

MEMORANDUM

DATE: March 29, 2023

FROM: Dr. Malika Carter-Hoyt, Vice President of Diversity, Equity and Inclusion and Chief Diversity Officer

CC: James Madison University - President's Cabinet
James Madison University - Human Resources

TO: Martin Brown, Chief Diversity, Opportunity & Inclusion Officer
Janet Lawson, Director, Department of Human Resource Management

RE: Commonwealth of Virginia Diversity, Opportunity & Inclusion
Guidance for Agencies

Diversity, Opportunity & Inclusion (DOI) serve as central pillars of focus for James Madison University (JMU). The attached submission outlines our achievements, highlighting our contributions to enhancing opportunities for all Virginians. We are confident that JMU has implemented significant programs and policies aligned with the DOI objectives of the Commonwealth.

In fulfillment of our reporting obligation as mandated by Code of Virginia § 2.2-602(B) to provide an annual report to the Governor evaluating the impact of DOI efforts within our workforce and budget, enclosed is our detailed report. This document catalogs the opportunities generated and the successes in diversity and inclusion fostered by JMU.

JMU, much like your Administration, has significantly and innovatively expanded opportunities for Virginians, within the Commonwealth's workforce and in communities statewide. We have an inspiring narrative to share. With the sentiment expressed in your December 21st memorandum, we agree that the present is an opportune moment to amplify, broaden, and invigorate our endeavors to foster opportunities for everyone. Notably, the theme of this year's JMU Diversity Conference was "**The Time is NOW: Boldly Demonstrating Commitment to Diversity, Equity, Inclusion, Accessibility, and Belonging.**" Mr. Brown, we express our gratitude for your participation in last year's conference held at JMU.

JMU, much like your Administration, has significantly and innovatively expanded opportunities for Virginians, within the Commonwealth's workforce and in communities statewide. We have an inspiring narrative to share. Aligning with the sentiment expressed in your December 21st memorandum, we wholeheartedly agree that the present is an opportune moment to amplify, broaden, and invigorate our endeavors to foster opportunities for all. Notably, the theme of this year's JMU Diversity Conference was "**The Time is NOW: Boldly Demonstrating Commitment to Diversity, Equity, Inclusion, Accessibility, and Belonging.**" Mr. Brown, we express our gratitude for your participation in last year's conference held at JMU. We eagerly look forward to continuing this great work on behalf of all Virginians.

James Madison University

Commonwealth Diversity Opportunity and Inclusion Plan

Goal 1: Access and Success | Recruit and retain a diverse workforce by increasing access to diverse populations for recruiting.

Objective 1: Continue to improve hiring processes and increase access to potential applicants from diverse populations.

a. Expand sources for recruiting diverse talent.

JMU has demonstrated engagement to improve hiring processes and increase access to potential applicants from diverse populations through the following:

Representation and Inclusivity: Community engagement ensures that diverse voices are heard and represented in decision-making processes. When communities are involved, their unique perspectives and experiences can inform policies and initiatives that are more inclusive and considerate of everyone's needs. Each department and at the division level, employees engage with community leaders, issue leaders, civic leaders, and laypersons who represent concerns or commendations to their communities. This could include students or alumni who have been historically absent or marginalized in the institution's history. In all these interactive discussions, plans and outcomes have resulted in access and visibility to applicants from diverse populations.

Understanding Local Context: DOI efforts must consider the specific challenges and opportunities faced by different communities. Engaging with local communities helps organizations and institutions gain a deeper understanding of the cultural, social, and historical factors that influence diversity and inclusion in the higher education context.

JMU is committed to **recruiting and retaining a diverse workforce**. Each division follows the hiring processes established by Human Resources (HR) and the Office of Equal Opportunity for the search and hire of staff, Administrative and Professional (A&P) faculty and students. These hiring practices follow federal guidelines for the recruitment of diverse talent.

JMU uses and designs resources to help recruit diverse populations having our searches employ advertising in publications targeting various audiences. Here are some of the resources and institutional behaviors designed to assist in the recruitment of diverse populations:

- Joblink and Page Up recruitment databases,
- Each posted vacancy is automatically posted to diversityjobs.com and various online and social media advertising resources ("X"/Twitter, Facebook, Instagram) LinkedIn, Handshake, etc.),
- Post on websites that are tailored for underrepresented applicants, working with JMU's Offices of HR and Equal Opportunity, tailoring position announcements to address diversity issues, highlighting our liaison work with underserved communities on our campus,

increasing advertising budget to allow exploration of advertising sources that target traditionally underrepresented applicant pools.

- In-person job fairs, specific job boards (i.e. AEMA NACDA, etc.).
- Provide first round interview questions to candidates to review prior to their interview; Recruit search committee & search committee chairs from-people external to the department; Separate the hiring manager responsibilities from search committee chair responsibilities.
- Liaise with key organizations that represent the expertise of various divisions example NC4A/NCAA for Athletics,
- Partnerships with the Department of Aging and Rehabilitative Services (DARS) and local organizations that assist in the transition of veterans in the workforce throughout our regional community.
- Collaboration between Academic Affairs and the Office of Equal Opportunity to participate in the National Institute on Teaching and Mentoring overseen by the Southern Regional Education Board for outreaches to diverse qualified PhD scholars.
- Engage in outreach to a diverse array of institutions (i.e. Historically Black Colleges and Universities).
- Vacancies are posted in local newsprint media in English-speaking and Spanish-speaking community publications.
- Online advertising resources are posted online at the HR recruitment website.
- JMU is mindful to ensure accessibility for candidates with disabilities and welcome requests for accommodations. Similarly, our interview processes are accessible.

HR, recruitment and retention strategies are guided by federal and commonwealth policies and procedures. New employees are offered their technology of choice to complete work so that their needs are met, allowing for flex scheduling for individual wellbeing needs.

JMU's effort to expand sources for recruiting diverse talent aligns with the institutional 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, healthcare, design industries and other constituents have come to expect from JMU.

b. Continue to utilize the “Alternative Hiring Process” for people with disabilities.

JMU's Office of Equal Opportunity along with HR continues to partner with a variety of agencies such as the DARS and the Department for the Blind and Visually Impaired, to explore employment opportunities in support of people with disabilities. Both departments sponsor programs in support of people with disabilities. The director of the OEO also serves as the ADA 504 Coordinator for our University.

- JMU collaborates with DARS on the alternative hiring process and utilizes questions on employment applications to form responses to applicants. Applicants who self-identify as associated with DARS receive a designation to more easily be identified by the hiring manager. We also encourage interview panels to comprise members of varied diverse backgrounds.

- Currently, Environmental Services is represented by roughly 20% non-English speakers. Facilities Management continues to work with other state agencies, such as Woodrow Wilson Rehabilitation Center and the Department of Aging and Rehabilitative Services, to hire individuals with disabilities.
- The JMU HR Recruitment team works to assist prospective candidates and current workforce by sharing information and resources available to them within the local community. HR and an individual's home department provide resources and support to help them engage in the JMU community and our regional community, assisting with connections (i.e., Employee Affinity Groups and Dual Hire Program). JMU's adheres to Governor Youngkin's directive on the Alternative Hiring Process. <https://www.governor.virginia.gov/newsroom/news-releases/2022/may/name-933240-en.html>.

JMU's effort to continue to utilize the "Alternative Hiring Process" for people with disabilities aligns with the institutional 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, healthcare, design industries and other constituents have come to expect from JMU.

c. Utilize interview panels that include members of diverse backgrounds and perspectives.

JMU HR provides best practices and standards for all search committees. The effort of HR is complimented by The Office of Equal Opportunity who manage compliance and internal hiring practices. This includes providing information for each search director and/or search committee team to invite individuals from a variety of backgrounds to serve on search committees. The variety of voices can add diverse perspectives in evaluating candidates.

All interviews are conducted by multiple team members, highlighting community engagement which plays a crucial role in Diversity, Opportunity, and Inclusion (DOI) efforts. For example, Student Affairs at JMU has used a cohort hiring model, where appropriate, to obtain larger and more diverse applicant pools. An individual from the Student Affairs Professionals (SAPros) committee meets for 30 minutes with every candidate that comes to campus to discuss professional development and community building.

In collaboration with HR, the Office of Equal Opportunity, University Counsel, Faculty Senate, and Academic Affairs established guidelines for hiring instructional faculty. These guidelines provide resources on creating job ads, search committee composition, recruiting faculty, interviewing process, scheduling interviews and the role of the search committee in instructional faculty searches. In addition, everyone involved in the search process must complete training to ensure that participants follow federal/state regulations in the search and interviewing processes and know best practices for recruiting instructional faculty.

Throughout Academic Affairs, search committees are comprised of individuals who represent the academic unit and expertise in the field. In addition, Deans ensure the search committee represents the field of practice and includes individuals underrepresented within practice and/or research expertise.

Academic Affairs developed a recruitment program, Be A Part of the Change, which focuses on recruiting instructional faculty that are underrepresented in their field of practice or in research expertise. To ensure that we provide accommodations to all applicants during the hiring process, we work closely with HR to meet the needs of our candidates.

HR provides translation services for English as a Second Language (ESL) hires throughout the onboarding and orientation process, and as an employee retention tool for areas such as Facilities Management and across the institution.

These efforts align with JMU's 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, healthcare, design industries and other constituents have come to expect from JMU. Additionally, efforts are aligned with Strategic Priority #2 – Advancing Inclusive Excellence: 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.

Goal 1: Access and Success - Objective 2 | Continue to retain and promote a diverse workforce.

a. During onboarding, ensure new employees are made aware of and understand the agency's inclusive principles and practices.

JMU persists in creating and maintaining a climate that is supportive, respectful, and that values and integrates differing perspectives and experiences.

Goal 2: Welcoming and Respectful Culture | Create and sustain a culture that welcomes and embraces diverse opinions, independent thinking, and respectful interactions to deliver optimal results for the organization and its customers.

Objective 1: Persist in creating and maintaining a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.

a. Provide employees with disabilities the necessary accommodations for them to be successful.

Partners across campus assist employees with disabilities and their supervisors with working through the reasonable accommodation interactive process. In addition, the university promotes employee clubs to encourage all individuals with a hobby or interest to participate and get to know other employees to enrich the community of JMU.

HR offers 'Connection Day' which is designed to orient new employees of all classifications to the culture, mission, and values of JMU, while fostering an environment of networking and engagement. The

annual Diversity Conference, Inclusion councils, and the Inclusive Community Series are programmatic additions for employees to utilize.

Further, the institution's American with Disabilities Act (ADA) Coordinator serves as a resource regarding Title II of the Americans with Disabilities Act of 1990 and similar state requirements to ensure JMU complies with its legal obligations to provide access to services for persons with disabilities. The ADA Coordinator establishes relationships with internal and external entities.

b. Promote respect of all individuals and provide clear expectations for collegial interactions and compliance with the Civility in the Workplace Policy.

James Madison University provides space for all voices and perspectives to be shared in several formats: academic classrooms, programs and events. This includes the elevation of voices of all protected classes to share their experiences and ideologies in relationship to political or religious affiliation, gender and socio-economic status, to provide a few examples.

JMU policies and procedures outline the expectations of a civil workplace. Training is provided for directors and above to ensure employees respect one another and understand their roles in creating a positive and collegial work environment. As an educational institution our goal is to create space for all types of learning and growth to take place.

Departments across campus welcome various lecture and learning series, speakers and programs that address and support several aspects of diversity and independent thinking.

JMU regularly demonstrates its strong commitment to free speech and freedom of expression and inquiry by encouraging the exploration of diverse ideas and educating students, staff, and faculty on their rights and responsibilities as citizens. One of JMU's newest and most successful programs is the Freedom of Expression Series for faculty, staff and students to express and share their voices.

First-year and transfer students participated in a free speech and free expression event upon their arrival on campus, starting in the fall of 2023.

c. Encourage cross-collaboration and rotational assignments among employees to enrich the employee experience, promote education and growth, foster diversity of thought, and inspire innovative solutions.

JMU continues to provide cross training when appropriate. This effort is led at the divisional level and ensures the work in that department and division is maintained through turnover and role changes. Innovation and collaboration are key values at JMU and guide many programs and university initiatives.

One example of this cross-collaboration is done within the Valley Scholars and Centennial Scholars staff who complete tasks associated with providing support in the Reddix Center and for scholarship selection and awarding. Both units work cooperatively to address budget needs, provide student support and assist with staffing challenges when called upon.

Access and Enrollment Management faculty participants in the Professor-in-Residence (PIR) program meet monthly to update on the work at the partner k-12 schools where our work focuses on preparing

underserved and underrepresented pupils for postsecondary education. We encourage cross-collaboration with our partner schools, teachers and counselors, and among the PIR faculty members to ensure that they understand the inclusion values of JMU and practice them. The department partners with Centennial Scholars and First-Generation students at JMU to highlight students of diverse backgrounds during events such as commencement. In addition, the department hosts events with a diverse population of stakeholders (students, faculty, staff, community members, donors, etc.).

Business Services participates in cross training and rotational assignments in many areas. Employees are expected to volunteer for activities like snow removal and to participate in special events such as graduation, Employee Appreciation Day, athletic events, summer picnic, and other gatherings that need support. These efforts are hosted by Business services; Facilities Management, Parking and Transportation Services, Arboretum, Dining Services, Card Services, and the Bookstore.

The Student Affairs Appreciation and Award event is held at the end of every year in Student Affairs. SAPros, as a committee, is rotational and allows for a diversity of thought to be part of the decision-making. This assignment promotes education and growth within the individual and the division. Student Affairs also has an Innovation Grant and Educational Leave process through which staff can apply for funding to support cross departmental and cross division ideas.

In 2023, CMSS (Center for Multicultural Student Services) collaborated with several campus and alumni partners for Cultural Heritage Months and other educational programming:

- The Honors College
- African, African American and Diaspora Studies Center
- Office of the President
- Madison Hispanic Caucus
- APIDA Faculty Caucus
- JMU Libraries
- College of Arts & Letters
- Native American Land Ack Working Group
- Sexual Orientation, Gender Identity and Expression (SOGIE)
- Office of Disability Services (ODS)
- The Counseling Center
- Women & Gender Studies
- School of Integrated Sciences
- JMU Black Alumni Chapter
- JMU Campus History Committee
- University Union
- Office of Fraternity and Sorority Life
- Student Activities and Involvement
- Furious Flower Poetry Center
- University Recreation (UREC)
- Office of Admissions
- Office of Orientation

Diversity Education Empowerment Program (DEEP) Impact met with SOGIE and together they proposed a collaborative shift to the DEEP Impact program. Previously, each department had been running separate educational programs. Jointly, the department's graduate students worked on revamping outreach presentations and created 8 new or improved presentations available for outreach. In addition to group outreaches, the department and Diversity Educators marketed and facilitated numerous student programming, facilitating peer to peer opportunity for intergroup dialogue.

Spring 2023: DEEP hosted 3 dialogues reaching a total audience of 125 students, and 7 outreaches to faculty classrooms reaching 397 students.

Fall 2023: With the start of the collaboration of CMSS and SOGIE for DEEP Impact, the team hosted 4 dialogues and new programming of activity hours and tabling reaching 717 students and 26 outreaches for 774 students.

d. Offer events that recognize, value, and honor diversity and independent thinking

An example that promotes respect for all individuals is within the Athletics Marketing Department, which is actively involved in honoring and appreciating military veterans through special events and collaborations. Engaging all JMU Team Sports in Military/Veterans appreciation days is a commendable initiative, as it allows the entire athletic community to come together in support of those who have served in the military. The strong relationship with JMU VALOR (via Student Affairs) further enhances the impact of these efforts, as VALOR plays a role related to military appreciation.

To promote education and growth, foster diversity of thought, and inspire innovative solutions, and independent thinking, Athletics also provided training for academic advisors, athletic administration, staff, and coaches regarding diversity, inclusion, and mental health. January 24, 2023 Hilinski Hope, a foundation created by the parents of Tyler Hilinski who was a Washington State University football player who committed suicide. The parents travel the country sharing Tyler's story connecting students, staff, and coaches with mental health resources to help destigmatize mental health. Athletics also sponsored, "A Long Talk, An anti-racism Activation Experience". Participants were engaged in constructive, reflective conversations where athletic administration, staff, student-athletes, and coaches were asked to listen, participate, and practice effective anti-racism in a two-day, two-hour session per day experience.

In Academic Affairs, cross-divisional and interdisciplinary collaboration, including research and teaching, are highly valued. The Provost's Office supports numerous events that recognize diversity and independent thinking. One example is the Inclusive Community Series, which provides an opportunity for our campus to make strides towards inclusive excellence. This lecture series is guided by themes that emerged from JMU's 2022-23 Climate Study. After each speaker, attendees have an opportunity to process what was heard in growth circles, identify impacts on the JMU community and provide recommendations on next steps toward inclusive excellence.

Operating simultaneously as capacity building, status update and impact study, the 30+30: Awareness to Action Inclusive Future Tour features thought leaders leading public updates to demonstrate current levels of DEIAB (Diversity, Equity, Inclusion, and Belonging) activity, celebrate champions involved, and

invite information exchange toward continual improvement, amplifying the power of our community's collective instrumentation and knowledge. The pre-tour began Fall 2022 and the tour (ongoing) began September 2023 and occurs over several sessions in partnership with the Division of Diversity, Equity and Inclusion, division heads and DEIAB implementation champions and co-champions who showcase individual/team/institutional pursuit(s) related to (A) a single Task Force on Racial Equity Recommendation, (B) a theme from the Climate Study and (C) other DEIAB activity. Presentations demonstrate alignment to at least one University Strategic Priority. The entire campus community is invited to present or attend, and results coalesce institutional capabilities, helping us to improve diversity and inclusion by measuring the results of progress and itemizing our pursuits. Then we check those results and act based on what we have learned.

The Vice President for Diversity, Equity, and Inclusion and Associate Athletic Director at JMU launched a Sun Belt DEI Consortium meeting aim to foster a deeper understanding of institutional belonging, inclusion, accessibility, and diversity within a consortium of Sun Belt institutions. To achieve this, we invite each member to share their organizational stories that highlight positive experiences and progress in these areas. Consortium institutions are encouraged to arrive prepared to share their stories, whether they are related to initiatives that promote accessibility for all, moments of belonging and inclusion, or instances where diversity has positively impacted their institutions. The insights and experiences undoubtedly enrich our collective journey towards a more inclusive and diverse community.

Goal 2: Welcoming and Respectful Culture - Objective 2: Continue to provide an environment where conflicts, concerns, and complaints are aired and addressed expeditiously.

a. Promote productive methods of conflict resolution through mediation, counseling, and training in respect for free speech and expression.

JMU HR offers mediation services and conflict resolution services. JMU supervisors, in collaboration with JMU HR, address and respond to inappropriate workplace behaviors. Complaints are handled promptly and consistently through a process.

JMU promotes respect of all individuals and provides clear expectations for collegial interactions and compliance with the Civility in the Workplace Policy. In cooperation with the Division of Diversity, Equity and Inclusion, HR, University Policy Committee and Legal Counsel, two policies changed January 2023. Policy 1324: Discrimination and Retaliation Complaint Procedures (Other than Title IX Sexual Harassment (Policy 1346) and Sexual Misconduct (Policy 1340). This cooperation ensured our processes and formats are compliant with the Commonwealth's Civility in the Workplace Policy. Alterations and alignments were vetted among the campus community and Vice Presidents (or their designees) who had the opportunity to weigh in with suggested modifications.

The JMU Faculty Handbook includes policies and procedures, including access to the formal grievance process to address challenges for instructional faculty. Faculty also have an Ombudsperson to help them understand options available to them and a Title IX Officer for Faculty Adjudication that coordinates with the Title IX Office.

b. Promptly address inappropriate workplace behavior.

Reporting within the Division of Diversity, Equity and Inclusion, JMU offers community the opportunity to (1) consult with OEO and (2) to report via the [complaint reporting and investigation procedure](#), which provides a mechanism through which the University may identify, respond to, prevent, and eliminate incidents of discrimination, harassment, and retaliation that violate JMU's policies. The procedure is administered by JMU's Office of Equal Opportunity ("OEO"), which is the office at JMU designated to receive reports of discrimination, harassment, and retaliation; consult on questions relating to discrimination, harassment, and retaliation; and conduct necessary investigations into allegations of discrimination, harassment, and retaliation. The procedure is intended to balance the rights of those raising complaints of discrimination, harassment, and retaliation (the "Complainant") with the rights of those against whom such claims are alleged (the "Respondent").

c. Promptly address concerns and complaints through a standard process that is consistently followed.

Additionally, please refer to "b" above in response to this prompt.

JMU is aligned and in compliant with Commonwealth and Federal laws and protocols to address issues of discrimination, title ix and retaliation. Also, HR provides the ability to address grievances and workplace challenges swiftly. Resources are also available to students and provided throughout the University. Awareness campaigns and workshops are offered at orientation for students, and new employee orientation. Also, the information is embedded in the employee onboard training.

Consultation and Reporting via the Office of Equal Opportunity (OEO) - Any member of the JMU Community may consult with an OEO representative regarding potential discrimination, harassment, or retaliation. The OEO representative will determine the nature of the issue or concern, obtain relevant facts, and provide guidance as to whether the matter falls under OEO's jurisdiction. If the matter does not fall under OEO's jurisdiction, information will be provided regarding the University resources available to address the concern. If the matter falls within OEO's jurisdiction and the individual wishes OEO to investigate, the reporting individual will be advised of the subsequent steps in the investigatory process. In cases where the reporting individual wishes to discuss the matter but not proceed with filing a complaint, the OEO will maintain a private record of the conversation. There may be situations where JMU is legally obligated to investigate a complaint, regardless of the individual's willingness to proceed. In this event, the individual will be notified, and steps will be identified to protect the individual against retaliation and ensure an acceptable working or learning environment. Individuals may contact OEO anonymously for consultation or to report discrimination or harassment. Note that anonymous reporting may limit OEO's ability to investigate thoroughly.

The JMU Faculty Handbook includes policies and procedures, including access to the formal grievance process to address challenges for instructional faculty. Faculty also have an [Ombudsperson](#) to help them understand options available to them and a [Title IX Officer for Faculty Adjudication](#) that coordinates with the Title IX Office.

All employees follow the university reporting systems as mandated reporters. Staff who work directly with students and student organizations can assess the immediate concern and guide them to the appropriate offices and resources case-by-case.

Assistance is furnished for community members through different methods, depending on the audience, division or department. For example, Real Response is an online platform that our student-athletes download on their phones. The platform empowers individuals by creating a secure environment for confidential feedback and communication, fostering open and authentic real-time dialogues with our student-athletes. Faculty can provide feedback on their experiences through the evaluation process and the regularly- conducted COACHE faculty survey. In the UREC both physical and virtual processes are maintained for participants to communicate concerns and complaints (along with praise and ideas) to our professional staff. These comments are shared weekly and responded to promptly, first conveying an understanding of the issue, and providing a clear response with an offer to follow up in person if they have any further questions or concerns.

The department(s), Individual(s) or group(s) primarily associated with these accomplishments are HR, supervisors, managers, and other leaders and this effort aligns with Strategic Priority #2 – Advancing Inclusive Excellence: 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.

Goal 3: State Agency DOI Infrastructure & Training | Maintain a plan and infrastructure that continues to provide individualized skills training and career development for state employees. Agencies report annually on DOI goals and accomplishments.**

Objective 1: Continue to amplify opportunities to advance the goals outlined in this framework.

a. Incorporate the DOI plan into the agency’s strategic plan and reporting efforts.

James Madison University is committed to fostering for all JMU community members, a culture and environment that supports healthy work-life balance and personal and professional goals. In support of promoting faculty and staff success, the university focuses on the following goals:

- The university will identify and implement a comprehensive approach to work-life balance
- The university will increase resources to support mentorship, coaching and professional development for faculty and staff
- The university will provide employees with resources, opportunities and co-worker interactions necessary for meaningful workplace involvement

Hence, the need for the Talent Development Department and the creation of learning areas which help each of us reach our own potential as well as work effectively with others. A wide variety of professional development opportunities are provided free of charge to JMU Administrative & Professional faculty, classified staff and wage employees. Faculty and staff are encouraged to pursue professional development utilizing internal and external resources.

b. Design processes to openly share DOI resources and best practices across agencies and units.

As Affirmative Action is implemented, the Office of Equal Opportunity engages in new partnerships with members of the disability and veteran communities locally and within the Commonwealth of Virginia. HR, Academic Affairs, and the Office of Inclusive Excellence and Engagement partner to continually improve search committee training and related opportunities:

- Recruitment, Selection Retention Training for all Instructional and AP faculty positions
- Co-lead this process with HR for AP faculty
- 55 AP faculty search committee trainings during the 2022-2023 academic year (combined some presentations to host more than one search committee)
- Exploring the idea of creating a web-based training course for all search committees.

Regarding career, experiential learning, and transitions, three departments (Community Engagement & Volunteer Center, Orientation and Transition, and the University Career Center) engage in practices to welcome students and staff to campus and help them feel at home at JMU. These departments also did the following:

- Completed a program review for practices of accessibility and belonging
- During onboarding, all new employees receive a JMU Overview where the mission statement, values and goals of student affairs are discussed and explained.
- All new staff members meet with the staff liaison to Accessibility and Belonging, and received training from ODS staff on supporting neurodiverse students in the job search process.
- University Counseling Center Staff attended training on supporting marginalized students in the workplace.

The efforts outlined in this section align with JMU's 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, healthcare, design industries and other constituents have come to expect from JMU.

Objective 2: Continue to create structures and processes of accountability to increase organizational effectiveness with the Department of Human Resource Management.

a. Institute systems of assessment, reporting, accountability, and continuous improvement to optimize the realization of the agency's and/or department's goals.

JMU-STAR is the tool used to record unit objectives, report on those objectives and associate them to the University's Strategic Plan.

All the content produced by University Marketing and Branding (UM&B) aims at portraying the university as a welcoming place. Our 'Being the Change' brand promotes these values constantly. In addition, the UM&B team responsible for maintenance of the interactive campus map devised a technical solution to add a new 'Handicap Access' layer to the map. This Advancement effort aligns with JMU's Strategic Priority #4 – Strengthening Support & Infrastructure: We will expand revenue streams and increase fundraising to address enrollment challenges and the desire to control tuition increases.

In Student Affairs, ODS Staff members participated in and supported various programs and opportunities to enhance understanding of accessibility and inclusion by design.

Disability Advocacy Week March 2023

- Speaker Events sponsored in Academic Partnership (Molly McCully Brown and Susannah Nevison)
- Disability on the Page and at the Podium,
- Poetic Conversation on Disability Keynote: A Place That's Ours: Writing Disability and Joy with Molly McCully Brown and Susannah Nevison. Student Affairs has excelled at providing additional training above and beyond what is offered centrally by the university.
- We provide monthly training aligned with NASPA (National Association of Student Personnel Administrators) and ACPA (Association of College Personnel Administrators) competencies for Student Affairs staff.
- The division provides a monthly assessment training and consultation that encourages continual improvement and centers inclusion in our assessment efforts.
- Cohort onboarding experiences allow new staff to build community across units and learn about JMU and the division of Student Affairs in a group setting.
- Mid-level manager training is being developed in partnership with Talent Development.

The effort aligns with JMU's 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, healthcare, design industries and other constituents have come to expect from JMU.

“We Are JMU” provides students with the opportunity to explore content and concepts presented in the Everfi Student Diversity Training, a training that all students must complete before arriving to campus, within the JMU context. The intervention and post-assessments are designed to measure general understanding of Diversity, Equity, and Inclusion (DEI) concepts, ability to apply strategies to action at both the individual and group level, as well as constructs such as self-concept, self-awareness, and identity salience. The intervention and assessment plan, described in detail below, were designed in a way to show the development of these attributes and concepts within incoming students across their first year at James Madison University.

We Are JMU consists of one 75-minute faculty and staff facilitated program which takes place during students' first week at James Madison University (week of August). Students are assessed immediately following the programs' administration. In-Hall Debrief occurs later in the day after the programming

takes place with Resident Advisors (RAs) and First Year Orientation Guides (FROGs) in students' respective residence hall. All students are required to participate in the We Are JMU programming. Specific program components and their alignment to outcomes are shown in Table 1. All We Are JMU programming components were selected to best achieve the designated student learning and development outcomes. As a result of attending "We Are JMU: An Introduction to Inclusion," students will be able to:

- Name at least 3 personally ascribed or socially ascribed identifiers that inform who they are.
- Discuss, in their own words, at least two ways to intervene in a moment of harm.
- Describe how inclusive practices can be applied to at least two places within the JMU/Harrisonburg community.
- A post-intervention assessment was designed to align with the learning outcomes.

This instrument was designed with intent to measure three concepts as it pertains to the student learning and development outcomes:

- Student's level of general understanding of DEI concepts.
- Student's application of strategies to action (Individual and Group Level).
- Student's "Self-Concept"/ "Self-Awareness"/ "Identity Salience"

b. Align DOI responsibilities and tasks with other human resources functions and provide a point of contact within the agency's leadership team or human resources department to this office.

Please see Goal 1: Access and Success | Recruit and retain a diverse workforce by increasing access to diverse populations for recruiting. Objective 1: Continue to improve hiring processes and increase access to potential applicants from diverse populations. Selection a. Expand sources for recruiting diverse talent.

Please see Goal 1: Access and Success | Recruit and retain a diverse workforce by increasing access to diverse populations for recruiting. Objective 2: Continue to retain and promote a diverse workforce. Selection a. During onboarding, ensure new employees are made aware and understand the agency's inclusive principles and practices.

c. Engage agency leaders and key stakeholders in reviewing and analyzing reports to identify achievements as well as opportunities for improvement.

To gather the proper data for annual and periodic reports to the Department of Human Resource Management and/or the Commonwealth, HR consults with divisions and departments to compile and analyze reports to identify achievements as well as opportunities for improvement.

d. Review and assess internal policies and procedures throughout the agency and/or department to identify opportunities to further organizational excellence.

See Goal 2: Welcoming and Respectful Culture - Objective 2: Continue to provide an environment where conflicts, concerns, and complaints are aired and addressed expeditiously.

The Office of Equal Opportunity (OEO) was reorganized to report to the Office of Inclusive Excellence and Engagement. This meant new opportunities and challenges were now included the responsibility for five university policies. This included major update to policy 1324 in 2022 with new procedures to implement. The hiring of the entire staff for the OEO department during the 2022-2023 academic year (the administrative assistant left in October 2022 to assume a role working with the new Vice President). The implementation of new procedures for policy 1324, which included, but was not limited to the following: selection of hiring panelists, partnering with other departments on processes, procedures and communication through systems that assist the JMU community in navigating discrimination and retaliation. The office conducted Hearing Panelist training for twenty people to adjudicate formal cases in accordance with policy 1324. This office's work aligns with the Department of Human Resource Management.

Objective 3: Continue to provide training and educational workshops available to all employees.

a. Offer training and educational workshops for skills training, leadership development, and career advancement.

JMU provides training in multiple formats. The Center for Faculty Innovation and Talent Development are offices that conduct many training workshops. Some divisions and departments utilize retreats, guest speakers and university programming to offer training for all employees. Also, local, regional and state training opportunities are communicated to employees through HR and other JMU entities.

The Inclusive Excellence and Engagement department facilitated Intergroup Dialogue - Coordination of the planning team. Fall 2022 and Spring 2023.

The University Events department is another example that JMU employees value the training provided at JMU through Talent Development and IT (Information Technology) Training. Aside from the educational training offered at JMU, the department values other continuing education and professional development. This is demonstrated by their attendance at conferences and workshops outside of JMU to further train, develop leadership skills, and more.

Opportunities throughout the university community are demonstrated throughout this report.

b. Develop talent management programs such as mentorships, succession planning, and coaching programs with the assistance of professional organizations and institutions of higher education.

See Objective 3: Continue to provide training and educational workshops available to all employees.

JMU divisions encourages and provides funding to all staff to engage in JMU and professional association development opportunities; i.e. we have joined International Town and Gown (ITGA) and grown the JMU team representation at the upcoming annual conference and many of our facilities team members attended the Association of College Unions International (ACUI) Building Manager's Institute. Several

JMU divisions and departments worked to establish a baseline succession plan for when employees leave to leave documentation for their successor.

c. Ensure training programs are available to all employees, including through multiple modes of facilitation (e.g., classroom, virtual, online self-paced, etc.)

See Objective 3: Continue to provide training and educational workshops available to all employees. Section "A". Offer training and educational workshops for skills training, leadership development, and career advancement.

For example, JMU Athletics (as do other departments and divisions) encourages its employees to seek out training and development opportunities that promote professional growth, by allocating funds in its budget to support such opportunities. Further, Athletics encourages its employees to utilize Talent and Development's funds and training/workshop opportunities.

d. Increase training opportunities.

Business Services and Facilities Management, have hired an ESL instructor to facilitate continual communication for new hires in need of the service. This is in addition to many other training and development opportunities available to staff. These efforts hosted by Business Service/Facilities Management, align with JMU's 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, healthcare, design industries and other constituents have come to expect from JMU.

Valley Scholars and Centennial Scholars employ over 20 graduate assistants. In 2023, both units updated training and expectations for GA's by conducting an expanded summer training and implementing new supervisory expectations for full-time staff. This decreased conflict and confusion regarding expectations and set clear guidelines for office behavior, inter-personal interaction and student service expectations.

University Recreation Center (UREC): now provides a professional and student learning program called enCORE to help teach and reinforce our Core Principles. Sessions were offered on implicit bias, inclusion, and removing and overcoming barriers during this year.

University Health Center (UHC): The health center implemented a DEI SJI education plan in the fall of 2022 with the goals to educate, evaluate, and implement change. The plan requires all UHC staff to complete educational material semi-annually in August and January. In 2022-2023 a list of online educational opportunities was provided to staff so that staff could individualize and self-select what education they wanted to pursue. To satisfy this plan in 2023-2024 UHC brought in With Respect LLC to complete two in-person trainings for the entire department as follows: August 2023: The Cage of Oppression & Intersectionality: A Model to Create Real Change in Social Justice January 2024: Conflict Negotiation and Problem Solving for the Win-Win In addition staff were given access to an online course titled Respect & Belonging: Deepening our Understanding.

These efforts align with JMU's Strategic priority one. 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, healthcare, design industries and other constituents have come to expect from JMU.

James Madison University

Strategic Plan Structure

Summer, 2023 Update

Mission

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

Vision

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

Strategic Priorities of James Madison University in alignment with the Commonwealth 2024 AGENCY DOI GOALS

In order to align the management of fiscal, human, and material resources, the university establishes strategic priorities. Such priorities provide a sharp plan focus over a particular period of time. When the

university is determining where to invest resources or how to assess performance, we will begin (but not end) with these priorities. Of course, these priorities reflect our mission, vision, values and core qualities.

We have developed a mapping system that links applicable core qualities and goals to each priority so that departments draft and track linked objectives.

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, healthcare, design industries and other constituents have come to expect from JMU.

Priority #2 – Advancing Inclusive Excellence

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.

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. Priority #4 – Strengthening Support & Infrastructure We will expand revenue streams and increase fundraising in order to address enrollment challenges and the desire to control tuition increases.

MEMORANDUM

DATE: May 1, 2024

FROM: Dr. Malika Carter-Hoyt, Vice President of Diversity, Equity and Inclusion and Chief Diversity Officer

CC: James Madison University - President's Cabinet
James Madison University - Human Resources

TO: Martin Brown, Chief Diversity, Opportunity & Inclusion Officer
Janet Lawson, Director, Department of Human Resource Management

RE: Commonwealth of Virginia Diversity, Opportunity & Inclusion
Guidance for Agencies (Strategic Plan submission – May 1, 2024)

James Madison University has embedded all Diversity, Opportunity and Inclusion goals and objectives in the University's strategic plan. There is not a separate or distinctive DOI plan from the University's strategic plan. This provides congruent and coordinate university initiatives that are the shared responsibility of all divisions and departments of the institution.

Below is the strategic plan for James Madison University. You will be able to determine key DOI, Fiscal, Recruitment, Retention, University Health and Wellness, Athletics and other areas of strategic importance and engagement for the direction of the University.

James Madison University Strategic Plan Structure Summer, 2023 Update

Mission

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

Vision

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

In order to align the management of fiscal, human, and material resources, the university establishes strategic priorities. Such priorities provide a sharp plan focus over a particular period of time. When the university is determining where to invest resources or how to assess performance, we will begin (but not end) with these priorities. Of course, these priorities reflect our mission, vision, values and core qualities.

We have developed a mapping system that links applicable core qualities and goals to each priority so that departments draft and track linked objectives. Our plan also includes three priorities and six university values which are listed below in sections 1 and 2. Also here is a link to the plan included in this submission:

https://www.jmu.edu/pair/strategic-planning/docs/strategic_plan.pdf

Section 1 -- University Priorities

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, healthcare, design industries and other constituents have come to expect from JMU.

Priority #2 – Advancing Inclusive Excellence

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Priority #4 – Strengthening Support & Infrastructure

We will expand revenue streams and increase fundraising in order to address enrollment challenges and the desire to control tuition increases.

Section 2 – 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 pursue experiences that challenge and support students.

James Madison University
Core Qualities and University Goals
2020-2026

	Core Quality	Key Goal
<p style="text-align: center;">1</p>	<p>National Prominence</p> <p>Our faculty, staff, students and programs earn national prominence, expanding JMU's strong reputation.</p>	<p>Goal 1A: The university will be recognized as a <i>national university</i> known for outstanding and innovative programs and services.</p>
		<p>Goal 1B: The university will achieve and maintain status as a Carnegie Doctoral University in order to advance research, the quality of the undergraduate experience, the effectiveness of the graduate school and the pursuit of national prominence.</p>
		<p>Goal 1C: Students will have access to employment opportunities nationally and internationally.</p>
		<p>Goal 1D: The university will successfully recruit and retain students from across the nation and the world.</p>
<p style="text-align: center;">2</p>	<p>Access, Inclusivity and Diversity</p> <p>We embrace access, inclusivity and diversity because they are the foundational cornerstones of equitable experiences leading to an outstanding education and environment for students, faculty and staff.</p>	<p>Goal 2A: The university will cultivate a campus climate that is inclusive and equitable.</p>
		<p>Goal 2B: The university will implement policies, programs and practices to increase the diversity of students, faculty and staff.</p>
		<p>Goal 2C: 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.</p>
		<p>Goal 2D: The university will strengthen its ability to compete for students and expand access by annually increasing scholarship offerings and reducing average student debt.</p>
		<p>Goal 2E: The university will value a culture of diversity in teaching, research and service.</p>
		<p>Goal 2F: The university's approach to recruiting and retention will be strategic and visionary, resulting in a student body that reflects and meets the needs of the Commonwealth, students and the university.</p>
<p style="text-align: center;">3</p>	<p>Academic Quality: Outstanding Programs</p> <p>We believe in the relevance and importance of the liberal arts and sciences and are committed to maintaining strong student/faculty interaction. Our distinguished faculty and staff offer academically challenging programs, providing an exemplary undergraduate education and distinctive graduate programs while maintaining accountability for learning through effective assessment.</p>	<p>Goal 3A: The university will foster student success by providing a holistic learning environment focused on furthering intellectual development as well as education in areas such as teamwork, leadership, collaboration, interpersonal skills, entrepreneurship, ethics, citizenship, sustainability and service.</p>
		<p>Goal 3B: The university will provide high-impact learning experiences such as student research, service learning, internships and study abroad programs in a climate that fosters intellectual engagement in and outside the classroom.</p>
		<p>Goal 3C: The university will attract and retain top faculty, staff and students from across the Commonwealth, nation, and the world.</p>
		<p>Goal 3D: The university will be a national leader in the assessment of learning.</p>
		<p>Goal 3E: The university will develop programs that are responsive to the needs of the Commonwealth, nation and the world.</p>
		<p>Goal 3F: The university will evolve its educational and business model to serve the public good and workforce development through a commitment to life-long learning.</p>
<p>Goal 3G: The university will be an active part of the Commonwealth's Tech Talent Pipeline initiative, developing programs in technology and emerging fields to serve the needs of our students and the prosperity of Virginia.</p>		

	Core Quality	Key Goal
4	Academic Quality: Excellence in Teaching and Scholarly Endeavors We are a community committed to academic rigor and teacher-scholar excellence.	Goal 4A: The university will make teaching excellence and academic rigor top priorities to support student success.
		Goal 4B: The university will prioritize a model of interdisciplinary and transdisciplinary approaches to learning as pathways to innovation, knowledge creation and problem-solving in our complex global environment.
		Goal 4C: The university will provide appropriate levels of sustainable support, oversight and accountability for students, faculty and staff engaged in research, scholarship and creative endeavors.
		Goal 4D: The university's mission, vision, values and/or core qualities will be reflected in academic policies, faculty hiring, mentoring and evaluation and in curriculum development.
5	Student Health and Well-Being We provide programs and services to help students develop their health and wellbeing so they thrive physically, psychologically and socially now and in the future.	Goal 5A: The university will provide high quality programs and services that challenge and support students in developing the psychological health, resilience and coping skills necessary to thrive.
		Goal 5B: The university will provide high quality services to develop and maintain the physical health of our students, including fitness and exercise, medical care and wellness practices.
		Goal 5C: The university will create a campus environment that encourages students to have strong personal relationships, a healthy identity and accountability for their choices.
6	Student Life and Success We provide students with programs and services that foster knowledge, skills, attitudes and behaviors that develop personal integrity and support student success.	Goal 6A: The university will ensure that its curricular, co-curricular and extra-curricular efforts are outcome-based and focused on fostering student learning, development and integrity.
		Goal 6B: The university will provide high quality advising services and programs that directly support students' acclimation to the university, success to and through graduation and meaningful and productive lives after college.
		Goal 6C: The university will streamline student progression to graduation regardless of the student's entry point to the university.
7	Engagement We build and expand engaged learning, civic engagement and community engagement so that we are more effective at creating meaning and helping to solve real-world problems.	Goal 7A: The university will address community priorities by being deeply embedded in local, regional and global communities through mutually beneficial and reciprocal partnerships to create student learning opportunities and align institutional practices.
		Goal 7B: The university builds capacity to institutionalize voter education and engagement as a year-round endeavor, supports integration of civic learning in courses and academic programs and advances civic learning and democratic engagement opportunities across Virginia and the nation.
		Goal 7C: The university supports students' skill development through engaged learning.
		Goal 7D: The university will advance learning by reflecting the complete life and work of James Madison throughout its culture, courses and programs.
8	Faculty and Staff Success We foster a culture that supports healthy work-life integration as well as personal and professional growth for all faculty and staff.	Goal 8A: To foster health and wellbeing, the university will identify and provide tools and resources to assist faculty and staff in achieving reasonable and sustainable work-life integration.
		Goal 8B: The university will continue its commitment to the investment of resources to support a wide array of professional development opportunities for faculty and staff.
		Goal 8C: The university will support meaningful workplace involvement by providing faculty and staff with resources and opportunities to contribute to decision-making processes that impact their work.

	Core Quality	Key Goal
		Goal 8D: The university will be known as a preferred employer for higher education, attracting and retaining highly qualified faculty and staff.
9	Recreation and Athletics Our university community values the richness that recreational activities and outstanding intercollegiate athletics bring to our campus culture and supports the development of a wide range of opportunities.	Goal 9A: Student-athletes, teams and coaches will compete annually for NCAA post-season appearances and earn conference, Commonwealth and national recognition for excellence in both academics and athletics.
		Goal 9B: The university will value student-athletes by supporting their academic success.
		Goal 9C: The university will provide recreational programs and activities that address the needs and interests of the university community.
10	Fiscal and Facility Stewardship We develop diversified revenues, build and maintain useful and attractive facilities and leverage innovative technologies to achieve our goals.	Goal 10A: The university will be a safe, attractive and friendly place to learn and work.
		Goal 10B: The university will incorporate best practices — state-of-the-art classroom spaces, sustainability (e.g. LEED Certification), effective use of technology, accessibility, etc. — in the renovation and construction of facilities.
		Goal 10C: The university will focus on maximizing operating income through new and innovative revenue strategies in support of financial stability.
		Goal 10D: The university will consistently evaluate the effectiveness of programs and the potential of new initiatives in making resource-related decisions, “sunsetting,” combining, or streamlining in the interest of improved performance and based on established criteria.
		Goal 10E: The university will leverage current and emerging technologies in support of collaboration with the community, Commonwealth, region and the world to deliver quality in-person and online learning opportunities.
		Goal 10F: The university will use technology effectively to distribute information, services and programs to the JMU community.
		Goal 10G: The university will adopt a financial model that emphasizes affordability and expands access, presenting a market-dominant value proposition for all students.
11	A Culture of Philanthropy Members of our community understand that everyone has a meaningful role to play in giving their time, talent and/or treasure toward the philanthropic advancement of the university.	Goal 11A: The university will welcome and activate the talents of all our constituents in ways that benefit all involved.
		Goal 11B: The university will develop and promote bold, ambitious and inspiring giving opportunities that result in our constituents giving proudly and loyally at all levels.