

2017 COACHE Dashboard

Status	Recommendation	Notes
Addressed	Establish an opt-in Tenured Faculty Academy (TFA) for newly tenured associate professors.	CFI has developed and modified programs to meet the identified needs of post-tenure faculty. The 2018 Review and Renew Your Career Institute invited post-tenure faculty to create academic portfolios documenting their achievements to develop an agenda for the next career steps. Furthermore, in the fall of 2018, a Madison Career Fellows group, mostly post-tenure faculty, focused on developing the knowledge, skills, and networks needed to pursue leadership-oriented academic careers. The Office of Faculty Success and the CFI are developing other stage-based programming, such as a Mid Career Leadership Academy.
Addressed	Establish a series of conversations/ workshops on diversity and inclusion that highlight the critical issues that are preventing JMU from achieving a culture of inclusion.	NewPointStrategies held workshops during the 17-18 academic year for administrators across campus to facilitate critical reflection on diversity and inclusion. The Provost's Faculty Diversity Council unanimously recommended that JMU commence a comprehensive climate study. In fall 2021, a campuswide climate study was conducted by Rankin and Associates, and an implementation team was charged to address the findings of this survey in fall 2022
Addressed	Continue to integrate questions about diversity and inclusion in the hiring process.	The 2024 Hiring Guidelines include sample interview questions that help committees evaluate candidates' commitment to inclusive excellence. In addition, the search committee toolkit discusses implicit bias and ways to mitigate its effects.
Addressed	Include section on diversity initiatives in Academic Program Review (APR) self-study.	The APR Guidelines have been updated to include a request to describe how faculty in the program contribute to diversity initiatives at the university. Units are also asked to report diversity initiatives related to faculty hiring and retention. These sections are to be included in self-study documents beginning with programs scheduled for external review in Fall 2019. these questions are still incorporated into the current version (December 2023)
Addressed	Create additional ways for students, faculty, and campus leaders to recognize and reward faculty accomplishments.	There have been regular discussions with Academic Council about the celebration of faculty accomplishments, including in social media, in public comments, through creation of Provost Library, in newsletters, and more. As of fall 2023, the provost's office sends regular email updates to the division celebrating faculty accomplishments. Faculty accomplishments are also featured at Board of Visitors meetings.

2017 COACHE Dashboard

Status	Recommendation	Notes
Addressed	Investigate establishing a university-wide educational leave at regular intervals for every faculty member.	The provost worked with deans to prioritize educational leaves over one-time faculty development awards, increasing the number of educational leaves available in each college. We will continue discussing ways to include faculty development funding in budget priorities.
Addressed	Re-join the Mid-Atlantic Higher Education Recruitment Consortium (HERC), an organization focused on Dual Career issues in our region.	JMU was a HERC member for three years (2012-2015). The cost to join HERC (discounted rate) was \$6,500-\$8,000 per year. The JMU subscription to HERC engaged three divisions (HR, Access & Inclusion, and Academic Affairs) in partnership. However, less than 1% of applicants applying for positions at JMU or those who gained their information about JMU did so through the HERC site. The opportunity to reallocate resources used to cover HERC membership was advantageous compared to maintaining the status quo.
Addressed	Ensure transparency between Administration and Faculty concerning tuition remission, exchange, and waiver options.	Under Virginia law, it is not currently possible to have a tuition benefit for dependents using state monies. Search committees and department heads must be clear during interviews and negotiations of job offers that this benefit is not available. Projected cost: None.
Addressed	Continue to support the work of the CAC on addressing the issue of inversion and compression.	One hundred percent of the Compression and Inversion funds were paid by JMU with no state support in 2016. The Compensation Advisory Council will continue to advocate for salary adjustments for inverted and compressed faculty salaries.
Addressed	Sustain Senate mini-grant program.	Faculty Senate Engagement Mini-Grant program sustained for the 10th consecutive year.
Addressed	Put together a group to communicate and investigate retirement possibilities.	Human Resources began a study on phased retirement plans for faculty in 2017. In April 2018, CFI Madison Career Fellows submitted a report to Human Resources entitled, "Finishing Well—Supporting Senior Faculty Contributions Via Transitions to Retirement and Beyond." Discussions regarding phased retirement continued in April 2018, with representatives from Human Resources, Academic Affairs, and CFI Madison Career Fellows. In July 2018, a proposal for a Phased Retirement Program for Faculty was submitted to the CFI Madison Career Fellows for feedback. Comments are being gathered, with an anticipated report to the Provost in September 2018.

2017 COACHE Dashboard

Status	Recommendation	Notes
Addressed	Consider “extraordinary contributor” bonuses to high-achieving faculty.	Compensation remains a continued focus for the university. First priority has been assigned to addressing compression and inversion within the faculty senior ranks. Strategic allocations of new resources have been set aside to address compression/inversion concerns and over the last three years working with the Compensation Advisory Committee, Academic Council, Human Resources and the Provost’s Office; significant progress has been made. While compression and inversion concerns will remain a constant, we have not yet achieved a level of satisfying these concerns such that funds might be re-purposed to address “extraordinary contributor” bonuses for high achieving faculty. As efforts to improve compensation concerns more broadly are identified and pursued and future state-funded merit increases are available, this recommendation will be considered and incorporated as funding priorities allow.
Addressed	Conduct a periodic comprehensive salary equity study to understand the current university-wide pay structure and potential systemic inequities.	Every three years, JMU asks an outside entity to conduct a salary study to ensure salary equity by gender and ethnicity. Historically, JMU has conducted two studies, which yielded minor issues that were corrected through pay adjustments at the conclusion of each study. The next salary equity study will be conducted in about two years. Approximate cost is \$30K per study.
Addressed	Create an employee resource website for childcare benefits and policies.	Human Resources houses the Dual Career and Community Resources Program which includes childcare/Caregiver information such as Child Aware of Virginia, Cargivers Community Network, and the Young Children's Program.
Addressed	Communicate with peer/similar institutions on the creation of an on-campus, full-time childcare center.	The 2013 Childcare Request-for-Information Task Group did communicate with some peer institutions back in 2013 -2014. Third party childcare vendors will always create agreements that ensure their profitability and have no desire to contract with institutions, unless the vendor’s expected financial performance can be guaranteed; therefore, any shortfall that is not covered by fees to employees represents a direct cost to the institution. Construction and renovation costs would also be a direct cost to the institution. It is possible that the market has changed since 2013-14. Any decision to establish a childcare facility on campus will require a thorough cost-benefit analysis. Simply providing childcare to enhance employee satisfaction and our subsequent increased ability to attract the best talent may make the undertaking worthwhile regardless of the cost.

2017 COACHE Dashboard

Status	Recommendation	Notes
Addressed	Review current personnel and family policies, to include: early promotion and tenure; FMLA; stop-the-tenure-clock provisions. Where the university has no written policy, decide whether one is needed. Create a process to disseminate information on a routine basis.	Faculty Handbook sections III.E.7.c(1) and (2) discuss provisions for suspending the tenure probation period due to health or family problems. Faculty Handbook III.J.1.g focuses more narrowly on suspensions based on the Family Medical Leave Act. Detailed policies on the FMLA, as applied at JMU, are provided in the JMU Policy manual as Policy 1308. See http://www.jmu.edu/JMUpolicy/policies/1308.shtml .
Addressed	Disseminate detailed information to new faculty hires regarding the benefits package and particular strengths of the package that are unique to JMU and make such information easily accessible to all faculty.	The Benefits Team developed a New Hire Timeline to provide new faculty a visual aid for important dates and deadlines to ensure a smooth transition to the university.
Addressed	Establish and promote designated spaces, or a center, for collaborative and interdisciplinary work.	The Libraries in partnership with the CFI established a pilot program, Faculty Connect, to provide and sponsor open spaces for faculty to convene, collaborate and develop interdisciplinary ideas and initiatives. Unfortunately, this pilot program was not well attended and feedback from faculty indicated that “open” spaces were not desirable, but private meeting spaces would be. CFI now has a room in their suite for this purpose, and additional private study spaces in the Libraries can be reserved at any time as needed to accommodate faculty collaborative interests and interdisciplinary initiatives. At this time, we believe that faculty demand for this kind of collaborative space has been accommodated, but the CFI and Libraries continue to work together to target opportunities like reserve-able small spaces for the future.
Addressed	Enhance mentoring networks for female and FOC faculty across JMU and consider partnerships with other Virginia colleges and universities.	Recruitment and retention of Faculty of Color (male and female) and mentorship of FOC and female faculty members is an institution priority to ensure diversity at JMU. Among JMU on-campus network organs through which FOC and female faculty networks contribute to knowledge production is via faculty participation in Academic Affairs supported area studies programs. These include Women’s, Gender, and Sexuality Studies (www.jmu.edu/womenstudies/index.shtml) and Africana Studies (www.jmu.edu/africana/). In addition, the JMU Madison Caucus for Gender Equity provides voice and network opportunities. The Caucus conducts the Dominion Lecture annually by bringing a notable

2017 COACHE Dashboard

Status	Recommendation	Notes
		<p>speaker to campus to discuss issues that are vital to the JMU community (https://www.jmu.edu/caucusgenderequality/dominion-lectures.shtml). JMU is also a member of the National Center of Faculty Development and Diversity. This program provides additional asynchronous support that focuses on mentorship and building your network. Since this recommendation was made, the role of the Vice Provost for Strategic Initiatives and Global Affairs was created which provides support for affinity groups.</p>
Addressed	<p>Convene a faculty-led body to compare posted guidelines from across the university and identify exemplary models of promotion and tenure clarity. As part of its review, the faculty-led task force should also identify any guidelines that reflect the changed nature of academic careers and values in the 21st century</p>	<p>In 2017-2018 the Provost's Office completed a preliminary study of promotion and tenure guidelines. An additional review was conducted in 2023-24 by the Office of the Vice Provost for Faculty Affairs and Curriculum. The review of these results may lead to the creating of a faculty-led task force.</p>
Addressed	<p>Establish expectations for how academic units will regularly and consistently communicate promotion and tenure guidelines to pre-tenure and post-tenure associate faculty.</p>	<p>The Vice Provost for Faculty Affairs and Curriculum regularly convenes a meeting with AUHs to discuss topics such as these. Future meetings will continue to focus on developing strategies for consistent and regular communication about promotion and tenure guidelines and expectations with pre-tenure and post-tenure associate faculty.</p>
In Progress	<p>Enhance HR's exit interview protocol for faculty.</p>	<p>The Provost's Faculty Diversity Council consulted with HR about exit interviews, provided feedback, learned of ongoing efforts, and pledged support as this project is guided by HR in 18-19.</p>
In Progress	<p>Review dual-career (also referred to as spousal or partner hiring) policies. If the University has no written policy, create one, and create a process to disseminate information on a routine basis.</p>	<p>The Provost's Faculty Diversity Council studied this issue at length, and produced a carefully documented white paper that reviews what our peer institutions are doing, and made policy recommendations for Academic Affairs. The Provost will use those recommendations as guidelines in future opportunity hires, and promote awareness of how diversity and inclusion can be enhanced through enlightened practices.</p>