

Annual Report 2011 - 2012
For the year 7/1/2011 - 6/30/2012

Division of: Administration and Finance
Department of: Vp Administration and Finance
Submitted by: King Jr, Charles W

Year-End Executive Summary : The End of the Rose Years

Administration & Finance in 2011-12

Once again, Administration and Finance has had a very successful year. We started this year with our commitment to customer service and our never ending quest to improve. In addition, we had a new dimension to our focus as we worked to honor Dr. Rose's tenure during his last year of service and to prepare for his successor. We met this challenge with flying colors.

As always, one of our fundamental charges is to provide a campus environment for our students, faculty and staff that enhances the success of our mission. This includes actual buildings as well as services and safety. We have been proud of capital improvements during a time of budget shortfalls, and this year was no exception. While much praise goes to our facilities planning offices, in reality, the opening of new facilities is a team effort with all areas of the division playing their part. Budget, Telecommunications, Information Technology, Finance, Public Safety, Procurement, Accounts Payable and many others play key roles in the building and occupation of a new facility. The completion would not be possible without all areas working together. During this year, we completed and opened the second phase of the Bridgeforth Stadium expansion, opened the Biosciences Building, expanded the steam plant, renovated Wine Price and Montpelier Hall and demolished the South Tower of the north campus to accommodate the footprint of Constitution Hall. In addition, we have started the renovation of Constitution Hall and Duke Hall and will have the University Sports Park ready to occupy in the coming year. While we completed the renovation during our last fiscal year, we were honored when Wayland Hall was listed on The 10 Greenest Dorms in the World list. This renovation is also the first LEED Platinum renovation of a residence hall in the United States.

While bricks and mortar are a primary concern for us, we also strive to provide our faculty, staff and students with the latest in technology and customer service.

For this year, our achievements can best be categorized in the following areas: Customer Service, Campus Environment/Expansion, Information Services and Athletics and Environmental Stewardship. The listings for Athletics and Environmental Stewardship can be found in the "other accomplishments" section..

Customer Service:

- The Bookstore rental program yielded a savings to our students of over \$1.5 million with 37,000 books rented. In addition, we opened two new team stores at Bridgeforth Stadium/Zane Showker Field for added convenience to our game day customers, and the result was a 114% increase in concession sales.

•The Copy Centers have implemented new services for their customers as a result of requests from departments and students in the Graphic Design Program:

oCoil Binding

oPoster mounting on boards

oPhoto printing from files and photographs

oAdded 2nd MAC and updated the PC in the Student Service Center

•The Copy Centers began participating as a Site Supervisor for students who have been assigned 30 hours in the Civic Learning Program by the Judicial Affairs Office. One student made a video to use in Training and Development sessions to promote the Copy Centers. The second semester student assisted with job production. He felt this benefited him by teaching him to manage his time better and to be more accountable for his actions.

•Mail Services worked with the Daily News-Record, the Washington Post and the Valley Banner, and they have agreed to drop off the papers at the Post Office door, which means that our customers receive the daily papers on the same day. The newspapers saved on postage to mail these papers and the individuals/department had their papers delivered in a timely manner.

•By changing all departments to street addresses with Federal Express and UPS, we have shown an 85% decrease in departmental researched mail. This allows Mail Services to provide better delivery times without delays.

•Mail Services has seen a 15% increase overall in packages for students. They handled over 75,000 packages this past academic year and received no reports of packages lost. They re-arranged the packaging area to speed up the customer's waiting period by not having most packages stored far away from the service window.

•Mail Services has seen a 15% increase in customers at the service window as well as a 3% increase in served student customers using mail boxes.

•Procurement Services successfully implemented a new contract tracking software called "Cobblestone" which includes a public gateway so that all term contracts issued are open for review via a searchable gateway. This has provided customer service to our peer VASCUPP schools that frequently use our term contracts as cooperative contracts.

•The department was recognized by Governor McDonnell and presented the Commonwealth's "Supplier Diversity Achievement Award" for all state agencies.

•Here are a few highlights of specific contracts issued during FY12 that will enhance customer service to our employees and university constituents: Automated Transcript Services, Cellular Phone/Marketing for Athletics, Band Uniforms, Surveillance and Intrusion Alarm Systems and Service, and Athletic Apparel.

Campus Environment/Expansion:

- The second phase of the expansion of Bridgforth Stadium was completed. The new facility is a beautiful addition to the campus and the grand opening season was celebrated by our campus and the community. The project was completed in two years over two football seasons, rather than three years (original time line projections). The stadium was a major accomplishment that was achieved due to the extraordinary level of team work and commitment among the division.
- We completed construction of the Biosciences Building (Facilities Management-Facilities Planning and Capital Construction), planned the moves (Real Property and Space Management), purchased the furnishings and equipment (Procurement), provided the wiring (Telecommunications) and moved the departments (Facilities Management).
- We completed the demolition of the South Tower to allow for construction of Constitution Hall.
- The Steam Plant expansion was completed.
- The Port Republic Road recreational fields are in construction and progressing according to schedule.
- The Duke Hall asbestos abatement was completed and construction will follow according to schedule.
- Constitution Hall is in construction and progressing according to schedule.
- Montpelier Hall was renovated to accommodate the Health Center and classes displaced by the Duke Hall Renovation.
- We renovated half of the Wine Price basement into a training facility.
- Wayland Hall was listed on The 10 Greenest Dorms in the World List. <http://www.studenthousingplanet.com/blog/the>
- Wayland Hall is the first LEED Platinum renovation of a residence hall in the United States.
- The EJC Arboretum had several enhancements this year including a stage garden, the Ernst Tree Terrace, which is a hilltop patio and pergola adjacent to the Frances Plecker Education Center, and the Plecker Pond Trail loop which provides handicapped accessible access to the arboretum.
- 7 properties were purchased for a total of \$4,669,120.
- We completed budget development for FY 2012-2013 and the University's total operating budget increased by \$25.7 million dollars or 6.0%.
- JMU received interest in the amount of \$507,422 on deposits with the Commonwealth due to compliance with the Commonwealth Management Standards.
- The Office of Budget Management coordinated the completion of the University's Six-Year Financial Plan with the University Planning Office to achieve the University's long-term goals/objectives. The plan will be submitted in August of 2012
- HR staff members continue to play a key role with the many WTA retirements, assisting departments with establishing re-designed positions.
- The General Assembly approved the following capital projects and equipment for education and general (E&G) facilities and auxiliary capital projects: The E&G capital projects included \$7.7 million in equipment for the Constitution Hall Renovation (North Campus), \$5.1 million in equipment for Duke Hall Renovation, \$2.5 million for Boiler Replacement Phase 2, \$2.5 million for Newman Lake Dam Repair, and \$2.5 million nongeneral funds for detail planning for the Health and Engineering Academic Facility.

- Approved auxiliary capital projects included the following: \$56.9 million for the University Recreation Center Addition, \$29.6 Parking Deck, \$88.0 million Convocation Center, \$50.0 million Student Housing Phase I, \$5.0 million Blanket Property Acquisition and \$851,000 in Student Health Center equipment.

Information Services:

- The CS Gold transaction system was expanded to include RFID's to allow access to campus by authorized departments, staff and vendors through electronic gate monitoring.
- We worked with Dining Services on the second phase of the Bridgforth Football Stadium to provide better service and reporting at the concessions stands and Club Level activities. We researched the Point of Sale systems and working with Athletics and Dining Services, provided VIP Cards for the Club Level to control Alcohol Beverages. Card Services technicians were represented at each home game if any assistance was required.
- Card Services implemented a new training lab on Point of Sale terminals, door access, CS Gold Admin Web and general CS Gold training for departmental use.
- Card Services provided Door access to the Forbes Center of the Arts. The Biosciences Building also required access to their building, labs etc. for over 30 locations.
- Card Services successfully upgraded 4 servers for CS Gold, Data Guard Back up, Admin. Web and Micros.
- Card Services completed an extensive Program Review as well as an Internal Financial, Access and CS Gold audit with 0 findings.
- Pay for Print- After a lengthy RFP process with IT, a new pay for print software was chosen called Paper Cut. IT and Paper Cut worked on a new interface to our CS Gold system so lab printing would not be interrupted for our students when they returned last fall. JMU was the first higher education installation and it has been very successful. Many other universities have contacted us to learn about our experiences with this company, who saved the university budget dollars that could be used elsewhere in IT.
- Parking Services upgraded to new handheld devices that utilize wireless communications to make parking permit and citation information available in the database within a couple of hours. In the past, handheld files were only updated once per day and parking citations were not available in the system until the following morning.
- We worked to leverage student-owned technology: For the benefit of students who have limited access to exclusive or expensive software that is otherwise available in the general use labs, we explored and implemented technologies which leverage student-owned computers to provide remote access to lab software. This can also serve to reduce overall wait times for access to computers in the general use labs. A pilot project is underway to provide key software to students remotely.

- We worked on developing a Remote Access Policy: Increased mobility and new device offerings used by faculty/staff/students are challenging the university's remote access policies and procedures. Information Technology is working with university data managers and administration to develop remote access strategies and policy statements to achieve balance between the innovative goals/activities of the university, the new work styles of its faculty/staff/students and the need for appropriate data management and security controls.
- We supported academic advising by providing and supporting technologies to provide a personalized, advising one-stop web-based portal: Supporting and enhancing the delivery of academic advising to students is an important initiative for Academic Affairs. Information Systems has supported that initiative by implementing the technology to support the inclusions of specified e-campus transactions such as the student's schedule and degree progress, appropriate advising references and a personalized major checklist for each undergraduate student.
- We supported the university's web presence by implementing a content management system and support the efforts to improve the site during transition to the new technology: The University has procured a content management system that provides the functionality needed to enable the university to support the objectives of web publishers. IT has implemented the technology and is supporting web stakeholders in their use of it. In conjunction with Communications and Marketing, IT has provided a new infrastructure capable of supporting a complete revamp of the university's web presence.
- We completed the upgrade HRMS to 9.1: We engaged in a year-long fit analysis process reviewing the Human Resource system's use and potential for expanded use. IT along with Human Resources and Payroll has completed the upgrade to version 9.1. This release lays the groundwork for expansion of electronic services to support the university's objectives such as electronic personnel transactions.
- AF/IT have Implemented and Supported Cisco TelePresence Video Conferencing as part of the 4-VA Project: The University of Virginia, George Mason University, Virginia Tech and James Madison University have collaborated in an initiative referred to as "4-VA" to address a number of educational issues critical to the future of the Commonwealth. We will take advantage of emerging technologies to increase access, reduce time to graduation, and reduce unit cost while maintaining or enhancing quality. In support of this initiative, two teleconference facilities were established at JMU. These facilities are increasingly used to support academic and other collaborative work.
- We upgraded current Internet Border Electronics: Demand for Internet Bandwidth continues to double every 18 months. To meet the needs of the JMU community, the Internet Border Electronics were upgraded to meet our needs for the next few years. The security and bandwidth shaping electronics were also upgraded.
- We made plans to implement a set of rich collaboration tools called Lync and SharePoint: Organizations are looking for ways to be more efficient and productive and provide a collaborative infrastructure to enhance information sharing. Providing Microsoft's Lync and SharePoint services will meet both of these objectives. Implementing these tools will enhance faculty and staffs' ability to collaborate and provide enhance productivity capabilities. Lync has been implemented and is being piloted by the university

faculty and staff. SharePoint is being prepared for a fall 2012 roll-out.

Unit Mission Statement : -The Division of Administration and Finance is committed to the preparation of students to be educated and enlightened citizens who will lead productive and meaningful lives. The division supports the university's commitment to excellence by empowering our staff to communicate effectively with the university community and provide proactive approaches to satisfy customer expectations.

Changes in the Mission Statement : None

Unit Accomplishments : -Please see executive summary

Major Office / Departmental Accomplishments (Objectives, Results, Use of Results) by unit for the past fiscal year

Characteristic 1: 20060000001

Goal 1: 20060000001

Objective: 20110001016

Short Description: - The ISNW-CAC has made the recommendation that bicycle lanes on the west end of Carrier Drive be extended past the interstate bridge to the junction with Bluestone Drive.

Long Description: - Carrier Drive has bicycle lanes from the intersection of Carrier and University Drive to the west side of the interstate bridge where the bicycle lanes end. The ISNW-CAC has recommended the lanes be extended past the interstate bridge to the junction with Bluestone Drive. This would involve doing away with the parallel parking along Carrier Drive in the same area, parking also know as parking lot R8.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Steps to Reach Objective: - The ISNW-CAC has developed this recommendation in support of similar activities by the JMU Transportation Demand Coordinator. With the second step being the presentation of the objective to the university administration.

Assessment / Evaluation Methods: - The objective will be considered

accomplished when the concept has been presented to the administration.

Accomplishments: -Parking has been removed and this section of Carrier Drive re-stripped as bicycle lanes.

Use of Assessment/Evaluation Results for Program Improvement:

-Casual observation of this project indicates impact on bicycle use through the Village. Long term decreased use of the Village sidewalks and increased use of Carrier Drive by bicycles should occur with student turnover in coming years.

Characteristic 1: 20060000001

Goal 1: 20060000001

Objective: 20110001052

Short Description: --Submit a Wireless Master plan to provide ubiquitous wireless service across campus.

Long Description: Demand for ubiquitous wireless access continues to rise. Students, faculty, staff and visitors all expect the service to allow them to work with their applications from any location. We will develop a plan to provide this access over a three to four year period. It will include a cost estimate and any major barriers that need to be resolved.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Steps to Reach Objective:

- Build a master spreadsheet showing all JMU buildings.
- Document current wireless coverage in each building.
- Estimate additional devices needed to provide ubiquitous wireless access in each building.
- Share master spreadsheet with Telecommunications so they can estimate the cost for any wiring, conduit, electrical and communication closet needs.
- Meet with ORL to discuss the plan, priorities and any space needs.
- Estimate total amount needed and cost out over three and four years.
- Submit during the budget process.

Assessment / Evaluation Methods: -If this project is funded we will have to keep an on going schedule of buildings that have been completed and buildings waiting for wireless installations.

Accomplishments: Operational dollars were used to add the additional Access Point cables in Memorial, Chesapeake and Potomac Halls. The new Access Points will be installed in the January/February 1012 timeframe. We are working with our Partner ABS to conduct a wireless survey in the eight story Eagle Hall building location at Lakeside. We will submit the proposal for funding. Funding was provided for us to upgrade our backend wireless platform to allow us to continue our wireless expansion across campus as budget allows. The new backend equipment will be installed, tested and put into production before the end of June to meet our summer and fall wireless plans. We will continue to meet with ORL to define specific areas for expansion.

Use of Assessment/Evaluation Results for Program Improvement:

Continue to collaborate with Telecom, ORL and JMU community to expand wireless coverage across campus.

Characteristic 1: 20060000001

Goal 1: 20060000001

Objective: 20110000309

Short Description: -Continue shuttle bus services for the South Main Street hotels for Commencement, and add services for the South Main Street hotels and the East Harrisonburg hotels for Commencement and Family Weekend

Long Description: -This year we added shuttle bus services for the hotels located on South Main Street so passengers could ride to Commencement and Family Weekend ceremonies. We also streamlined and re-routed the HDPT transit bus routes coming in from the City parking lots and downtown hotels. We expect to do the same for next year, with additional hotels being added (Fairfield Inn, Residence Inn).

Linked to Previous Objective: 20100000988

Linked to Previous Objective Short Description: -Add shuttle bus services for the South Main Street hotels for Commencement

Steps to Reach Objective: -Plan routes, develop ridership estimates, and assign Motor Pool and HDPT Transit buses. Monitor and dispatch operations during Commencement and Family Weekend

Assessment / Evaluation Methods: Ridership for the services provided. During the football season between 5,000 and 7,000 riders were handled per game.

Accomplishments: --The shuttle bus services have been very successful for Commencement, and football games. Between HDPT and JMU's buses, the ridership for football games was between 5,000 and 7,000 per game. This went a long way towards relieving pressure on parking.

Use of Assessment/Evaluation Results for Program Improvement:

-Bus ridership, as explained above, was very significant for these events, and is expected to increase further as the hotels market the services. As a result, parking demands were reduced significantly.

Characteristic 1: 20060000001

Goal 1: 20060000001

Objective: 20110000740

Short Description: -FM-Continue planning of Duke Hall Renovation and Addition

Long Description: -In order to accommodate the School of Art and Art History, Duke Hall will be renovated and expanded to hold classrooms, studios and faculty offices. In order to meet this objective, Facilities Planning and Construction will oversee the development of a final construction plan to be completed and approved by the Bureau of Capital Outlay Management by June 30,

Linked to Previous Objective: 20100000681

Linked to Previous Objective Short Description: -Continue planning of Duke Hall Renovation and Addition

Steps to Reach Objective: -• Facilities Planning and Construction worked with architects (Clark-Nexsen) to plan the new facility.

•Skanska USA was selected as the General Contractor Construction Manager at Risk and contracted for design phase services.

•Facilities Planning and Construction will work with the University administration to pursue receipt of funding to proceed past preliminary design and into construction.

Assessment / Evaluation Methods: -Approval of preliminary design by the Bureau of Capital Outlay Management

Accomplishments: - Preliminary design was completed on time and on budget. Construction documents were completed and approved by the Bureau of Capital Outlay Management. A Guaranteed Maximum Price was achieved with the contractor and construction is commencing.

Use of Assessment/Evaluation Results for Program Improvement: - We will work with the Building Committee, consultant, GCCM and University community to assess and improve project management and design capabilities.

Characteristic 2: 20060000002

Goal 2: 20060000002

Objective: 20110000505

Short Description: -Collaborate with the HTM department to create an on campus internship program for JMU students to begin pilot Fall 2011 with full implementation Fall 2012

Long Description: -A work experience option for HTM students has been identified as a need for students in this major.

- Creating a partnership between dining services and HTM will enable students to work for a Fortune 500 Company and obtain valuable work experience prior to graduation.

Linked to Previous Objective: 20100000477

Linked to Previous Objective Short Description: -Collaborate with the HTM department to create an on campus internship program for JMU students.

Steps to Reach Objective: - Complete final Presentation to JMU Leadership Spring 2011

- Collaborate with HTM leadership to ensure this experience meets curriculum needs

- Pilot this partnership Fall 2011.

- Full implementation Fall 2012 with future partnership in the planned North Campus restaurant dining facility.

- Continue to recruit and expand post graduation partnerships between ARAMARK and JMU.
- Increase Involvement and recruiting with National Society of Minorities in Hospitality.

Assessment / Evaluation Methods: -Student and Faculty feedback

- Increased recruitment and retention of JMU HTM students after graduation
- Successful implementation of the pilot program

Accomplishments: - In partnership with the University, Dining Services developed the ARAMARK Hospitality and Tourism Management Externship program, which provides an opportunity for Hospitality and Tourism Management majors to combine academic experience with knowledge of the hospitality industry. Created the position of Teaching Assistant to coordinate and teach the program.

In the first year of the program, 29 externs graduated from the program in fall and 73 in the spring. This is now a mandatory course for all sophomores in the program and has achieved a successful launch and implementation from students, HTM faculty and ARAMARK.

Several ARAMARK Higher Education Leadership and Executives joined the group as guest speakers for the year including Mid-Atlantic Regional Vice President, Mid-Atlantic Vice President of Operations, and ARAMARK 's Higher Education Senior Manager of Sustainable and Environmental Stewardship.

Students also earned certification in TIPS and Serv Safe that are milestone industry trainings in the food and hospitality industry.

Use of Assessment/Evaluation Results for Program Improvement:

This was accomplished with a high level of success. Additional feedback and benchmarking is planned to evaluate the success of the program to include student feedback, operational and academic logistics, and future goals.

Continue key learning from student feedback and determine class and lab size for the future of the program. Evaluate consolidation of program to North Campus Dining Facility in 2014.

Characteristic 2: 20060000002

Goal 2: 20060000002

Objective: 20110000454

Short Description: -Support University sustainability efforts through the incorporation of purchasing procedures including evaluation of sustainability in the purchase of goods. Further educate campus buyers in researching opportunities for goods that are produced in a manner that is environmentally friendly.

Long Description: Pursue opportunities in purchasing where the University ultimately increases the use of items that are produced, supplied, and transported in a manner that is respectful of the environment.

Provide guidance and training to campus customers regarding the conservation of resources such as paper, chemicals, and hazardous materials

Establishing purchasing procedures regarding the evaluation, selection and use of equipment and materials which are consistent with the principles of conservation and sustainability.

Use purchasing evaluating methods to determine the entire life cycle cost of products brought onto campus for economic, environmental and ecological impacts along with "traditional" evaluation methods.

Linked to Previous Objective: 20100000304

Linked to Previous Objective Short Description: -Support University sustainability efforts through the incorporation of purchasing procedures including evaluation of sustainability in the purchase of goods. Further educate campus buyers in researching opportunities for goods that are produced in a manner that is environmentally friendly.

Steps to Reach Objective: - Increase the volume of purchased goods that are produced, supplied, and transported in a manner that is respectful of the environment.

— Provide guidance and training to campus customers regarding the conservation of resources such as paper, chemicals, and hazardous materials

— Encourage departments to include in their evaluation of goods and vendors and selection of equipment and materials that are consistent with the principles of conservation and sustainability.

— Understand and educate the campus community on the meaning and significance of "green" certifications.

— When practical, evaluate the entire life cycle cost of products brought onto campus for economic, environmental and ecological impacts.

Assessment / Evaluation Methods: Track project where sustainability was an

evaluating factor and the outcomes of these projects.

Track the number and type of communications and training efforts.

Report on communication and training of University buyers regarding sustainability.

- Accomplishments:**
- JMU Procurement Services authored and had approved the University's overriding policy on sustainable procurement using best practices from other peer institutions.
 - JMU Procurement Services publishes a bi-monthly newsletter to campus departments in which we frequently highlighted a vendor who supports sustainability or offers sustainable products.
 - JMU Procurement Services provided a historical paper usage report to the University's administration as part of the analysis of their zero waste initiative.
 - Director of Procurement continue to serve on the university's policy and procedure committee for sustainability.

Use of Assessment/Evaluation Results for Program Improvement:

- JMU Procurement Services recognizes it plays an integral part in the University's sustainability initiative and will continue to look for innovative ways to educate the campus in regard to buying sustainable.
- With our efforts to train and educate the campus buyers about sustainable products that are available, we are meeting our objective for moving non sustainable purchases to sustainable alternatives.
- This planning objective will be continue to FY13.

Characteristic 8: 20060000008

Goal 8: 20060000008

Objective: 20110000708

Short Description: Support academic advising by providing and supporting technologies to provide a personalized, advising one-stop web-based portal.

Long Description: Supporting and enhancing the delivery of academic advising to students is an important initiative for Academic Affairs. Information Systems will support that initiative by implementing the technology to support the inclusions of specified e-campus transactions such as the student's schedule and degree progress, appropriate advising references and a personalized major checklist for each undergraduate student. All undergraduate students will benefit from the opportunity to easily access information regarding their program(s) of study. The first version will be available in early June 2011 to allow its use during Orientation for those entering Fall 2011. No additional resources are anticipated to meet this objective.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Steps to Reach Objective: - Finalize the major checklist that will be included by working with the Office of Major Advising and the Registrar's Office and ensure the personalization is working using Oracle's Virtual Directory product.

- Complete infrastructure required to support usage by all students using their electronic id credentials.
- Complete testing and implement safeguards to ensure the technology will meet the demand of student usage during critical, high-peak periods such as pre-registration.
- Provide FAQ and tutorial support to ensure ease of use and appropriate interpretation.
- Begin planning for future additions and enhancements.

Assessment / Evaluation Methods: - Work with major stakeholders (Major Advising, Registrar's Office, Academic Department heads) to ensure the technology supports their objectives for offering electronic advising materials.

- Evaluate usage matrices to ensure that performance of the technology supports the requirements of the students using it.
- Work with stakeholders (including students) to ensure that supporting documentation is accessible and ensures ease of use by analyzing HelpDesk statistics of calls requesting assistance on the technology.

Accomplishments: - The structure of the major checklist continued to be worked by Major Advising with the academic departments. IT worked with Major Advising and the Registrar's Office to identify new system requirements in support of automating the major checklists. A number of meetings were conducted to review the current Curric and Snapshots applications. Analysis was performed to determine if the framework of the current Curric application could be used going forward or if a new system needed to be purchased or developed. A decision was made by the newly formed MyMadison Academic Stewardship Committee that the advising information intended to be delivered via the addition of checklists to MyMadison may be accomplished using functionality available via the Student Administration system. Further checklist related activities are on-hold pending consideration of the delivered SA functionality.

- The MyMadison infrastructure was designed and implemented in support of the October 9th go-live.
- Infrastructure (load) testing was completed September through early October in support of the October 9th go-live. MyMadison was used by students for pre-registration and Spring registration without incident.
- MyMadison FAQs and tutorials were developed and deployed in support of the October 9th go-live.
- Planning for MyMadison Release 1 and Release 2 was completed in October.
- Release 1, containing the Weekly Class Schedule view, was deployed January 6th.

- Release 1a was deployed January 20th which enables students to export ICS files so that they can import their class schedules into a calendar of their choice.
- Release 2 was deployed January 26th and included the redirect for J-Ess and single sign-on for Blackboard. Investigation of functionality to support targeted messaging to students is underway.
- The MyMadison Academic Stewardship Committee was formed to act as the steward of the MyMadison Academics content on behalf of the stakeholders in an effort to support, maintain and extend the objectives of Academic Affairs.

Use of Assessment/Evaluation Results for Program Improvement: -

The MyMadison team continually reviewed HelpDesk tickets after the initial deployment and each subsequent release. FAQs and tutorials were modified as a result of questions that were asked by students and faculty.

- We utilized tutorial usage statistics to determine the need to update Employee Self-Service related tutorials ahead of the planned update for the HR Upgrade to 9.1. It was determined that the tutorials were accessed at a high enough frequency that the earlier incorporation of changes to reflect MyMadison specific navigation were warranted.

Characteristic 9: 20060000009

Goal 9: 20060000009

Objective: 20110000453

Short Description: - Increase Diversified Vendor Base

Long Description: - The Governor's Executive Order 33 in regard to diversifying our vendor base mandates that the University identify purchasing and contracting strategies that will result in a diversified vendor base. Studies conducted within the Commonwealth and by third parties have proven that a full diversified vendor base greatly increases quality and overall reduces the costs of products and services. The Office of Procurement Services shall proactively seek additional small, woman owned and minority owned businesses to do business with the university. Aspirational percentages of utilization of SWaM businesses have been established for FY11/12 including: 5% of discretionary spend for minority owned business, 4% of discretionary spend for woman owned business and 43% of discretionary spend for small businesses (those that have less than \$2M in sales or less than 250 employees). To meet these percentages based on four quarters of spend (by 6/30/2012), the University will conduct numerous outreach events relating to finding SWaM subcontracting for the University's large capital projects. We will also host an annual vendor fair in August to give exposure of SWaM vendors to the campus buying community. We will also utilize resources within the Commonwealth such as Department of Business Assistance and Department of Minority Business Enterprise to assist the University in locating viable vendors. Quarterly review of the percentages will be reviewed using standardized reporting. The University will submit

these reports to the Commonwealth via the Secretary of Administration.

Furthermore, University Management Standards established through legislation for Level 2 authority mandate that spend percentages for the entire University fall within a 15% variance of the aspirational percentages submitted for FY11/12 in the University's Annual SWAM Plan.

Linked to Previous Objective: 20100000303

Linked to Previous Objective Short Description: - Increase Diversified Vendor Base

Steps to Reach Objective: - Take a proactive approach of identifying potential vendors.

- Continue to use resources available to us including The Department of Minority Business Enterprise, The Department of Business Assistance and The Shenandoah Valley Small Business Development Center.
- Personal assistance will be provided to guide vendors through the SWAM certification and eVA registration process.
- General vendor focused training and materials will be provided to educate vendors on Commonwealth's procurement procedures.
- Outreach programs will be initiated to develop personal relationship with potential and current SWAM vendors.
- Assistance will be provided regardless of whether it benefits JMU directly or if the vendor will primarily be targeting other state agencies.

Assessment / Evaluation Methods: - Maintain or increase SWAM spend compared to total university spend.

- Reach the aspirational goals as set forth in the university's annual SWAM plan submitted to DMBE in October, 2011
- SWAM Vendor success stories will be tracked and recorded to show the outcome of our SWAM initiative efforts.

Accomplishments: -The JMU SWaM Champion took a leadership role on VASCUPP's SWaM Committee and participated in the planning and execution of VASCUPP's SWaMFEST VII; she continues to lead the committee in the planning of SWaMFEST VIII to be held during FY2013.
-The JMU SWaM Champion agreed to co-chair the VMSDC Western Regional Advisory Committee for a limited time to support that organization.

- JMU planned and executed a successful JMU Vendor Fair in August, 2011.
- JMU participated in two VAGP/CAPA Reverse Trade Fairs.
- JMU agreed to assist the Department of Minority Business Enterprises with facilities for their June 2012 vendor matchmaking event.
- JMU participated with construction contractor, SKANSKA, to plan a Duke Hall subcontractor outreach event in September, 2011.
- JMU Procurement Services implemented the SWaM training video which is presented in the eVA user training so that all newly trained eVA users are also trained on the SWaM program.
- JMU Procurement Services attended the Richmond Municipal League supplier diversity event.
- JMU Procurement Services distributes a bi-monthly newsletter to the campus departments always highlighting a SWaM vendor.
- JMU Procurement Services initiated a Twitter account to tweet about Supplier Diversity news and post JMU solicitations that may be opportunities for SWaM businesses.
- JMU received a Governor's Supplier Diversity Achievement Award for utilization of SWaM firms and VASCUPP won a Governor's Supplier Diversity Outreach Award for our SWaMFEST events.

Use of Assessment/Evaluation Results for Program Improvement:

- Following 3rd quarter, JMU is on target to meet our SWaM aspirational percentages for FY2012
- The University continues to be a statewide leader in vendor diversity efforts and results and was recognized as a statewide leader by Governor McDonnell in November, 2011.

Characteristic 9: 20060000009

Goal 9: 20060000009

Objective: 20110000252

Short Description: HR10-01 - Diversity Initiative

Long Description: In support of the defining characteristic that calls for JMU to be a diverse community and to support a diversified staff, establish one new diversity initiative in the Human Resources Recruiting Center by June 30, 2012. The most effective and compliant method for increasing the racial and ethnic diversity of classified staff and A&P Faculty is to increase the diversity of the applicant pools for positions, thus increasing the chances that a person who is from an underrepresented/protected group (women, a person with a disability, a racial or ethnic minority, etc.) will be the most qualified candidate in the pool. Improving the recruiting strategy will lead to more diversified pools. Therefore, steps will be taken to create an initiative that supports diverse recruiting pools. This will be accomplished using existing funds and human resources within the HR Department.

Linked to Previous Objective: 20100000167

Linked to Previous Objective Short Description: HR10-01 - Diversity Initiative

Steps to Reach Objective: Learning from Evaluation

After speaking with area school counselors at both the city and county, we learned that it is to the benefit of the community that we hold a Job Shadow Day in the fall of 2011. We have identified funds and are partnering with Aramark to provide a half day to transport 8th graders from the city and county middle schools to JMU to experience the workplace and have lunch.

Action Steps (to be completed by June 30, 2012)

- Study previous Job Shadow Day efforts to propose improvements
- Establish a Job Shadow Day planning team
- Begin the process for planning the logistics in support of Fall 2011 Job Shadow Day
- Plan and execute Job Shadow Day
- Assess results to inform future diversity-based initiatives

Assessment / Evaluation Methods: - Measure the reported diversity of applicant pools for classified and A&P Faculty positions (to include underrepresented/protected groups such as women, persons with documented disabilities, a person from a racial/ethnic minority group, etc.) prior to the initiative.

- Track the numbers of telephone, web-based, or walk-in responses to new diversity recruiting initiatives.

Accomplishments: June 2012 Update:

- JMU will consider adding 8th graders from private schools to Job Shadow day this year.
- The JSD planning committee is already in place
- The planning process for JSD has already begun

JMU has continued its efforts in identifying additional media that target under-represented minority groups.

Use of Assessment/Evaluation Results for Program Improvement:

Learning Based On Evaluation: Our efforts in this area seem to be off-set by the number of under-represented minority employees who are leaving the institution. While recruitment and employment of minorities is greatly important - it is our belief that programs targeting retention of the faculty and staff that we hire are equally important.

Characteristic 9: 20060000009

Goal 9: 20060000009

Objective: 20110000240

Short Description: TR07-02 Diversity Training

Long Description: In support of the defining characteristic describing increased diversity and to assist in the development of a university culture where diversity thrives, thus benefitting faculty, staff, and students, research and develop one new diversity-related training program by June 30, 2012. Existing fiscal and human resources are sufficient to meet this objective.

Linked to Previous Objective: 20100000002

Linked to Previous Objective Short Description: TR07-02 Diversity Training

Steps to Reach Objective: Learning Based on Evaluation in Previous Year:

Through the process of execution and evaluations, we have learned that when diversity workshops are offered at retreats or for departments alone, they have a greater effect on the group since the team members can work together to reinforce the concepts learned in the class. One or two people using the “each one teach one” principle isn’t effective in trying to change the culture of a work area. We are using this learning to improve the way we approach this objective in 11-12.

Steps to Reach Objectives Based on Learning (all to be completed by June 30, 2012):

- Research best practices in diversity training
- Explore departments who desire diversity training within a retreat type setting
- Develop a model for training in the departmental retreat setting
- Conceptualize, design, and implement one new program

Assessment / Evaluation Methods: The Training Department references

Kirkpatrick's training levels to assess training. Levels 1 and 2 will be used in this case:

Level 1: Training participants are surveyed to determine perceptions of existing training programs. This is normally completed immediately. It allows for subsequent improvement of sessions from a design standpoint.

Level 2: Pre-tests/post-tests are used to measure learning.

Accomplishments: The T&D Department assisted with the following Divisional Events:

•March 27, 2012: approximately 350 JMU faculty, staff and students welcomed Dr. Steve L. Robbins as he presented research conducted for his new book Homie Sapiens.

•March 28, 2012: 34 Administration and Finance employees spent the day in a Diversity Bootcamp with Dr. Robbins. Dr. Robbins built on information shared in the presentation Homie Sapiens.

The Training & Development Department was instrumental in planning and hosting the spring 2011 The President's Office Sixth Annual Conference on Diversity: Avenues for Engagement. Members of the Training and Development Department also presented workshops at the conference – Lazy Brains and Culture Shock.

The following diversity-focused professional development opportunities were provided by Training and Development:

- Emotional Triggers in October 2011 and two sessions in June 2012
- Preparing for Generation Z in July, September and November 2011 and February, March and April 2012
- Engagement and Inclusivity at JMU – a 2011/2012, 6-part series
- Lazy Brains in March 2012
- Culture Shock in March 2012
- What If? Short Stories to Spark Diversity Dialogue in February 2012

Use of Assessment/Evaluation Results for Program Improvement:

Shorter series appear to work better than longer series. We will also offer some open, single sessions in 2013, independent of series, for individuals that cannot commit to a full series. These have been well-attended this past year.

The most popular sessions are those that take a non-traditional look at diversity-related issues (e.g. Lazy Brains). We will focus on these areas of learning in 2013.

Characteristic 11: 20060000011

Goal 11: 20060000011

Objective: 20120000301

Short Description: -IA-AC-Development of videoboard productions at Bridgeforth Stadium

Long Description: - Bridgeforth Stadium opens in September 2011 with an expanded capacity and new videoboard, which needs to be utilized to full effectiveness

- By using the videoboard and its abilities, we hope to create an improved atmosphere in the stadium and enhanced interactivity and engagement with the fans

- Initial launch will be for the 2011 season with a continuation for the foreseeable future in adding content and dynamic graphic enhancements

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Steps to Reach Objective: - Work with Daktronics to bring adjunct staff member onboard in April 2011 who will oversee all videoboard production and operations

- Develop script and videoboard goals in May-June 2011

- Work with Daktronics/Keyframe to develop the graphic looks and all content prior to September 2011

- Launch full videoboard use in September 2011, including new videos and team run-on animations

Assessment / Evaluation Methods: - Feedback from fans of what they did and did not like about the video productions, including observations at the games of their engagement with what is going on the videoboard

Accomplishments: - Videoboard usage was very well received across all parties interested in JMU football. New videos were very positive, with the most reaction in the pre-game show from the run-on animation pitting Duke Dog versus the opponents' mascot, with the Duke Dog coming out victorious

- Demand for seeing the videos a second time was shown by traffic at JMUSports.com, where all videos were posted within 48 hours of the game completion

- One set of feedback from the football program requested more music and a little less video content during the pre-game show

Use of Assessment/Evaluation Results for Program Improvement: - To

continue the evolution, we will request additional funding to continue to produce new video content and run-on animations each year through Daktronics/Keyframe

- Discussion has started on revising the pre-game show and adding more music with live warmups and removing selected video elements to assist the football team in their warmup drills

Characteristic 11: 20060000011

Goal 11: 20060000011

Objective: 20110000288

Short Description: -IA-AC-Redesign JMUSports.com

Long Description: -Athletics Communications will work to do a complete redesign of JMUSports.com. This will improve the overall impression and look of JMU Athletics in a significant sports medium and provide assistance in information to fans, alumni, donors, recruits, students and faculty/staff at JMU about the sports programs. This redesign will be completed in mid-August 2011 and will involve a number of staff as well as a possible increase in yearly funding.

Linked to Previous Objective: 20110000001

Linked to Previous Objective Short Description: -IA-AC-Redesign JMUSports.com

Steps to Reach Objective: -Work with Procurement and IT to develop RFP-September-October 2010

-Put new RFP out for bid-November 1, 2010

-Solicit input/ideas/needs/wants from administrators and coaches-November-December 2010

-Committee meetings to award RFP-December-January

-Selection of vendor for JMUSports.com-February

-Work on redesign of site-February-August

-Launch of JMUSports.com-mid-August 2011

Assessment / Evaluation Methods: -Evaluate overall look and feel from responses from administrators, coaches, fans, media, donors

-Measure traffic to the site from similar time frames in previous years

Accomplishments: - JMUSports.com was redesigned and re-launched in mid-August 2011 to very positive reviews from internal and external constituents, continuing the partnership with NeuLion

- Traffic has increased to the site as it has become more user friendly. We continue to solicit feedback from those who gave us original ideas as well as others, both internally and externally, to determine improvements that need to be done. This is a continual evaluation and evolution.

Use of Assessment/Evaluation Results for Program Improvement: -

The redesign showed more of what our constituents were looking for in an athletic web site.

- As part of our best practices, we will continue to look at improvements and enhancements for the site, including addition of facility virtual tours for the 2012-13 academic year.

Characteristic 12: 20060000012

Goal 12: 20060000012

Objective: 20110000265

Short Description: IA-MKT-Market and Promote 25KStrong and the expanded Bridgeforth Stadium

Long Description: Further develop and implement the strategic marketing plan to fill the 25,000 seats in the expanded Bridgeforth Stadium during the 2011 season. Incorporating a promotions plan for an exciting game day atmosphere, we will provide a unique experience for the entire JMU Community as well as drawing football fans from our local region. Driving program exposure, awareness and revenues, Marketing will collaborate with all of Athletics and specific campus groups to market and promote the expanded stadium.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Steps to Reach Objective: 1. Ongoing review and enhancements to marketing plan. Maintain plan budget with defined sales goals. Incorporate all types of new and existing media. Leverage advertising relationships via Front Row.

2. Implementation of marketing plan

3. Incorporate concurrent planning objects to best utilize our human resource opportunities to attain goals.

4. Facilitate 2011 Grand Opening Celebrations - to include all campus groups and constituents through a variety of events and outreach.
5. Drive awareness of new stadium throughout region and patron base.
6. Develop game day environment embodying JMU Nation.
7. Strategic plan to sell out first game and reach attendance goals.
8. Maintain budget while developing other marketing opportunities.
9. Develop collateral materials and maintain 25kstrong.com website. Fulfill incentives
10. Implement concurrent planning objective #? to drive student involvement.
11. Execute focus club seat sales plan.
12. Coordinate in game promotional operations and logistics with respect to video board, band, students, cheer, on field, and new media activities.

Assessment / Evaluation Methods: Capacity crowd at home opener. 25,000

Attain 2011 Football Sales Goals. 6,750

Establish student attendance records.

Set benchmark attendance record.

Attain club seat goal. 650

Accomplishments: Implemented marketing plan along with associated planning objects maximizing our human resource, budgetary, and partnership opportunities to attain goals. Surpasses revenue and attendance goals while setting all time high records for both. Our efforts included all the outreach and facilitation for the 2011 Grand Opening, engaging game day environment, season ticket and club seat sales drive, and the associated collateral materials and media (25kstrong.com).

Use of Assessment/Evaluation Results for Program Improvement: The ATO and Athletics Marketing will leverage the momentum and infrastructure from the 2012 Football marketing and promotions plan to increase revenues and attendance during the 2013 season.

Characteristic 12: 20060000012

Goal 12: 20060000012

Objective: 20110000730

Short Description: Support the university's web presence by implementing a content management system and support the efforts to improve the site during transition to the new technology.

Long Description: The university's web site serves a critical need by supporting the marketing as well as service delivery needs of the institution. In the past, a homegrown content management system was developed to support those who were not web programmers but needed to provide content. Others used a variety of tools to create and maintain their sites. The result is a variety of looks and difficulties in supporting and managing the site. The university has procured a content management system that provides the functionality needed to enable the university to support the objectives of web publishers. IT will implement the technology and support web stakeholders in their use of it.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Steps to Reach Objective: Information Systems will implement the technology in a manner that supports the volume and complexity of the university's web site needs. We will work closely with Communications and Marketing to ensure that implementation is done in sync with their objectives for web publishing. We will work with IT Training to provide appropriate training for the variety of skill levels that exist. IS will work to support conversion of existing content where possible and desired and will assist in the technical aspects of implementation of the workflow and scheduling functionality that will be utilized. The goal is to have the top level of www.jmu.edu on the new technology by August 1, 2011. A schedule to migrate the remainder of the content is in development in coordination with Advancement Communications and Marketing.

Assessment / Evaluation Methods: We will evaluate our progress by ensuring that the technology supports the functionality requirements of the major stakeholders. We will assess the satisfaction with training using our training evaluation models. Once live, we will track via the HelpDesk the support calls received. We will review and support changes as a result of usability testing performed by stakeholders.

Accomplishments: - Technical aspects of the implementation have been completed.

- Worked to support the efforts of Communications and Marketing in ensuring technology framework will support desired content and tagging scheme.
- Supported the creation of training to support roll-out. Attending all workshops to support Communications and Marketing and IT Training.
- Created a method of converting existing Web Manager II content to new technology.
- Created a prototype mobile application to support use of new web presence.

Use of Assessment/Evaluation Results for Program Improvement: -

Participating in all training to ensure that end-user needs are met by the new technology.

- Working closely with Communications and Marketing implementation team to ensure understanding of functional objectives in order to align technology.

- Working closely with major constituent groups to ensure that philosophy and technology mesh and meet the needs of all who use the web to serve customers.

- Working closely with the vendor by attending conference and participating in all training opportunities to ensure thorough knowledge of the application and its capabilities are understood and utilized to support customers.

Characteristic 13: 20060000013

Goal 13: 20060000013

Objective: 20120000178

Short Description: -IA-DMG-Bridgeforth Stadium Suite and Club Seat Sales

Long Description: -Manage a sales plan for all 1006 club seats in the newly renovated Bridgeforth Stadium. These funds will be used to cover increased operational costs of the stadium as well as to retire debt service on the project. Agree to four-year commitments for total of 900 club seats and 14 Suites by May 15, 2012.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Steps to Reach Objective: -Execute sales plan

Assessment / Evaluation Methods: -Evaluate the overall number of club seats and suites leased by May 15, 2012

Accomplishments: - Club Seats committed to leases through 2015 = 870; 22 remaining

- Suites committed to leases through 2015 = 12

Use of Assessment/Evaluation Results for Program Improvement:

-Feedback from current customers (surveys, focus groups) will be used to: a) provide increased quality in the club seat experience for 2012; b) enhance our sales function and process to meet goals for 2013 and beyond

Characteristic 13: 20060000013

Goal 13: 20060000013

Objective: 20120000177

Short Description: -IA-DMG-Duke Club - Annual Funds Goals

Long Description: -The Duke Club has set an annual unrestricted fundraising goal of \$1,800,000. The Duke Club's support of student - athlete scholarships and the general athletic fund is paramount to the success of JMU Athletics. Goals: Total new Duke Club members: 1000; New Dollars: \$400,000. The Duke Club office will also strive to work in synergy with alumni affairs and central development on cross-event collaboration. Continue to increase the roll of chapters and maximize fundraising efforts by those groups

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Steps to Reach Objective: I. Prospect and research new individuals to solicit;
II.High volume of calls and visits to reach Duke Club Goal;
III.Use of reps / Board Members to held Duke Club Team identify new prospects;
IV.Significant days per week - 2-3 days - Duke Club Team is traveling to see prospects

Assessment / Evaluation Methods: I. Evaluate the fiscal success of the Duke Club;
II.Evaluate the fiscal success of the Duke Club on a month-by-month basis;
III.Evaluate the number of calls, visits and solicitations of Duke Club Team

Accomplishments: I. Goal for 2011-12 is \$1.8M = We will exceed that goal and anticipate the total giving to be \$1.81M
II. Exceeded 8 out of 12 monthly goals for annual fund campaign.

Use of Assessment/Evaluation Results for Program Improvement:

-Feedback from donors and volunteers will be used in improving programs and services with specific focus directed toward enhanced customer service.

Characteristic 13: 20060000013

Goal 13: 20060000013

Objective: 20120000175

Short Description: -IA-DMG-Duke Club- O8 - The Campaign for Bridgeforth Stadium

Long Description: -The Duke Club Office seeks to raise \$6,000,000 in pledges from private individuals, corporations and foundations in support of the Campaign for Bridgeforth Stadium by January 2012. These funds will be used to support the capital improvement planned for Bridgeforth Stadium and in support of JMU Athletics. Bridgeforth Stadium was expanded to address a shortage of seating as well as provide a next level of customer service to JMU fans and supporters. In addition this expansion will serve as a recruiting advantage for JMU Football. The expanded stadium will also serve to increase donor and alumni involvement and financial contributions.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Steps to Reach Objective: I. Visit with Major Gift prospects to present the project and the giving opportunities

II.Cultivate donor relationships with JMU Athletics

III.Solicit donors for gifts of \$25,000 and above

IV.Coordinate the development activities of the Director of Athletics

Assessment / Evaluation Methods: -Evaluate specific dollar amount of commitments to the Campaign for Bridgeforth Stadium in January 2012

Accomplishments: -JMU Athletics has surpassed the dollar goal with confirmed pledges and gift agreements as of January 2012

Use of Assessment/Evaluation Results for Program Improvement: -An Evaluation of systems and processes used in the Campaign for Bridgeforth Stadium will be conducted. Best practicing resulting from this evaluation will be incorporated into future Major Gift Fundraising Campaigns.

Characteristic 13: 20060000013

Goal 13: 20060000013

Objective: 20110000182

Short Description: IA-MKT-Maximize Athletic Revenues and Attendance

Long Description: Maximize athletic revenues, during the 2011-12 seasons, through ticket sales and marketing opportunities while driving attendance at Athletic events. By providing a top level game day experience in conjunction with a well planned marketing effort, Athletics will realize revenues in excess of budgets and participants (fan, students, & athletes) will garner memorable JMU experiences.

Linked to Previous Objective: 20100000386

Linked to Previous Objective Short Description: IA-TO-Increasing Athletic Ticket Revenues and attendance

Steps to Reach Objective: 1. Develop marketing plans to maximize sales and attendance:

- a. Full marketing plans in place by June 1 preceding Basketball and Fall Olympic Sports seasons. In place by January 1 prior to Football season and by November 1 prior to Spring Olympic Sports.
 - b. Include timelines as well as detailed goals and a budget with all opportunities and funding identified.
 - c. Integrate promotions planning to effectively market and maximize investments.
 - d. Collaborate with Ticket Office and Duke Club staff to develop pricing and donation structure to best suit the JMU Community.
 - e. Diversifying advertising outlets while capitalizing on existing relationships, focusing on digital opportunities (web, social media, wireless, etc)
2. Incorporate concurrent planning objectives to further student involvement and awareness.
 3. Build sales projections and strategies to develop budgets and planning for marketing and ticket sales policies.
 4. Implement group ticket sales plans:
 - a. Outreach to existing groups
 - b. Expand markets (youth, non profit, student, alumni, community)
 - c. Corporate Outreach
 - d. Collateral, web presence and fulfillment logistics
 5. Incorporate concurrent planning objects to best utilize our human resource opportunities to attain goals.
 6. Facilitate Athletics relationship with Front Row Marketing and coordinate fulfillment to maximize marketing revenue opportunities.

7. Develop merchandise licensing opportunities to enhance Athletics revenue through royalties while increase JMU exposure in other markets.
8. Coordinate in game promotional operations and logistics with respect to video board, band, students, cheer, on field/court, and new media activities.

Assessment / Evaluation Methods: Increase annual revenues from previous athletic season to meet established goals for FY12.

Increase annual attendance from previous athletic season to meet established goals for FY12.

Surpass benchmarks for revenue and attendance for select events to meet established goals for FY12.

Achieve sales goals specified in marketing plans for each sport to meet established goals for FY12.

Accomplishments: Through the utilization of marketing plans focused on maximizing sales and attendance we surpassed our revenue and attendance goals for football, and women's basketball (including student attendance). Focused group sales plans and outreach resulted in higher group sales than last year and continued development of our group database. Furthered our relationship with Front Row Marketing Services providing better fulfillment systems while offering more diversity and inventory to provide as sponsorship elements. Facilitated high level game day experiences, fully orchestrating and including video boards, bands, students, cheer, on field/court, and new media activities.

Use of Assessment/Evaluation Results for Program Improvement: The Athletic Ticket Office and Marketing Departments will continue to develop these programs and activities to offer engaging opportunities for fans, alumni, and students at JMU Athletic events. We will continue to promote and advertise these opportunities with the end result of continuing to surpass revenue and attendance goals.

Characteristic 14: 20060000014

Goal 14: 20060000014

Objective: 20110000824

Short Description: -Complete the State's Budget Process

Long Description: -In support of the university's characteristic to possess sufficient resources, the Office of Budget Management will provide strategic planning information as required by the Department of Planning and Budget, State Council of Higher Education, other agencies, and the General Assembly to acquire state funding in support of university initiatives and base funding. The Office of Budget Management will complete legislative budget amendments as needed to meet university

funding goals and objectives for fiscal year 2012-13. The result will be that JMU's operating and capital needs will be better understood by state agencies and lawmakers. Although understanding JMU's needs does not guarantee that they will be funded, that is the hoped for result. The Office of Budget Management will comply with the specific time requirements associated with each request. The Office of Budget Management currently has sufficient resources to meet this goal.

Linked to Previous Objective: 20100000308

Linked to Previous Objective Short Description: -Complete the State's Budget Process

Steps to Reach Objective: Support JMU's anticipated financial requirements for future funding through compliance with Virginia's performance budgeting process. As the due dates for specified reports varies each year, the Office of Budget Management will submit reports in a timely manner as specified.

Meet all commitments by established deadlines, making changes and adjustments as needed.

Based on last year's experience with the State's new Performance Budgeting system and its frequent outages we have learned to enter and submit required information as soon as possible and always ahead of the deadline. These submissions include: Decision Packages to request state funding for operating and capital needs, budget adjustment transactions for operating and capital, non general funds revenues, and technical adjustments.

Also based on last year's experience, the preferred format for budget adjustments will be utilized in hopes that the approval process will be faster.

Other steps to reach objectives:

Submit operating and maintenance data for Six-Year Capital Outlay Plan.

Submit financial feasibility studies to support requests for new debt appropriations.

Clear state convenience codes by the due date specified by the Department of Planning and Budgeting.

Reconcile JMU financial operating budget with state distribution.

Reconcile university financial records to state balances for all funds and capital projects.

Analyze Governor's and General Assembly budget proposals when they are released.

Conduct detailed budget analysis and reports including Eminent Scholars and other various reports as needed.

Assessment / Evaluation Methods: All Department of Planning and Budget (DPB) and state agency budget requests for information are completed and submitted on time. DPB requests include technical adjustments, decision briefs, NGF Revenue and other surveys.

- Performance Budgeting System requests are approved by DPB in a timely manner

Accomplishments: -All reports were submitted in a timely fashion based on deadlines established by various agencies including: required budget entries utilizing state the Performance Budgeting (PB) System, Decision Packages, operating and maintenance data for Six-Year Capital Outlay Plan, financial feasibility studies to support requests for new debt appropriations, and required transactions for operating and capital.

In addition the following processes were completed in a timely fashion: cleared state convenience codes, reconciled JMU financial operating budget with state data, reconciled university financial records to state balances for all funds and capital projects, submitted technical adjustments.

All performance budgeting transactions were completed in a timely manner.

During the course of the General Assembly the Governor's and General Assembly budget proposals were analyzed and reported to senior management. At the conclusion of the General Assembly Session the budget bill was analyzed, summarized, and reported to senior management. State General Fund increases for Educational & General programs was approved for JMU for 2013-14 as follows: salary and fringe benefits of \$3,444,133, enrollment growth of \$1,820,338, base funding of \$1,647,698 and degree incentives of \$991,683.

Use of Assessment/Evaluation Results for Program Improvement:

-OBM will continue to meet all deadlines for the submission of data related to state budget development.

As related to the utilization of the state's new Performance Budgeting (PB) System, members of the OBM staff have established reminders to reset passwords at certain intervals to insure that the PB system access is maintained. Also, the OBM Director reached out to all PB system users recommending that they follow the same procedure. As a result of this outreach, a number of JMU staff discovered that their access to the PB system had been revoked due to non-use deadlines set by the state. These users were able to have their access reinstated in time to perform critical functional in the PB system and meet State deadlines.

All performance budgeting transactions were completed and entered into the state performance system however, the office of budget management will send a formalized bimonthly update of outstanding issues to the DPB analyst and follow-up with documented phone conversations to assist with the speed of the approval process.

Characteristic 14: 20060000014

Goal 14: 20060000014

Objective: 20110000630

Short Description: -Complete the University's Internal Budget Development Process

Long Description: -In support of the university's characteristic to possess sufficient resources, the Office of Budget Management will participate in the completion of the Internal Budget Development Process. The Office of Budget Management will incorporate divisional collaboration in support of the university's goals and objectives and will effectively communicate the results and outcomes of the process in a timely manner. Completion of the internal budget process and uploading it to the university's financial accounting system by June 30, 2012 provides the university a beginning budget for the next fiscal year and permits the processing of financial transactions and business processes. The Office of Budget Management currently has sufficient resources to meet this goal.

Linked to Previous Objective: 20100000309

Linked to Previous Objective Short Description: -Complete the University's Internal Budget Development Process

Steps to Reach Objective: - As a result of our survey in the spring of 2011 we will offer training on the budget revision process and on salary verifications.

Based on our experience with Eminent Scholars last year we will hold a group meeting for all parties involved in the Eminent Scholar process and clarify information needs and communication channels.

Also based on the success of last year's group meetings to plan for new facilities, we will continue to meet with groups opening new facilities for discussion of budget needs and clarification of budget issues.

We will also: meet with representatives from each division to discuss budget process and divisional goals for the coming year;

issue budget preparation instructions and post on OBM web site;

create new year access database and supporting central funding files for subprojects (subprojects include central changes in Non Fee Revenues, Full Time Salary and Fringe Benefit Changes, Merit Removal, Deferred Compensation, Part Time Wages, External Rent, Utility Costs, Internal Rent, Cost-to-continue Requests, Debt Service, Facilities Management Services, Scholarships, Agency Service Charges and other Administrative Changes);

calculate and enter all anticipated non-fee revenues for E&G and Aux units into access database file;

calculate and enter costs for all budget subprojects into access database file incorporating approved expenditures from the six year plan submitted to the state in accordance with the "Top Job 21" initiatives;

review cost assumptions with executive management;

seek guidance on tuition and fee changes from executive management;

calculate projected revenues based on tuition and fee changes;

prepare information for presentation to board of visitors for summary of state budget actions, approval of tuition and fees and for budget approval;

review initiative requests to verify that planning database number is included in submission;

create and distribute final budget reports to Division Heads;

create, test and upload budget into Finance system;

distribute final budget to university divisions.

Assessment / Evaluation Methods: -After the budget process is complete a qualtrics survey will be distributed to key staff in each division of the university to seek feedback on budget processes seeking ideas for improvement.

Accomplishments: -Worked with fiscal techs on an ad-hoc basis with budget issues. Met with all fiscal techs in the student affairs divisions to offer a budget update, review budget processes and answer questions.

Issued budget preparation instructions and posted on OBM web site.

Created new year access database and supporting central funding sub-files.

Gathered data to project cost increases funded centrally for 2012-13 (utilities, debt, external rent, etc.)

Based on an analysis of Governor's projected budget, estimated impact to JMU.

Based on the results of our survey in the spring of 2011 we set up training classes for budget revision process to be held in January. Salary verification training classes will also be established as requested in our survey results.

Based on the challenges associated with Eminent Scholars last year, a group meeting was held with all involved parties to clarify information needs and communication channels.

Discussions were held with executive administration for guidance on tuition and fee recommendations.

Revenue generated from various fee levels was calculated and reviewed with senior management. Expenditure assumptions were reviewed with senior management. Final budgets were prepared and presented to the Board of Visitors for approval. Individual meetings were held with each senior vice president receiving additional funding to explain the recommended budget changes.

Approved budgets were loaded into the PeopleSoft system and reports generated from the Access data base to distribute to departments.

Use of Assessment/Evaluation Results for Program Improvement:

-Survey results – A qualtrics survey was distributed to primary budget users. Feedback was overwhelmingly positive indicating that the majority budget users understand the processes, know where to find required forms and know who to contact for further information. There were six requests for additional training on completing the Education and General and Auxiliary budget process forms and completing the budget revision forms. To respond to these needs the Office of Budget Management will offer training in these areas.

While the departmental reports were distributed on time, there were issues within the reporting functionality of the software due to an upgrade. Staff will modify the calendar dates to incorporate an earlier test of the unit reports in March 2013 for review of the accuracy of the data before July distribution.

Characteristic 14: 20060000014

Goal 14: 20060000014

Objective: 20110000303

Short Description: -PS/TDM - Support contract negotiations with HDPT

Long Description: -PS/TDM -Provide inputs and critical data/information in support of the annual contract negotiations with HDPT to ensure that the university receives the most value for the services provided by HDPT

Linked to Previous Objective: 20100000170

Linked to Previous Objective Short Description: -PS/TDM - Support contract negotiations with HDPT

Steps to Reach Objective: -PS/TDM - Make continuous observations of HDPT transit bus ridership, route performance and route structures to provide informed inputs to the contract negotiations. Interface with HDPT management to discuss contract modifications and to promote mutually beneficial modifications to route structures

Assessment / Evaluation Methods: -PS/TDM -The measurement of success for this goal will be to determine the amount of transit bus ridership versus the contracted dollar amount for the services provided

Accomplishments: -A working relationship with HDPT management has been established and will be continued. The HDPT route structures were mapped out for easy reference for evaluating proposed route changes. Ridership has increased by 23% this year compared to last year. The probably contract amount will increase by a little more than 7% for next year's contract with HDPT. A new "Bus Finder" system developed by JMU's IT department enables riders quickly and easily identify the best route and schedules for their trips. The GPS-driven "Next Bus" system which provides real-time ETA's of buses on cell phones, web, or IVR's has been implemented by HDPT.

Use of Assessment/Evaluation Results for Program Improvement:

-We believe that ridership will continue to increase greatly due to the introduction of technology mentioned above

Characteristic 14: 20060000014

Goal 14: 20060000014

Objective: 20110000690

Short Description: -Upgrade current Internet Border Electronics

Long Description: -Demand for Internet Bandwidth continues to double every 18 months. To meet the needs of the JMU community the Internet Border Electronics need to be upgraded to meet our needs for the next few years. The security and bandwidth shaping electronics will be upgraded. Research, testing and procurement will be completed in spring 2011 with implementation taking place in the summer. Funding has been appropriated. Both network engineering and security engineering staff time will be needed to complete the implementation.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Steps to Reach Objective: -Research Security and Packet shaping devices that can scale to 5 gbs capacities.

-Arrange for demos units to be placed on the network with full load to test functionality and capacity.

-Procure all devices by June 1, 2011

-Receive and deploy new devices during the June- July 2011 timeframe.

Assessment / Evaluation Methods: -Research is completed.

-Demo units are installed and online for functionality and capacity testing.

Accomplishments: 10 GB Internet electronics were procured, installed, tested and put into production this year. We met multiple times with our Internet Service Provider Lumos to upgrade our connections, their Harrisonburg network ring and alternate paths up to Ashburn Va to 10 GB capabilities. They agreed to provide the upgrade and an additional 300 MB of commodity Internet by the fall semester depending on JMU budget. Once approved they will upgrade their electronics to 100 GB capabilities to meet our future growth needs.

Use of Assessment/Evaluation Results for Program Improvement: We will continue to meet with our ISP Lumos on a bi annual basis to make sure we are planning together for our future Internet connectivity needs.

Characteristic 14: 20060000014

Goal 14: 20060000014

Objective: 20110000754

Short Description: AF/IT Implement and Support Cisco TelePresence Video Conferencing as part of the 4-VA Project

Long Description: The University of Virginia, George Mason University, Virginia Tech and James Madison University have collaborated in an initiative we refer to as “4-VA” to address a number of educational issues critical to the future of the Commonwealth.

- We will introduce changes in content, course design and delivery that will complement that which we do now, resulting in an expanded number of degrees produced in Virginia.
- We will take advantage of emerging technologies to increase access, reduce time to graduation, and reduce unit cost while maintaining or enhancing quality.
- We will grow research capability and competitive competence through the utilization of new technologies to enhance sharing and collaboration.

- We will enrich alliances with K-12 to provide improved access to college level courses, particularly in STEM areas, and especially in underserved geographic areas of the State.
- We will share instructional talent through pilot projects in areas such as foreign languages and cultures and in science, technology, engineering and math (STEM) fields.

To support the collaboration of the four Universities, Cisco is donating two TelePresence Video Conferencing environments. Information Technology will work with the JMU representatives to implement these systems to support these collaborative efforts. The initial system will be utilized by the JMU working groups as well as by others within JMU to connect with other TelePresence sites. The TelePresence Video Conferencing systems provide life-like high quality video conferencing that can and will be utilized by faculty, staff and students. The two systems will be obtained, installed and implementation complete by June 2012.

Cisco is donating all equipment and installation of the initial system (Phase 1). JMU networking engineers and support personnel will make the necessary changes within the JMU data network for this device to work and will develop user documentation and training for the individuals using the equipment. Cisco is donating the equipment for the second (phase 2) system (classroom type). JMU will need to determine the room we will use, renovate the room to meet Cisco's specifications and also provide resources to procure implementation and installation assistance from a certified Cisco partner.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Steps to Reach Objective: Phase 1

- Work with Senior Administration to select facility that will be used
- Work with Cisco to perform data network validation testing and make any necessary modifications
- Work with Facilities Management to make any necessary room modifications
- Work with Cisco engineers to install and perform initial testing of Cisco TelePresence 1300 Video Conferencing System
- Develop end user documentation and implement usage/reservation system including procedures
- Provide ongoing support of the facility

Phase 2

- Work with Senior Administration to select facility that will be used
- Work with Cisco to perform data network validation testing and make any necessary modifications
- Work with Facilities Management to make any necessary room modifications
- Work with Cisco engineers to install and perform initial testing of Cisco TelePresence 3200 Video Conferencing System

- Develop end user documentation and implement usage/reservation system including procedures
- Provide ongoing support of the facility

Assessment / Evaluation Methods: - Phase 1 installation is complete including necessary JMU network and facility modifications

- End user documentation is developed and validated by the user community
- Scheduling process is identified and adjusted as necessary
- Process for Phase 1 implementation/usage is evaluated and adjustments identified for improvements for Phase 2
- Phase 2 installation is complete including necessary JMU network and facility modifications
- End user documentation is developed and validated by the user community
- Scheduling process is identified and adjusted as necessary
- Process for Phase 2 implementation/usage is evaluated and adjustments identified for improvements for future phases

Accomplishments: Both the 1300 facility and the 3210 facility are completed and in use. Documentation is complete and a scheduling process has been identified and is being used. In the spring semester JMU students participated in a Business Chinese class offered at George Mason University and was well received. During MayMester, two JMU faculty taught an Information Analysis class in the 3210 facility with students from JMU present and students from UVA participating in their 3210 facility. This class was also well received. In addition to completing the actions identified above, additional technology was purchased to enhance our video conferencing infrastructure. This will allow for interoperability from the Cisco TelePresence equipment to other standard and high definition H-323 video conferencing systems and also provide bridging capability so host events that include several video conferencing sites. This technology also allows us to include desktop "web cam" participants and improves our scheduling and monitoring capabilities.

Use of Assessment/Evaluation Results for Program Improvement: The two facilities are effectively being scheduled and used. We are beginning to review the feedback from the faculty that used the rooms from a teaching perspective and evaluating ways to address any challenges they identify. We continue to review the scheduling and use processes to see if any positive changes can be made to improve the service.

Characteristic 14: 20060000014

Goal 14: 20060000014

Objective: 20110000249

Short Description: HR09-01 - Electronic Performance Management Proposal

Long Description: To improve the level of service convenience to supervisors and managers of classified employees and to support the university's environmental sustainability efforts, propose the acquisition of an electronic performance management and evaluation module to replace the current paper process. This proposal will be made by June 30, 2012, and, if accepted, likely not require additional funding other than that associated with the upgrade to PeopleSoft 9.1.

Linked to Previous Objective: 20100000014

Linked to Previous Objective Short Description: HR09-01 - Electronic Performance Management Proposal

Steps to Reach Objective: Learning Based on Evaluation in Previous Year:

We learned that, as delivered, the PeopleSoft eperform module does not meet the university's needs. HR has reviewed the latest version of Performance Management delivered by PeopleAdmin (current third-party provider). We will use this learning from 10-11 to improve our approach to this objective in 11-12.

Steps to Reach Objectives Based on Learning (all to be completed by June 30, 2012)

- Establish parameters for the optimum performance management application
- Team with IT to review each performance management product to identify a set of requirements that will assist in choosing the best product for the university.
- Develop a list of options
- Begin planning to propose the roll-out of the new module once the PeopleSoft upgrade is completed.
- Submit the proposal to the Senior Vice President for Administration & Finance

Assessment / Evaluation Methods: The Fit Gap analysis, which is, in and of itself an evaluation method, was used to evaluate the ePerform module.

Further, interviews with key stakeholders (including IT staff) will be use to plan the proposal.

Accomplishments: June 2012 Update:

- We have determined that an e-perform solution will initially be implemented for classified employees. Once confidence is built in this system HR hopes that the supervisors of AP faculty will utilize the system to evaluate AP faculty.
- There still remains the question of whether or not we will use Gideon Taylor (GT) or PeopleSoft (PS) as the e-perform solution. We will assess this further in the spring 2013.
- We anticipate that the first opportunity for supervisors to use an e-perform solution will be in the summer 2014 in order to complete actual employee evaluations for the 2013-2014 period.

Use of Assessment/Evaluation Results for Program Improvement:

Learning Based On Evaluation: HR is pleased that we will have additional affordable and viable technology solutions for an e-perform solution. Because performance ratings are required to be entered in the state's classified employee system, HR has created a technology solution for this to occur. Prior to this year, performance ratings were entered individually for 1500 employees. It will now be completed through an upload. This will save tremendous time and effort.

Characteristic 15: 20060000015

Goal 15: 20060000015

Objective: 20110000302

Short Description: -PS/TDM - Improve traffic flow and safety in and around the JMU campus

Long Description: -PS/TDM - Make observations and respond to traffic congestion related inquiries to reduce traffic congestion and improve safety through the changing of traffic signal phases, improved signage, and the implementation of new regulations and policies.

Linked to Previous Objective: 20100000169

Linked to Previous Objective Short Description: -PS/TDM - Improve traffic flow and safety in and around the JMU campus

Steps to Reach Objective: -PS/TDM - Make observations on traffic flows and mode usage. Conduct traffic count projects to quantify traffic flows and directions during peak traffic times such as special events on campus. Meet with HDPT to develop potential routes and cost estimates for the contract

Assessment / Evaluation Methods: -PS/TDM - Traffic counts on campus. Traffic on the gated portion of campus was reduced by 32% compared to last year prior to closing the campus

Accomplishments: -Shuttle bus services were started for home football games. Traffic counts were made during the month of October and compared to last year.

Use of Assessment/Evaluation Results for Program Improvement:

-Traffic was reduced by 32% in the gated portion of the campus

Characteristic 15: 20060000015

Goal 15: 20060000015

Objective: 20120000317

Short Description: A&F/OBM-11/12-01-Coordinate Completion of the Six-Year Financial Plan

Long Description: In support of the institution goal for a comprehensive university planning process, the Office of Budget Management will coordinate amending the University's Six-Year Financial Plan to include revenue and expenditure models for submission to the State Council of Higher Education, Governor, and General Assembly by July 1, 2012 to achieve university's long-term goals/objectives while meeting the statewide strategic higher education requirements of the Virginia Higher Education Opportunity Act of 2011. No additional resources are required for completion of this objective.

Linked to Previous Objective: 20110000881

Linked to Previous Objective Short Description:

-A&F/OBM-10/11-02-Coordinate the Completion of Six-Year Financial Plan

Steps to Reach Objective: Action Items to be Completed by October, 2012:

- Attend a meeting with state representatives to discuss the University's July 1, 2011 Six-Year Plan.

- Prepare documentation for Board of Visitor's Approval in September 2011.

- Complete modifications and request for additional information to the University's Six-Year plan as requested from the state and resubmit by October 10, 2011.

Actions to be Completed by June 30, 2012 for Amended Six-Year Plan submission August 3, 2012:

- Discuss process and procedures for projections and target completion deadlines for amended information with a focus on the second year.

- Update template and instructions to incorporate the needed modification as suggested by university users from the FY 2010-11 process.

- Update all auxiliary and education and general revenue and expenditure models for inclusion of the university's six-year financial plan incorporating the university's mission and long-term goals.

- Coordinate the completion of the estimated incremental revenue worksheets and the incremental spending worksheets to include a review and assessment of current and future university funding objectives in consideration with market factors and state funding allocations.

- Financial planning will reflect the anticipated level of general fund, tuition by degree and domiciliary status, and other nongeneral fund support for each year over the six-year period.

- The plans will be aligned with the institution's six year enrollment projections and include plans for financial aid to help mitigate the impact of tuition and fees.

- Plans will meet all requirements as outlined in The Virginia Higher Education Opportunity Act of 2011.

- Review all financial information with University Planning and discuss the coordination of the required components of the entire university six-year plan.

Assessment / Evaluation Methods: - An increase in general funds to the University during the FY 2012 legislative session as the Six-Year Plan is part of the higher education funding methodology.

- The amended six-year plan is approved by the Board of Visitors and submitted in a timely manner to meet the Virginia Higher Education Opportunity Act deadline of August 3.

- The amended six-year plan is approved by the state review committee.

- Documentation of the projection process is clear and updated.

Accomplishments: -On August 26, 2011, attended a meeting with state representatives to discuss the University's July 1, 2011 Six-Year Plan.

- Completed modifications and added additional information to the University's Six-Year plan as requested from the state review. Modifications included revised revenue and tuition and fees projections, prioritization, additional financial aid information, additional waiver information, and out-of-state student information.

- Completed the required revised template from the State Council of Higher Education and submitted on October 10, 2011.

- The University received new general funds in the amount of \$5.0 million in the Governor's December 2012 Budget Bill.

Actions to be Completed by June 30, 2012 for Amended Six-Year Plan due August 3, 2012:

- Discussed process and procedures for projections and target completion deadlines for amended information with a focus on the second year with key stakeholders in the process.

- Updated template and instructions to incorporate the needed modification as suggested by university users from the FY 2010-11 process.

- Updated as needed, the auxiliary and education and general revenue and expenditure models for inclusion of the university's six-year financial plan incorporating the university's mission and long-term goals. Updated information per the State Council of Higher Education's instructions.

- Coordinated the completion of the estimated incremental revenue worksheets and the incremental spending worksheets to include an update for FY 11-12 actuals and future university funding objectives in consideration with market factors and state funding allocations.

- Updated financial aid actuals for FY 11-12 and projections for FY 12-13.

- The updated plans meet all requirements as outlined in The Virginia Higher Education Opportunity Act of 2011.

- Reviewed all financial information with University Planning and discussed the coordination of the required components of the entire university six-year plan.

Use of Assessment/Evaluation Results for Program Improvement: -

Refinements of the projection models will be made as needed through review of the process and comparisons to actuals in order to improve the data.

- Further documentation of the process is needed with annual instructional updates.

Characteristic 15: 20060000015

Goal 15: 20060000015

Objective: 20110000310

Short Description: Work with consultants to assist in planning the closure of the inner campus to non-authorized vehicles (primarily non-critical SOV's)

Long Description: Coordinate and provide inputs to the consultants during the planning process for closing campus to non-authorized vehicles on Bluestone Drive between South Main Street and Carrier Drive, and on Duke Drive from Bluestone Drive to R1 Lot.

Linked to Previous Objective: 20100001050

Linked to Previous Objective Short Description: Work with consultants to assist in planning the closure of the inner campus to non-authorized vehicles (primarily non-critical SOV's)

Steps to Reach Objective: Participate in meetings with involved parties including the consulting firms, the City's Public Works Department and the HDPT, VDOT and JMU's Public Safety and Facilities Management departments, to ensure that efficient traffic flows result, and that safety standards will be complied with. Make available historical traffic flow data as required during the planning process

Assessment / Evaluation Methods: The current timeframe for implementing the closure of campus is prior to the beginning of the fall semester of 2011. Success will be measured in having all physical infrastructure, hardware and systems in place, and effective traffic flow management procedures in operation by that time.

Accomplishments: -The closing of campus is generally viewed as a success. Traffic was reduced considerably (between 11% and 32% depending on the location). Transit bus delays have also been reduced due to less congestion.

Use of Assessment/Evaluation Results for Program Improvement:

-Initiative complete.

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20110000405

Short Description: - Manage the impact of the Biotechnology Building on East Campus parking.

Long Description: - The completion of the Biotechnology Building will likely create an increase in demand for faculty and staff parking on the East Campus. Parking allocations will need to be monitored, and if necessary, adjusted to make certain that faculty and staff have adequate parking on the East Campus prior to the completion of the Biotechnology Building in May of 2012.

Linked to Previous Objective: 20100000522

Linked to Previous Objective Short Description: - Manage the impact of the Biotechnology Building on east campus parking.

Steps to Reach Objective: - Prior to completion of the new Biotechnology Building, determine the number of additional faculty and staff parking spaces necessary to accommodate those working in the building, and if a portion of D5 Lot is not able to be reopened, make a recommendation at the spring 2012 Parking Advisory Committee meeting to reallocate additional commuter parking for faculty & staff use.

- Prior to the start of the fall 2012 semester, communicate the parking impact of opening the Biotechnology Building to affected constituents by e-mail, internet and signage.
- During the summer of 2012, recommend that the university pursue adding capacity to the bus service serving the east campus.
- During the first few weeks of the fall 2012 semester, survey parking lot usage on the east campus, and if necessary, adjust downward the number of parking spaces available to accommodate special events in the Festival and elsewhere.

Assessment / Evaluation Methods: - Lot surveys of surrounding faculty and staff parking areas consistently show parking spaces available after the opening of the Biotechnology Building.

- Parking Services receives a minimal number of complaints from faculty & staff reporting that they were unable to locate a parking space on the east campus.
- Transportation Demand Management reports that bus service on the east campus is adequate to meet demand.

Accomplishments: - Working in cooperation with the Office of Space Management, Parking Services determined that approximately 60 additional faculty/staff vehicles would be parking on the East Campus when the Bioscience building opened. Parking Services sought and received approval from the Parking Advisory Committee to reallocate 40 parking spaces from the commuter parking on East Campus to accommodate additional faculty and staff vehicles. Parking Services shared information concerning the impact on commuter parking on the East Campus in a summer e-mail that went out to all returning students, and the impact on special event parking with event organizers in East Campus facilities.

Use of Assessment/Evaluation Results for Program Improvement: - Parking Services will monitor parking usage in the vicinity of the Biotechnology building at the start of the fall 2012 semester to determine if additional adjustments need to be made. Parking Services will, if necessary, reach out Transportation Demand Management and City Transit to create additional capacity to the bus service on east campus.

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20110000138

Short Description: -Admin. & Finance/Business Svcs./Card Services-Assist Dining Service with the opening of the new football stadium Club Seats and Concessions.

Long Description: -Analyze types of Point of Sale equipment requirements that will be needed on the club level as well as in the concession stands. We need to make sure that dining needs are met as well as the customers and keep it within budget constraints. Dining will need to be able to track sales and eligibility for services. Dining Services will be able to get the reporting needed to complete their business processes. This needs to be in place 8/1/2010 for the opening of the first home football game of the season. Money has been set aside in the equipment budget for this project.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Steps to Reach Objective: -Dec. 2010 met with Dining Services and made the decision on equipment needed for the stadium. Micros for the Club level seats and Aero's for the concession stands.

- Jan 2011- Equipment will be ordered for delivery in late spring

- March 2011- discussions will be held between technicians and dining on what programming needs to be done for the MICROS.

-Aeros will be used only for JACard declining balance accounts and do not need to be at each cashier stand.

-Reports will be generated during testing to make sure all of dining services needs are being met.

Assessment / Evaluation Methods: -Dining Services will feel that they have the proper equipment in place that meets their needs and that the sales reports are adequate to perform their analysis. If budget dollars had been available we would have used the MICROS machines at all locations.

- When the Fall 2011 football season is complete then we will meet with dining services to make sure that their needs were met.

Accomplishments: -The Micros and Aero Point of Sale units proved successful during the 2011 Football Season.

-The Micros machines worked well in the Club level and provided information needed for reporting by dining services.

-The Aero machines worked in the concession stands

Use of Assessment/Evaluation Results for Program Improvement:

-The equipment has met Dining Services needs for the next several years and if new equipment becomes available for their use we will make the information available to management and a new objective will be established at that time.

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20110000135

Short Description: -Administration & Finance/Business Services/Copy Centers as part of our Business Plan we are searching for ways to enhance our revenues and have begun the delivery of Recycle Copy Paper to departments.

Long Description: -This objective will help increase our revenues as well as making the Copy Center visible on campus.

-This will benefit the campus with daily deliveries to a location of their choice and at a reasonable price. Call today and delivery will be tomorrow.

-We will be able to measure our success with customer satisfaction and increase in deliveries.

-This was started in early 2009 as a pilot and has proven successful and we are ready for the next level of partnering with a vendor and to become the sole source of recycled paper for all offices on campus.

This will allow us to keep track of paper consumption on campus for our sustainability reports and make sure that all departments are receiving the best value for their budget dollars. Procurement has played a major role in getting this project off the ground.

Linked to Previous Objective: 20110000135

Linked to Previous Objective Short Description: -Administration & Finance/Business Services/Copy Centers as part of our Business Plan we are searching for ways to enhance our revenues and have begun the delivery of Recycle Copy Paper to departments.

Steps to Reach Objective: -Began Pilot Project in 2009- If successful then advertise and expand our customer base.

-2010- After expanding our customer base then search for vendor that will be able to give us better pricing so that the entire University benefits from this project. Procurement set up the initial meeting in late Dec. 2009 and is guiding us through this project. We have been looking at SWAM vendors.

-2011- Meet with Vendors to discuss contract on recycle paper

Meet with Mr. King and Towana about making it mandatory to order copy paper from the Copy Centers

If approved then market the overall plan to JMU Departments.

-2011- Paper that will be contracted will have been thoroughly tested by several departments, print labs and the Copy Centers.

Assessment / Evaluation Methods: -We will be able to evaluate this objective by the increase volume of paper deliveries and working with Procurement to ensure no paper is ordered from anyone but the Copy Centers.

-Even if we can't make this mandatory then we will start a marketing plan to let Departments know of this additional service.

Accomplishments: -We have completed our next milestone with a contract in place with Supply Room for a reduced rate on paper and they make all our deliveries to the JMU Departments and the Copy Centers receive commission on volume sold.

--The paper was thoroughly tested by several departments, computer labs and is being used by our Copy Centers. No issues of jamming or poor quality have been reported.

-We are currently waiting on a meeting with all JMU Vice Presidents to move forward with making the use of recycle paper mandatory as well as all orders must be placed through the Copy Centers for the reduced cost of the paper.

-We continue to promote to all departments the information concerning our paper contract and delivery capabilities.

Use of Assessment/Evaluation Results for Program Improvement:

-We will continue to monitor the growth of this program without the entire campus taking advantage of this offer and then hopefully when it becomes mandatory we will see another decrease in the cost of the paper due to the volume as well ensuring the entire University is using recycle paper in their offices.

This will allow procurement to be able to provide reporting on our Environmental Stewardship and the additional use of a SWAM vendor.

We haven't been in the business for an entire year but we have some comparison numbers to show the success of the program.

We are now delivering to 80 departments.

11 x 17 recycle paper- Increase of 84 cases of paper

8-1/2 x 11-recycled paper- Increase of approx. 300 cases of paper.

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20110000066

Short Description: -Budget and resource management.

Long Description: -Leverage JMU IT WebManager 2.0 platform for creation of an ABO website to enhance and replace the “common drive” for a one-stop information center. Athletics will require an IT position to maintain and update this manual (to include interactive request forms) and to perform similar functions for other athletics departments / programs.

Linked to Previous Objective: 20110000017

Linked to Previous Objective Short Description: IA-ABO-Budget and resource management.

Steps to Reach Objective: Create a position description and request the full time position.

Initial function for the ABO web-site.

1. Determine customer service functions to be available on the web-site.
2. Design the customer service functions (i.e. interactive forms).
3. Maintain the web-page.

4. Design survey to rate customer satisfaction

Assessment / Evaluation Methods: Determine if the one-line format is functioning as anticipated through department surveys.

Determine number of "hits" for departmental use.

Accomplishments: -Updated policy and procedure manual will be available on 7/1/12 using webmanager.

Use of Assessment/Evaluation Results for Program Improvement:

-Will continue to develop web-site based on feedback and recommendation of the users.

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20110000404

Short Description: -Manage Distribution of RFID Tags for Campus Access Control Gate System

Long Description: -The success of the gate system is contingent upon the university's ability to make certain that those individuals and agencies that have been granted access to the gated portion of campus receive the necessary RFID tags to do so. The recipients of RFID tags will benefit by gaining access to gated areas during restricted hours. The policies and procedures regulating RFID tag distribution will need to be developed and implemented prior to the start of the fall 2011 academic semester. Parking Services and Card Services will need to collaborate on the management of the RFID tag database.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Steps to Reach Objective: -In order for Parking Services to determine who is eligible to receive an RFID tag, a set of specific criteria will need to be developed by July 1, 2011.
-Before July 15, 2011, Parking Services will need to work closely with Card Services to determine if and how our respective databases will interface to activate and deactivate RFID tags.

-RFID tags must be purchased and available for distribution prior to July 31, 2011.

Assessment / Evaluation Methods: -Parking Services staff report that they have received adequate training to determine which users are eligible to receive RFID tags.

-Eligible users report that they received RFID tags from Parking Services prior to the gate system going online.

-Users who have been issued RFID tags report that the gate reliably opens when they approach.

Accomplishments: - In cooperation with Card Services, Public Safety and the administration, a written set of policies and procedures were created that specified who was eligible for gate access. Parking Services worked with Card Services to develop a plan for storing gate permit information. Parking Services personnel were given access to the Card Services database in order to process and track gate permits. Parking Services created application forms and began distributing RFID tags to constituents in August of 2011.

Use of Assessment/Evaluation Results for Program Improvement: -

Parking Services will explore the feasibility of integrating the campus gates into the Parking Services database thereby eliminating the necessity of entering data into two separate databases (Parking Services and Card Services).

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20110000504

Short Description: -Meet or exceed expectations with attractive dining locations, safe food, friendly staff, and exemplary service

Long Description: -Meet or exceed expectations with attractive dining locations, safe food, friendly staff, and exemplary service

- Maintain a high level of quality food and service that is reflective of the campus and students' needs

Linked to Previous Objective: 20100000472

Linked to Previous Objective Short Description: -Meet or exceed expectations

with attractive dining locations, safe food, friendly staff, and exemplary service

Steps to Reach Objective: -Use of technology to promote an interactive dining experience facebook, twitter, texting electronic comment boards, I-phone App and nutrition calculator implemented by Fall 2011

- Refresh Einstein bagels
- Make Changes based upon feedback from customer surveys conducted each semester
- Continue THRIVE recognition program to encourage/ reward exemplary customer service
- Increase customer satisfaction score for value and nutrition on customer satisfaction surveys.
- Successful service for opening of new football stadium Fall, 2012
- Determine feasibility of introducing new meal plans
- Evaluate late night offerings and propose a 4th meal period for later night dining
- Continue to expand partnership with University Health center to host Dine with the nutritionist events and outreach education. 4 planned for Spring 2011.

Assessment / Evaluation Methods: -Student satisfaction scores, comment cards, SGA feedback

- Participation of student in the dining programs

Accomplishments: -Ranked #5 in the Princeton Review for Great Food

- Recognized by JMU's University Program Board with "Impact Award" for dining services contribution to department initiatives.
- Conducted customer satisfaction score both Fall and Spring Semester with overall DiningStyles Survey scores reaching 5.95 and 5.93 respectively. 74 percent rating "Excellent", 80 percent of resident students and 72 percent of total campus population said they are "Extremely Likely" to recommend the campus Dining Services to a friend or colleague.
- Best scores in the overall categories for Convenience (6.12), Welcoming and Friendly Dining Staff (5.99) and Cleanliness (5.98). Also top rated were food quality, Food Freshness, and comfortable and fun dining atmosphere.
- 76% of on-campus students rated their overall experience as "Excellent" in Spring 2012
- Introduced new program to Chick-fil-a to partner with student groups for Spirit Nights to raise money for non-profit organizations.
- Held a variety of events that encouraged student and staff giving to causes/groups such as the Kellogg's "Share a Bowl" program to benefit the Blue Ridge Area Food Bank, the Yoplait Save Lids to Save Lives Campaign and Lee Denim Day to benefit breast cancer awareness and research.

- Continued to work with the SGA food committee to ensure programs meet high levels of student satisfaction.
 - Einstein Bagel Refresh Complete June 2011
 - Refreshed 4 concepts in 4 locations over campus - (2) Burger Studio, Topios, Grille Works
 - Summer refresh of Chick-Fil-A and Introduction of new concept Red Mango
 - Opened Montpelier Express Market for convenience of students, faculty, and staff on North Campus in January 2012
- D-hall Added a gluten-free station and expanded vegan , vegetarian and healthy options
- Nationally recognized by PETA as one of the top 20 schools in the nation for vegan and vegetarian options on a college campus.
 - Launched "Classic Craveables" in the dining halls, where customers can order customized creations with a retail approach.
 - Market One added Burger Studio featuring ordering kiosk and digital menu boards. Renovation included an expanded menu with breakfast, and featured selections, and sustainable building materials increased student satisfaction.
 - THRIVE Recognition Checks were given to ARAMARK employees for exemplary customer service as well as spot bonus program to recognize great customer service
 - Expanded use of technology to promote an interactive dining experience facebook, twitter, Text and Tell in E-hall and D-hall for electronic comments and real time feedback, I-phone App, 4 square, and nutrition calculator implemented
 - Worked with Student Governments Food Committee to propose and again approval for new meal plan structure to include expanded equivalency, more flexibility, and value perception to students. Increased student participation by 7%. High acceptability for 50 block plan, double punching on weekends and weekly 14 plan.
 - Festival added one new concept - Gourmet Grilled Cheese and Piloted new "Jamba Juice" kiosk with high student satisfaction.
 - Updated the labeling system for grab and go items, which allowed inclusion of nutritional information and scannable coding for quicker checkout.
 - Piloted "Dinner and a Movie" program through Madison Grill partnership with UPB.
 - Offered private cooking classes with our chefs free of charge to sorority and fraternity groups
 - Introduced "Purple and Gold Perks" which offers discounts to participating faculty and staff throughout the year. 384 faculty and staff are currently signed up with over 100 faculty and staff purchasing a formal meal plan.
 - Held Customer Appreciation Day to thank students for voting us No. 5 on the Princeton Review.
 - Hosted ARAMARK Regional Nutritionist and Wellness Coordinator at D-hall for healthy eating presentation and sampling event.

- Supported new Bridgforth Stadium with expanded concessions, including four themed concession stands and 40 points for service. Top quality stadium service with expanded catering services in the club and suite areas.
- Created a positive image for the university by serving more than 330,795 guests at 3,675 catered events this academic year.
- Made changes in all dining locations based upon feedback from customer surveys conducted each semester.
- Continue THRIVE recognition program to encourage/ reward exemplary customer service
- Determine feasibility of introducing new meal plans
- Introduced Madison Evenings - Opened D-hall 10 pm to 2 am every Wednesday night to address request for late night dining options.

Use of Assessment/Evaluation Results for Program Improvement:

Continued success for student satisfaction based on both national recognition and student feedback. Continued enhancement of programs and concept updates. Successful opening of expansion football stadium.

Based on program and customer feedback, future programs will include:

Enhance sustainability efforts, planning for long term renovation to additional facilities such as Gibbons Dining Hall and North Campus. Successful opening and enhance offerings at Athletics events.

Focus on student purchases of meal plans currently 68.8% of population has a formal meal plan. Next year goal to increase this rate to 71%.

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20110000574

Short Description: -Plan the renovation of the West Wing of RMH Hospital

Long Description: -In order to provide additional space for the Student Success Program, the West Wing of the RMH Hospital facility will be designed and renovated to meet the programs needs. Construction dates are dependent upon funding from the Commonwealth.

Linked to Previous Objective: 20100000678

Linked to Previous Objective Short Description: -Plan the renovation of the West Wing of RMH Hospital

Steps to Reach Objective: Learning Based on Evaluation in Previous Year:

Through the ongoing evaluation process, we determined that our planning process works well but we need to ensure that all projects are CM at Risk and not Design-Bid-Build.

- Solicitation for a General Construction Contract Manager at Risk will be distributed.
- A GCCM at risk will be chose and a maximum cost not to exceed will be established.
- Abatement of the North Towers will be completed.
- The South tower will be demolished.
- Construction schedule will depend upon completion of items listed above.

Assessment / Evaluation Methods: -Approval of design and construction documents by the Bureau of Capital Outlay Management

Accomplishments: - Consultant has submitted working drawings to the Bureau of Capital Outlay Management.

Use of Assessment/Evaluation Results for Program Improvement:

Input from consultant, project committee and FM staff will be utilized to evaluate practices, procedures and standards

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20110000746

Short Description: -Transition RMH grounds to JMU's North Campus

Long Description: -In order to transition the former Rockingham Memorial Hospital Grounds to JMU's North Campus, Chair the team of JMU representatives and meet with RMH reps to assume responsibility for the space.

Linked to Previous Objective: 20100001056

Linked to Previous Objective Short Description: -Transition RMH grounds to JMU's North Campus

Steps to Reach Objective: -Meet with RMH representatives as necessary to resolve issues.

-Determine when RMH property will be transferred.

Assessment / Evaluation Methods: -Property will be transitioned with no major issues or complaints to the senior administration of RMH or JMU.

Accomplishments: -All property was turned over to JMU according to the schedule provided.

Use of Assessment/Evaluation Results for Program Improvement: -
This objective went extremely well. The transition of this property was smooth and without incident. The one lesson learned throughout this process was the need for very good communication.

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20110001020

Short Description: -develop off campus patrol compliment

Long Description: -Hire and assign a contingent of JMU Police Officer to work collaboratively with the Harrisonburg Police Department as part of a Joint Patrol Tack Force in predominantly off-campus student housing areas.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Steps to Reach Objective: * See approval and funding for four additional sworn police officers.

* Recruit, hire, train, equip and deploy four additional sworn officers to be assigned to JPTF.

* Use JPTF Officers to building community relations with off-campus students, to deter high risk and destructive behaviors and to enforce community standards in off-campus housing areas frequented by large populations of college aged students.

Assessment / Evaluation Methods: * Use crime and call for service data to evaluation effectiveness at reducing criminal and high risk behavior incidents in targeted area.
* Use student and community surveys to determine public perception and success of program in the eyes of our constituents.

Accomplishments: * Four officers were hired and deployed to JPTF utilizing both mobile and bicycle patrols along with HPD units.
* Large scale open alcohol social events have dwindled considerably with the JPTF presence.
* Incident numbers have been steadily decreasing in the targeted enforcement area of assaults, property damage, and alcohol violations.
* Public perception and relationships with community and law enforcement in targeted community has increased and opened new levels of communication, cooperation and mutual respect amongst all.

Use of Assessment/Evaluation Results for Program Improvement:

JMUPD will continue to provide resources in the off-campus community as part of the JPTF and will look to build new and stronger relationships with residences, businesses, and property owners in the targeted enforcement area to create a safer environment for all.

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20110000739

Short Description: Assess the results of review and refit of Human Resources system and determine appropriate steps to move to version 9.1 laying the groundwork for new functionality and further automation of key university human resource and payroll functions.

Long Description: Key staff from Human Resources, Payroll, Academic Affairs and Information Systems are in the process of doing a complete and thorough review of version 9.1 of Oracle's Human Capital Management System with the objective of ensuring full use of appropriate technology to support the automation of key human resource functions such as personnel actions. This process will take approximately six months of effort. The results of that review will be analyzed to determine the most effective method of moving data forward and using new functionality to the greatest benefit for central offices and employees of the university. The analysis will yield a timeline and initial objectives for the system. The plan will be blessed by major stakeholders from key university constituencies. Staff from Information Systems and key users will then support the move to release 9.1 in the manner determined. Once the method that will be utilized is determined, a completion date will be determined and communicated

to the university community. Completion targeted for May 2012. No additional resources are anticipated to meet this objective.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Steps to Reach Objective: Complete Fit Analysis and recommendation for moving to version 9.1.

Recommendation will be reviewed and affirmed by major system stakeholders.

Plan that supports the identified objectives will be created and execution will be resourced.

Key milestones and deliverable will be determined and communicated to university constituencies.

Progress will begin toward meeting the milestones and deliverable with completion targeted for some time in 2012.

Assessment / Evaluation Methods: The plan will be completed on-time and will be appropriately reviewed and approved.

An appropriate project plan will be created which considers the functional as well as technical objectives.

The plan will be in execution by the end of the 2012 reporting period.

Accomplishments: - The HR Fit Analysis was completed in January 2011. Version 9.1

upgrade decisions were presented to the HR Fit Steering Committee. The decision was made to institute an accelerated upgrade schedule that resulted in a planned upgrade completion in May 2012 to facilitate a follow on project to implement electronic personnel transactions by November 2012.

- An upgrade plan was developed in support of the May 2012 go-live objective. The go-live date was scheduled for the May 25-28 weekend.

- Key milestones and deliverables were communicated to university constituents through a series of upgrade meetings and email.

- Pre-upgrade actions were completed in September/October 2011. The upgrade began November 11th as planned. The first pass of the upgrade was completed in January 2012 with re-customization work also beginning in January 2012.

- The upgrade was successfully completed May 27th as scheduled.

Use of Assessment/Evaluation Results for Program Improvement: -

The upgrade required the credentials of all active employees be recreated in our Identity Management System. A couple of tasks were identified for incorporation into future upgrade plans that will make the re-provisioning smoother.

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20110000383

Short Description: Bookstore-Increase Number of Text Rental Titles

Long Description: Working with faculty to consider having their textbook on the Rent-A-Text program. The textbook must meet the criteria established in the request form. The Bookstore will need a 4 semester, signed commitment from the faculty member on the usage of the book. The semesters need not be consecutive.

Linked to Previous Objective: 20100000502

Linked to Previous Objective Short Description: Bookstore-Implement Text Rental

Steps to Reach Objective: Will contact Deans and Dept Heads to inform them of the process to make their textbook rental eligible.

Assessment / Evaluation Methods: -We will use comparisons from academic years to track the increase in rentals and the number of titles available.

Accomplishments: The Bookstore had 5-10 local rental titles submitted by faculty. 52% of our 2500 titles were available for rent. Rental sales for the year are up 6.3%

Use of Assessment/Evaluation Results for Program Improvement:

-We have found that the rental program is working very well. We are reaching out to faculty members to try and increase the number of titles available. By doing so, even more savings will be seen by our students.

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20110000810

Short Description: Broaden implementation of the NaviGate System to manage and maintain the JMU's Comprehensive Safety Plan and web based Emergency Response Plan. No cost partnership with software vendor to provide a system that can be managed and accessed easier by contributors and a broader selection of University' users.

Long Description: Update the Universities Comprehensive Safety plan so that it accurately reflects current operations, policies and procedures, personnel and services needed to ensure the successful and safe operation of the institution under a variety of foreseeable circumstances. Contents of the current safety plan will be incorporated into the new NaviGate system which gives the University a comprehensive emergency management system. All sections of the safety plan will be reviewed to ensure that they are current and accurate and then incorporated into the new web based system. Individual units throughout the institution will be responsible for ensuring their content remains accurate and timely.

Linked to Previous Objective: 20100000660

Linked to Previous Objective Short Description: Pursue No Cost Partnership with a vendor to adopt JMU's Comprehensive Safety Plan into a web based Emergency Response Plan that can be managed and accessed easier by contributors and University' users.

Steps to Reach Objective:

1. Review each section of the Comprehensive Safety Plan annually to ensure that it remains current and accurate.
2. Collaborate with other entities both internal and external to the institution to evaluate each individual section of the Comprehensive Safety Plan to make sure that it identifies all potential safety hazards.
3. Collaborate with other entities both internal and external to the institution to evaluate each individual section of the Comprehensive Safety Plan to make sure that it provides the most effective and efficient means of mitigation.
4. Collaborate with other entities both internal and external to the institution to evaluate each individual section of the Comprehensive Safety Plan to make sure that it provides a safe environment for faculty and support staff to work and students to learn.
5. Train other units across campus for access to the system for emergency use and to maintain their data.
6. Develop new modules that would be beneficial to University operations (i.e. - MSDS Management)

Assessment / Evaluation Methods:

1. Contents of the Comprehensive Safety Plan are reviewed at least once per year for accuracy and completeness.
2. Policy numbers are consistent and accurate.

3. Addresses, locations and descriptions are current.
4. Responsible parties and contact are current and have accurate contact information listed.
5. Revisions are made as soon as information is determined to have changed.
6. Individual access to the Comprehensive Safety Plan and subsections is necessary, authorized, enabled, modified, disabled and audited in a timely manner.
7. JMU's Comprehensive Safety Plan is recognized nationally and/or internationally as a model plan.
8. Comprehensive Safety Plan is incorporated into a comprehensive web based Emergency Response Plan for JMU.
9. New Modules services the needs of the University through existing product. (MSDS Management)

Accomplishments: -Initial Training was conducted and pilot facilities were identified to start working on the project in the Summer of 2010. Several flow and integration items were identified in the software and the vendor worked on most of the fall and into the winter to make revisions that we have been notified are ready for testing in early 2011. We plan to begin to implementation in Spring 2011. Officer Chad Skelton has also been brought on-board with the project and the new Emergency Management/Crime Analyst Position will also be involved with the project when that position is filled in Feb 2011. Implementation Team is currently working with the Vendor and Environmental Health Coordinator to use the newest version of NaviGate for the campus wide management of MSDS information.

Use of Assessment/Evaluation Results for Program Improvement:

Migration of content into Navigate has been completed we are now building user access matrix full public release.

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20110000811

Short Description: Establish programs that support enhanced community preparedness for emergency situations.

Long Description: JMU Department of Police & Public Safety will develop and implement programs specifically targeting the student, faculty, staff, and visitor constituents of the University such that they will be better prepared to respond to an emergency situation for the protection of life, limb and property.

Linked to Previous Objective: 20100000661

Linked to Previous Objective Short Description: Establish programs that support enhanced community preparedness for emergency situations.

- Steps to Reach Objective:**
1. Determine areas of weakness in public knowledge, skills, or ability to respond and/or react to an emergency situation.
 2. Develop Training Programs, Educational Resources, and/or technologies that can be used to share information with students, faculty, staff and visitors to the University Environment.
 3. Implement programs within the University Community to include C.E.R.T. (Campus Emergency Response Teams).
 4. New Emergency Management/Crime Analyst Position will be manage the C.E.R.T. Program.
 5. Review development plan prepared through prior research and implement plan for the successful management of the organization.
 6. Recruit Faculty/Staff Volunteer participants through JMU Training & Development Office.
 7. Train & Equip new C.E.R.T. members for available use starting Fall 2011.
 8. Work with Department and other University Official to ensure that new Stadium Command Post is operational for Fall 2011 Football Season and other Special Events.
 9. Increase implementation of 800 Mhz radio usage for enhanced interoperability with local and regional agencies.
 10. Work with the VA Radio Cache and HRECC to improve our operational readiness and response capabilities to incidents, events, and natural or man-made disasters that may affect the JMU Community or the Commonwealth of Virginia.

Assessment / Evaluation Methods: Success will be measured through surveys, on-line post tests, customer service responses and participation in public outreach programs to include C.E.R.T. and how the Team is utilized to assist on campus. Also how well the Department is able to respond and manage incidents including large scale special events and work cooperatively with other emergency responders.

Accomplishments: * JMUPD conducted 27 Crime Prevention and Community Outreach/Emergency Preparedness Training programs to over 27500 participants over the past year including on-campus In-Hall Programs, Orientations, Health and Safety Fairs both on-campus and in the local High Schools.

* JMUPD assisted HFD and RCFR with the presentation of the two different multi-session CERT Orientation Classes offered through JMU Training and Development. The Spring 2011 class had 26 JMU Faculty & Staff participants. The Spring 2012 class had 18 JMU Faculty & Staff participants. JMUPD recruited

8 members from the 2011 class to support our JMU Campus CERT team and are currently recruiting from the 2012 participants. The JMU Campus CERT team has had 7 organizational and training sessions.

Six members of the JMU Campus CERT team also successfully completed Basic First Responder First Aid Certification in March 2012. Emergency Manager Kevin Lanoue has equipment ready for the current team members and is preparing to deploy in August 2012 to support a regional School Bus Accident Training Exercise for local Fire / EMS / LE first responders. The team will also be available for other incident affecting the campus community as we start the Fall 2012 Semester.

* Football Stadium Command Post was made ready and used for Fall 2011 Football Season with the following staff: JMUPD Incident Command, JMUPD Dispatchers, JMUPD Emergency Management Coordinator, HFD Fire Marshal, UVA Special Event Medical Management Team Dispatcher, JMU Facilities Management Dispatcher, RMC Security Dispatcher, JMU Athletics Events Management Staff. New Avigilon camera system installed in stadium used during special events to monitor activities in and around the stadium.

* JMUPD Team members Maj Coverstone and Disp Supv. Workman participated, trained and deployed on multiple occasions with the Harrisonburg/Rockingham Team for the VDEM VA Communications Cache, in support of local forest fires, missing endangered persons, plane crash, special events, SMS site coms support, and other training exercises throughout local region and VA, NC and MD for large scale disaster support.

* JMUPD has been able to acquire enough 800 Mhz portables to support interoperability for our full time patrol staff to communicate with regional and state agencies during major incidents and special events. We still must rely on VA Communications Cache to supply radios during major operations for Part-Time Officers, Cadets, Parking Staff, and other support staff.

* Several JMUPD Command and Communications Staff competed additional Department of Homeland Security FEMA / VDEM / ICS / NIMS training certifications in different levels of National Incident Response Management. The Department also continues to training collaboratively with other local and regional emergency responders for large scale responses to potential critical incidents (i.e. Active Shooter/Hostile Intruder Drill, SDSS SMS Evacuation Site Preparedness, School Bus Accidents, Natural Disasters, etc.)

Use of Assessment/Evaluation Results for Program Improvement:

Overall indications of success indicate the JMUPD has accomplished the objective by developing or participating in multiple programs that support enhanced community preparedness for emergency situations to the general public, for special events, and for natural and man made disasters. We will continue to utilize current programs and new technologies to further similar objectives into the future.

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20110000522

Short Description: FM-Monitor construction on Recreation/Athletic Fields on Port Road

Long Description: -In order to provide additional practice and playing fields for Athletics and fields for Recreation, new fields on the Port Republic property will need to be designed and constructed by the end of the spring semester, 2012. Facilities Planning and Construction will monitor the project to ensure that it's completed on time and within the established budget.

Linked to Previous Objective: 20100000240

Linked to Previous Objective Short Description: -FM-10-01-Monitor construction on Recreation/Athletic Fields on Port Road

Steps to Reach Objective: Learning Based on Evaluation in Previous Year:

During the previous year, we learned that the design-bid-build process is not as efficient as using CM at Risk. While this does confirm that all future projects will be CM at risk, for this project it simply magnifies the need for increased communication and cooperation.

-Facilities Planning and Construction work with architects (Moseley Architects) to plan the new facility and now continues the management of this consultant during construction administration.

-Construction was started and members of Facilities Management as well as Moseleys' continue to monitor the construction through biweekly meetings.

-Construction will be scheduled to be complete in time for use by the students the fall 2012.

Assessment / Evaluation Methods: -Construction was completed within the established time frame and budget.

-Approval of occupancy by the Bureau of Capital Outlay Management was received.

Accomplishments: -Construction continues towards project completion this year, but has continued to encounter problems with contractor performance. Project management has included the coordination of all regulatory and operational reviews, including the Bureau of Capital Outlay Management, State Fire Marshal, Department of Conservation and Recreation and all associated JMU maintenance staff.

Use of Assessment/Evaluation Results for Program Improvement:

-Learning from Evaluation: As noted in the previous evaluation, we are even more convinced that the design-bid-build process is riskier than using CM at Risk.

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20120000875

Short Description: FP&C will manage the renovation of Wayland Hall.

Long Description: The complete renovation of this existing residence hall will create a customized residential facility concentrating upon students in the performing arts. This 46,500 gross square foot facility is planned to be LEED certified at a gold level with platinum being achieved if possible.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Steps to Reach Objective: Learning Based on Evaluation from Previous Year:

Again, we now know for future projects, an independent consultant is needed to assist with LEED Certification. We can't be very critical of our process however, because this project is the first Platinum certified residence hall renovation in the United States.

Facilities Planning & Construction will work with VMDO Architects and Donley Inc. (the project General Contractor Construction Manager at Risk) to manage the complete renovation of this project. Construction is scheduled to be complete for occupancy in fall 2012.

Assessment / Evaluation Methods: Construction is to be completed on schedule and within budget with the receipt of LEED certification of the finished facility.

Accomplishments: The project was completed on schedule and within budget. LEED certification has been received at a Platinum level.

Use of Assessment/Evaluation Results for Program Improvement:

Project is complete.

Again, we now know for future projects, an independent consultant is needed to assist with LEED Certification. We can't be very critical of our process however, because this project is the first Platinum certified residence hall renovation in the United States.

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20120000877

Short Description: Facilities Planning & Construction will manage construction of the CISAT A3b Academic Building.

Long Description: Construction of a new biology teaching facility on the CISAT campus utilizing the General Contractor Construction Manager at Risk methodology. Project is scheduled for completion summer 2012.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Steps to Reach Objective: Learning Based on Evaluation in Previous Year:

During our previous years construction projects, we learned the importance of having the project structure by CM at Risk which is how this project was solicited.

Facilities Planning & Construction will work with EYP Architects and SKANSKA USA (GCCM at Risk for this project) to manage the construction of this 90,000 gross square foot biology teaching lab facility.

Assessment / Evaluation Methods: Construction is to be completed within the approved schedule and budget, with occupancy approved in time for academic use of the facility in August 2012.

Accomplishments: - Construction is all but complete, with minor post completion work associated with furnishings and equipment installation being addressed. Project is within budget and was completed on schedule.

Use of Assessment/Evaluation Results for Program Improvement: -
Post project review of the General Contractor Construction Manager at Risk process will be undertaken. This process was extremely beneficial for this project, and FP&C will endeavor to gain and document lessons learned.

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20120000873

Short Description: Facilities Planning & construction will monitor construction of the Steam Plant Expansion project.

Long Description: The existing campus steam plant has reached capacity for steam production. Planned campus growth and increased demand necessitate the expansion of the steam production equipment and the associated building. FP&C will monitor this construction to ensure completion within budget and schedule.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Steps to Reach Objective: Facilities Planning & Construction, along with FM Steam Plant staff, managed the construction of this facility to ensure accomplishment within the approved schedule and budget.

Assessment / Evaluation Methods: Construction is to be completed within schedule and budget, without interruption of steam supply to campus operations.

Accomplishments: - Construction of the building has been completed. Steam plant infrastructure was completed, but experienced calibration/commissioning problems. Plant operations have continued without impact to the campus supply of steam. Correction of issues has been accomplished within budget parameters and final documentation of corrective actions is being processed by contractor and consultant. Final completion of this project was accomplished under the stressful conditions due

to the death of the primary consulting engineer during the final months of the project.

Use of Assessment/Evaluation Results for Program Improvement: - A project post-completion review of this project will be conducted with the Facilities Planning staff and the FM maintenance staff to assess how to better our process defining infrastructure concurrent operation during related capital projects.

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20110000242

Short Description: HR06-03 Electronic Personnel Action Process

Long Description: To improve customer service, in response to program review findings, and in light of the central role played by the Personnel Action Request form, research and incrementally implement a process by which personnel actions that are currently initiated by a paper process are converted to an electronic/web-based system using Oracle PeopleSoft technology. The gradual development of this process will eliminate paper, expedite the process, and create a workflow to capture an electronic record thereby eliminating the need to manage and store hard copy or imaged documents. Significant financial and human resources, beyond those that are normally required, are being used in this ongoing process. The steps that are pertinent to this cycle of the objective will be completed by June 30, 2012, with ultimate completion of the "electronic PAR" process to be completed by Spring, 2013.

Linked to Previous Objective: 20100000004

Linked to Previous Objective Short Description: HR06-03 Electronic Personnel Action Process

Steps to Reach Objective: Learning Based on Evaluation in Previous Year:

The functionality and workflow delivered in PeopleSoft 9.1 minimally meets the business needs of JMU. Because the 4 divisions require different levels of approval, recordkeeping and data sets – we have learned that the university will be better served if we seek a third-party solution for the workflow associated with manager and employee initiated personnel actions in PS. We have therefore used the learning from 10-11 to inform our approach to this objective in 11-12.

Steps to Reach Objective Based on Learning (all to be completed by June 30, 2012)

- Conduct an analysis of the final results of the fit gap process.
- Determination will be made regarding whether a full reimplementation of PS is necessary to take advantage of all available features and functionality moving toward automation
- Research a third party workflow solution
- Incorporate proposal for a third party workflow solution into fit gap results and proposal
- Results and conclusions of the fit gap analysis will be presented to the Senior Vice President for Administration & Finance for review and approval.
- The next steps toward implementation of the "electronic PAR" will be determined and carried out in 11-12

Assessment / Evaluation Methods: - Current use of processes and systems will be studied through interviews with users

- Interviews with content experts will be held to determine best practices
- A pilot group will also be used to make initial changes.
- Customers will be interviewed before, during, and through the change process.
- Extensive system testing will be done prior to implementation of each incremental action to evaluate the process outcomes.

Accomplishments: In May 2012, Gideon Taylor, front-end, EPAF vendor, began its on-campus 'Discovery Process'. This process included gathering criteria, business process, rules and data needed to begin the development of forms associated with the on-line delivery of personnel actions.

- The steering committee met and determined that the fit-gap process achieved only part of its objectives. What was finally determined is that the university is best served by contracting with a vendor (Gideon Taylor) that can apply technology through delivery of EPAF process to alleviate the dissention between HR and Payroll.
- Full reimplementation of PS was not required. It was an upgrade to 9.1
- The workflow solution is available in the Gideon Taylor product.
- This was completed with a contract was awarded after an RFP process to Gideon Taylor
- Robin Bryan and Dale Hulvey presented to the SVP.
- The implementation of the front end system is under way

Use of Assessment/Evaluation Results for Program Improvement:

During the Fit/Gap and Discovery process, HR learned the Steering Committee should have made more definitive decisions regarding which office (HR or Payroll) is responsible for the HR data that resides in the PeopleSoft HRMS. The Steering Committee is now poised with making these decisions during the process instead of before the process began. It causes some disruption in the completion of the tasks.

We learned that the GT product and e-forms will allow JMU to systematically automate other processes not previously considered and the purchase of the GT product has already proven to be a real benefit and a huge potential return on our investment.

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20110000247

Short Description: HR09-02-Upgrading Time System for Wage & Students Proposal

Long Description: In order to improve customer service to students, wage employees, and their supervisors and increase process efficiency, consider, plan, and propose revamping the current hard copy time management system for wage and student employees to an electronic "swipe" system by which time is managed and tracked for wage and student employees using the PeopleSoft technology. This will be accomplished by June 30, 2012. While personnel resources are currently sufficient for this objective, additional funding will be needed, and, therefore, proposed to acquire the swipe and reading technology that will be needed.

Linked to Previous Objective: 20100000012

Linked to Previous Objective Short Description: HR09-02-Upgrading Time System for Wage & Students Proposal

Steps to Reach Objective: Learning Based on Evaluation in Previous Year:

As part of the evaluation process, we learned that a time keeping system will be integrated to PeopleSoft. We have therefore determined that the best course of action is to upgrade to 9.1 first, then seek a remedy for a timekeeping system. We will use this learning from 10-11 to inform our approach to this objective in 11-12.

Steps to Reach Objective Based on Learning (all to be completed by June 30, 2012)

- Complete upgrade to PeopleSoft 9.1
- Reference capabilities of 9.1 to study timekeeping opportunities
- Conduct best practices study
- Interview division heads and key supervisors to learn needs and concerns
- Meet with members of SWEC to learn concerns and needs
- Determine whether to move forward with a swipe system for students and wage employees
- If the determination is made to move forward, create a proposal to submit to the division heads

Assessment / Evaluation Methods: - Personal interviews will be conducted with core constituents (as described above)

- If the determination is made to move forward with this concept and once the PeopleSoft upgrade is complete, HR, Payroll and IT will conduct a focus group to assess the feasibility of a time keeping system and what systems are available to integrate with the new system
- Once the process is implemented, focus groups will be re-convened to discuss changes and inform future steps.

Accomplishments: June 2012 Update:

- The 9.1 upgrade has been completed
- The time and labor component of PS is cumbersome, expensive and will not serve the university's needs
- We have obtained information describing the Kronos and Gideon Taylor (GT) timekeeping systems
- Previously, division heads gave permission for the use of a time keeping system for wage and student employees. It is our hope that we can use this system for all non-exempt employees
- SWEC is supportive of the implementation of a timekeeping system for students
- GT has a beta timekeeping product that they are offering to demonstrate for JMU. We will evaluate this product.

Use of Assessment/Evaluation Results for Program Improvement:

Since the implementation of the leave system in MyMadison and Manager Self-service, the university appears more receptive to a timekeeping system that will require the use of technology above and beyond a traditional 'timeclock'. We believe that continuing to gain the support of the campus along with implementing additional technology will help the campus welcome a time keeping system. We also believe that the GT product for timekeeping may be received well if we win confidence with the electronic personnel action form (EPAF) solution.

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20110000248

Short Description: HR09-03-Expand Onboard Services

Long Description: In order to expand the customer services currently provided through the HR Onboard Process, by June 30, 2012 develop one new service to add to the Onboard Process so that less effort is required of other departments to begin an individual's employment relationship with the university. This will benefit both the departments as well as their newly-hired employees. The development will require no additional funds or human resources other than those currently available to the department.

Linked to Previous Objective: 20100000013

Linked to Previous Objective Short Description: HR09-03-Expand Onboard Services

Steps to Reach Objective: Learning Based on Evaluation in Previous Year:

Through the Fit/Gap process and attending the 2011 HEUG – Higher Ed Users Group – for PeopleSoft users we have learned the processes that will allow HR to access several self-service options for on-boarding employees to use. In addition, we have learned that the university must now process all newly and re-hired employees through the US E-verify process. The added functionality that 9.1 delivers will allow a number of federally and state-regulated processes to be accomplished paperless through self-service. We will use this learning from 10-11 to inform and improve our approach to this objective in 11-12.

Steps to Reach Objective Based on Learning (all to be completed by June 30, 2011)

- Use the results of the fit gap to inform the possible expansion of Onboard services
- Study self-service Onboard options available
- Incorporate the e-verify requirement into the process
- Revise business processes in order to accommodate the ability to deliver one-stop to newly and rehired employees
- Create pilot study group
- Revise system based on pilot group feedback
- Implement new service to the suite of Onboard services

Assessment / Evaluation Methods: - In the initial phases of the project, interviews will be conducted with key stakeholders to research issues and concerns.

- An industry best-practice study will be completed.

- Pilot groups will be used to evaluate initial technology.

- Surveys of new employees will be used to assess Onboard services and inform improvements to service quality.

Accomplishments: June 2012 Update: After evaluating the PeopleSoft solution, Gideon Taylor (GT) solution and the HireRight solution. We have narrowed our choices to GT and PeopleSoft (PS) - we believe we will be able to utilize the GT solution(s) to transfer information into PS. This would be in keeping with the intended use of GT for other actions in HR and Payroll. We have procured the GT process - JMU will be the first university to fully implement the GT Onboard product and process. We will begin this assessment and discovery in the late winter 2012 or early spring 2013.

Use of Assessment/Evaluation Results for Program Improvement:

Learning Based On Evaluation: We have obtained support from Card Services, Parking and other university departments directly involved in on-boarding employees. Our on-board process continues to be well-received from the campus community. We have learned that using the GT product will assist in more quickly determining which employees will NOT require an on-board session. Currently, that process is entirely manual.

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20110001132

Short Description: IA-AA-Bridgeforth Stadium Grand Opening Activities

Long Description: - Facilitate a campus-wide committee to develop, coordinate and implement a season-long schedule of events celebrating the grand opening of the renovated and expanded Bridgeforth Stadium benefit students, fans, season ticket holders and the greater JMU community.

Linked to Previous Objective: 20100001114

Linked to Previous Objective Short Description: IA-AA-Bridgeforth Stadium Grand Opening Activities

Steps to Reach Objective: - Formalize committee to begin meeting in January 2011

- Develop activities for each home game (5 total) during the 2011 season
- Incorporate specific elements relative the new video scoreboard, Marching Royal Dukes, alumni and parents.

Assessment / Evaluation Methods: - Conduct surveys and focus groups among core football game constituents

Accomplishments: The 2011 JMU Football season included a five-game home schedule. Each game referenced the Grand Opening of the stadium.

A commemorative Grand Opening logo was designed and incorporated into all publications and various items available in concessions and other retail centers.

Grand Opening themes were included in pre-game and in-game celebrations for each of the five home games.

Use of Assessment/Evaluation Results for Program Improvement:

Results from surveys will be evaluated and incorporated into future programming that is similar/consistent with those events as a part of this one-time celebration.

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20110000183

Short Description: IA-TO-Transition athletic ticketing and customer relations into expanded Bridgeforth Stadium.

Long Description: Complete the transition into the expanded Bridgeforth Stadium prior to September of 2011 through a collaborative effort with Athletics offices including the Duke Club and Facilities and Events as well as other campus departments including Facilities and Maintenance, Marketing, Public Safety and Parking Services. Offer the JMU Community a seamless transition to into enjoyable game day experiences in a fully functioning, fan friendly environment.

Linked to Previous Objective: 20100000391

Linked to Previous Objective Short Description: IA-TO-Transition JMU

Football Ticketing with Stadium Expansion

- Steps to Reach Objective:**
1. Outreach to ticket holders soliciting season ticket and provide informational updates on final expansion and impacts on their experience.
 2. Facilitate Duke Club reseating in June of 2011.
 3. Update and revamp printed (game day guide) and online (fan info pages) information to best educate, explain, and promote the stadium expansion.
 4. Plan game day logistics and staffing needs to best facilitate game day operations.
 5. Publicize associated ticketing details to ensure that students, season ticket holders, fans, alumni, etc will have the best experience at football games.
 6. Develop plan for ticket use in respect to different stadium levels (suite, club, priority) and access.
 7. Ensure functionality of digital ticketing (scanners) throughout stadium.
 8. Collaborate with Facilities and Events for best game day ushering and guest services.
 9. Develop and implement ADA plan for parking and tickets.
 10. Work with Duke Club, parking services and public safety to develop and implement expanded parking plan.

Assessment / Evaluation Methods: Feedback from students, fans, ticket holders.

Football tickets sales numbers and revenues.

Crowd arrival rate

Parking lot usage and parking survey feedback

Accomplishments: Facilitated outreach to ticket holders providing full information to prepare them for the first season in the expanded stadium (including specific ADA messaging). Completed the football reseating process(1400 appointments in 3 weeks). Developed all inclusive collateral for online and printed education/outreach regarding the fan game day experience. Promoted new shuttle service and best campus access routes. Collaborated with Facilities and Events for customer service focused game day ushering and guest services. Revamped use of digital ticketing (scanners) throughout stadium to provide access for 25,000 fans through our existing gate structure.

Use of Assessment/Evaluation Results for Program Improvement: The

Athletic Ticket Office will maintain the same focus on fan education and outreach to ensure the best game day experience for our patrons at our marquee athletic venue. It will be necessary to continue to find tune our digital ticketing (scanning) operations to speed up and ease the process of stadium entry. Continued focus on ADA accessibility to provide equal opportunities and the related education and promotion.

Characteristic 16: 20060000016

Goal 16: 20060000016

Objective: 20120000871

Short Description: Monitor construction of the Bridgforth Stadium Expansion project.

Long Description: In order to expand and modernize the west and south segments of the football stadium the existing grandstands were demolished and during the prior off-season the lower tier of the new grandstands and support spaces was constructed. This year the upper tier, club area and suites will be constructed.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Steps to Reach Objective: Learning Based on Evaluation in Previous Years:

Through the ongoing evaluation process, we learned the importance of communication from all parties. Because our meeting structure worked so well during the first phase, it was continued through to the end of the project.

Facilities Planning & Construction worked with Moseley Architects and Donley Inc. (the project general-contractor-contractor-at risk) to plan this phase of the facility, and subsequently managed the construction processes.

Assessment / Evaluation Methods: Construction is to be completed within the approved schedule and budget. Receipt of the occupancy permit from the Bureau of Capital Outlay Management.

Accomplishments: Construction was completed within the approved schedule and budget. The occupancy permit from the Bureau of Capital Outlay Management was received.

Use of Assessment/Evaluation Results for Program Improvement: Use

of the General-Contractor-Construction-Manager at Risk process on this project proved invaluable. The ability to react and respond to emergent construction and programmatic issues on a rapid basis was critical to the accomplishment of the extremely condensed schedule for this work.

Characteristic 17: 20060000017

Goal 17: 20060000017

Objective: 20110000502

Short Description: -DS06-01: Dining Services Employee Training

Long Description: -The university strength is its people so in accordance, Dining Services will provide numerous training programs and activities throughout the 2011-12 year to enhance our employees work experience.

-Create and implement a training program specific with the specific focus of environmental stewardship and Green Thread initiatives by July 2012.

Linked to Previous Objective: 20100000470

Linked to Previous Objective Short Description: -DS06-01: Dining Services Employee Training

Steps to Reach Objective: - Create a training department with a 6 and 12 month training calendar for the dining services department. Full implementation by July 2012.

- Implement and training department on ARAMARK's "No One Gets Hurt" safety training and policy.
- Create and develop a front line employee food handling training that reinforces departments high standard of food safety and food quality
- Implement ARAMARK's "You're in Great Company" initiatives
- Hold ServSafe training classes for employees not yet certified, including classes to be taught in Spanish
- Continue Idea Exchange Committee and Safety Committee
- Encourage all University sponsored training
- Continue Student Manager training, to include safety practices
- Provide internship opportunities both at JMU as well as nationally and internationally
- Provide National Training Calendar and send employees to various ARAMARK training seminars including:
 - Building Leadership Skills
 - Retail Operations Management

- On Your Mark
- Fresh Food Company Train the Trainer
- Brand Refresh Training
- Foundations I and II
- Web Ex Training
- Catering Training
 - Prima
 - Food Production Training

Assessment / Evaluation Methods: - Evaluate the number of employees who attend training.

- Evaluate the number of certifications and certificates earned.
- Evaluate the number of employees promoted to a higher level of responsibility
- Creation of a Training and Development department within Dining Services.

Accomplishments: - Implemented and training department on ARAMARK's "No One Gets Hurt" safety training and policy. Accident reduction by 50% with OSHA rating at 2.2.

- Introduced new safety program to include Safety Steering committee and working groups that introduced 8 new policies and programs for the department. This includes burn sleeve policy, Safe Step training, etc.
- Provided safety shoes for 1,100 employees.
- Continue efforts to engage front line associates through Idea Exchange program and enhanced training programs. Held second annual employee appreciation day.
- Gallup scores for management team increase from 3.68 to 3.84. This exceeds the overall ARAMARK Higher Educational rating in overall workgroup engagement and exceeds Gallups 50 percentile in opportunity to Learn and Grow and Development.
- Began conducting front line employee exit interviews to increase associate retention.
- Jay Vetter, Executive Chef and Executive Sous Chef, Brandon Rudisil earned Pro Chef II and Pro Chef I certifications, respectively from The Culinary Institute of America.
- Nancy Duncan received National Recognition as an honorable mention for the ARAMARK's Outstanding Volunteer /Jefferson Award.
- Welcome Back orientation attended by all front line associates this orientation includes sustainability training, food safety and occupational safety
- All front line associates trained in ARAMARK's customer service training and suggestive selling program.

- 3 chefs participated in the Mid-Atlantic Chef Exchange program. Competition was hosted at JMU in Spring 2012 with over 40 chefs competing from VA, WV, OH, KY and PA.
- 60 managers successfully completed the TIPS training for ABC compliance
- Every member of the management team received numerous online ARAMARK corporate trainings from food safety to business conduct.
- During the last academic year 28 managers attended off site trainings
- ARAMARK Ranked #1 recruiter for JMU Hospitality Program.
- Six ARAMARK managers spent an average of 50 hours in the classrooms discussing careers, food production, Serv Safe training, nutrition, sustainable practices, facility planning, etc. Additional resources and engagement through our corporate programs. This is outside of the HTM externship programs.
- Enhanced College Recruiting Strategy this year with focus on partnership beyond recruiting sessions. Events included Executive Leadership Series and improved engagement with the National Society of Minorities in Hospitality.

Training and Development Experiences

- Implement ARAMARK's "You're in Great Company" initiatives
- ARAMARK SAFE Training - Food handling and food safety training for all front line associates and managers-
 - Hold ServSafe training classes for employees not yet certified, including classes to be taught in Spanish
 - Continue Idea Exchange Committee
 - Encourage all University sponsored training
 - Continue Student Manager training, to include safety practices
 - Provide internship opportunities in Human Resources and Marketing
 - Provide National Training Calendar and send employees to various ARAMARK training seminars including:
 - Building Leadership Skills
 - Leadership Series- Advanced Leadership Skills
 - On Your Mark
 - Fresh Food Company Train the Trainer
 - Brand Refresh Training
 - Foundations I & II
 - Web Ex Training
 - Catering Training/ Various Culinary and concept specific trainings
 -

Use of Assessment/Evaluation Results for Program Improvement:

This objective was achieved with a high level of accomplishment. Throughout the year both front line associates and managers were surveyed for organization effectiveness through Gallup, Client employee survey, and focus groups.

Future improvements will be implemented in the areas of communication, enhanced and frequency of training sessions, and quarterly team building experiences.

Characteristic 17: 20060000017

Goal 17: 20060000017

Objective: 20110000241

Short Description: TR07-01 Professional Development for Directors

Long Description: In order to support the university's strategic goals related to professional development, to enhance the effectiveness of faculty and staff at the director or department head level, and to respond to a directive by the President's office, implement a competency based professional development program specifically designed to increase the effectiveness of department heads and directors. Once given the approval to begin, determine whether additional resources (outside of the existing training budget) will be needed to manage the program.

Linked to Previous Objective: 20100000003

Linked to Previous Objective Short Description: TR07-01 Professional Development for Directors

Steps to Reach Objective: Learning Based on Evaluation in Previous Year:

Since this objective has been placed on hold, it has not begun and, therefore, evaluation has not been conducted. Once the program begins, we will carry out an assessment that will be used to inform improvements in future iterations.

Steps to Reach Objective (all to be completed within 12 months after having been given approval by the President's Office to being)

- Conduct research to develop competency model for director level managers
- Validate the competency model
- Research key constituents to develop model
- Create structure/plan for curriculum development
- Develop curriculum
- Determine roster of initial cohort
- Begin program

Assessment / Evaluation Methods: The competency model will be validated by conducting focus groups of constituents at the director level and above.

Once initiated, the Kirkpatrick Levels 1 through 3 will be reflected in the program assessment:

Level 1: Training participants will be surveyed immediately upon completion of each element of the program. This will result in understanding perceptions to apply to future iterations of the program.

Level 2: Pre-tests/post-tests will be used to measure learning to impact curriculum and content design in future iterations.

Level 3: Informal discussions and formal focus groups will be used both with participants and supervisors. The results of the evaluation will then be used to improve future programs.

Accomplishments: June 2012 Update

The President's Office continues to have this objective on hold.

Use of Assessment/Evaluation Results for Program Improvement:

Learning Based On Evaluation

The President's Office continues to have this objective on hold.

Characteristic 17: 20060000017

Goal 17: 20060000017

Objective: 20110000243

Short Description: TR08-01 - Advance Training Technology

Long Description: In support of the defining characteristic describing the university's commitment to the professional development of faculty and staff, to expand employees' access to training and therefore help improve job performance, research and plan implementation of one new learning technology (i.e. podcasting, interactive learning, etc.) by June 30, 2012. While the research and planning may not

require additional resources beyond those already available to the University Training Department, eventual execution of new technologies may. (However, at this time, no new resources are being requested.)

Linked to Previous Objective: 20100000007

Linked to Previous Objective Short Description: TR08-01 - Advance Training Technology

Steps to Reach Objective: Learning Based on Evaluation in Previous Year:

- Feedback has been positive for the new technologies implemented. Implementation is slow and should be for implementing new training technology.
- As people get used to facilitators using technology in workshops, new technologies can be added.
- As we have conducted evaluation, we have learned that it is best not to add new technology to just to add new technology but to add it strategically to enhance learning, not just to entertain.

We have used the learning from 10-11 to make improvements in our approach to this objective in 11-12.

Steps to Reach Objectives Based on Learning (all to be completed by June 30, 2012).

- Conduct best practices study for new technologies with a focus on impacts on learning as over against technology which appears mostly to have entertainment value
- Choose new technology on which to focus, with an emphasis on a gradual roll-out of new technologies
- Study effectiveness of current facilitator technology to suggest future changes
- Interview potential users
- Implement technology

Assessment / Evaluation Methods: - Conduct pilot study of chosen technology using multiple user groups.

- Interview users within and external to pilot study group
- Survey other on-campus training providers
- Implement technology
- Conduct Kirkpatrick Level 1 perception surveys of new technology

Accomplishments: June 2012 Update

Technology for all of the Wine-Price training rooms is installed and has been tested. Previous challenges have been solved. Remaining technology issues include: setting up the new Pathways conference room technology and the replacement of a faulty speaker in the Pathways training center. Arrangements to address the issues have been made. Technology policies and procedures are being written. Training on

new technologies is being offered.

Use of Assessment/Evaluation Results for Program Improvement:

Learning Based On Evaluation

Each time new technology is incorporated, it becomes smoother and there are fewer negative issues due to what is learned. The fact that TD has adopted a slower integration process to account for unknowns each time new technology is incorporated has also helped. Focus now is to train facilitators on the use of the technology. Information sessions have been scheduled.

Characteristic 17: 20060000017

Goal 17: 20060000017

Objective: 20110000244

Short Description: TR08-02 - Safety Training

Long Description: In order to support the university's commitment to providing a safe working environment for its employees, and further, to help ensure the personal safety of every faculty and staff member, create one new program related to safety by June 30, 2012. No resources beyond those currently available to the University Training Department will be required.

Linked to Previous Objective: 20100000008

Linked to Previous Objective Short Description: TR08-02 - Safety Training

Steps to Reach Objective: Learning Based on Evaluation in Previous Year:

Because of the number of natural disasters that have occurred over this past year (e.g. Gulf oil spill, Japan earthquake, etc) employees are interested in learning more about safety in the event of a local disaster. As we have conducted evaluations, we have learned that employees desire to learn things about keeping themselves safe, but also assisting others as well. We will use this learning from 10-11 to improve our approach to this objective in 11-12.

Steps to Reach Objectives Based on Learning (all to be completed by June 30, 2012):

- Conduct an analysis of current safety offering to determine which have been successful and why.
- Conduct a best practices study to determine effective programs.
- Study best practices in disaster safety training

- Conceptualize and design one new safety training program.
- Implement the program.

Assessment / Evaluation Methods: - Establish expected attendance figures and measure actual program attendance versus expected attendance.

- Conduct Kirkpatrick Level 1 evaluation - perception - to inform changes and improvement to future iterations of the program.

Accomplishments: June 2012 Update

Training & Development provided the following safety-focused professional development opportunities:

- Building Coordinator Nuts and Bolts held in November 2011
- Campus Risk Management & Safety Update held in November 2011 (scheduled again for November 2012)
- Community Emergency Response Team (CERT) held in March, April and May 2012 and again in June and July 2012
- Digital Ethics & Internet Safety held in July 2011
- Digital Ethics & Reputation Damage held in August 2011 (scheduled again for July 2012)
- Just Drive Virginia held in October 2011
- Internet Safety schedule for September 2012
- Safety & You @ JMU partnership with Donna Harper, Executive Assistant to the President, held in September 2011

Use of Assessment/Evaluation Results for Program Improvement:

Learning Based On Evaluation

Based on their popularity, we will continue to offer sessions on digital safety as well as the Commonwealth sessions. The Building Coordinators pool appears to be saturated so we will discontinue that focus until we receive requests. The President's Office has decided to focus on fiscal safety next year in light of the recent economic challenges. The Safety Series as well as the annual Safety Conference will be held again in 2014.

Characteristic 17: 20060000017

Goal 17: 20060000017

Objective: 20110000251

Short Description: TR10-02 - University Competency Model

Long Description: In response to the University Training Department Program Review and in support of the university's professional development defining characteristic and its strategic emphasis, develop and put in place a competency model in order to plan training that directly meets needed university competencies and therefore positively impacts the performance of staff and AP faculty. This competency model will be in place by June 30, 2012 and will not require funding or human resources beyond that that is currently available to the University Training Department.

Linked to Previous Objective: 20100000016

Linked to Previous Objective Short Description: TR10-02 - University Competency Model

Steps to Reach Objective: Learning from Evaluation

Through research and evaluation we have learned:

- The process is slower than anticipated, partly due to collaboration with students.
- As semesters change, so do some of the students on the project so it is not one continuous project but rather, many shorter projects working toward one large goal.
- The collaborative nature of the project has produced very positive results.

We will use this learning from 10-11 to improve our performance on this objective in 11-12.

Action Steps (to be completed by June 30, 2012)

- Conduct cross-divisional focus groups of supervisors to learn what core competencies for performance exist university-wide
- Determine adjustments needed based on the student work required for the process
- Expand the collaborative nature of the work to take advantage of different constituencies
- Use an iterative process to refine competencies
- Develop final competency model
- Establish assessment methods as part of plan
- Plan future training based on core competencies

Assessment / Evaluation Methods: - A literature review will be conducted to evaluate best practices

- Constituent focus groups will be used to validate draft competencies
- Once implemented, surveys and focus groups will be used to assess plan's effectiveness in meeting objectives.

Accomplishments: June 2012 Update

T&D has partnered with HR for the final stages of the project. Behavior competencies are being finalized using the Virginia competencies and other competency resources as guides. Classes are being aligned with competencies.

Use of Assessment/Evaluation Results for Program Improvement:

Learning Based On Evaluation

While the project is not yet complete, it is already being used as a guide for program offering and development. The annual training survey confirmed that the correct competencies are included in the model. The project is taking longer than anticipated due to its complexity but will be extremely useful when completed.

Characteristic 18: 20060000018

Goal 18: 20060000018

Objective: 20110000503

Short Description: -DS08-05 Enhance Student Learning and Community Relations through expanded sustainability initiatives

Long Description: -To provide greater awareness and student learning through sustainable practices such as food composting, trayless dining and ,local purchasing. Focus in 2011 - 2012 on reduction of land fill waste through an expanded composting program and behavioral marketing. Expanding partnerships that promote social responsibility and implementing a post production food donation program.

Linked to Previous Objective: 20100000471

Linked to Previous Objective Short Description: -DS08-05 Enhance Student Learning and Community Relations through expanded sustainability initiatives

Steps to Reach Objective: -Continue to build or renovate new dining venues using sustainable practices and materials. 100% purchase of Energy Star or Energy Star equivalent equipment.

- Create and implement a comprehensive plan for energy conservation and zero waste
- Expand socially responsible programs such as Peta's Meatless Mondays, Fair Trade Coffee and Cage Free Eggs
- Expand participation in the "Buy Local" group in Harrisonburg. Through this organization establish relationships with local farmers to provide featured items on campus menus.
- Develop a comprehensive marketing campaign for Sustainability
- Expand composting program to 50% of dining locations by July 2011 and 100% by July 2012.
- Complete a equipment inventory for all dining equipment and develop a 10 year replacement plan that replaces current equipment with Energy Star or equivalents.
- Determine feasibility of campus wide packaging reduction and compostable paper products.
- Create a partnership with a third party food donation program to send post production food waste to local food kitchens and shelters
- Expand Campus Dashboard system to education students on water and energy consumption in the dining halls

Assessment / Evaluation Methods: -Reduction of food waste

- Reduction of water usage
- Customer satisfaction surveys, comment cards, and SGA food Committee

Accomplishments: -Created the position on Sustainability Coordinator and hired Nathan Cooper, LEED Green Associate, who is working not only within Dining Services but as a classroom resource and in concert with the university's sustainability initiatives. He has participated in presentations including general biology classes, ISNW all committee meetings, panel discussions about food systems, waste diversion, and JMU dining specific programs. He assisted in a semester long graduate level ISAT project that used systems modeling to identify local foods capacity and supported three additional student projects ranging from food waste, supporting local food production to energy analysis of commercial food systems.

- Operated East Campus Dining Hall as a LEED facility and as a teaching example of sustainable design and operations for on and off campus classes and groups.

- Externship program featured keynote speaker Rita Alison, a JMU alumna and ARAMARK's Higher Education's Senior Manager of Sustainability and Environmental Stewardship discussing both future careers and sustainable practices in a Fortune 500 company.
 - Continued partnership with Food Donation Connection Harvest Program to donate overproduced food from dining locations to area social service agencies and expanded to include participation by all dining locations and Special Events Catering. Total Donation of 8,504 pounds through Spring 2012. Equivalent of feeding 1,809 people for one day.
- Cumulative Tons of Food Waste Diverted from Landfill increased diverted tons to 476.
- Continued successful composting programs at D-hall and E-hall and expanded to Festival and to Mrs. Greens as part of a two-year plan to reduce food waste by 75%.
 - Standardized disposables for retail locations to facilitate the transition to campus-wide composting.
 - Continued recycling efforts; continued working with The Greener Oil Company to convert 100% of fryer oil to biodiesel fuel. 19,400 gallons recycled since beginning the program in 2009.
 - Purchased 12,000 recycle mugs for Fall 2012 giveaway to all meal plan holders.
 - Continued active partnership in RecycleMania, contributing to JMU's No. 2 ranking for organic waste recycling in Virginia
 - Facilitated 2 catered events as Zero Waste events including Madipalooza that attracted 6,000 participants.
 - Began work with student groups to convert Let's Go to a local and sustainable venue in Fall 2012 and supported ISNW project to plant and maintain an additional herb garden behind E-hall.
 - Maintained Herb garden at Arboretum
 - Currently in the process of quantifying the carbon footprint of Dining Services to add a comprehensive and transparent focus on a major sustainability component of the university: the impact of institution food service. This process quantifies the procurement chain and the means of the food production to give a give a cataloged, traceable record of the process and enable dining services to better benchmark and impact dining's effect on the carbon footprint.
 - Continued to build partnerships between local farmers, Produce Source Partners, local chefs, and food service representatives to maintain open lines of communication and expand local produce options. Local products include cage-free eggs, organic tofu, beef and pork when available. Strengthen partnership with Shenandoah Valley "Buy Fresh, Buy Local" group by hosting campus Farmers Market and maintaining membership in Friendly City Co-op.
 - Enhanced signage for locally grown items with maps of farms and farmers utilized by JMU Dining Services.

Use of Assessment/Evaluation Results for Program Improvement:

Many areas of accomplishment centered around waste reduction. Continue to offer programs from past such as giving away recycle mugs, trayless dining, energy conservation efforts, green building, herb garden, reusable containers, etc.

During the evaluation process, several areas of focus were identified and are being used to create new objective:

- Education and Awareness needed to impact customer behaviors and efforts to compost post-consumer waste.
- Enhanced program and awareness campaign through a sustainability coordinator
- Food Waste reduction training
- Enhanced partnership with ISNW to address communication systems between the 2 departments for campus inquires, support of ISNW 2 year plan to highlight local food systems
- Need for increased tracking of local food purchases and completion of AASHE's Cool Air, Clean Planet carbon footprint.
- Assessed current SWAM spend and created a one year plan to increase purchases from SWAM vendors by 3% in 2012.

Characteristic 18: 20060000018

Goal 18: 20060000018

Objective: 20110000226

Short Description: -IA- FAC & EVENTS. Develop annual Athletics Sustainability Plan

Long Description: -Develop and implement an annual Athletics Sustainability Plan that will address recommendations provided by consultant in the Environmental Stewardship Action Plan (ESAP) and Campus Energy Assessment (CEA) and establish a road map to lead efforts each year.

Linked to Previous Objective: 20100000745

Linked to Previous Objective Short Description: IA-AF-Sustainability Plan

Steps to Reach Objective: - Committee to meet monthly and develop a plan, facilitate, and report results

- Develop objectives associated with the ESAP and CEA

- Develop formal communications and awareness campaign for department efforts
- Complete annual evaluation of additional sustainability efforts and issues within the department
- Identify target projects for FY11 execution

Assessment / Evaluation Methods: - Initial plan completed

- Objectives identified and approved by Athletics Leadership Team
- Initial Plan completed/implemented by July 1, 2011
- Link developed on jmusports.com to access plan
- Each dept employee, S-A aware of plan and where to locate resources
- Quarterly meeting held with committee members once initial plan implemented
- Annual evaluation completed annually in June

Accomplishments: - Ongoing involvement in Operations Committee within larger Campus Sustainability Committee

- Information is shared with other members that is relevant to athletics committee

Use of Assessment/Evaluation Results for Program Improvement: -

Meeting set for June 26th to discuss how INSW can further support athletics efforts

- Athletics Committee to re-convene following meeting to best determine what items are feasible to implement short-term (1 year) and long-term (2-5 years)
- While we have a framework in place for future implementation, further guidance is needed from INSW

Characteristic 18: 20060000018

Goal 18: 20060000018

Objective: 20110000745

Short Description: -Review Facilities Management Operations for improvement in sustainability.

Long Description: -In order to meet JMU's goal of being a leader among universities in sustainability, review all practices and programs for areas of improvement in Facilities Management Operations.

Linked to Previous Objective: 20100001049

Linked to Previous Objective Short Description: -Review Facilities Management Operations for improvement in sustainability.

Steps to Reach Objective: -Review all areas for improvement-
-Adhere to policies regarding vehicle replacement
-Enhance program when possible ie. paperless billing.

Assessment / Evaluation Methods: -Data from dashboards, savings on gasoline from hybrid vehicles, paper savings.

Accomplishments: -• FM completed a water saving project with UREC by installing new faucets, flush valves, etc. FM now uses UREC's successful retrofit as a model for FM to start establishing standards of acceptable products and procedures.

•Purchased two (2) propane powered mowers to maintain the Sports Park. FM Operations has begun looking into alternative fuel powered mowers and document their efficiency and reliability before making a commitment

•Wayland Hall features a sustainable landscape, including drought tolerant and perennial plants.

•Lighting renovation completed in the Festival TelePresence room and the Skyline Lounge. Replaced T8 lamps with more energy efficient T5 lamps.

•Lighting renovations were completed in Wine-Price Basement. Replaced T12 lamps with more energy efficient T5 lamps.

•Four traffic control gates were installed encourage the university community to find alternatives to driving to campus. Traffic was reduced by 37 percent on Duke Drive and 36 percent on Bluestone Drive.

Carrier Drive also saw a significant decrease in traffic. These gates reduced the numbers of cars on campus by approximately 100,000 in October 2011The gates have also increased the ridership on our transit system by over 20%

•A bio retention filter was constructed by JMU FM grounds adjacent to the tennis courts off of Duke Drive. Bio-retention filter strips were also constructed by FM along Duke Drive, adjacent to the tennis courts.

•Stream restoration project on Sibert Creek, beginning at Mr. Chips and continuing to Paul Street. A total of 1,900 linear feet of stream was restored using natural channel design principles. The project included a 15' riparian buffer of native grasses and flowering plants as well as 100 trees and 330 shrubs. The project is being funded by grants from the National Fish and Wildlife Foundation. Design and construction management was provided from a stream restoration biologist at the Virginia Department of Game and Inland Fisheries.

- Stream restoration project on East Campus Creek, below the East Campus Hillside Naturalization meadow. Over 1,000 linear feet of stream was restored using natural channel design principles. This project included a seed mix of native grasses and flowering plants, 800 plugs of sedges and rushes, 72 large trees and 91 landscape quality shrubs. The project is being funded by grants from the National Fish and Wildlife Foundation. Design and construction management was provided from a stream restoration biologist at the Virginia Department of Game and Inland Fisheries.
- A number of stormwater management practices were installed with the Biosciences Building, including a green roof, two bio retention filters and a Filterra drop inlet.
- Facilities Management is developing a campus GIS system to track infrastructure and sustainability related landscape practices on campus.
- Hillside hall dual temperature piping pumps replaced with more efficient pumps with VFDs (Variable Frequency Drives). Saves electricity in summer months when pumps can be run at 7.5 HP (Horse-power) instead of at 15 HP.
- UREC Cooling tower replacement. Much more energy efficient systems were installed during the replacement of the UREC cooling tower.
- Chiller replacement in Zane Showker Hall. An Oil Free Centrifugal Chiller with Magnetic Bearings, a particularly energy efficient chiller from McQuay, was installed in Zane Showker,

Use of Assessment/Evaluation Results for Program Improvement:

-We have learned that the cost of some sustainability changes do not result in actual savings to justify the changes. In some cases, we have made changes simply because they were the "right thing to do." We have learned that each initiative must be thoroughly researched to determine feasibility.

Characteristic 18: 20060000018

Goal 18: 20060000018

Objective: 20110000607

Short Description: IT-CS-LABS: Explore and implement methods to decrease energy consumption and resource usage related to computing labs.

Long Description: In support of the University's sustainability initiatives, explore and implement methods to decrease energy consumption and resource usage related to computing labs by virtualizing administrative computers, placing lab computers in a low power state when not in use, and facilitating and encouraging reduced paper consumption. Administrative servers should be virtualized June 30, 2012. Duplex printing should be available to students by Sept 1, 2011.

Linked to Previous Objective: 20100000526

Linked to Previous Objective Short Description: Explore methods to decrease energy consumption and resource usage related to computing labs.

Steps to Reach Objective:

1. By June 30, 2012, virtualize and consolidate lab support servers.
2. Throughout 2011/2012, explore feasibility of virtualizing master image units.
3. For 2011 fall semester, implement a new pay for print system which supports duplex printing.
4. Throughout 2011/2012, advertise and encourage duplex printing in the labs.
5. Throughout 2011/2012, Test Intel vPro and wake-on-lan power management features. Activate & implement in labs as soon as possible where feasible.

Assessment / Evaluation Methods:

1. Lab servers are successfully consolidated in a virtual environment
2. Research has ruled out master image unit virtualization, or a method has been established to proceed
3. Pay for Print system is active and system reporting demonstrates utilization of duplex printing
4. Research & testing has eliminated the feasibility of vPro/wake-on-lan technology in our network environment, or it is being tested/piloted in one or more labs before the 2012 fall semester

Accomplishments:

1. All lab support servers were virtualized. The move to our new PaperCut printing system allowed us to replace all print servers with more energy efficient Optiplex desktop units acting as print release stations.

2. All master image units are being virtualized as we perform summer preparation for fall 2012 semester. All units will be virtualized by the start of the fall semester. We will keep 6 or 8 units on the shelf for proof testing purposes. This results in a reduction of approximately 32 physical image units in our rack room.

3. The pay for print system was implemented and students took advantage of duplex printing in labs that supported it duplex printing. During the spring semester, we were granted funding to replace our remaining simplex printers with duplex units. Our entire fleet of printers is now duplex capable.

4. We began offering a 2 cent/sheet discount for duplex printing. We made web site modifications to advertise duplex, on dining table tents and via the STAC group.

5. All lab PCs are configured to with vPro/ATM enabled. We are not able to power on all of our PC computers remotely. We piloted low-power standby mode in a few labs, but found that it was disruptive to lab operations. We also found that the project to virtualize our image units was not compatible with enabling low-power standby mode on PC. We will have to revisit these technical hurdles in the near future. Unfortunately, Apple Macs do not support Wake-on-Lan.

Use of Assessment/Evaluation Results for Program Improvement:

Overall, we were successful in meeting this objective. We are successfully eliminating most of our physical master image units, our labs fully support duplex, and we have overcome (worked-around) the Wake-on-Lan technical obstacle.

We wish to continue pursuing low-power standby mode in the labs so that computers will consume less power for longer periods, but we have found that it interferes with lab operations and we are not convinced that it will have any measurable effect in labs that are heavily utilized. Currently we automatically power computers off after-hours and power them on each morning. This may be the best result we will ever accomplish and still maintain a positive user experience.

Beginning with the fall 2012 semester, we intend to configure all labs for duplex printing by default.

Characteristic 18: 20060000018

Goal 18: 20060000018

Objective: 20110000246

Short Description: TR08-04 - Environmental Sustainability Training

Long Description: In support of the university's commitment to furthering environmental sustainability efforts campus wide and to help foster a culture of sustainability and the attendant characteristic of strategic emphasis, and to aid in staff members understanding of the university's environmental stewardship goals, research and develop one new sustainability-related training program by June 30, 2012. This will be accomplished using existing University Training Department funds/resources.

Linked to Previous Objective: 20100000010

Linked to Previous Objective Short Description: TR08-04 - Environmental

Sustainability Training

Steps to Reach Objective: Learning Based on Evaluation in Previous Year:

Based on the process of developing and evaluating training related to environmental stewardship, we have learned:

- Collaboration with content experts is key for offering stewardship workshops.
- JMU TD needs to be flexible when collaborating with other departments and instructional faculty to ensure that trainings are convenient for everyone involved.

Steps to Reach Objective Based on Learning (all to be completed by June 30, 2012).

- Meet with CJ Hartman to determine training needs related to Environmental Stewardship
- Conduct an analysis of current offerings to determine where and why they are effective
- Build a database of available content experts
- Study target audiences and departments to learn when training opportunities are most convenient
- Work with CJ Hartman and content experts in planning new training offering
- Coordinate new offering.

Assessment / Evaluation Methods: - CJ Hartman will be interviewed to gather data on improving offerings

- Kirkpatrick Level 1 evaluation will be used to gather participant initial perceptions and, therefore, make improvements to future stewardship-related training offerings.
- Kirkpatrick Level 2 evaluation will be used in a pre-test/post-test model to determine learning from each session.

Accomplishments: June 2012 Update

Judy Rannow continued serving on the Institute for the ISNW Education and Research Committee.

Judy Rannow is partnering with CJ Hartman on the Rethink Waste program. They are creating a toolkit and checklist to support the JMU goal.

Training & Development provided the following sustainability-focused professional development opportunities:

- Urban Water Quality Workshop held in November 2011

- Energy Advocacy held in November 2011
- Maintenance of Naturalized Areas held in April 2012
- Greening Your Office II held in October 2011
- Speed Greening held in March 2012
- Conservation Conversations in May 2012

An online version of Greening Your Office I, created by Dr. Maria Papadakis and Dr. Jennifer Coffman, has been added to our Blackboard site and will “go live” once CJ gives us the date for the next GYO II session.

Use of Assessment/Evaluation Results for Program Improvement:

Learning Based On Evaluation

Based on the popularity of the sessions and the establishment of the competency levels (Fundamental, Intermediate and Advanced), CJ will design higher level classes for 2013. A planning meeting has been scheduled for July 2013.

Other Accomplishments and Recognitions: -Environment Stewardship:

- Four members of Administration and Finance continue to Chair or Co-Chair one of the five service committees of the Institute for the Stewardship of the Natural World.
- The Copy Center has increased the volume of paper delivery by 70% and increased their customer base by 21%. They continue to inform the university community about the service they provide, and appreciate Procurement’s involvement in this project.
- Dining Services has expanded composting to Festival Food Court and Gibbons Hall.
- We have converted to-go packaging to compostable at all locations in preparation for expanding composting program to the remaining retail locations.
- We partnered with ISNW to develop zero waste events, piloting the program with events like Madipalooza and select events from the CFI May Symposium.
- We expanded the food donation program to all dining locations on campus, including catering. Over 8,500 pounds of viable, wholesome food was donated to the local Salvation Army homeless shelter during the first full year of the program.
- We are currently conducting a "Cool Air, Clean Planet" analysis to map our carbon footprint.

- We continued recycling efforts with a focus on plastic, aluminum, cardboard, and paper. We also converted 19,400 gallons of fryer oil to biodiesel fuel through The Greener Oil company.
- FM completed a water saving project with UREC by installing new faucets, flush valves, etc. FM now uses UREC's successful retrofit as a model for FM to start establishing standards of acceptable products and procedures.
- We purchased two (2) propane powered mowers to maintain the Sports Park. FM Operations has begun looking into alternative fuel powered mowers and will document their efficiency and reliability before making a commitment.
- Wayland Hall features a sustainable landscape, including drought tolerant and perennial plants.
- Lighting renovation was completed in the Festival TelePresence room and the Skyline Lounge. We replaced T8 lamps with more energy efficient T5 lamps.
- Lighting renovations were completed in Wine-Price Basement. Replaced T12 lamps with more energy efficient T5 lamps.
- Four traffic control gates were installed, encouraging the university community to find alternatives to driving to campus. Traffic was reduced by 37 percent on Duke Drive and 36 percent on Bluestone Drive. Carrier Drive also saw a significant decrease in traffic. These gates reduced the numbers of cars on campus by approximately 100,000 in October 2011. The gates have also increased the ridership on our transit system by over 20%.
- A bio retention filter was constructed by JMU FM Grounds Department adjacent to the tennis courts off of Duke Drive. Bio-retention filter strips were also constructed by FM along Duke Drive, adjacent to the tennis courts.
- We completed the stream restoration project on Sibert Creek, beginning at Mr. Chips and continuing to Paul Street. A total of 1,900 linear feet of stream was restored using natural channel design principles. The project included a 15' riparian buffer of native grasses and flowering plants as well as 100 trees and 330 shrubs. The project is being funded by grants from the National Fish and Wildlife Foundation. Design and construction management was provided from a stream restoration biologist at the Virginia Department of Game and Inland Fisheries.
- We completed the stream restoration project on East Campus Creek, below the East Campus Hillside Naturalization meadow. Over 1,000 linear feet of stream was restored using natural channel design principles. This project included a seed mix of native grasses and flowering plants, 800 plugs of sedges and rushes, 72 large trees and 91 landscape quality shrubs. The project is being funded by grants from the National Fish and Wildlife Foundation. Design and construction management was provided from a stream restoration biologist at the Virginia Department of Game and Inland Fisheries.
- A number of stormwater management practices were installed with the Biosciences Building, including a green roof, two bio retention filters and a Filterra drop inlet.

- Facilities Management is developing a campus GIS system to track infrastructure and sustainability related landscape practices on campus.
- Hillside hall dual temperature piping pumps were replaced with more efficient pumps with VFDs (Variable Frequency Drives). This project saves electricity in summer months when pumps can be run at 7.5 HP (Horse-power) instead of at 15 HP.
- We completed the UREC Cooling tower replacement. Much more energy efficient systems were installed during the replacement of the UREC cooling tower.
- We completed the Chiller replacement project in Zane Showker Hall. An Oil Free Centrifugal Chiller with Magnetic Bearings, a particularly energy efficient chiller from McQuay, was installed in Zane Showker.
- Training & Development provided the following sustainability-focused professional development opportunities:
 - oUrban Water Quality Workshop held in November 2011.
 - oEnergy Advocacy held in November 2011
 - oMaintenance of Naturalized Areas held in April 2012
 - oGreening Your Office II held in October 2011
 - oSpeed Greening held in March 2012
 - oConservation Conversations in May 2012
- Part-time employee files are now electronic and not paper.
- HR automated the following manual process by streamlining steps, utilizing technology and applying LEAN business processes:
 - oStreamlined the probationary evaluation process. (The “before” process took ~10-12 hours per month, new process takes ~1 hour per month).
 - oStreamlined the 1200-hour alert process. (The “before” process took ~ 3 hours a month, new process takes less than ½ hour per month.)
 - oStreamlined the annual performance evaluation process (The “before” process involved keying data for ~1,200 classified employees into the system as well as tracking the same information in a spreadsheet, the new process allows for tracking the information into the spreadsheet and uploading it to PeopleSoft).
 - oStreamlined the address change process for PMIS vs Peoplesoft (The old process had holes that allowed addresses to get out of sync, it also involved 4 people doing tasks in the process; the new process removes the holes and involves 1 person doing the main tasks with another occasionally performing tasks)
 - oStreamlined the tracking and entering of the CUPA survey (Prior to this time, we manually keyed the survey information; this year we changed the spreadsheets and the process to allow for an upload of the survey information)
- HR created a disc for new faculty that includes relevant HR and Benefits information. Historically the information was delivered in paper format. This disc reduced the use of paper and no longer required HR to purchase 100, 3 inch 3-ring binders each fall.

- Training and Development continues to use Blackboard to post all handouts and slides related to training for easy access and support of environmental sustainability.
- Two sessions are now available in an on-line environment: Green Office Assistant and Overviews of Interest: Course Evaluation and Textbook Ordering Processes.

Athletics:

We achieved the following number of Athletic Director Scholar-Athletes - 175 student-athletes and 33 cheerleaders with at least 3.0 GPA in Fall 2011; 177 student-athletes and 31 cheerleaders with at least a 3.0 GPA in Spring 2012.

In addition, we had the following number of student-athletes on the combined President's & Dean's List: 63 in Fall 2011 and 64 in Spring 2012.

Our teams Won the following Conference Championships:

2011 Women's Cross Country – CAA

2011 Men's Soccer – CAA (Regular Season)

2011-12 Women's Swimming & Diving – CAA

2012 Women's Outdoor Track & Field – CAA (first ever)

Our teams engaged in the following Post-Season Play:

Football – NCAA Tournament (Second Round)

Men's Soccer – NCAA Tournament (Round of 16)

Women's Basketball – WNIT (Finalists)

NCAA Zone Diving Championship – Nicole Jotso, Kimberly Helfrich and Alex Savage

NCAA Track & Field Regionals – Marissa McDonald, Katie Harman, Annie Reiner

The following individuals were named Coaches Of The Year:

Tom Martin – Men's Soccer – CAA, VaSID

Dave Rinker – Women's Cross Country – CAA

Samantha Smith – Women's Swimming – CAA

Becky Benson – Women's Diving – CAA

Steve Secord – Men's Tennis – CAA Co-Coach

Ta' Frias – Women's Outdoor Track & Field - CAA

The following represent our Top Player Accomplishments:

Paul Wyatt – Men’s Soccer – Second Team NSCAA All-America

Katie Harman – Women’s Cross Country – Individual CAA Champion, CAA Most Outstanding Performer of the Meet, All-East Region, CAA Cross Country Athlete of the Year

Stacey Nobles – Women’s Cross Country - CAA Cross Country Scholar-Athlete of the Year

Nikki Newman – Women’s Basketball – CAA Defensive Player of the Year

Nicole Jotso – Women’s Diving – CAA Most Outstanding Diver

Alex Savage – Women’s Diving – CAA Rookie Diver of the Year

Sin Hye Won – Women’s Swimming – CAA Rookie Swimmer of the Year

Eva Hanesdottir – Women’s Swimming – Member of 2012 Iceland Olympic Team

Kelsey Holmgaard – Women’s Swimming – Qualified for 2012 U.S. Olympic Swimming Trials

Ashley Burnham – Softball – CAA Player of the Year (only to ever win it twice), NFCA Second Team All-Northeast Region, ECAC All-Star

Casey Ancarrow – Lacrosse – CAA Player of the Year, U.S. Senior National Team, IWLCA All-American, First Team IWLCA All-Region

Cally Chakrian – Lacrosse – CAA Defensive Player of the Year, Second Team IWLCA All-Region

Monica Zabel – Lacrosse - Second Team IWLCA All-Region

The following represent Alumni Accomplishments:

C.J. Sapong – Men’s Soccer – 2011 MLS Rookie of the Year, Played on U.S. National Team in two international matches

Corky Julien – Women’s Soccer – Member of 2012 Canada Olympic Team

Dawn Evans – Women’s Basketball – Played for U.S. in International Tour in Summer 2012

Unit Challenges: -The division continues to provide excellent customer service with a lean staff.

Objectives for next fiscal year (including objectives from assessment results and program reviews):

Characteristic 1: The university will offer a wide variety of quality academic programs: general education core, liberal arts, professional programs, and graduate programs of distinction.

Goal 1: Develop new academic programs in such a way that the comprehensive nature and

quality of the curriculum are maintained.

Objective: 20120001043

Short Description: - Gain an administrative commitment to the improvement of crosswalk facilities on Carrier Drive, on the JMU campus

Long Description: - Safe passage across Carrier Drive on the James Madison University campus has become an increasingly dangerous problem. Parking facilities are across Carrier Drive from the buildings of the Skyline Campus at JMU. Crossing the street is unavoidable and pedestrians frequently have encounters with vehicles, at least two pedestrian were struck while using these crosswalks in academic year 2010-11. The JMU Transportation Demand Management Coordinator has developed a plan to control pedestrian and vehicular traffic and has reviewed the plan with the ISNW-CAC, and has presented the plan to the University decision makers.

Linked to Previous Objective: 20110001017

Linked to Previous Objective Short Description: - Gain an administrative commitment to the improvement of crosswalk facilities on Carrier Drive, on the JMU campus

Characteristic 1: The university will offer a wide variety of quality academic programs: general education core, liberal arts, professional programs, and graduate programs of distinction.

Goal 1: Develop new academic programs in such a way that the comprehensive nature and quality of the curriculum are maintained.

Objective: 20120000927

Short Description: -FM-Manage construction of Duke Hall Renovation and Addition

Long Description: -In order to accommodate the School of Art and Art History, Duke Hall will be renovated and expanded to hold classrooms, studios and faculty offices. In order to meet this objective, Facilities Planning and Construction manage the construction achieving occupancy in May 2014.

Linked to Previous Objective: 20110000740

Linked to Previous Objective Short Description: -FM-Continue planning of Duke Hall Renovation and Addition

Characteristic 2: The university will be innovative in its programs and services.

Goal 2: Establish a process to assess societal needs; recommend and implement new and innovative programs.

Objective: 20120000035

Short Description: -Support University sustainability efforts through the incorporation of purchasing procedures including evaluation of sustainability in the purchase of goods. Further educate campus buyers in researching opportunities for goods that are produced in a manner that is environmentally friendly.

Long Description: Pursue opportunities in purchasing where the University ultimately increases the use of items that are produced, supplied, and transported in a manner that is respectful of the environment.

Provide guidance and training to campus customers regarding the conservation of resources such as paper, chemicals, and hazardous materials

Establishing purchasing procedures regarding the evaluation, selection and use of equipment and materials which are consistent with the principles of conservation and sustainability.

Use purchasing evaluating methods to determine the entire life cycle cost of products brought onto campus for economic, environmental and ecological impacts along with "traditional" evaluation methods.

Linked to Previous Objective: 20110000454

Linked to Previous Objective Short Description: -Support University sustainability efforts through the incorporation of purchasing procedures including evaluation of sustainability in the purchase of goods. Further educate campus buyers in researching opportunities for goods that are produced in a manner that is environmentally friendly.

Characteristic 9: The university will be a diverse community whose members share in, and contribute to, a common JMU experience.

Goal 9: Increase the diversity of the student body, faculty and staff.

Objective: 20120000034

Short Description: - Increase Diversified Vendor Base

Long Description: - The Commonwealth has had a committed initiative since 2005 in regard to diversifying our vendor base. Executive orders released in regard mandate that the University identify purchasing and contracting strategies that will result in a diversified vendor base. Studies conducted within the Commonwealth and by third parties have proven that a full diversified vendor base greatly increases quality and overall reduces the costs of products and services. The Office of Procurement Services shall proactively seek additional small, woman owned and minority owned businesses to do business with the university. Aspirational percentages of utilization of SWaM businesses have been established for FY12/13 including: 5% of discretionary spend for minority owned business, 4% of discretionary spend for woman owned business and 43% of discretionary spend for small businesses (those that have less than \$2M in sales or less than 250 employees). To meet these percentages based on four quarters of spend (by 6/30/2013), the University will conduct numerous outreach events relating to finding SWaM subcontracting for the University's large capital projects. We will also host an annual vendor fair in August to give exposure of SWaM vendors to the campus buying community. We will also utilize resources within the Commonwealth such as Department of Business Assistance and Department of Minority Business Enterprise to assist the University in locating viable vendors. Quarterly review of the percentages will be reviewed using standardized reporting. The University will submit these reports to the Commonwealth via the Secretary of Administration.

Furthermore, University Management Standards established through legislation for Level 2 authority mandate that spend percentages for the entire University fall within a 15% variance of the aspirational percentages submitted for FY12/13 in the University's Annual SWAM Plan.

Linked to Previous Objective: 20110000453

Linked to Previous Objective Short Description: - Increase Diversified Vendor Base

Characteristic 9: The university will be a diverse community whose members share in, and contribute to, a common JMU experience.

Goal 9: Increase the diversity of the student body, faculty and staff.

Objective: 20120000870

Short Description: HR10-01 - Diversity Initiative

Long Description: In support of the defining characteristic that calls for JMU to be a diverse community and to support a diversified staff, establish one new diversity initiative in the Human Resources Recruiting Center by June 30, 2013. The most effective and compliant method for increasing the racial and ethnic diversity of classified staff and A&P Faculty is to increase the diversity of the applicant pools for positions, thus increasing the chances that a person who is from an underrepresented/protected group (women, a person with a disability, a racial or ethnic minority, etc.) will be the most qualified candidate in the pool. Improving the recruiting strategy will lead to more diversified pools. Therefore, steps will be taken to create an initiative that supports diverse recruiting pools. This will be accomplished using existing funds and human resources within the HR Department.

Linked to Previous Objective: 20110000252

Linked to Previous Objective Short Description: HR10-01 - Diversity Initiative

Characteristic 9: The university will be a diverse community whose members share in, and contribute to, a common JMU experience.

Goal 9: Increase the diversity of the student body, faculty and staff.

Objective: 20120000859

Short Description: TR07-02 Diversity Training

Long Description: In support of the defining characteristic describing increased diversity and to assist in the development of a university culture where diversity thrives, thus benefitting faculty, staff, and students, research and develop one new diversity-related training program by June 30, 2013. Existing fiscal and human resources are sufficient to meet this objective.

Linked to Previous Objective: 20110000240

Linked to Previous Objective Short Description: TR07-02 Diversity Training

Characteristic 13: The university will enhance and diversify funding sources, expand its strategic alliances, and develop broad-based financial support among a variety of constituents.

Goal 13: Identify, pursue and obtain enhanced and diversified funding sources.

Objective: 20120000180

Short Description: -IA-DMG-Duke Club - Annual Funds Goals

Long Description: -The Duke Club has set an annual unrestricted fundraising goal of \$2,100,000. The Duke Club's support of student - athlete scholarships and the general athletic fund is paramount to the success of JMU Athletics. Goals: Increase total membership by 10%. The Duke Club office will also strive to work in synergy with alumni affairs and central development on cross-event collaboration. Continue to increase the roll of chapters, including Letterwinner Chapter, and maximize fundraising efforts by those groups

Linked to Previous Objective: 20120000177

Linked to Previous Objective Short Description: -IA-DMG-Duke Club - Annual Funds Goals

Characteristic 13: The university will enhance and diversify funding sources, expand its strategic alliances, and develop broad-based financial support among a variety of constituents.

Goal 13: Identify, pursue and obtain enhanced and diversified funding sources.

Objective: 20120000695

Short Description: -IA-DMG-Duke Club- Major Gift Team

Long Description: -The Duke Club Major Gifts Team seeks to receive pledges and gifts of \$25,000 or above from private individuals, corporations and foundations in support of JMU Athletics. The Director of Major Gift Team will evaluate and create a naming opportunities manifest for current and future capital projects. The Director of Major Gifts will evaluate the feasibility of a Planned Giving Program to support JMU Athletics.

Linked to Previous Objective: 20120000175

Linked to Previous Objective Short Description: -IA-DMG-Duke Club- O8 - The Campaign for Bridgeforth Stadium

Characteristic 14: The university will possess sufficient resources (financial, facilities,

human and technology) to achieve its goals.

Goal 14: Attain base adequacy funding, diversify the revenue profile, construct or renovate facilities, provide necessary technological resources and expand and support human resource development.

Objective: 20120000173

Short Description: -2012-2013 Compliance with Virginia Data Standard

Long Description: -As part of the State of Virginia modernization of its Finance Systems, Department of Accounts and Department of General Services are developing various standards that all agencies are required to implement. One of the first standards to be approved was the Vendor Data Standard. In order to comply with this new standard, JMU must create and develop several new customizations to the PeopleSoft Finance system. Working with the IT Department, Accounting Technology will develop customized tables to collect additional state-required vendor data standard Virginia Location Identification Numbers (VLIN) components. This new state vendor data will be used in transmitting transactional data to state's Cardinal, eVA and Data Point systems, receiving data from state systems and in meeting state reporting requirements. Accounting Technology and IT Development staff will develop an implementation plan to address the new state requirements and establish a core team who will be responsible for the data after implementation. Accounting Technology along with IT Development will conduct a data mapping process, develop specifications for the new customizations and update interfaces with the State systems. The core team will be kept informed of the progress in the implementation of the new customizations. The Core team will test and track the results of the new customized processes and interfaces. JMU will adhere to the established state project time line to have all vendors that JMU currently uses in the state's database. Over the course of the past 18 months, the state has adjusted their project timeline many times. JMU will continue to monitor and update its timeline to meet the required compliance with the Vendor Data Standard.

Linked to Previous Objective: 20110001054

Linked to Previous Objective Short Description: -2011-2012 Compliance with Virginia Data Standard

Characteristic 14: The university will possess sufficient resources (financial, facilities, human and technology) to achieve its goals.

Goal 14: Attain base adequacy funding, diversify the revenue profile, construct or renovate facilities, provide necessary technological resources and expand and support human resource development.

Objective: 20120000258

Short Description: -Continue to grow our wireless service across campus as budget allows.

Long Description: -Expectations for having ubiquitous wireless continues to grow with our students, faculty and staff across campus. We will continue expand in designated areas as the budget allows, with special attention in the residence halls. This period we will develop a list of buildings prioritized by need and ease of implementation to use as our guide.

Budget initiative has been submitted.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Characteristic 14: The university will possess sufficient resources (financial, facilities, human and technology) to achieve its goals.

Goal 14: Attain base adequacy funding, diversify the revenue profile, construct or renovate facilities, provide necessary technological resources and expand and support human resource development.

Objective: 20120000452

Short Description: -PS/TDM - Support contract negotiations with HDPT

Long Description: -PS/TDM -Provide inputs and critical data/information in support of the annual contract negotiations with HDPT to ensure that the university receives the most value for the services provided by HDPT

Linked to Previous Objective: 20110000303

Linked to Previous Objective Short Description: -PS/TDM - Support contract negotiations with HDPT

Characteristic 14: The university will possess sufficient resources (financial, facilities, human and technology) to achieve its goals.

Goal 14: Attain base adequacy funding, diversify the revenue profile, construct or renovate facilities, provide necessary technological resources and expand and support human resource development.

Objective: 20120000254

Short Description: -Work with ISP to establish 10 gig transport bandwidth capabilities for JMU.

Long Description: -Our current Internet bandwidth for students, faculty and staff us is 950mb. We only have 1 GB transport connections from JMU to the Internet/NLR/Inet2 sites in Ashburn Va. With bandwidth doubling every 12 months we need to work with our ISP, Lumos to install, this period, the necessary electronics to allow us to go over 1 GB of traffic.

-Once the 10GB upgrades are in place we will need to procure 10gb interface cards for our packet shapers and routers. Budget initiative has been submitted.

-Having these in place allows us to procure the additional bandwidth we will need in the Fall of 2013. Budget initiative has been submitted.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Characteristic 14: The university will possess sufficient resources (financial, facilities, human and technology) to achieve its goals.

Goal 14: Attain base adequacy funding, diversify the revenue profile, construct or renovate facilities, provide necessary technological resources and expand and support human resource development.

Objective: 20120000841

Short Description: AF/IT Continue to support Cisco TelePresence Video Conferencing and Interoperability Infrastructure and support additional collaboration implementations as part of the 4-VA Project

Long Description: The University of Virginia, George Mason University, Virginia Tech and James Madison University have collaborated in an initiative we refer to as “4-VA” to address a number of educational issues critical to the future of the Commonwealth.

- We will introduce changes in content, course design and delivery that will complement that which we do now, resulting in an expanded number of degrees produced in Virginia.
- We will take advantage of emerging technologies to increase access, reduce time to graduation, and reduce unit cost while maintaining or enhancing quality.
- We will grow research capability and competitive competence through the utilization of new technologies to enhance sharing and collaboration.
- We will enrich alliances with K-12 to provide improved access to college level courses, particularly in STEM areas, and especially in underserved geographic areas of the State.
- We will share instructional talent through pilot projects in areas such as foreign languages and cultures and in science, technology, engineering and math (STEM) fields.

To support the collaboration of the four Universities, Cisco has donated two TelePresence Video Conferencing environments and Information Technology will continue to support their use and the infrastructure supporting them. In the upcoming year Information Technology will continue to work with the collaboration efforts of 4-VA as we expand into shared courses and other shared environments. These efforts may require modifications to our Student Administration System and Finance System as decisions are made by the Registrar's office within Academic Affairs and the Finance office surrounding registration and grading processes and possibly the collection and disbursement of funds. Modifications and changes may also be needed to support the use of Learning Management Systems across the participating Institutions. This may include enhancements to our Identity Management Environment and Infrastructure. Additional resources are not required at this time.

Linked to Previous Objective: 20110000754

Linked to Previous Objective Short Description: AF/IT Implement and Support Cisco TelePresence Video Conferencing as part of the 4-VA Project

Characteristic 14: The university will possess sufficient resources (financial, facilities, human and technology) to achieve its goals.

Goal 14: Attain base adequacy funding, diversify the revenue profile, construct or renovate

facilities, provide necessary technological resources and expand and support human resource development.

Objective: 20120000867

Short Description: HR09-01 - Electronic Performance Management Proposal

Long Description: To improve the level of service convenience to supervisors and managers of classified employees and to support the university's environmental sustainability efforts, propose the acquisition of an electronic performance management and evaluation module to replace the current paper process. This proposal will be made by June 30, 2013, and, if accepted, likely not require additional funding other than that associated with the upgrade to PeopleSoft 9.1.

Linked to Previous Objective: 20110000249

Linked to Previous Objective Short Description: HR09-01 - Electronic Performance Management Proposal

Characteristic 15: The university will involve the entire campus community in a well-defined, consistently used and commonly understood process for planning and decision-making that emphasizes accountability and ties resource allocation to institutional effectiveness.

Goal 15: Develop, communicate and implement a comprehensive university planning process which integrates planning, budget allocation and assessment/evaluation.

Objective: 20120000564

Short Description: A&F/OBM-12/13-01-Coordinate Completion of the Six-Year Financial Plan

Long Description: In support of the institution goal for a comprehensive university planning process, the Office of Budget Management will coordinate with the University and Analysis Planning Office the University's Six-Year Financial Plan 2014-2020 to include revenue and expenditure models for submission to the State Council of Higher Education, Governor, and General Assembly by July 1, 2013 to achieve university's long-term goals/objectives while meeting the statewide strategic higher education requirements of the Virginia Higher Education Opportunity Act of 2011. No additional resources are required for completion of this objective.

Linked to Previous Objective: 20120000317

Linked to Previous Objective Short Description:

A&F/OBM-11/12-01-Coordinate Completion of the Six-Year Financial Plan

Characteristic 16: The university will be an attractive, safe, friendly and service-oriented campus.

Goal 16: Meet or exceed constituents' expectations regarding campus attractiveness, safety, friendliness and service.

Objective: 20120000670

Short Description: -AVPFIN08-01: Management Standards

Long Description: -To meet Commonwealth's Financial Management Standards for Higher Education to denote proper stewardship of University's financial assets for fiscal year 2013. The Financial Management Standards are regarded as an indicator of Financial Management excellence and allow benefits to accrue to the University. The Financial Management Standards include: (1) An unqualified audit opinion. (2) No significant audit findings as reported by the Auditor of Public Accounts. (3) Compliance with Financial Reporting Standards of the Commonwealth of Virginia. (4) Attainment of Accounts Receivable Standards. (5) Attainment of Accounts Payable Standards. (6) Compliance with debt policy approved by the Board of Visitors. Due to the breadth of the Standards, all Finance staff play an integral role in meeting the Standards.

Linked to Previous Objective: 20110000319

Linked to Previous Objective Short Description: -AVPFIN08-01:

Management Standards

Characteristic 16: The university will be an attractive, safe, friendly and service-oriented campus.

Goal 16: Meet or exceed constituents' expectations regarding campus attractiveness, safety, friendliness and service.

Objective: 20120001100

Short Description: -Meet or exceed expectations with attractive dining locations, safe food, friendly staff, and exemplary service

Long Description: -Meet or exceed expectations with attractive dining locations, safe food, friendly staff, and exemplary service

- Maintain a high level of quality food and service that is reflective of the campus and students' needs

Linked to Previous Objective: 20110000504

Linked to Previous Objective Short Description: -Meet or exceed expectations with attractive dining locations, safe food, friendly staff, and exemplary service

Characteristic 16: The university will be an attractive, safe, friendly and service-oriented campus.

Goal 16: Meet or exceed constituents' expectations regarding campus attractiveness, safety, friendliness and service.

Objective: 20110001215

Short Description: -New dispatch/dual coverage 24/7

Long Description: -Our calls for service have risen drastically within the last year. 2010 calls for service was 14,485 and calls for service through October 24,2011 was 18,203. This number does not take into account all of the calls/action required by our dispatcher on the new gate systems on campus. Currently we have one shift per squad that is not covered by two dispatchers. With our current call volume we are at the limit in providing a fast and efficient service. Also we need to be prepared for those emergencies such as the recent earthquake where three of my command staff including myself had to man the dispatch center just to assist in all of the calls for service. If this emergency had affected campus structures then my command staff including myself would not have been available for this coverage. Currently on Home Football game days we have 4 dispatchers working daylight which is 2/3's of my entire full-time dispatch compliment. The entire community would benefit from dual coverage on all shifts in dispatch. It would be desirable to have these dispatchers hired and trained for the beginning of the fall semester in 2012.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Characteristic 16: The university will be an attractive, safe, friendly and service-oriented campus.

Goal 16: Meet or exceed constituents' expectations regarding campus attractiveness, safety, friendliness and service.

Objective: 20120000926

Short Description: -Plan the renovation of the West Wing of RMH Hospital

Long Description: -In order to provide additional space for the Student Success Program, the West Wing of the RMH Hospital facility will be designed and renovated to meet the programs needs. Construction dates are dependent upon funding from the Commonwealth.

Linked to Previous Objective: 20110000574

Linked to Previous Objective Short Description: -Plan the renovation of the West Wing of RMH Hospital

Characteristic 16: The university will be an attractive, safe, friendly and service-oriented campus.

Goal 16: Meet or exceed constituents' expectations regarding campus attractiveness, safety, friendliness and service.

Objective: 20120000562

Short Description: Bookstore- Meet with Bookstore Advisory Committee once each semester.

Long Description: Bookstore advisory committee serves as an official committee to review and recommend bookstore operating policies and procedures and to provide guidance to both the bookstore and the institution on bookstore matters. The council should be composed of members of the university administration, faculty, staff and student body.

The council should solicit information from administrators, faculty, staff and students for discussion during committee meetings and then report back resolutions.

The council should meet once each semester, to review concerns of both the institution and the bookstore.

Linked to Previous Objective: 20110000389

Linked to Previous Objective Short Description: Bookstore- Meet with Bookstore Advisory Committee once each semester.

Characteristic 16: The university will be an attractive, safe, friendly and service-oriented campus.

Goal 16: Meet or exceed constituents' expectations regarding campus attractiveness, safety, friendliness and service.

Objective: 20120000561

Short Description: Bookstore-Increase Number of Text Rental Titles

Long Description: Working with faculty to consider having their textbook on the Rent-A-Text program. The textbook must meet the criteria established in the request form. The Bookstore will need a 4 semester, signed commitment from the faculty member on the usage of the book. The semesters need not be consecutive.

Linked to Previous Objective: 20110000383

Linked to Previous Objective Short Description: Bookstore-Increase Number of Text Rental Titles

Characteristic 16: The university will be an attractive, safe, friendly and service-oriented campus.

Goal 16: Meet or exceed constituents' expectations regarding campus attractiveness, safety, friendliness and service.

Objective: 20120000635

Short Description: Expand functionality available via MyMadison

Long Description: In 2011, Information Systems successfully launch MyMadison, a portal technology, to support a personalized approach to providing student and employee self-service and single sign-on. Additional functionality has continued to be made available. During 2012-13, Information Systems will explore additional needs with the university community to determine appropriate expansion of the technology to support advising and academics as well. Work to support Academics and Advising will be coordinated through a governance group led by Dr. Linda Halpern. Additional input will be sought from students, employees and other university stakeholders. A plan for enhancement will be created and evaluated by technology staff as to difficulty. Priorities will be set based on this review. Enhancement planning will begin in February 2012. A priority list will be completed by May 2012 and will be executed throughout 2012-13.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Characteristic 16: The university will be an attractive, safe, friendly and service-oriented campus.

Goal 16: Meet or exceed constituents' expectations regarding campus attractiveness, safety, friendliness and service.

Objective: 20120000925

Short Description: FM-Monitor construction on Recreation/Athletic Fields on Port Road

Long Description: -In order to provide additional practice and playing fields for Athletics and fields for Recreation, new fields on the Port Republic property will need to be designed and constructed by the end of the spring semester, 2012. Facilities Planning and Construction will monitor the project to ensure that it's completed on time and within the established budget.

Linked to Previous Objective: 20110000522

Linked to Previous Objective Short Description: FM-Monitor construction on Recreation/Athletic Fields on Port Road

Characteristic 16: The university will be an attractive, safe, friendly and service-oriented campus.

Goal 16: Meet or exceed constituents' expectations regarding campus attractiveness, safety, friendliness and service.

Objective: 20120000861

Short Description: HR06-03 Electronic Personnel Action Process

Long Description: To improve customer service, in response to program review findings, and in light of the central role played by the Personnel Action Request form, research and incrementally implement a process by which personnel actions that are currently initiated by a paper process are converted to an electronic/web-based system using Oracle PeopleSoft technology. The gradual development of this process will eliminate paper, expedite the process, and create a workflow to capture an electronic record thereby eliminating the need manage and store hard copy or imaged documents. Significant financial and human resources, beyond those that are normally required, are being used in this ongoing process. The steps that are pertinent to this cycle of the objective will be completed by December 31, 2012, with ultimate completion of the "electronic PAR" process to be completed by Spring, 2013.

Linked to Previous Objective: 20110000242

Linked to Previous Objective Short Description: HR06-03 Electronic Personnel Action Process

Characteristic 16: The university will be an attractive, safe, friendly and service-oriented campus.

Goal 16: Meet or exceed constituents' expectations regarding campus attractiveness, safety, friendliness and service.

Objective: 20120000865

Short Description: HR09-02-Upgrading Time System for Wage & Students Proposal

Long Description: In order to improve customer service to students, wage employees,

and their supervisors and increase process efficiency, consider, plan, and propose revamping the current hard copy time management system for wage and student employees to an electronic "swipe" system by which time is managed and tracked for wage and student employees using the PeopleSoft technology. This will be accomplished by June 30, 2013. While personnel resources are currently sufficient for this objective, additional funding will be needed, and, therefore, proposed to acquire the swipe and reading technology that will be needed.

Linked to Previous Objective: 20110000247

Linked to Previous Objective Short Description: HR09-02-Upgrading Time System for Wage & Students Proposal

Characteristic 16: The university will be an attractive, safe, friendly and service-oriented campus.

Goal 16: Meet or exceed constituents' expectations regarding campus attractiveness, safety, friendliness and service.

Objective: 20120000866

Short Description: HR09-03-Expand Onboard Services

Long Description: In order to expand the customer services currently provided through the HR Onboard Process, by June 30, 2013 develop one new service to add to the Onboard Process so that less effort is required of other departments to begin an individual's employment relationship with the university. This will benefit both the departments as well as their newly-hired employees. The development may require additional funds such as cameras or other technology but it is expected that it will not require additional human resources other than those currently available to the department.

Linked to Previous Objective: 20110000248

Linked to Previous Objective Short Description: HR09-03-Expand Onboard Services

Characteristic 16: The university will be an attractive, safe, friendly and service-oriented

campus.

Goal 16: Meet or exceed constituents' expectations regarding campus attractiveness, safety, friendliness and service.

Objective: 20120000620

Short Description: Implement electronic personnel transactions process

Long Description: Currently a paper process is required to initiate transactions related to university personnel. To make this process more efficient, accurate and timely, an electronic process will be implemented. Forms and workflow technology which is tightly integrated with the university's Human Resource system is being procured to provide an easy to use electronic means of requesting and routing for approvals for university staff. Information Systems staff along with Human Resources and Payroll will work with these tools in conjunction with the university community to map the current workflow process and automate it to provide the solution. Consulting has also been procured to ensure appropriate implementation and knowledge transfer. All university personnel will benefit from the transparency, efficiency and increased accuracy of the automated process. Work on this project will commence with the completion of the upgrade of HR to version 9.1 and will be completed in November 2012. Staff from Information Systems, Human Resources, Payroll and administrative offices across campus will be involved in the project.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Characteristic 16: The university will be an attractive, safe, friendly and service-oriented campus.

Goal 16: Meet or exceed constituents' expectations regarding campus attractiveness, safety, friendliness and service.

Objective: 20120000632

Short Description: Provide technologies to support collaboration for university community

Long Description: Since collaboration is key to much of the work performed by university staff, faculty and students, IT plans to implement SharePoint to provide a technology capable of supporting collaboration efforts. Microsoft's SharePoint platform provides a technology capable of supporting many of the university's collaboration needs and provides the future potential to integrate with cloud-based services which are available to JMU students through Live@Edu. In order to prepare for integration with cloud-based services, IT will work to establish a central solution to support the collaboration needs of faculty and staff. We will provide a server farm capable of supporting the software and its use on campus. IT will work closely with Libraries and Educational Technologies as they work on a project to provide an intranet using SharePoint for their area. IT will also do a pilot intranet to provide collaboration space and to provide a means for learning and understanding the potentials and requirements of having SharePoint available to the university community. In Fall 2012, we will make SharePoint available to members of the university community and provide resources to support its use. We will continue to work with Microsoft on integration opportunities with Live@Edu with the goal of providing a space to support collaboration between faculty and students. This portion of the objective will be dependent on Microsoft and their on-going efforts to provide integration between cloud and on-premise SharePoint. The entire university community will benefit from the features available in SharePoint which include forms distribution, discussion boards, shared collaboration space for working on documents, etc. Once IT has completed its pilot, training will be developed and offered to the campus community in a phased approach. An Information Systems resource has been hired to provide guidance and support to the review and roll-out process. Attention will be given to working with Microsoft to ensure that a means for supporting collaboration for faculty and students is made available.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Characteristic 16: The university will be an attractive, safe, friendly and service-oriented campus.

Goal 16: Meet or exceed constituents' expectations regarding campus attractiveness, safety, friendliness and service.

Objective: 20120000633

Short Description: Upgrade Advancement System to version 9.8

Long Description: In order to maintain and enhance the investment made by the

university in an Advancement system, an upgrade to 9.8 of SunGard Advance is required. The upgrade will provide enhanced functionality to serve the division of University Advancement and those they serve and will also provide enhanced technology to support IT in ensuring that the system is highly available and able to support the needs of its users. The upgrade will require significant rework of its interfaces from the student and HR systems as well as its interfaces to and from the Campus Call system. Since this is the first upgrade since the system was implemented in April 2011, it will encompass several releases. This will increase the complexity and time required to complete it. Staff will be involved from Information Technology and from University Advancement. The goal will be to have the upgrade completed in January 2013.

Linked to Previous Objective: -

Linked to Previous Objective Short Description: -

Characteristic 17: The university will invest in the professional development of its people.

Goal 17: Increase the financial and personnel resources committed to advancing the professional expertise of our faculty and staff.

Objective: 20120001098

Short Description: -DS06-01: Dining Services Employee Training

Long Description: -The university strength is its people so in accordance, Dining Services will provide numerous training programs and activities throughout the 2012-13 year to enhance our employees work experience.

-Train all food service associates on new Food Safety Training ensuring all participants achieve 70% higher on training test.

Linked to Previous Objective: 20110000502

Linked to Previous Objective Short Description: -DS06-01: Dining Services Employee Training

Characteristic 17: The university will invest in the professional development of its

people.

Goal 17: Increase the financial and personnel resources committed to advancing the professional expertise of our faculty and staff.

Objective: 20120000036

Short Description: -Institute best practices in procurement to support our Level 2 delegation.

Long Description: - Continue to identify the best practices in governmental procurement and implement those that position JMU Procurement Services as a leader in efficiencies and effectiveness.

Linked to Previous Objective: 20110000455

Linked to Previous Objective Short Description: -Institute best practices in procurement to support our Level 2 delegation.

Characteristic 17: The university will invest in the professional development of its people.

Goal 17: Increase the financial and personnel resources committed to advancing the professional expertise of our faculty and staff.

Objective: 20120000860

Short Description: TR07-01 Professional Development for Directors

Long Description: In order to support the university's strategic goals related to professional development, to enhance the effectiveness of faculty and staff at the director or department head level, and to respond to a directive by the President's office, implement a competency based professional development program specifically designed to increase the effectiveness of department heads and directors. Once given the approval to begin, determine whether additional resources (outside of the existing training budget) will be needed to manage the program.

Linked to Previous Objective: 20110000241

Linked to Previous Objective Short Description: TR07-01 Professional Development for Directors

Characteristic 17: The university will invest in the professional development of its people.

Goal 17: Increase the financial and personnel resources committed to advancing the professional expertise of our faculty and staff.

Objective: 20120000862

Short Description: TR08-01 - Advance Training Technology

Long Description: In support of the defining characteristic describing the university's commitment to the professional development of faculty and staff, to expand employees' access to training and therefore help improve job performance, research and plan implementation of one new learning technology (i.e. podcasting, interactive learning, etc.) by June 30, 2013. While the research and planning may not require additional resources beyond those already available to University Training and Development, eventual execution of new technologies may. (However, at this time, no new resources are being requested.)

Linked to Previous Objective: 20110000243

Linked to Previous Objective Short Description: TR08-01 - Advance Training Technology

Characteristic 17: The university will invest in the professional development of its people.

Goal 17: Increase the financial and personnel resources committed to advancing the professional expertise of our faculty and staff.

Objective: 20120000863

Short Description: TR08-02 - Safety Training

Long Description: In order to support the university's commitment to providing a safe

working environment for its employees, and further, to help ensure the personal safety of every faculty and staff member, create one new program related to safety by June 30, 2013. No resources beyond those currently available to University Training and Development will be required.

Linked to Previous Objective: 20110000244

Linked to Previous Objective Short Description: TR08-02 - Safety Training

Characteristic 17: The university will invest in the professional development of its people.

Goal 17: Increase the financial and personnel resources committed to advancing the professional expertise of our faculty and staff.

Objective: 20120000869

Short Description: TR10-02 - University Competency Model

Long Description: In response to the University Training and Development Program Review and in support of the university's professional development defining characteristic and its strategic emphasis, develop and put in place a competency model in order to plan training that directly meets needed university competencies and therefore positively impacts the performance of staff and AP faculty. This competency model will be in place by June 30, 2013 and will not require funding or human resources beyond that that is currently available to the University Training Department.

Linked to Previous Objective: 20110000251

Linked to Previous Objective Short Description: TR10-02 - University Competency Model

Characteristic 18: The university will be an environmentally literate community whose members think critically and act, individually and collectively, as model stewards of the natural world.

Goal 18: Transform the core activities of the university community (education, scholarship, service, outreach and operations) to become a leader among universities in sustaining human and ecological health for future generations.

Objective: 20120001099

Short Description: -DS08-05 Enhance Student Learning and Community Relations through expanded sustainability initiatives

Long Description: -To provide greater awareness and student learning through sustainable practices such as food composting, trayless dining and ,local purchasing. Focus in 2012-2013 on 2 year local food systems through partnership with the ISNW. Continue focus of reduction of land fill waste through an expanded composting program and behavioral marketing. Expanding partnerships that promote social responsibility and implementing a post production food donation program.

Linked to Previous Objective: 20110000503

Linked to Previous Objective Short Description: -DS08-05 Enhance Student Learning and Community Relations through expanded sustainability initiatives

Characteristic 18: The university will be an environmentally literate community whose members think critically and act, individually and collectively, as model stewards of the natural world.

Goal 18: Transform the core activities of the university community (education, scholarship, service, outreach and operations) to become a leader among universities in sustaining human and ecological health for future generations.

Objective: 20120000367

Short Description: IT-CS-LABS: Explore and implement lab/classroom master image virtualization to decrease energy consumption and resource usage.

Long Description: Test the feasibility of using virtual desktop infrastructure to create and deploy lab images used by students and faculty in lieu of using physical computers as is currently done. Implement if feasible. This will eliminate the need to upgrade (purchase) and power at least 30 computers. Procurement/acquisition of additional network storage may be required. Testing will be completed by September 2012 and completed by June 30, 2012 (if feasible). No additional resources are anticipated to meet this objective.

Linked to Previous Objective: 20110000607

Linked to Previous Objective Short Description: IT-CS-LABS: Explore and implement methods to decrease energy consumption and resource usage related to computing labs.

Characteristic 18: The university will be an environmentally literate community whose members think critically and act, individually and collectively, as model stewards of the natural world.

Goal 18: Transform the core activities of the university community (education, scholarship, service, outreach and operations) to become a leader among universities in sustaining human and ecological health for future generations.

Objective: 20120000341

Short Description: IT-CS-LABS: Explore and implement low-power standby settings in labs & classrooms to decrease energy consumption

Long Description: Continuing our goal to minimize power consumption in the computer labs and technology classrooms, we will pilot the use of low-power "standby" settings in select PC computer labs and technology classrooms. Assuming a successful pilot, we will expand the implementation of low-power modes to PC labs and classrooms where doing so will not negatively impact academic instruction nor our ability to effectively maintain and support the facility. Apple computers are not included in this objective. No new major resources are required.

Linked to Previous Objective: 20110000607

Linked to Previous Objective Short Description: IT-CS-LABS: Explore and implement methods to decrease energy consumption and resource usage related to computing labs.

Characteristic 18: The university will be an environmentally literate community whose members think critically and act, individually and collectively, as model stewards of the natural world.

Goal 18: Transform the core activities of the university community (education, scholarship, service, outreach and operations) to become a leader among universities in sustaining human and ecological health for future generations.

Objective: 20120000864

Short Description: TR08-04 - Environmental Sustainability Training

Long Description: In support of the university's commitment to furthering environmental sustainability efforts campus wide and to help foster a culture of sustainability and the attendant characteristic of strategic emphasis, and to aid in staff members understanding of the university's environmental stewardship goals, research and develop one new sustainability-related training program by June 30, 2013. This will be accomplished using existing University Training and Development department funds/resources.

Linked to Previous Objective: 20110000246

Linked to Previous Objective Short Description: TR08-04 - Environmental Sustainability Training

Addenda: -None.
