STRATEGIC PLAN

JMU Student Affairs

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Mission

To engage all students in accessible$_1$ and inclusive$_2$ learning, growth, and personal development opportunities$_3$ and experiences.$_4$

1. Accessibility and Universal Design are a priority for JMU as we continue to remove barriers and ensure equity among all students.
2. JMU is working to create more spaces for students to be valued, respected, and heard.
3. We are a community of educators.
4. Student Affairs should be a place where education in the classroom and personal growth and education come together for the complete student.

Vision

Every student thrives.

Student Affairs aspires to value students, limit obstacles, build resiliency and foster a climate where students thrive in their own way. To thrive is to live effectively, to operate at a high level of well-being, to fulfill potential and to contribute positively within a larger community. When students leave JMU, we want all of them to have the skills, knowledge and abilities to lead productive and meaningful lives.

Values

Focusing on Students: We engage with and actively listen to all students with their learning and development in mind.
Through our work in student affairs, we take this value to heart through everything that we do focused on students. We take our students' needs and desires into mind when thinking and providing developmental opportunities. Student affairs recognizes that we cannot just make decisions based on what we think is best for students, but also listening to what they need to find success and growth during their time at James Madison University.

Leading Courageously: We lead purposefully and intentionally to enact needed systemic, long-term change with the guidance and voices of all constituents.
As a division, we are constantly looking for ways to be better than we were yesterday for our faculty, staff and students. A level of courage and intentionality is essential for these systemic changes. We want to make sure leadership includes all leadership styles, at every level, because we acknowledge that reaching these goals is not a solo job, but one that needs everyone.

Transcending Boundaries: We go beyond obstacles and artificial structures to serve the JMU community.

We developed phrasing for this value to point out the value of breaking out of silos and intentionally working together. We want to emphasize that we need to go beyond what we have done in the past and beyond previously understood limits. While some boundaries are important to keep in our personal and professional lives, we do not want to create and uphold obstacles that prevent students from getting the best experience possible.

Creating Belonging: We create spaces and a culture that celebrates all identities and makes it possible for faculty, students and staff to be their most authentic selves.

Belonging means you do not need to change in order to be included and celebrated; who you are matters. We acknowledge the action required to create spaces that celebrate all identities. We value and continuously focus on how we can improve our services and experiences to make celebration and encouragement of differing identities and backgrounds a reality.

Embracing Innovation and Change: We reflect on our past to innovate toward a better future to make positive change for all.

This value comes from the quote "old ways cannot open new doors". This evolved to the idea that we need to come up with new, innovative ways to modify what we are doing and what we are trying to do in the future to have new and greater options for all. We acknowledge new ways and innovations need to come from new places and people who have not previously had voices in decisions. We recognize some of the practices, protocols and policies currently in place can be improved to be more inclusive for all. This includes shifting some of the "JMU Way" and transforming some of our traditions while also creating some new ones.

Honoring and Valuing Our Staff: We invest in each staff member by honoring and valuing their talents, gifts and needs.

Honoring means to acknowledge and fulfill obligations. In order for staff to be functioning at their best, we acknowledge their needs and accomplishments while holding each other up. Burnout can be a real obstacle in our work. To combat that reality a focus on support and care needs to exist so no one is pouring from an empty cup. We need to value each other by giving everyone a seat at the table and a voice in our work, and we need to support each other through positive and consistent relationships.

Prioritizing Health and Well-Being: We foster an environment where health and well-being are infused into all aspects of our campus culture.

As a health-promoting university, we are committed to moving toward system-level strategies that influence the health and well-being of people, place and planet. We work to improve the health of people who live, learn, work, play, and love on our campus. We use our resources to strengthen and support our communities both locally and globally.

Introduction

In 2024, the President's Council on Health and Well-being provided campus with a model and definition for well-being. This new model provided Student Affairs an opportunity to help streamline the university's approach to the health and well-being by aligning our strategic planning and co-curricular learning aims with the new model.

The following document uses JMU's Well-Being Model as a basis for both the Student Affairs Strategic Plan and the Student Affairs curricular approach to learning. The goal of this alignment is to provide clarity for planning within units, reduce complexity and to set Student Affairs up to best serve our students and staff through the 2029–2030 school year. Components of the plan include:

Focus Areas

Focus areas mimic the well-being model and include definitions of each as provided by the President's Council on Health and Well-being. Each focus area stated at the top of a page serves as a high-level theme for strategic planning and a high-level learning goal for the curriculum.

Strategic Objectives

Strategic Objectives are the division's current goals for the next three to five years.

## Key Performance Indicators (KPIs)

KPIs include a variety of measures we will use to evaluate progress toward achieving our strategic objectives.

Learning Outcomes

Learning Outcomes describe the actions students will need to engage in to achieve the understanding described in each focus area. Departments will align their learning strategies (any tool, experience or partnership that departments use to facilitate learning) toward the achievement of these learning outcomes.

Well-being

Well-being is an optimal and dynamic state that allows us to flourish now and in the future. It depends on several connected areas of life – environment, health, relationships, security, purpose, and learning. At JMU, student, faculty, and staff well-being is created through an active and ongoing process at a variety of levels. By focusing on the whole – the whole person, the whole experience, the whole community, the whole planet – well-being becomes a comprehensive goal and a shared responsibility for all.

Relationships

Environment

Learning

Purpose

Security

Health
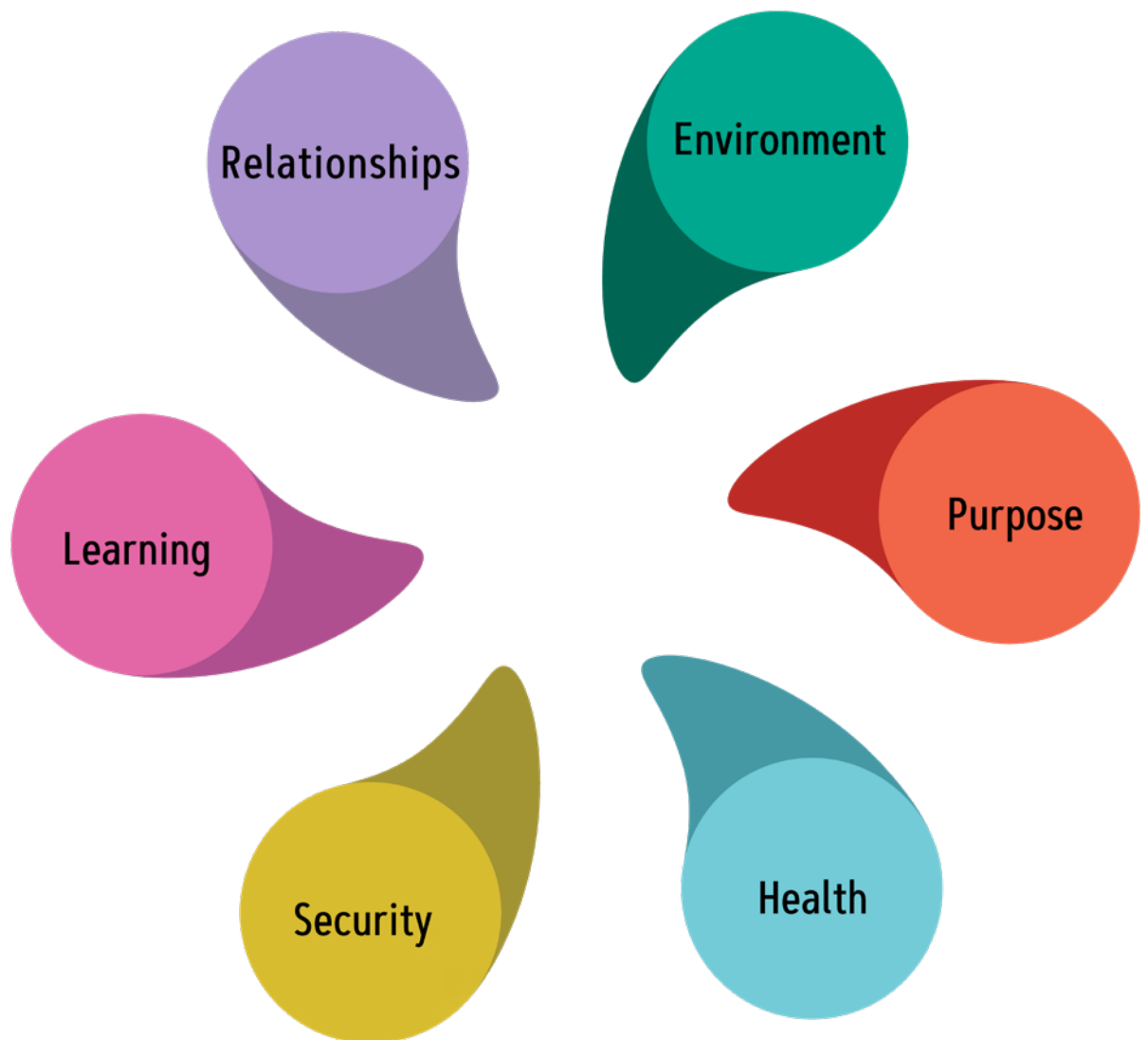
Environment

Environment refers to the surroundings where we live, work and study. In a flourishing ecosystem, we understand how we impact and are impacted by the environment and prioritize taking action to meet personal, community and global needs now and in the future.

Strategic Objectives

- Complete master plan for new residence halls toward a sophomore-year residency requirement.
- Evaluate current and develop new, as needed, student education, programs, and professional development that supports and expands student's ability and opportunity to understand their impact on their environments.
- Assess spaces and make additions/modifications to support student and staff needs.

Key Performance Indicators

- Number of on-campus beds available for upper-class students
- Square footage of facilities modified toward well-being
- Number of students participating in programs based in the natural world
- Number of accommodation requests for non-accessible spaces
- Residence Life perception study data

Learning Outcomes

Students will be able to:

- Identify how their daily activities impact their environments.
- Articulate how their environment impacts their health and well-being.
- Engage with the natural world.
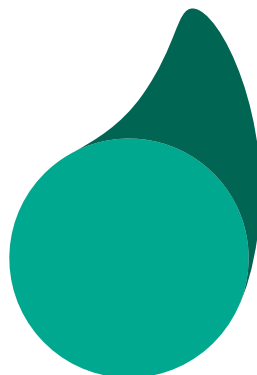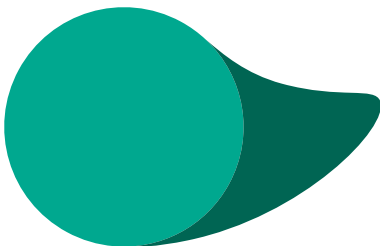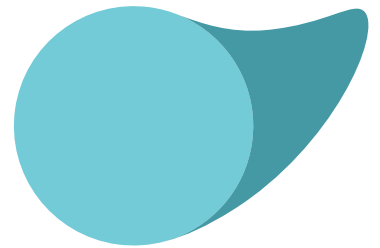
Health

Health refers holistically to physical, emotional and mental health. Healthy behaviors reduce the risk for illness and injury and improve resiliency, productivity and overall quality of life.

Strategic Objectives

- Expand campus community's knowledge and understanding of how to be well using the Okanagan charter and JED recommendations.
- Identify and minimize barriers to accessing physical and mental health resources and services both on campus and in the community.
- Establish JMU as a leader in the Health Promoting Campus Network.
- Ensure student sense of belonging to encourage and cultivate mental health safety.
- Evaluate digital well-being for students and recommend interventions as appropriate.

Key Performance Indicators

- Number of students attending health and wellness workshops and programs
- STI testing and rates on campus
- Counseling Center Assessment of Psychological Symptoms (CCAP) change scores
- UREC participation percentages
- Student flourishing scores
- Respiratory illness rates on campus
- Student self-reported healthy behaviors and attitudes
- Percentage of students who successfully reintegrate post health-related withdrawal
- Hours from students using UREC
- Percentage of cases involving alcohol or other drugs

Learning Outcomes

Students will be able to:

- Implement strategies for maintaining physical, emotional and mental health.
- Adopt healthy habits to support their identity development.
- Develop resilience to overcome obstacles and challenges.

Relationships

Relationships refer to connectedness, inclusion, appreciation of diversity and sense of belonging. When we feel welcomed, respected, supported and engaged, personal and community well-being thrives.

Strategic Objectives

- Develop and enhance partnerships that increase belonging and community for students and staff.
- Build a campus community where students engage interculturally.
- Create intentional pathways for student involvement and service.
- Implement belonging co-curricular connections to Gen Ed curriculum.
- Evaluate current and develop new, as needed, student education, programs and professional development that supports and expands students' ability and opportunity to achieve healthy inter and intra-personal relationships.
- Identify, develop and assess metrics that contribute to the overall health of student organizations.

Key Performance Indicators

- Survey results indicating students' sense of belonging and inclusion on campus
- Number of students participating in pre-weeks of welcome programs
- Student participation rates in clubs and orgs
- Usage of inclusive spaces on campus (rates and reasoning)
- Survey results from community partners about the impact of JMU students
- Number of service hours completed through CEVC
- Percentage of healthy student organizations
- Intentional Conversations (ICON) data in residence life

Learning Outcomes

Students will be able to:
- Foster healthy relationships.
- Communicate effectively across differences.
- Build connections from the local to the global.
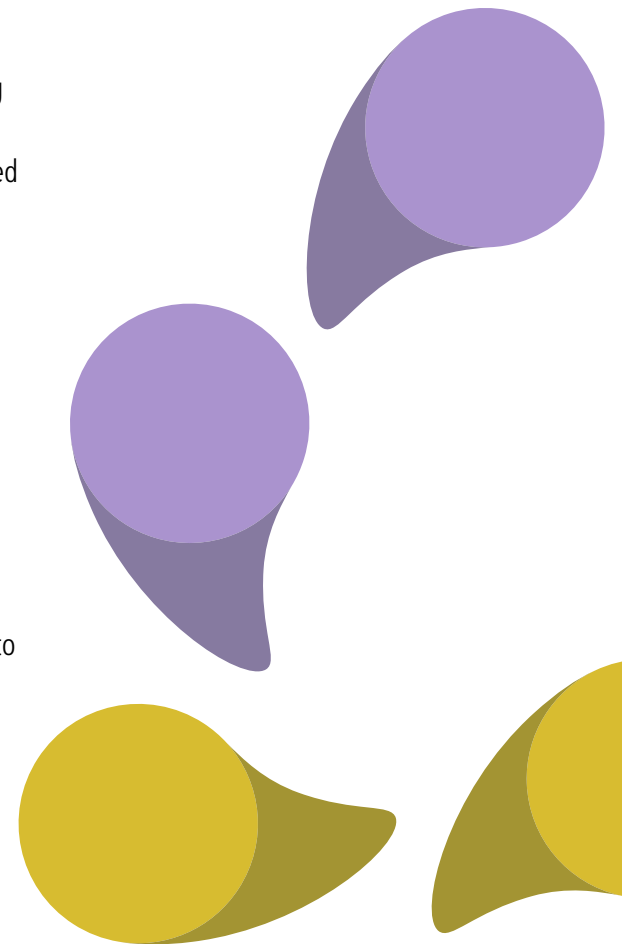
Security

Security refers to our basic needs and rights being met, including our sense of safety and stability. Feeling secure is fundamental to overall well-being, decreasing stress and inequality, and increasing focus, engagement and community trust.

Strategic Objectives

- Model and encourage employee well-being.
- Leverage and enhance new and existing data and literature to remove barriers within systems, fee structures and policies.
- Expand and enhance basic needs support for students.
- Align systems and processes to evaluate security of students and staff more clearly.

Key Performance Indicators

- Survey results measuring students' perception of safety and security on campus
- Percentage of students who report basic needs assistance and access support services
  - · # of students accessing pantry
  - · # of students reporting food insecurity
- Participation rates in stress management and resilience-building programs
- Stop the Haze attendance rates and assessment results
- Student relief funds raised, fund usage and outcomes
- Madison Cares usage
- Staff engagement survey results

Learning Outcomes

Students will be able to:
- Develop strategies for fostering safety and stability in their personal lives.
- Advocate for secure and accessible communities.
- Identify resources to support basic needs.

Purpose

Purpose refers to our direction in life – our goals, values, strengths, and beliefs. Knowing and living our personal and community purpose increases motivation and fulfillment, and leads to a greater connection to ourselves, others and the world around us.

Strategic Objectives

- Evaluate current and develop new, as needed, student education, programs and professional development that supports and expands student's ability and opportunity to achieve post-graduation career goals.
- Enhance students' career readiness by integrating and expanding Work-Based Learning Experiences (WBLE) into their educational and professional development programs.
- Increase employee engagement by focusing on growth, teamwork, individual contribution, and the opportunity to bring one's whole self into the workplace.
- Evaluate current and develop new, as needed, student education, programs and professional development that supports and expands students' ability to develop and discover their identities.

Key performance indicators

- Percentage of students completing internships, co-ops, or work-based learning experiences
- Survey results indicating students' growth toward personal values and goals
- Career Fair attendance rates
- Staff responses on exit surveys
- Use of University Health Center as clinical site
- Staff engagement survey results
- Number of innovation grants and educational leave requests

Learning Outcomes

Students will be able to:

- Discuss what factors influence their values and identities.
- Explore vocational possibilities.
- Articulate how their purpose contributes to their communities.
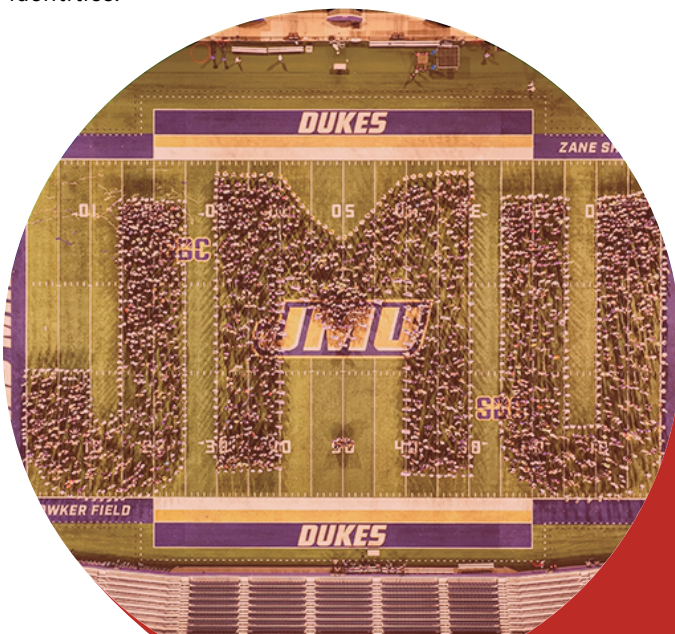
Learning

Learning refers to personal and professional development wherever that happens – in the classroom, workplace, community or someplace else. Learning plays a critical role in our growth and success, contributing to personal satisfaction, professional advancement and societal progress.

Strategic Objectives

- Provide intentional experiences that support university-wide retention efforts.
- Establish a culture of evidence within the division to enhance learning opportunities for students.
- Maximize learning opportunities through partnerships across campus.
- Empower staff through professional development to enhance their skills and expertise.

Key performance indicators

- Number of students participating in learning activities across the division
- Number of programs with established and assessed learning outcomes
- Learning strategy assessment results
- Departmental learning rates from qualitative assessment
- Individual contributions to external associations and literature
  - # of presentations annually
  - # of publications annually
  - # of staff external recognition annually through awards and association leadership roles

Learning Outcomes

Students will be able to:

- Describe the value of learning.
- Implement effective strategies for learning.
- Engage in lifelong learning.

Thank you for supporting our work!

JMU Student Affairs

Every student thrives.

JAMES MADISON
U N I V E R S I T Y ®

Student Affairs

MSC 7604, 91 Alumnae Drive
Harrisonburg, VA 22807
540-568-3685 Phone
vpstudentaffairs@jmu.edu
www.jmu.edu/studentaffairs
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