



FACULTY SENATE MINUTES Special Meeting on Athletics

Thursday, October 17, 2013 - Taylor 404

In attendance: Speaker: McGraw; Accounting: Louwers; Art & Art History: Welter; Biology: Rife; Chemistry: Wright; Comm. Sci. & Disorders: Johnson (alternate); Comm. Studies: Nelson; Comp Info Sys & Bus Analyt: Wang; Early ELED & Reading: Bodle (alternate); Economics: Grant; Engineering: Harper; English: Hefner; Finance & Bus. Law: Drake; Geology: Whitmeyer; Health Sciences: Burnett; History: Davidson; Hosp., Sports & Rec MGT: Shonk; ISAT: Benton; Justice Studies: Parsons; Kinesiology: Nye; Learning, Tech & Leadership Ed.: Estes; Lib & Ed Tech: Mungin; Management: Stark; Marketing: Larsen; Mathematics and Statistics: C. Lubert; Media Arts & Design: Leidholdt; Middle, Secondary & Math Edu.: Carbaugh; Philosophy & Religion: Piper; Physics: Giovanetti; Political Science: H. Lubert; Psychology: DuVall; Sociology/Anthropology: Solometo (alternate); Theater & Dance: Sherrill; Writing Rhetoric & Tech Comm: Lunsford; Student/SGA: Humphries; **Guests** – Provost: Benson; Vice-Provost: Gonzalez; Director of Athletics: Bourne; CarrSports Consulting, LLC: Carr; UP for Adm. & Fin.: King; Deputy Director of Athletics: Polglase; VP Student Affairs/Univ. Planning: Warner.

Call to Order: 3:30p

Speaker's Introduction

- Resolution Regarding Suspension of the Rules for Special Meeting (see attached)
 - Motion to accept resolution – Approved.
- Announcements
 - See Steve Harper for dues.
 - Available slots for breakfast and lunch with President Alger.

Provost's Remarks

- President Alger had a schedule conflict and could not attend today's meeting.
- Purpose of today's meeting is to provide information, review, and input on the University's strategic plan.
- Build from nationally-recognized institution as a base to what we want to become in the future.

Mark Warner - Senior Vice President, Student Affairs & University Planning

- Coming to the end of strategic planning process.
- 2012 – 150 people involved in committees, input from Listening Tour, SGA, and representatives from off-campus.
- Primary constituents – Faculty, staff, students, alums, donors, BOV.
- Present strategic planning goals to BOV in January.
- Input will be requested from faculty to help formulate objectives that align with the goals.
- Core qualities, goals, mission, vision, and values (see attached).
- Athletics/recreation/wellness is considered a core quality to help develop the total student.
- UREC is largest supplier of Passport/Wellness activities.
 - ~5,000 visits per day
 - UREC directly supports the university's mission.
- Athletics
 - Strong athletic ties at JMU – Marching Royal Dukes (receive credit).

- Health Sciences and Sport Medicine work closely with Athletics Dept., including on game days.
- Hallmark of the institution has been to create the total student by providing them with skills and intellectual gifts in the classroom.
- Continue to look forward to the future.
- Go to strategic planning website to provide feedback.
- JMU is far behind in providing scholarships for our students.
 - Money from athletics would provide grants and opportunities that students may not have otherwise.
- Comprehensive Capital Campaign – primarily academics.

Jeff Bourne – JMU Director of Athletics

- Looked at what was happening at the larger levels and SCS level, which is why CARR's was consulted.
- There is no offer on the table currently, but this is an important element of any strategic planning study.
- National climate standpoint - life has changed dramatically in collegiate sports (e.g., Colonial Athletics Association – VCU, ODU, George Mason, Georgia State have left).
 - Now only William & Mary and JMU.
 - Benchmark peer institution continues to be ODU.
 - Need to look at schools that are strong academically and can also be athletically successful.
- Very deliberate process with conservative numbers and a variety of feedback.
 - Info has been validated via Charlie King's staff.
- Currently have 18 sports programs and want them to be successful.
 - FCS relies on fees from sports, but only so much that we are going to see with conference revenue (i.e., revenues are dropping) – look at other models that offer more long-term revenue that can keep student fees reasonable.
- Reason for stadium expansion was due to sell-out stadium even at the FCS level (22,000 current seats; 8,000 seats are always held for students).
- Upper quartile with support to programs.
- JMU has among the highest student fees in the state, which is due to precautionary activities (e.g., sports medicine professional on staff at every practice; injury or death among student athletes will lead to lawsuits).
- Transparent athletic budget is primary continued goal.
- There will be a fairly significant rise in costs for the first three years; cost of the transition is more expensive (e.g., increase in ticket prices & double the money from donors).
- Syndication numbers won't be available until December.
- Primarily looked at BCS grants that continue over the next 12 years (from commissioners themselves).

Bill Carr – CARR Sports Associates, LLC.

- 22 years as a consultant.
- JMU is the 7th school in the state of VA he has had the privilege to work with (have also worked with VCU, Liberty, Radford, etc.).
- Worked on many studies in which the client school decided against transitioning to Division 1.
- Role is to help institutions make an informed decision – not to make a decision or recommendation for them.
- Made projections based on historical context.
- Athletics worked with ticket office and CARR staff.
- Lots of factors have to happen for the move to be successful (i.e., need invitation to join a conference, increased ticket sales, etc.).

- JMU has 7% alumni giving, which would need to increase quickly.
- JMU is in the upper strata (25%) of revenue stream.

Geoffrey Polglase – JMU’s Deputy Director of Athletics

- Benchmarked against institutions that have gone through this process in the last 20 years (ODU, South Florida, Troy, etc.).
- Promised to keep the data, peer institutions, etc. confidential.
- June 1, 2014 is the deadline – if we don’t make the application, we must wait another 11 months.
- Study also provides a program review of current program and what would happen if we stay in CAA.
- Numbers can possibly change (e.g., cost of accepting conference invitation).

Charlie King, Senior VP of Finance

- Used very conservative inflation projections (future not current).

Adjourned: 5:20p

Resolution Regarding Suspension of the Rules for Special Meeting

October 17, 2013

Whereas the James Madison University Faculty Senate has agreed to gather for a special meeting to discuss athletics at JMU in the context of the University's mission, vision, and values, and

Whereas at JMU we share the value of civil and respectful discourse and thoughtful dialogue on issues of importance to our University, now therefore

Be it resolved that the Faculty Senate agrees to suspend its normal procedural rules and Robert's Rules of Order for this special meeting of the Senate, pursuant to the following rules:

- All discussion by members of the Senate and invited guests relevant to the topic of JMU's mission, vision, and values, and of athletics at JMU will be deemed in order without the usual requirement that a motion be on the table
- Only members of the Senate (including alternates) and invited guests (the Provost, Vice President for Administration and Finance, Vice President for Student Affairs, representative(s) from CarrSports Consulting, and the Faculty Athletic Representative) may participate in the discussion
- Regular items of business will not be considered during this meeting, and all discussion not relevant to the topic of JMU's mission, vision, and values, and of athletics at JMU will be deemed NOT in order
- All parties agree to remain civil and respectful of the views of others
- All parties agree to remember that this meeting is an open meeting at which other guests and members of the press may be present
- These rules will remain in effect throughout the special meeting, until adjournment, whether or not a quorum is present
- Any other motions made during the meeting (other than adjournment) will separately require a suspension of the rules in order to proceed to a discussion or vote during the special meeting, and will require a quorum of members of the Senate in order to be considered

James Madison University

Who We Are

Our Mission

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

Our Vision

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

Our Values

Academic Quality: We are dedicated to exemplary learning experiences because they are the essence of our mission.

Community: We thrive when we collaborate, respect and serve others, and appreciate our interconnectedness.

Diversity: We strive to be an inclusive community that values the richness of all individuals and perspectives.

Excellence: We seek to be innovative and to perform at the highest levels.

Integrity: We pursue ethical responsibility, which is essential to meaningful citizenship.

Student Focus: We provide experiences that challenge and support students.

James Madison University - Draft Core Qualities and Goals

Core Quality	Goals
<p>1. Academic Quality: Outstanding Programs</p> <p>We believe in the relevance and importance of the liberal arts and sciences and are committed to maintaining strong student/faculty interaction. Through our distinguished faculty and staff, we offer academically challenging programs, providing an exemplary undergraduate education and distinctive graduate studies while maintaining high accountability for learning through effective assessment.</p>	<p>Goal 1A: The university will foster student success by providing a holistic learning environment focused on furthering intellectual development as well as education in teamwork, leadership, collaboration, interpersonal skills, entrepreneurship, ethics, citizenship and service.</p> <p>Goal 1B: The university will provide high-impact learning experiences such as undergraduate research, service learning, internships and study abroad programs in a climate that fosters intellectual engagement in and outside the classroom.</p> <p>Goal 1C: The university will recruit and retain high-quality faculty and staff through providing competitive salaries, other compensation and opportunities for professional development.</p> <p>Goal 1D: The university will be a national leader in the assessment of learning.</p> <p>Goal 1E: The university will develop programs that are responsive to the needs of the Commonwealth, nation, and the world.</p>
<p>2. Academic Quality: Teaching, Scholarship and Research Excellence</p> <p>We are a community committed to academic rigor and teaching excellence combined with the intentional engagement of students and faculty in meaningful research and experiences of other scholarly endeavors.</p>	<p>Goal 2A: The university will make teaching excellence and academic rigor top priorities and will provide adequate and sustained support to ensure appropriate student-faculty ratios and continuing professional development.</p> <p>Goal 2B: The university will provide appropriate levels of sustainable support, oversight and accountability for students, faculty and staff engaged in research and scholarship.</p> <p>Goal 2C: The university's mission, vision and values will be reflected in faculty and staff evaluation and curriculum development.</p>
<p>3. Access, Inclusion and Diversity</p> <p>We promote access, inclusion, and diversity for all students, faculty, staff, constituents and programs, believing that these qualities are foundational components of an outstanding education in keeping with our mission.</p>	<p>Goal 3A: The university will determine the composition of the student body that is both appropriate and adaptable to the changing needs of the university and the Commonwealth.</p> <p>Goal 3B: The university will expand access, building new bridges to cross existing socioeconomic, geographic, learning and/or physical barriers to participation in academic pursuits and campus activities.</p> <p>Goal 3C: The university will show evidence of a continuously improving environment that is welcoming and inclusive; such that events, messages, symbols, and services express mutual respect.</p> <p>Goal 3D: The university will continue personal and professional development related to enhancing understanding of diversity while leveraging increased diversity through university/community partnerships.</p> <p>Goal 3E: The university will increase merit and need-based scholarship offerings.</p> <p>Goal 3F: The university will infuse a value and culture of diversity into the primary teaching, research and service approaches of academic units.</p>
<p>4. A Culture of Philanthropy</p> <p>Our culture of philanthropy is understood, embraced and practiced across the JMU community.</p>	<p>Goal 4A: Through all its constituencies, the university will foster the understanding that everyone has a meaningful role in the advancement of the university.</p> <p>Goal 4B: The university will develop and communicate ambitious and inspiring giving opportunities.</p>
<p>5. Engagement & Service</p> <p>We challenge and support students, faculty and staff through meaningful engagement with the campus, academics, alumni, the community and the world. Engagement enhances their academic, civic, personal and professional learning while reinforcing ethical decision-making and meeting the needs of others through service.</p>	<p>Goal 5A: The university will develop new programs for students to foster the learning of engagement, its concepts, value and practices.</p> <p>Goal 5B: The university will foster connections that engage constituents to be part of a global network aimed at achieving mutually beneficial outcomes.</p> <p>Goal 5C: The university will expand its service provided to the local community, region, and beyond.</p> <p>Goal 5D: The university will foster an environment of collaboration across colleges, schools, and departments.</p>

Core Quality	Goals
<p>6. Faculty & Staff Success/Work-Life Balance</p> <p>We make available to all faculty and staff best-practice direct and indirect benefits to support healthy work-life balance and personal and professional growth.</p>	<p>Goal 6A: The university will identify and implement a comprehensive approach to work-life balance.</p> <p>Goal 6B: The university will support the creation and review of multiple clear and open avenues for faculty and staff to progress in their careers.</p> <p>Goal 6C: The university will increase resources to support mentorship, coaching and professional development for faculty and staff.</p> <p>Goal 6D: The university will provide employees with resources, opportunities and co-worker interactions necessary for meaningful workplace involvement.</p>
<p>7. Fiscal & Facility Resources</p> <p>We have the financial, facility, and technology resources to achieve our goals; developing diversified revenues, building and maintaining useful and attractive facilities, and harnessing technology for the most effective accomplishment of our objectives.</p>	<p>Goal 7A: The university will be a safe, attractive and friendly place to learn and work.</p> <p>Goal 7B: The university will incorporate best practices (e.g. state-of-the-art classroom spaces, LEED Certification, effective use of technology, accessibility, etc.) in the renovation and construction of facilities.</p> <p>Goal 7C: The university will implement revenue-generating strategies and operational flexibilities to achieve the university's mission and goals.</p> <p>Goal 7D: The university will regularly evaluate the effectiveness of new and current programs and services while prioritizing resources for maximum efficiency.</p> <p>Goal 7E: The university will leverage current and emerging technologies in support of collaboration with the community, state, region and the world to deliver quality learning opportunities.</p> <p>Goal 7F: The university will utilize technology innovatively to provide information, student services and programs.</p>
<p>8. Innovation</p> <p>We champion a spirit of innovation.</p>	<p>Goal 8A: The university's academic policies will reflect the university's mission, vision and values.</p> <p>Goal 8B: The university will foster a climate and culture that values creativity and innovative approaches and solutions in all departments and divisions.</p> <p>Goal 8C: The university will identify innovative ideas and resource those that are considered most effective at helping the university achieve our mission or vision.</p>
<p>9. National Prominence</p> <p>Our faculty, staff, students and programs earn national prominence, expanding JMU's strong reputation.</p>	<p>Goal 9A: The university will attract and retain top faculty, staff and students from across the Commonwealth, nation, and the world.</p> <p>Goal 9B: The university will be recognized nationally for excellence in programs and services.</p> <p>Goal 9C: The university's strong national reputation will provide a wide range of career opportunities for our graduates.</p> <p>Goal 9D: The university will build a national profile by creating programs that reflect the legacy of James Madison the man.</p>
<p>10. Recreation and Athletics</p> <p>Our university community enjoys a vibrant experience fostered by a wide range of opportunities for state-of-the-art recreation and wellness and outstanding intercollegiate athletics.</p>	<p>Goal 10A – The university will provide a wide range of fitness and recreation opportunities targeted to the needs of the university community.</p> <p>Goal 10B - Student-athletes, teams and coaches will compete annually for NCAA post-season appearances and earn conference, state and national recognition for excellence in both academics and athletics.</p> <p>Goal 10C: The university will value student-athletes by supporting their academic success.</p>
<p>11. Student Life & Success</p> <p>We support student academic and career success by providing opportunities to apply learning and development, practice good citizenship, foster health and wellness, and live in community.</p>	<p>Goal 11A: The university will ensure that student life and success functions bridge and balance curricular and co-curricular efforts, extending academic and experiential learning with application and reflection.</p> <p>Goal 11B: The university will provide high quality, research-based, nationally recognized student support programs and services.</p>