



JAMES MADISON
UNIVERSITY



Executive Summary

James Madison University embarked on its second strategic plan under the presidential leadership of Jonathan Alger. The 2020-2026 strategic plan challenges the university to respond to the ever-changing needs of the local, regional, national, and global communities. This tool will guide us to advance real-world solutions and use knowledge as a source of healing and freedom as we focus on community needs. Core qualities and university goals within the strategic plan align with the goals of the One Virginia Plan and are highlighted in this document. In addition, each year strategic priorities are identified from the strategic plan for emphasis by the university. Diversity, equity, and inclusion have been hallmarks of JMU with the first presidential commission on diversity created in 2003-04, the creation of the Centennial Scholarship Program in 2004 and enhanced by the philosophy and experience of our current president.

James Madison University Mission:

We are a community committed to preparing students to be educated and enlightened citizens who lead productive and meaningful lives.

James Madison University Vision:

To be the national model for the engaged university: engaged with ideas and the world.

JMU understands engagement as consisting of three facets - Engaged Learning, Community Engagement and Civic Engagement. We define them below to provide some structure and clarity for the members of our community. We recognize that there is plenty of overlap between the three. We also realize that not all engagement-related work fits neatly into one of the categories. While we know that the definitions are necessary, we focus our understanding of the concept by emphasizing community and individual relationships as the center of our uniqueness as an engaged university. Faculty-student relationships, relationships with the local and global community and partnerships that foster deep and purposeful learning are the focus of our vision.

And, for JMU, *engagement* means:

- **Engaged Learning:** Developing deep, purposeful and reflective learning, through classroom, campus, and community experiences in the pursuit, creation, application and dissemination of knowledge.
- **Civic Engagement:** Advancing the legacy of James Madison, the Father of the Constitution, by preparing individuals to be active and responsible participants in a representative democracy dedicated to the common good.
- **Community Engagement:** 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.

James Madison University Values:

- Academic Quality: We are dedicated to exemplary learning experiences because they are the essence of our mission.
- Community: We thrive when we collaborate, respect and serve others, and appreciate our interconnectedness.
- Diversity: We strive to be an inclusive community that values the richness of all individuals and perspectives.
- Innovation: We believe that purposeful creativity through our collaborative processes leads to knowledge creation, learning and excellence.
- Integrity: We pursue ethical reasoning because it is essential to meaningful citizenship.
- Student Focus: We provide experiences that challenge and support students.

One Virginia Goal #1 – Access and Success

Achieve and maintain a more diverse and inclusive undergraduate and graduate/professional student body, faculty, staff and administration.

Objective #1: Achieve increased undergraduate student enrollment from historically underrepresented and underserved populations.

Objective #2: Increase retention and academic success of historically underrepresented and underserved undergraduate students.

Objective #3: Increase the recruitment and retention of diverse graduate and professional student bodies.

Objective #4: Achieve and retain a diverse faculty and staff.

JMU Priority: (Access and Enrollment Management, Academic Affairs, Human Resources, Senior Leadership)

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.

- The university will implement policies, programs and practices to increase the diversity of students, faculty and staff.
- The university will cultivate a campus climate that is inclusive and equitable.
- The university will strengthen its ability to compete for students and expand access by annually increasing scholarship offerings and reducing average student debt.
- The university's approach to enrollment management will be strategic and visionary, resulting in a student body that reflects and meets the needs of the Commonwealth, students and the university.
- The university will expand access and build bridges to cross existing socioeconomic, geographic, learning and/or other barriers to participation in academic pursuits and campus activities.
- The university will value a culture of diversity in teaching, research, and service.

Strategies:

- Participate in the American Talent Initiative to learn new opportunities for recruiting and retaining underrepresented students.
- Participate in the National Association for Student Personnel Administrators' First Scholars program to implement strategies for the success of first-generation students.
- Collaborate with AVID programs across the state for campus visits and college preparation seminars.
- Continue the emphasis for scholarships dollars supporting access and affordability such as Valley Scholars, Centennial Scholars, Madison for Keeps and Dukes Pay it Forward through the Unleashed Campaign.
- Professor-in-Residence program with economically challenged Richmond middle and high schools to assist with curriculum development and support for students to strive for college success.
- The Quality Enhancement Plan will focus on student retention through an early alert system which will include a focus on identifying and eliminating equity gaps.

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- Expand the retention and transition of Preparing Future Faculty participants into tenure track positions.
- Expand the college cohort hiring initiative designed to strengthen our commitment to social change and enhance faculty, staff and curricular diversity.
- Develop and implement the Academic Affairs Anti-Racism/Anti-Discrimination agenda.
- Increase participation in the Center for Faculty Innovation workshops on retention and mentoring program for BIPOC faculty.
- Expand unit, college, and provost Diversity Councils to implement and evaluate programs and initiatives related to DEI.
- Train all search committees on the importance of inclusive excellence and diversity.
- Review tenure and promotion processes for barriers to advancement.
- Use exit interviews and climate survey to improve workplace experiences.
- Enhance recruitment, retention and student services for students in the Bachelor of Individualized Study program.
- Target immigrant and refugee audiences for professional development and credit/certification programs.
- Recommendations from the Task Force on Racial Equity will be reviewed and implemented as appropriate.
- Expand outreach of THRIVE, a multi-dimensional program that fosters connections among graduate student communities.
- Participate in the National Name Exchange, a consortium of schools, that shares names of under-represented sophomore, junior and senior minorities interested in graduate school.
- Intensive English language programs available through Study Group.
- Expand the role of alumni in outreach, recruitment and mentoring of admitted students.
- Collaborate with the Fairfax County College Partnership Program to host and support the summer experience for under-represented 9th-11th graders.

Metrics:

- Increase the percentage of undergraduate students from under-represented groups.
- Increase the percentage of age-25 and older students.
- Increase the percentage of Pell-eligible students.
- Increase percentage of students from the “lowest quintile” geographic regions of Virginia.
- Increase the percentage of non-white faculty and staff.
- The Quality Enhancement Plan is implemented.
- Expand the cohort-hiring initiative to other colleges.
- Increase adult learners in the Bachelor of Individualized Study program.
- Increase participation in training/workshops/conferences on diversity and inclusion.
- Increase in financial aid supports additional Pell-eligible students.
- Provide training for alumni to represent the university at college fairs and receptions and expand the Alumni Volunteer Network.
- The summer experience with the Fairfax County College Partnership Program is held.

One Virginia Goal #2: Climate and Intergroup Relations

Create and sustain an organizational environment that affirms and respects diversity and employs inclusive practices throughout its daily operations.

Objective #1: Create a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.

JMU Priority: (Senior Leadership)

We will champion and foster a welcoming and inclusive environment for faculty, staff and students.

- The university will expand access and build bridges to cross existing socioeconomic, geographic, learning and other barriers to participation in academic pursuits and campus activities.
- The university will implement policies, programs and practices to increase the diversity of students, faculty and staff.
- The university will cultivate a campus climate that is inclusive and equitable.

Strategies:

- Enhance relationships with affinity alumni groups and launch a new Lavender Chapter as an affinity group for alumni engagement.
- Create and implement a campus-wide climate study.
- The Task Force on Racial Equity develops recommendations for review to enhance the campus culture and reduce barriers to employee and student success.
- The University Policy Committee utilizes an 'Equity Lens' checklist so all policies are inclusive.
- Conduct a comprehensive, campus-wide climate study with outside consultants.
- Recruit alumni from under-represented backgrounds to serve on various JMU boards and committees.
- Communicate DEI programs, events, and accomplishments throughout the JMU community.

Metrics:

- Increased alumni participation in affinity groups and specifically the alumni participate in the Lavender Chapter.
- The Climate Study is completed, analyzed, and recommendations implemented as appropriate.
- Recommendations from the Task Force on Racial Equity are reviewed and implemented as appropriate.
- Increase in the number of representatives on boards and committees.
- Websites and newsletters highlight the DEI efforts.

One Virginia Goal #3: Training and Education

Engage students, faculty, staff, administrators, alumni, and the community in learning the varied perspectives of domestic and international diversity, equity, inclusion, and social justice.

Objective #1: Offer courses, curricula, art/artistic events, and learning opportunities at the undergraduate, graduate and professional levels that achieve DE&I learning goals.

Objective #2: Increase the multicultural competencies of faculty and staff.

JMU Priority: (Human Resources, Center for Faculty Innovation, JMU Libraries, Senior Leadership)

We will champion and foster a welcoming and inclusive environment for faculty, staff and students.

- The university will expand access and build bridges to cross existing socioeconomic, geographic, learning and other barriers to participation in academic pursuits and campus activities.
- The university will implement policies, programs and practices to increase the diversity of students, faculty and staff.
- The university will cultivate a campus climate that is inclusive and equitable.
- The university will value a culture of diversity in teaching, research and service.

Strategies:

- Leverage graduate students, faculty and programs to expand facilitators to grow the Lifelong Learning Institute and Youth Programs.
- Create and implement a LEADS certificate (Leader, Education, and Development Series) in Professional and Continuing Education with a specific DEI track for leaders.
- Implementation of the JMU Alumni Association's new DEI Position Statement.
- Create a DEI committee on the JMU Alumni Association Board.
- Employees will complete the Everfi training on Harassment, Discrimination and Title IX.
- Enhance support for summer abroad programs on the continent of Africa.
- Enhancement of the African, African American and Diaspora Studies Center and the Latinx Studies Program.
- Continue the campus-wide Diversity Conference and the Student Diversity Conference.
- Expand the Intergroup Dialogue course to additional majors.
- Create DEI competency for employees.
- Implement the Women, Gender and Sexuality major and the Latino Engagement minor.
- IDEA grants to support new programs and activities related to DEI goals.
- The [Center for Faculty Innovation](#) will provide comprehensive professional development opportunities for JMU faculty at all levels and stages of their careers. CFI initiatives support innovations in teaching, scholarship, career planning, and organizational development. The CFI offers workshops, roundtables, institutes and retreats that support learning related to diversity, equity and inclusion and the development of multicultural competencies. The learning experiences include topics such as cross-racial mentoring, responding to microaggressions in the teaching and learning context,

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trauma-informed pedagogy, and centering justice, equity, diversity and inclusion (JEDI) in participatory research.

- JMU Libraries will offer programs, workshops and resources to help faculty develop more inclusive pedagogy and integrate universal design principles into their courses. Their programming and resources support faculty learning related to diversity, equity and inclusion.

Metrics:

- New opportunities implemented through the Lifelong Learning Institute and Youth Programs related to DEI goals.
- The DEI committee on the JMU Alumni Association Board is implemented and goals established.
- All employees will complete the Everfi training by the designated deadline.
- At least two new departments join the Intergroup Dialogue competency.
- Employees participate in the workshops to receive their DEI competency certificate.
- LEADS program will award 15 certificates of completion.
- Increased participation from faculty will attend workshops and trainings provided by the Center for Faculty Innovation and the JMU Libraries.

One Virginia Goal #4: Infrastructure and Accountability

Create and sustain an institutional infrastructure that effectively supports progress and accountability in achieving DE&I goals.

Objective #1: Develop a robust, empowered infrastructure to address longstanding institutional challenges and sustain the journey toward inclusive excellence.

Objective #2: Create a culture of evaluation and continuous improvement.

Objective #3: Sustain and increase university-wide efforts designed to amplify the potential to secure gifts, grants, and opportunities to advance the *ONE Virginia* Goals for Higher Education.

JMU Priority: (Center for Assessment and Research Studies, Senior Leadership)

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.

- The university will cultivate a campus climate that is inclusive and equitable.
- The university will implement policies, programs and practices to increase the diversity of students, faculty and staff.

Strategies:

- Provost Faculty Diversity Curriculum grants available to enhance existing courses and to support new course development.
- Enhance the work of the faculty/staff affinity caucuses across campus.
- The Advancement Diversity Council examines engagement and stewardship that is inclusive to all donors to support DEI priorities.
- The Task Force on Racial Equity has a leadership council and eleven workgroups such as Advocacy, Support and Public Safety; Awareness/Communication; Economic Engagement and Business Relationships; and Student Academic Success, among others, to identify issues/challenges and potential infrastructure and accountability solutions.
- Increased effort by Advancement to solicit scholarship dollars and donor support for significant programs such as Valley Scholars, Centennial Scholars, and Pell-eligible students.
- New positions are created to evaluate and enhance DEI efforts.
- The Center for Assessment and Research Studies (CARS) is key to JMU's culture of evaluation and continuous improvement. CARS' focus on assessment and continuous improvement of academic and student affairs programs enables JMU to focus on achieving student-learning outcomes for all students across the university, and thus contributes in a significant way to reaching equity outcomes outlined in the ONE Virginia Plan.
- Innovative Diversity Effort Awards are funded to provide faculty, staff and students the opportunity to develop and implement new ideas that foster and support a diverse community.

Metrics:

- New curriculum/courses are developed to support DEI.
- New strategies implemented with regard to donor engagement and stewardship.
- Additional philanthropy dollars raised for DEI priorities.

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- Recommendations from the Task Force on Racial Equity are reviewed by senior leadership and implemented as appropriate.
- Additional Dukes Pay It Forward scholarships are created, along with matches to the Warden Challenge to support Pell-eligible students.
- Two new positions in Academic Affairs are created to support faculty efforts and evaluate effectiveness of academic practices.
- New Innovative Diversity Effort Awards are granted.

One Virginia Goal #5: Community Engagement

Leverage institutional philanthropy and community partnerships to improve outcomes to local and regional communities.

Objective #1: Evaluate and expand community engagement and partnerships to create collective impact with other community organizations.

Objective #2: Evaluate and increase philanthropy in support of DE&I.

Objective #3: Sustain and increase university-wide efforts designed to amplify the potential to secure gifts, grants, and opportunities to advance the *One Virginia* Goals for Higher Education.

JMU Priority: (School of Professional and Continuing Education, Advancement, Access and Enrollment Management, Academic Affairs)

AS a community-engaged anchor institution, as well as an engine for economic development, we will co-create new services for the local and regional community that are developed in response to community priorities.

- Resources and activities in support of community engagement are expanded.
- Sustainable Development Goals are integrated into the university's engagement initiative to enhance focus, purpose and collaboration.

Strategies:

- Create a Community DEI Association to facilitate growth and expansion of DEI efforts in local businesses, organizations and non-profits.
- The Regional Economic Recovery Series will create a collective impact with regional organizations.
- Explore partnerships with HBCUs in Virginia to expand educational opportunities for underserved communities for high demand fields (i.e. Cyber Intelligence).
- The Community Engagement Coordinating Council will assess community partnerships and their collective impact.
- Host workshops and trainings to engage community with DEI topics through such means as speaker series and faculty presentations.
- Increase scholarship opportunities through philanthropy for youth program participants, adult learners and professional development.
- Expand the role of the Professor-in-Residence program to build connections with community organizations in the Richmond area.
- DICE (Diversity Initiatives for Collaborative Education) in collaboration with Radford, CNU, VCU, W&M, UVA and ODU will expand the opportunities, alliances, and partnerships to increase college prep in under-represented regions of the Commonwealth.

Metrics:

- Additional philanthropy dollars raised for DEI priorities.
- Giving Day priorities has a focus on DEI goals such as Furious Flower and African and African American Diaspora Studies.
- The Community DEI Association is implemented and a plan is created.
- A partnership is created with at least one HBCU.
- DICE presents at least three programs.

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- Host the first summit of three-part Regional Economic Recovery Series in August and complete two remaining summits by fall, 2022.