I.C.G.C.) established a new community partnership with On the Road Collaborative volunteering to present information about college and student life to high school students who are participants in the program.
- With a wide variety of campus partners, the Office of Disability Services hosted the 9th Annual Disability Awareness Week in March 2018 with 18 events designed to provide learning opportunities. Student staff who participated in the planning, collaborations and facilitation of events enhanced skills in communication and knowledge of disability topics.
- Students who participated in a Residential Learning Community (offered by the Office of Residence Life) had the unique opportunity to live and take classes with a small group of students who share similar interests. Over 10% of the 2017 first year class participated in a learning community.
- In AY 2017-2018, twenty-four students served as active members of the Office of Student Accountability and Restorative Practices (OSARP) Accountability Board, serving on panels who act as the original decision making body for cases in which a student is charged with minor, major or flexible policy violations as classified by OSARP.
- Orientation partnered with Madison Collaborative to expose, educate, and engage all new first year students in an ethical reasoning scenario. First Year students received materials to prepare them for the It's Complicated session during 1787 August Orientation.
- The University Health Center trained students to co-facilitate a 75-minute, interactive program with FROG groups on campus. The goal of this program was to encourage fellow students to become more aware of their surroundings, and to develop the skills necessary to intervene in situations involving hazing, intimate partner violence or alcohol before they become emergencies.



2018-2019 Plan Highlights

- Community Service-Learning will convene a new “Community Coordinating Council” to ensure the maintenance and development of meaningful and sustainable local and regional partnerships with non-profit, government and educational partners. The council will facilitate communication within JMU to support effective approaches to leverage JMU strengths to address community assets and gaps.
- The Counseling Center will make new use of the online psychoeducational platform, Therapist Assisted Online (TAO), to support the Counseling Center’s ongoing mission to provide multiple varieties of efficient, effective and high-quality mental health services. The CC will explore ways in which this platform may be applied to clinical and programmatic services that will benefit CC clients and the JMU community.
- UREC will be engaging in preliminary planning with the Office of Residence Life and an academic unit to offer a Wellness/Recreation-based Residential Learning Community in the new residence hall adjacent to UREC.
- University Unions will develop a Campus Food Pantry within the Office of Off Campus Life.