



James Madison University: Strategic Plan for Internationalization 2024-2028

The Center for Global Engagement (CGE) at James Madison University (JMU) serves as the central university office for international education, with oversight of all James Madison University and non-JMU study abroad programs; visa and reporting processes for international students and scholars; and the development of curricula, faculty experiences, and programs that address international issues and assess international education programs/experiences. The CGE is committed to the principle that international experiences and perspectives are essential to every JMU student, faculty, and staff. To that end, the CGE promotes and encourages critical awareness of world issues; knowledge of and an appreciation for other cultures, languages, and belief systems; global community; and commitment to engagement at the international level, that we may educate active and responsible global citizens.

Preamble

CGE is excited to introduce its 2024-2028 Strategic Plan, a testament to our dedication to fostering innovative, collaborative, and sustainable global engagement across the university community. This new plan builds on our successes while setting ambitious goals to sustain and expand existing programs, explore innovative initiatives, and enhance the excellence and impact of global engagement efforts. In a world that is increasingly interconnected, it is more important than ever to prepare our students, faculty, and staff to thrive in a globalized society. Through this plan, we aim to cultivate a community that values global perspectives, fosters intercultural competence, and addresses global challenges with creativity and purpose. With a strong emphasis on enriching student and faculty experiences, supporting international exchange, and building robust partnerships, the plan outlines four key goals and the strategies we will employ to achieve comprehensive internationalization at JMU.

We invite everyone in the JMU community and our international partners to join us on this exciting journey, working together to ensure that global engagement becomes a defining element of the JMU experience.

CGE Vision and Mission

Mission

The mission of the CGE is to broaden worldviews and promote global understanding for the JMU community by cultivating, facilitating, and supporting global engagement at home and abroad.

Vision

The vision of CGE is to make global experiences – at home and abroad – attainable for all of the JMU community.

Values

- **Global Discovery:** Increasing awareness, knowledge and understanding of diverse cultures, people, global systems, and issues
- **Innovation:** Being creative and open to new ideas, processes, and solutions
- **Advocacy:** Publicly supporting, recommending, and persuading
- **Collaboration:** Working together with diverse groups and individuals at home and abroad to maximize our strengths, resources, and effectiveness
- **Sustainability:** Assuring the continued quality and active development of global education
- **Open-Mindedness:** Being willing to consider differences and ideas

Goals and Key Strategies

Goal 1: Develop Global Engagement for All

At the core of this strategic goal is the belief that global engagement should be an opportunity available to everyone. To that end, CGE will focus on making international experiences accessible to all students, faculty, and staff, regardless of financial background or academic discipline.

Strategies:

- 1.1. Increase study abroad participation by strengthening campus partnerships and refining program offerings.
- 1.2. Expand scholarship opportunities to support study abroad students and international students.
- 1.3. Enhance support and programming for international students, faculty, and scholars.
- 1.4. Increase student participation in diverse global learning programs.
- 1.5. Explore the creation of a certificate program on global competences.

Goal 2: Elevate JMU's National and Global Reputation

JMU aims to position itself as a leader in international education by building strong international partnerships, fostering collaboration, and increasing visibility on the global stage. This will involve cultivating a broad network of partners and showcasing the university's achievements through various platforms.

Strategies:

- 2.1. Collaborate with internal and external partners to develop a comprehensive international recruitment plan.
- 2.2. Foster international collaboration and academic inquiry to promote knowledge creation.
- 2.3. Organize national and international workshops, seminars, conferences, and training programs.
- 2.4. Pursue prestigious national and international awards and grant opportunities.
- 2.5. Present JMU's work at regional, national, and global conferences to increase visibility.

Goal 3: Strengthen the Campus Capacity for Global Engagement

Building campus-wide capacity for global engagement requires a shared vision and commitment across all levels of the university. This goal focuses on creating a culture that values and integrates global perspectives into the curriculum, student experiences, and faculty development.

Strategies:

- 3.1. Establish college-specific goals to advance global engagement across disciplines.
- 3.2. Promote a shared understanding of the importance of global engagement on campus.
- 3.3. Provide programs that enhance students' intercultural competence and global awareness.
- 3.4. Develop and implement a strategic outreach and communication plan.
- 3.5. Increase support and commitment from senior leadership for global engagement initiatives.

Goal 4: Assess the Impact of Global Programming

To ensure that global engagement initiatives are effective and impactful, we will focus on developing a robust assessment framework. This will allow us to measure the success of our programs, identify areas for improvement, and demonstrate the value of global engagement to stakeholders.

Strategies:

- 4.1. Create a streamlined process to identify and collect relevant data and success stories throughout the year.
- 4.2. Develop resources and tools to support effective data collection, analysis, and visualization.
- 4.3. Collaborate with faculty to assess and improve student learning outcomes related to global engagement.
- 4.4. Partner with various university units to evaluate the impact of global engagement programs.
- 4.5. Identify and implement appropriate assessment tools to measure program effectiveness.

Conclusion

The CGE Strategic Plan 2024-2028 is a comprehensive roadmap that will guide our efforts to make global engagement a hallmark of the JMU experience. Through our focused goals and strategies, we will create new opportunities for students, faculty, and staff to engage with the world, strengthen our institutional partnerships, and enhance our reputation on a global scale.

We look forward to working with the entire JMU community and our international partners as we bring this vision to life and create a future where global engagement is an integral part of JMU's identity.