2014-2015
University Accomplishments to be Recognized and Celebrated

Submitted to
Mr. Jonathan R. Alger, President
August 2015
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Section 1  Quality Programs (Academic and Non-academic)

Academic Affairs
We continue to address the Level II Autonomy Objective regarding STEM Graduates.

- In response to the Top Jobs for the 21st Century legislation priorities, JMU has increased the number of STEM graduates by 55% over the last six years (581 in 2009-10 to 900 in 2014-15).

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual¹</th>
<th>Target, non-Engineering</th>
<th>Target Engineering</th>
<th>Total Target</th>
<th>Threshold @ .95</th>
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<tr>
<td>2009-10</td>
<td>581</td>
<td>550</td>
<td></td>
<td>550</td>
<td>523</td>
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<tr>
<td>2010-11</td>
<td>703</td>
<td>560</td>
<td></td>
<td>560</td>
<td>532</td>
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<tr>
<td>2011-12</td>
<td>813</td>
<td>570</td>
<td>40</td>
<td>610</td>
<td>580</td>
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<tr>
<td>2012-13</td>
<td>847</td>
<td>580 (863)</td>
<td>45 (52)</td>
<td>625</td>
<td>594</td>
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<tr>
<td>2013-14</td>
<td>835</td>
<td>590</td>
<td>45</td>
<td>635</td>
<td>603</td>
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<tr>
<td>2014-15</td>
<td>900</td>
<td></td>
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¹ Includes annual undergraduate and graduate 1st and 2nd STEM majors (from Degrees Conferred File) plus IDLS graduates (who graduated in each year and were enrolled in the STEM concentration in math/science/technology in the fall term).

- In response to the Top Jobs for the 21st Century higher education legislation priorities JMU has increased the number of Health graduates by 38% over the last six years (578 in 2009-10 to 802 in 2014-15).

College of Arts and Letters

- External Review Teams who evaluated the four concentrations in two departments this year, Sociology and Anthropology and Philosophy and Religion, were very positive about all four concentrations. The Virginia Department of Education approved the proposal of the Department of Foreign Languages, Literatures and Cultures that the department be given the authority to grant its majors teacher licensure.

- Visiting Scholars Program: 2014
  - Geoff Dabelko, Professor and Director of Environmental Studies, Ohio University, *The Periphery Isn’t Peripheral: Acting on the Integration Imperative for Sustainability*, Monday, September 22
  - Andrew Morris-Singer, Physician; Instructor, Harvard Medical School; President and Principal Founder, Primary Care Progress, *Revitalizing Primary Care: All Hands on Deck*, Wednesday, October 8
  - Ed Sarath, Professor of Music, Dept. of Jazz and Contemporary Improvisation; Director, Program in Creativity and Consciousness Studies, University of Michigan, *Creativity, Consciousness, and the Future of Education: Jazz as Change Agent in the 21st Century Academy*, Monday, October 13
  - Bessie House-Soremekun, Director of Africana Studies Program, Purdue University Indianapolis, *Rethinking Africana Studies for the 21st Century*, Friday, October 17
  - Caty Borum Chatto, Professor of Public Communication and Executive in Residence, School of Communication, American University, *Designing for Impact: A Strategic Approach to Storytelling*, Thursday, October 23
  - Alice Honig, Professor Emerita, Syracuse University, *Infant Mental Health: Insurance for our Future*, Monday, October 27
  - Charles Morgan, Research Psychiatrist/Associate Clinical Professor of Psychiatry, Yale University, *Stress vulnerability and stress reliance; why people differ in their responses to traumatic events: Insights from psycho-neurological studies of Special Forces*, Thursday, October 30
  - Pilar Perez Solano, Documentary Filmmaker, *The Making and Meaning of Las Maestras de la Republica*, Thursday, November 4
2015

- Roger Reynolds, University Professor of Composition, University of California, San Diego, **Alliances – Collaborations – Futures – Cross-Modality – What Is Needed – Memorability – Context or Features – Benediction**, Thursday, February 19
- Carl Lee, Professor of Mathematics and Chellgren Professor, University of Kentucky, **The Place of Mathematics and the Mathematics of Place**, Monday, March 16
- Bob Marshall, Journalist, The Lens, **Losing Ground: Louisiana’s Coastal Crisis**, Monday, March 30
- Elżbieta Gozdziak, Research Director, Institute for the Study of International Migration, Georgetown University, **Dreams Deferred: Undocumented Children and Children of Undocumented Parents**, Thursday, April 2
- Philip Davies, Director, Brunel Centre for Intelligence and Security Studies, Brunel University, UK, **Intelligence, Politics and Government: National Intelligence Cultures and National Intelligence Systems**, April 30
- Judith Jellison, Mary D. Bold Regents Professor in Music and Human Learning; University Distinguished Teaching Professor, University of Texas at Austin, **Too Much Stuff, Not Enough Time: Essentials About Inclusion**, Monday, April 13
- Alice Butler-Smith, Assistant Professor, School of Advanced Military Studies, **Designing Operations, Designing Futures: The Practice of Military Art and Science in the Asymmetric Present**, Thursday, April 16.

**College of Business**

- The CoB began implementation of the College’s new strategic plan and began to prepare for the AACSB reaccreditation visit scheduled for fall 2016. New faculty qualification standards aligned with the current AACSB standards are now in place for fall 2015.
- The Board of Visitors approved the launch of a new MBA track, the Executive Leadership MBA (ELMBA), to be offered online, with residencies in Northern Virginia.
- Started C-Suite Speaker Series to connect top executives with students: Kevin Dunbar, CEO of Dunbar Armored was the fall speaker and Michael Ross, Senior VP for Human Resources at VISA was the spring speaker, both are alums.
- Hosted the first JMU Innovation, Creativity, Collaboration, and Entrepreneurship (ICCE) event, attended by entrepreneurially minded alumni from around the country
- CoB Affiliate Program: School of Strategic Leadership Studies added a new concentration: organizational science and leadership. This concentration replaces the K-12 concentration and is proving to be a popular choice of applicants.
- The Economics Department, along with the Gilliam Center for Free Enterprise and JIN Lecture Series, hosted 22 speakers, including two Nobel Prize Winners.

**College of Education**

- In summer 2015, Dr. Diane Wilcox and Diana Meza greeted the inaugural cohort of graduate students for the new Dual Degree in Spanish Language and Culture. Students spent the summer studying with University of Salamanca (USAL) faculty here at JMU. Continuing their studies next year online, the Dual Degree students will study with USAL faculty in summer of 2016 while in residence at the University of Salamanca in Spain.
- To prepare teachers to help meet the needs of P-12 students with severe disabilities in Virginia’s public schools, Dr. Keri Bethune spearheaded the development of a concentration in Severe Disabilities. The program was recently recognized by the Virginia Department of Education.
- At the end of 2014-15, twenty-one separate SPA reports were under development for all accredited teacher education programs in the College.
- Throughout this academic year, members of the ESC and the Associate Dean collaborated with MidValley Consortium members to review and enhance our partnerships. A focus of the work during this year was review and revision of the common assessment of student teachers evaluation form adopted by all MidValley
In June 2015 members of the EERE, MSME, and ESC faculty engaged in a 3-day retreat to discuss developing and implementing residency-inspired revisions to the ELED UG licensure program that would provide candidates earlier, more sustained, and more concentrated clinical experiences in challenged schools with high populations of learners from underprivileged families.

Katya Koubek has developed a collaborative relationship with Malmo University in Sweden. The Office of International Programs at JMU sent Michele Estes (LTLE department) and Katya Koubek (EFEX department) to Malmo University to collaborate with faculty from Malmo University on plans to design a student exchange and to develop and share curriculum with three additional international universities. As a result, Dr. Estes will deliver a keynote address during International Week at Malmo University.

“That Which Sustains Us: A Celebration of Teaching and Teachers,” The college-wide project consists of a commissioned, peer-reviewed collection of essays, personal narratives, and expressive works which are highlighted on the JMU College of Education website so that the passion, commitment and wisdom of COE’s best educators can be shared with the larger community. Faculty are nominated to contribute poetry, prose, narratives or art pieces by their peers, works are peer-reviewed and vetted, and then added to the collection.

“That Which Makes Us Human” a year-long scholarly community exploring multi-textual narratives and understandings of knowledge, expression, Human, and Learning as faculty in the College of Education resulting in a Poly-modal representation of ideas through paint, color, shape, and text. The faculty group, representing all departments and ranging in tenure from the Dean to the newest faculty members used auto-ethnography and arts-based approaches to create representations of our experiences. New faculty commented that it was the best experience in indoctrination into the college.

College of Health and Behavioral Studies

- Health Policy Collaborative: The Health Policy Collaborative, developed by faculty in Nursing, Business and Health Sciences, has as its mission to engage students, faculty and community in partnerships for health policy advocacy, and the implementation and evaluation of public policies that improve health, work, and quality of life.
• The Department of Communication Sciences and Disorders (CSD) spearheaded an Interprofessional Education/Practice (IPE/P) initiative using Second Life™ (a virtual training platform) and Decision Sim™ (a commercial software that helps analyze how students make clinical and ethical decisions). This IPE/P endeavor included CSD, PA, nursing, and OT.

• The Healthy Families programs (Page and Shenandoah Counties) pioneered an exciting innovation for interprofessional learning this year. Known as the IC CAFÉ (Interprofessional Collaboration for Community and Family Empowerment), this strategy brought nine spring interns together monthly to discuss how their experiences exemplified engaged learning, community engagement, interprofessional collaboration, ethical decision-making, and student/professional development. Nursing, Social Work, Psychology and Health Sciences were represented in this intense CAFÉ experiment.

**College of Integrated Science and Engineering**

• Computer Science has introduced CS 101, a course that will be the gateway to the major and help students better understand what being a CS major entails.

• The Engineering program has revitalized ENGR 101 and created a residential Engineering Learning Community.

• The ISAT department continued to move forward on a revision of their upper-division BSISAT curriculum focused on problem-centric habits of mind, as well as a complete overhaul of the MSISAT-SERM program with the University of Malta.

• The Intelligence Analysis (IA) program has instituted an enrollment management strategy approved by the Restricted Program Advisory Group to deal with rapidly growing numbers of students interested in the program.

• The Engineering program hosted an interim visit from ABET to resolve one issue from the prior visit. The issue was successfully resolved and ENGR is accredited by ABET through 2018.

• The BSISAT program had its ABET reaccreditation reaffirmed.

• The Biotechnology Program (shared with CSM) completed its self-study and external review, and has developed a set of recommendations to strengthen the program and better build connections between the three departments that host it.

**College of Science and Mathematics**

• The Center for Genome and Metagenome Studies (CGEMS) was officially approved this year as a JMU Center with Biology faculty as Co-Directors: Dr. Jim Herrick and Steven Cresawn. The following activities are reported:
  - CGEMS currently includes 14 faculty members, including two from chemistry and biochemistry (Linette Watkins and Chris Berndsen), two from ISAT (Anne Henriksen and Louise Temple) and one from Math & Statistics (Nusrat Jahan).
  - Participation in the Oxford Nanopore Minlon access program (MAP) has been awarded and two additional Minlon Nanopore sequencers obtained by two additional CGEMS researchers, Steve Cresawn and Louise Temple (ISAT).
  - Obtained 4VA funding for a 3-day summer workshop in computational biology for JMU and other interested Virginia faculty and students ("Data Carpentry/UCSC Genome Browser Workshop").

• A new first semester biology course which has been strongly recommended to all incoming biology and biotechnology freshmen and transfer students, BIO 110 Freshman Symposium in Biology. This one credit, eight-week course is designed to get new students familiar in the major with a knowledge of major requirements, study skills and time management, campus student resources, and future biology career options.

• New microbiology and neuroscience concentrations to be brought to the C&I Committee in the fall.

• Dr. Justin Brown offered a 'hybrid' online physiology (BIO 270) lecture. The course is set up with online lectures while keeping exams and the lab with the standard format.

• Southeast Regional Pulse Institute (SERP): Drs. Bloss, Dills, Mott, and Seifert applied and were invited to attend the Southeast Regional Pulse (SERP) Institute held in June 2014. The Institute was intended to address best practices in life science education and alignment with recent initiatives such as Vision and Change. There they outlined programmatic changes to the Biology curriculum, especially in the first year.
Unique in Virginia, we offer the only undergraduate degree in biotechnology and in biophysical chemistry. We also offer a major in statistics, also unusual at the undergraduate level.

Geology is experimenting with blended learning strategies in Physical Geology lab and ISCI 101. In addition, we are considered a national leader in teaching with digital technology in the field.

Math 233E-234E A Modeling Approach to Calculus – Professor Brian Walton led an extended period of course development. The sequence is designed to provide a stronger introduction to modeling and calculus for students interested in the life sciences, consistent with new directions outlined by mathematics professional societies and reports such as BIO2010.

The most recent data from the State Commission on Higher Education in Virginia (SCHEV) on graduate rates in Physics for the 2013-14 academic year shows that of the 26 public and private institutions that grant a BS/BA in Physics in VA, only Virginia Tech produced more graduates than JMU.

The JMU Robotics Interdisciplinary (Mathematics, Computer Science, Engineering, ISAT, and Physics) Minor established a few years back; saw the first students graduating with the Robotics minor this past May.

College of Visual and Performing Arts

CVPA continued membership and leadership in the Alliance for Arts in Research Universities (A2RU). JMU is the only non-research intensive university in the organization.

Grace Street Collaborative, an interdisciplinary-research collaborative developed by IVS, continued their work to promote healthy communities via participatory research and design.

2014-2015 was the first year of a pilot project to grant student research awards in the college. The faculty advisory committee and the dean collaborated to construct an application process to allocate research grants from a $10K budget allocated from CVPA. The committee received thirteen applications and awarded grants to four of those applications. Each applicant had a faculty advisor. Research reports are due no later than April 1, 2016.

Assistant Professor of Industrial Design, Audrey Barnes, collaborated with Assistant Professor Robert Nagel, Engineering, to offer the 2nd annual Innovation Exchange: a multidisciplinary course on innovation and venture creation using industrial design and engineering processes. Students (12) traveled to San Francisco to experience the start-up culture of Silicon Valley and worked together on teams where they prototyped their designs and pitched them to entrepreneurs and venture capitalists. Alumni partners include Paul Holland and Linda Yates.

The School of Art, Design and Art History is preparing to launch a major in Industrial Design. The Industrial Design degree includes classes from art, design, marketing, engineering, and business. The updated curriculum has been called the most cross-disciplinary major on campus.

The Graphic Design faculty collaborated with the English Department to launch a new Book Arts minor, with the first classes offered in spring 2015 and May 2015. The minor is available to all JMU students. The minor in Book Arts is a cross disciplinary program designed to broaden students' understanding of the value and role of the art of the book in general culture while enhancing written and visual creativity, artistic production, and the ability to think independently.

The Curriculum and Instruction Committee (C&I) approved a new name and focus for the Interior Architecture program: The Architectural Design program offers intensive education in the design process. The curriculum instills purpose, craft, technological competence, and versatile thinking. The Architectural Design curriculum is centered on a 6-studio sequence with design process at the heart of the program.

The Visual Resource Center in Duke Hall opened a new lighting studio and Maker Space for student use. Students may photograph and scan their own art and design work, prepare portfolios, or design artist books for culminating projects. Students receive assistance and instruction from the VRC staff.

University Programs

There were a number of advances in JMU's approach to online instruction in 2014-2015. JMU has adopted a mission statement for online instruction. Additionally, JMU held preliminary meetings with a number of vendors, engaged with university leaders, and worked with procurement in issuing an RFP for an online enabler to support marketing and recruitment for some of our low-enrollment online programs.
The Honors College Task Force discussed key priorities related to student and faculty academic excellence, building community and common experiences, attrition and retention, scholarship and study abroad resources, institutional memory and recordkeeping, faculty and institutional resources, possible signature programs, and honors “value added” and return on investment for JMU students. It has worked to strengthen Honors Programs ties to the Independent Scholars program, Undergraduate Research, Community-Service Learning, the Institute for Innovation in Health and Human Services, and the Center for Assessment and Research Studies.

Interdisciplinary Liberal Studies, working with the Honors Program, received in summer 2014 final approval from the Board of Visitors to offer the Independent Scholars undergraduate major, a new educational opportunity that expresses the very spirit of engaged learning. Four honors students have been accepted into the Independent Scholars foundation course to be taught for the first time in fall 2015. The Honors Program has introduced significant changes to the senior honors project to support engaged learning including new protocols for collaborative and creative projects, and a new public presentation requirement for all theses.

Office of International Programs

- The OIP Study Abroad and International Student and Scholar Services (ISSS) teams have developed new programs and refined existing ones to provide more effective opportunities for international learning on and off campus. The OIP supported a wide range of faculty initiatives, student and faculty travel, university events, student organizations and curriculum development opportunities. The Study Abroad team sent a record-setting 1,218 students to locations all around the globe. Application numbers continued to grow as Terra Dotta, the OIP’s new online system, made the application process easier. In the most recent edition of Open Doors, JMU, as a master’s level institution, placed 16th in students studying abroad in long-term programs and 4th in the number of students studying abroad for a short-term period, moved up to 6th in semester-long programs, and once again ranked 2nd in total number of students studying abroad. International Student and Scholar Services (ISSS) welcomed a record number of 576 international students and continued to broaden its services to them and to international faculty and scholars on campus. Of the number of international students, 131 were International Study Center (ISC) students (the ones enrolled in the Study Group program); 160 were ISC completers in the undergraduate program (undergraduates who completed the Study Group program); and 285 were direct enrollees (students who came directly into the university without going through Study Group). ISSS has a full-time staff of six, who worked together to promote international student success.

- Once on campus, international students could participate in Conversation Partners (90 students in 52 partnerships) and/or the LIFE program, which pairs international students with domestic students and/or local families (35 international students and 28 families) in an effort to increase satisfaction among international students.

- The OIP Council has been formed and has embarked on creating a strategic plan for comprehensive internationalization for the university.

Student Success Programs

- Of greatest significance for the Student Success Programs area was the completion of and relocation into the new Student Success Center during summer 2014. After nearly 10 years of speculation, planning, construction, and renovation, the 252,000 square foot facility opened to accolades and high utilization as soon as it was opened.

- Together, the Learning Centers served more than 24,000 students, faculty, and staff.

- The Centers offered tutor education classes and trained and mentored 140 undergraduate and graduate peer educators.

- Learning Center faculty taught classes in nine disciplines.

- Peer-Assisted Study Sessions (PASS, aka Supplemental Instruction) expanded the number of supported courses by 14%; student participation increased 25% from the previous year.
- Digital Communication Consulting (DigiComm) offered open consulting and embedded peer educators within 19 sections of Biology, Communication, Education, Engineering, History, and WRTC. The Communication Center added support for Information Literacy and developed a series of workshops and speech contests.
- The UWC created a faculty liaison position to support writing in the College of Health & Behavioral Science. The Writing Center also hosted the Mid-Atlantic Writing Centers Association Conference for nearly 300 attendees.

### Libraries and Educational Technologies

- Launched the MADLab program, which provides peer-to-peer instruction to students in the use of various media production tools, including iMovie and Photoshop, and instruction in using DSLRs for filmmaking, using Media Resources equipment, creating professional head shots, digital portfolio creation, and more.
- Completed pilot phase of the PEERS program (Peer Reference Service). PEERS student assistants provide peer reference service in the evenings to students on any topic desired. Funding is being provided for three years from the LET foundation funds. An article on this program appeared in the Breeze on March 30, 2015.
- Continued to publish and highlight scholarly work of campus through JMU Scholarly Commons. Collections added this year include Electronic Theses and Dissertations (ETDs), 2012 Photon Conference, new issues of the James Madison Undergraduate Research Journal and Madison Historical Review, papers from the MADRush Undergraduate Research Conference, Bethlehem Stone Church Collection, Yearbooks, Old Commonwealth, and faculty publications. This important JMU resource allows our JMU Scholars to engage on a global scale, and enables the sharing of scholarship that includes everything from papers, presentations, data sets, images, and multimedia items to peer-reviewed campus publications.
- Partnered with CFI to support the CAL-sponsored Digital Humanities and Social Sciences Institute. This is a six-week institute conducted during the fall semester. Faculty participants from CAL employed digital humanities practices and tools to create a digital assignment for one or their classes.
- Created the Madison Academic Library Associates (MALA) cross-departmental program to offer graduate students an opportunity to learn innovative ways to make rich library resources more visible to JMU faculty and students and to the local community by leveraging the combine expertise of librarians, technologists, and academic departments. Selected the first cohort of graduate assistants, who will enter the program in August 2015.
- Continued strategic connection through library instruction program to the General Education program through the Madison Research Essentials Toolkit and the high-stakes Madison Research Essential Skills Test.

### Academic Development

- Center for Faculty Innovation (CFI)
  - EPIC – Enhanced Pedagogy through Innovative Classrooms. In collaboration with the Center for Instructional Technology (CIT) and the Student Success Center (SSC), the Teaching Area has been integral in the selection, development, staffing, and management of the 8 EPIC classrooms located in the new SSC.
  - New Faculty Academy - fulfills and embodies the Center’s commitment to comprehensive faculty development built on faculty peer empowerment. NFA recognizes that for faculty to model and create engaged learning experiences for students, faculty themselves need the protected and supported space to reflect on how their own career plan and professional development connect with JMU’s character and defining commitments.
- Academic Policy and Curriculum Development (APCD) - Successfully applied to the National Council – State Authorization Reciprocity Agreement organization in cooperation with JMU’s Outreach and Engagement thus securing reciprocity for offering online programs with participating sites.

Included on this page...

- Libraries and Educational Technologies launched the MADLab program, which provides peer-to-peer instruction to students in the use of various media production tools, including iMovie and Photoshop, and instruction in using DSLRs for filmmaking, etc.
- EPIC – Enhanced Pedagogy through Innovative Classrooms – spaces were introduced in the new Student Success Center in cooperation with CIT.
Research and Scholarship

- Research Development and Promotion (Research and Scholarship) focused its research development efforts in two strategic areas, industrial hemp and veteran student success, and identified research and funding opportunities for both of these topics and coordinated faculty for proposal development.

Access and Enrollment Management

- Complete program review of Office of Environmental Stewardship and Sustainability. Student Access and Inclusion completed the following survey and assessment:
  - Senior Exit Survey: Administered for the second time in Spring 2014 and will administer again in Spring 2015. - Added additional questions to Senior Exit Survey as recommended by Center for Assessment & Research Studies consultant to obtain climate related issues such as attitudes toward belonging and inclusion at JMU.
  - Community Service Assessment: Administered to gauge if performing community service is making any lifelong changes in Centennial Scholar student behaviors. Research shows that students who are engaged in their school/community environment tend to prosper and progress to graduation. JMU Belonging & Leadership: This is incorporated at the end of the GA Mentor Evaluations during the Fall and Spring semesters.

Administration and Finance

Budget Management

- In collaboration with University Planning, coordinated the completion of the University’s 2015 Six-Year Financial Plan for 2016-2022.
- Coordinated the university’s 2015-16 state operating and capital requests. Coordinated the internal budget development process for FY 2015-16.

Other Financial Information

- The university’s executive management team was able to minimize the impact of a 4.2 percent state budget reduction or $3.1 million loss in general funds that was implemented in October 2014.
- The Board of Visitors approved the University’s FY 2015-16 $523.8 million operating budget. (Education & General, Auxiliary Enterprises, Financial Aid and Sponsored Programs) The total change from FY 2014-15 was $21.4 million or 4.3%.
- While the net general fund change was negative from FY 2014-15, the approved 2015-16 state budget included the following new general funds for JMU: $1.7 million for operation support/enrollment growth, $865,269 for faculty salaries and $100,000 for financial aid.
- The approved 2015-16 state budget included a 2% salary increase for faculty, Administrative and Professional (AP) faculty and classified employees dependent upon year-end 2014-15 state revenues.
- The 2015 General Assembly approved the following capital projects and equipment which included the following: $5.0 million blanket property acquisition, $5.0 ($2.8 million general funds and $2.2 million non-general funds) for the purchase of the Resource Recovery Facility, $24.5 million in general funds to renovate Madison Hall and $8.0 million in equipment for the College of Health and Behavioral Sciences capital project.

Business Services

Bookstore

- Text Rental Program saved the JMU students over $2,000,000.
- Used Text Books saved the JMU student over $300,000
- Textbooks bought back, paid out to students; over $362,000
- Donated a total of $20,000 in scholarships to 115 students.

Dining Services

Included on this page...

- Access and Enrollment Management administered the Community Service Assessment to gauge if performing community service is making any lifelong changes in Centennial Scholar student behaviors.
- While the net general fund change was negative from FY 2014-15, the approved 2015-16 state budget included the following new general funds for JMU: $1.7 million for operation support/enrollment growth, $865,269 for faculty salaries and $100,000 for financial aid.
- Successfully expanded dining locations to include 5 new venues for student and campus dining. 3 located in Student Success Center- Bistro 1908, Dunkin Donuts, and Grace Street Market. All with high student satisfaction.
- Launched the Starbucks Mobile truck to provide services in underserviced areas of campus. Truck was the first of its kind anywhere in the country and only one of three the corporation piloted. The truck received national attention for James Madison University
- Introduction of second Dunkin Donuts location at Top Dog Café.
- Launched new catering guide that expanded healthy, local/ seasonal, and sustainable options
- Expanded meal plan program by extending meal equivalency at Market One for Breakfast
- Increased overall meal plan participation to 13,762, which was up from Fall 2013 participation of 13,494.
- Partnered with JMU Football to revise team meals and align with program goals through the use of Bistro 1908 for pre-game meals and the additional of Friday night and Sunday victory meals. Ensuring dining services is supporting the program as well as assisting coaches in building community
- Successfully provided both team meals, campus department meals and concessions for national football playoffs. Served Football team and families on Thanksgiving Day.
- Provided additional and upgraded options for lunch when corporate recruiters are programing on campus at Bistro 1908. Supporting the university mission to ensure students have the best opportunities for job placement
- Launched "Fit Fridays" program at D-hall. Highlight benefits of superfoods and healthy options available to students.
- Worked with the Earth Club to reduce the use of plastic bags used in the food courts
- Created new partnership with Papa John's pizza at Concessions which resulted in additional sponsorship to the university
- Supported and successfully transitioned the campus from the exclusive Coke contract to the new provider Pepsi. Converting all fountain, bottle and vending in several weeks with many locations converting in a 24-hour timeframe. Supported communication to students to ensure high student satisfaction.
- Introduced new Mexican and expanded all day breakfast food offerings at Festival food court
- Upgraded Campus Dish Website
- Increased Instagram follower by 700 and continued to expanded followers in both Facebook and Twitter
- Expanded use of ARAMARK's Voice of the Customer feedback platform that provides managers and customer real time feedback and response
- To support the 75th anniversary of Carrier Library, Dining services featured several promotions including a special Starbucks beverage that selected by former university presidents Carrier and Rose. A tasting was done for each of the Presidents with the Carrier library committee and offered the week of the celebration.

People
- Introduced new college graduate onboarding program. Accelerate to Leadership (A2L), Aramark’s leadership development program, is designed to help new college graduates build operational and leadership skills essential to their career advancement. A2L equips our new graduate hires with the tools to successfully navigate the many diverse areas of business at Aramark. They are given the opportunity to enrich and nourish lives in the communities we serve through hands-on, meaningful management experiences.
- The Aramark Externship Program is a unique program that has assisted the JMU HTM Program in expanding resources without additional funding as well as differentiates the JMU HTM program from all others. It has enriched the students’ campus experience and increased placement rates for graduates.
- In addition, many of the Externs extend their employment with Aramark past their Externship and are eligible for promotional opportunities within JMU Dining Services. To date, 135 Externs have extended their employment past the initial Externship and remained as Student Employees in our Locations, a 24% retention rate.
• Over 800 front line associates were training in ARAMARK's Food Safety Certification
• W.E.S.T. Customer training was successfully completed by all 1,100 front line associates and managers
• Ongoing training for management and supervisors includes PRIMA training, national brands, Diversity and Inclusion, Business Conduct, Customer Service, Food Production Process, Talent Management and Development, Serv Safe, TIPS and other job specific training ongoing.
• We continue to leverage Encore! Encore! as our recognition and appreciation platform. Encore! Encore! provides one consistent approach to year-round recognition, reinforcing and rewarding employees who live our mission to deliver experiences that enrich and nourish lives, as well as our values of selling and serving with passion and always operating with integrity and respect.
• Global Employee Appreciation Day: On April 9, we recognized and celebrated the hard work and commitment of our 270,000 associates, who enrich and nourish the lives of ours clients and consumers in 22 nations. It was a day to salute our people for “dreaming and doing” and for their willingness to live all of our Aramark values while providing award-winning services wherever people learn, work, play, or heal.

Sustainability
• Expanded Front of House composting program to Top Dog and PC Dukes Ensured new Pepsi agreement included compostable paper products Expanded Back of House composting to all football games
• Launched new standard signage and updated compost bins to ensure alignment with university signage
• Each year we have multiple farm-to-fork themed meals. Typically, each station in the residential dining facilities features at least one local farm and, often times, the farmers who provided the products are brought in to talk with the students.
• Earth Week is celebrated in the dining halls by focusing meals on sustainability, seasonality and local foods. There is also a focus on student education and outreach toward their environmental impacts from food consumption.
• We created a local foods map showcasing sourcing from local farms.
• We partnered with the following new local resources:
  o Local Food Hub Grayson Natural Farms
  o We have a composting program, with 1,423 pounds of food waste being composted from 2010-2014.
  o We participate in The Harvest Program, a food donation program that serves the community.
  o We strive to make every event on campus a low waste event by “manning the bins” and creating effective signage for the waste bin stations. The organic waste from these events are weighed, logged and composted.
  o In 2014, ALL Higher Education locations transitioned to Cage-Free Shell Eggs.
  o Our DiningStyles survey score focusing on sustainability and environmental impact increased by .02 points over prior year.
    ▪ JMU's Real Food score for Dining Services has risen to 20.3%.
    ▪ Dining Services is now at 20% of its purchases being local.
    ▪ Ranked 77th overall for RecycleMania, up from 164th prior year, 40th in food service organics.
    ▪ 387 tons of waste were composted and 1,376 tons were recycled this year.
    ▪ Achieved Marine Stewardship Council certification

Included on this page...
• Dining Services celebrated Global Employee Appreciation Day on April 9 saluting our people for “dreaming and doing” and for their willingness to live all of our Aramark values while providing award-winning services wherever people learn, work, play, or heal.

Engineering and Construction
• Engineering Project Management – Successfully managed 107 projects, a value of $15.8 million.
• Energy Conservation and Sustainability – Documented Facilities energy conservation efforts, managed installation of energy metering, manage grants for stream restoration and transportation, and Story map.
• Utility Location - Located, documented and mapped University owned underground utilities for all university endeavors that penetrate the ground. Stormwater - Provided Erosion and sediment control inspections for all university construction projects, provided stormwater and ESC drawing reviews and approvals. Managed MS4 Program required activities.
Autocad and Building Archives – Provided documentation for Utility locate tickets, produced drawings for permit for Engineering and other University departments, provided access and digital/paper copies of University buildings and infrastructure for consultants.


Facilities Planning & Construction has successfully managed the design of the University Services Annex, Madison Hall Renovation, the Mason Street Parking Deck, the new Dining Hall, and coordinated campus efforts related to the future Madison Hotel project. The department also managed the design and construction of the Phase 2 Steam Line project, Newman Lake Dam Repair, Grace Street Student Housing, the UREC Expansion, and Health & Human Services Building. Concurrently the warranty processes were managed for Duke Hall Renovation, Event Parking, Student Success Center, and Student Health Center.

Procurement

- Procurement Services continued to participate in outreach events and provide one-on-one assistance to university suppliers. For FY15 the university had a 44% total SWaM goal, and is on track to achieve approximately 52% total, as well as to meet or exceed every individual category goal.
- JMU Contract Vendor Showcase, Contract Administration Training, ABC's of Procurement Training, specific meetings with IT, Madison Collaborative, Library, Finance, Facilities and FF&E project meetings were initiated, coordinated and held during this FY to meet our outreach objective. A survey to gauge Procurement customer service efforts was also sent to high volume campus users to gain insight on potential improvement areas.
- Supply Room mandatory contract was signed and implemented.
- Assisted the Associate Vice President for Business Services in awarding the dining services contract to ARAMARK. Over the twenty-year life of the contract, the total return to the university will be over $622,000,000.

Space Management

- 216 managed and leased properties
- Purchased 8 properties for $5.7 million. These properties included 64 acres and 12,440sq ft. including East Grace Street, South Mason Street, Chesapeake Avenue and an alley
- Drafted and executed 12 easements on behalf of university Demolished 5 buildings
- Moved 43 departments or parts of departments
- Met SCHEV standards for classroom and lab utilization for 30 YEARS in a row!

Finance

- Met the Virginia Higher Education Financial Management Standards for fiscal year 2015. JMU has met the standards every year since their inception in 1987.
- Implemented tuition differential for the College of Business.
- Human Resources, Information Technology and Payroll implemented E-Par.
- Evaluated and selected a process for automating timekeeping for wage and student workers.
- Led the task force to standardize Athletic Financial Reporting across all the schools in Virginia. Coordinated the campus efficiency review conducted by Censeo.

Human Resources, Training and Development

- A request for proposal (RFP) was administered to seek discounted Identity Theft Protection services for employees. Competitive bids were received and the contract was awarded to Legal Shield who offered reasonably priced and multi-tier services designed to protect JMU employees.
The Compensation Advisory Council moved into its second year of operation (the first year being a partial year). The group advised the vice presidents regarding campus climate and an instructional faculty salary equity plan. Administrative decisions were finalized regarding council membership.

The Governor updated the guidelines associated with the completion of mandatory conflict-of-interest disclosure statements by employees. The list of impacted employees was reviewed and approved by each vice president and, for the first time, the process was administered twice over the course of the year.

Based on a request from Mr. Alger, University Policy Committee procedures were enhanced to include greater transparency and a mechanism for obtaining feedback from key stakeholder groups.

The Career, Communities, Connections Program was launched as JMU’s dual career program that served many families by providing them with career services and connections in the community.

New faculty can complete orientation online, which is more convenient and saves time.

The HR Consultants have been certified as mediators and HR has advertised this service to the campus community.

Twenty-nine new workshops and series were added to the Training & Development 2014/2015 staff training options.

**Information Technology**

- In the fall of 2014, JMU Information Technology, along with law enforcement and outside security consultants, investigated an incident of unauthorized access to JMU technology resources. Regrettably, in December, the investigation showed evidence that an electronic file containing information including name, address, SSN, and other information for approximately 2,800 current and former employees was accessed during the incident. JMU provided access to identity theft protection services for these individuals. IT continues to work to further strengthen our network security and more proactively defend against the constant and increasingly sophisticated threats JMU and other universities across the nation face.

- In February of 2015, JMU entered into a contract with Apogee Telecom, Inc. for them to provide wired and wireless network services in all of the JMU Residence halls. Installation work will be completed and tested before the start of the fall 2015 semester. Apogee provides this service to over 70 other colleges and universities and can provide better service at a cheaper cost that JMU IT can provide.

- JMU Information Technology in conjunction with other departments on campus rolled out Mobile MyMadison which allows students to use and complete many MyMadison features and transactions from a mobile device such as a smart phone or tablet computer. IT also worked with Human Resources and Payroll to offer mobile functionality within MyMadison for faculty and staff.

**Intercollegiate Athletics**

- JMU Athletics had an outstanding year as represented by:
  - 3 CAA Regular Season Titles
  - 3 CAA Tournament Championships 6 Teams in National Polls
  - 8 Teams in Postseason Competition
  - 11 Teams Improved Winning Percentage (of 13) 14 Major CAA Season Awards

- Additional highlights for player and coach achievement as recognized by the CAA/ECAC/VASID includes:
  - All-Americans: 4
  - ECAC Coach of the Year: 1
  - ECAC post season qualifiers: 38 NCAA individual team qualifiers: 6 VASID player of the year: 4
  - VASID all-state: 32 VASID Coach of the Year: 3
  - CAA All Academic Team: 11 CAA All-Tournament: 14 CAA All-Rookie Team: 4 Scholar Athlete of the Year: 2
Public Safety
- During this term, the Department purchased and implemented the PowerDMS system to allow the Administration to streamline several functions within the department, such as, policy review and signoff, training, and accreditation. Patrol officers continue to gain experience navigating and using the system.

Risk Management:
- Developed the Grace Street Student Housing Emergency Evacuation Plan.
- Managed the loss recovery plan for JMU’s cyber breach.
- Developed a program to assure safe fire egress in all campus buildings in accordance with revised code requirements.
- Developed protocols to assure all new equipment purchases comply with revised regulatory requirement for certification by an approved testing facility.
- Provided guidance and oversight of the University’s Small Quantity Generator Hazardous Waste Program to ensure compliance and coordinated hazardous waste removals from academic areas. The program was audited by the Virginia Department of Environmental Quality in July 2014 and was found to be in compliance with no observations or citations issued.
- Increased business class building inspection frequency from twice a year to three times a year.
- Help develop a safety program for the Art, Design and Art History programs that moved into the newly renovated Studio Center.

Student Affairs and University Planning
- PLA - the Presidential Leadership Academy had evolved into a very unique and impactful program that allows student leaders to be in close contact with the various areas of the University and their staff in an effort to help the students become even more effective student leaders.

Student Life
Office of Residence Life
- The NO MORE sexual assault awareness campaign to JMU, including:
  - PSA video that featured President Alger and other members of the JMU Community: https://www.youtube.com/watch?v=L7HoCwSyvJY
  - Corresponding T-shirt for staff to wear throughout the year
  - Mirror clings with resources that were posted in residence hall bathrooms
- Presented 2,040 hall programs, including:
  - 54 alcohol and drug education programs
  - 54 sexual assault education programs
  - 53 safety and security programs
  - 308 multicultural programs
  - 315 academic programs for first-year students
  - 61 programs involving JMU faculty members
  - 50 community service programs
- Total student attendance at ORL programs – 46,768
- Facilitated campus wide "Brick Wall" alcohol education program. Over 350 students completed bricks.
- Hosted the "Clothesline Project" sexual assault awareness program. Over 900 shirts have been created through this program.
- UDAP - this great customer service program, developed by former President Linwood Rose when he was a staff member in Residence Life, allows us to create a win-win situation with students and the various utility companies in town in greatly reducing the need for high deposits for off-campus students

Multicultural Awareness and Student Health
Counseling Center (CC)
- Continued the specialized treatment programs launched in spring 2013, You’ve Got This! and #tacklinganxiety. These programs are designed to assist JMU students in increasing resiliency skills & reducing anxiety symptoms. Since their implementation, these programs have been instrumental in providing JMU
students with access to high-quality, effective and efficient clinical services. In the past three semesters, the Counseling Center has referred 550 students to 74 treatment program workshops and an additional 200 students to the online modules.

University Health Center (UHC)
- The General Medicine area of the UHC conducted 30,756 medical consultation and care visits for students, up from 28,476 the previous year.

Center for Multicultural Student Services (CMSS)
- Implemented the Diversity Excellence Education Program (D.E.E.P. Impact). The program is designed to influence meaningful change in the JMU campus community through the development of programs and services that heighten awareness, increase knowledge as well as celebrate the value of diversity in all forms. D.E.E.P. Impact also focuses on promoting inclusion, advocacy and respect in order to equip students with the cultural capacity to change and shape the world. Nine D.E.E.P. Diversity Dialogues were held this year with 445 participants.
- The 2015 MLK Celebration Week included a keynote address by Dr. Marc Morial, President of the National Urban League.

University Recreation (UREC)
- In the first full year of operation, the TEAM Challenge Course provided over 100 programs for students and the community.
- Designed and piloted Bike, Pedestrian and Skateboard Safety Module into the GEN ED HLTH 100 Course.

Student Success
Community Service-Learning
- The CS-L Alternative Break Program (ABP) was recognized by Break Away as the fifth largest program in the nation with a total of 44 trips and 518 JMU students and 44 faculty and staff learning partners. Trips were offered at Thanksgiving, Winter, Spring and May breaks and on weekends. Each break experience consists of 10-12 team members. Two students develop and co-lead each team. They are prepared for these leadership responsibilities by participating in a fifteen-week leadership training program. Each break team also includes a faculty/staff Learning Partner who helps make connections between the service experience and their academic discipline and life experiences. These JMU service teams partnered with 41 different communities in the US, Caribbean and Central and South America. The JMU program is the only program to be selected twice as the national program of the Year by Break Away, the national Alternative Break organization (1999 and 2009).

Office of Disability Services
- The Office of Disability Services expanded its capacity to support students with Accessible Media and alternative formats. New and improved capacity to caption videos, to create Brailed materials, tactile graphics, and described videos make the academic experience more accessible for students with hearing and vision impairments. Concurrently, the investment by ODS and faculty in consultations ensure that materials are of high quality for students.

Orientation
- The Orientation Office continues to implement quality programs that support students and families in their transition to Madison, emphasizes the academic mission of the university and aids in student retention.
  - 2014 First year Summer Springboard (12 days) 4,361 students, 6,509 guests = 10,870 total
  - 2014 December Transfer Orientation (1 day) 206 students, 176 guests = 382 total
  - 2015 Transfer Summer Springboard (4 days) 633 students, 632 guests = 1,265 total
**University Planning and Analysis**

- University Planning oversaw the creation of 40 key performance measures for the university's strategic plan, The Madison Plan, which will help ensure the accountability and quality of the plan and, by extension, its related programs. In addition to the measures, University Planning is also leading the Performance Measures Review Team to assist in monitoring the measures.

- University Studies and University Planning teamed to form the Academic Advising Advisory Board with a mission to make best-practice-founded recommendations that contribute to the overall effectiveness of undergraduate academic advising at JMU. We’re confident that the Board will help grow the quality of advising long-term.

**Career and Academic Planning (CAP)**

- Career and Academic Planning's two-day Career and Internship Fair held each fall and spring was full to capacity, hosting 160 unique employers each semester. Forty-nine percent of those employers attending fairs are looking for ALL majors, and new strategies were used to help students understand which employers they should target based on their academic discipline.

- With leadership from Tracy Hakala, Career and Academic Planning created new approaches to help major changers with high needs leading up to November enrollment. Proactive efforts included creating a "Donuts, Declarations and Decisions" program offering a fun environment and stations with decision-making activities.

- Career and Academic Planning created a telephone and email "Hotline," promoted to all freshmen, to accommodate the large volume of questions that arise as students begin the enrollment process. For the period from May 26-June 26, 407 emails or phone calls were received, which were typically addressed immediately or within one hour.

- With leadership from Nina Stensby-Hurst, Career and Academic Planning launched the web-based Career Outcomes Module to expand available data on student employment and post-graduation plans. This was a significant move to help academic departments and JMU with useful information. According to information gathered by early July 2015, JMU graduates from May/Summer 2015 are pursuing the following:
  - 37% Employed in jobs or internships
  - 35% Attending graduate/professional school
  - 24% Seeking employment
  - 4% Not seeking employment
  - 72% of our recent graduates are employed or in Graduate School

**Office of Institutional Research (OIR)**

- University Planning and the Office of Institutional Research oversaw the research, development, implementation and training related to the new JMU STAR Tool, which makes the university's strategic planning process more accessible, clear and easier to manage.

**University Advancement**

MADISON TRUST - A Fusion of Donors and Ideas. The new MADISON TRUST was launched inspiring 56 submissions of innovative proposals by faculty and staff and inviting a panel of donors to hear pitches and make direct philanthropic investments to support ideas. Nearly $170,000 was invested from a dozen donors to fund 11 innovative proposals from faculty and staff across campus.
Section 2 Madison Collaborative

Madison Collaborative

- The Madison Collaborative (leadership, faculty fellows and staff) made significant progress in moving forward this initiative during the past year. Their accomplishments included:
  - Increasing faculty and staff interest and participation in the Madison Collaborative by providing five Core Introduction to the Eight Key Questions workshops for faculty and staff, hosting monthly Coffee and Conversation events to introduce faculty and staff, especially those new to the university, to the Madison Collaborative, and collaborating with CFI on an ethical reasoning focused jmUDesign experience.
  - Increasing student awareness of the Madison Collaborative and the Eight Key Questions by delivering It’s Complicated to 4000+ entering first year students; providing training in the Eight Key Questions and It’s Complicated to FROGs (250+ students), CS-L Staff and Alternative Break leaders (70+ students) and UPB leaders (10 students); providing workshops at the International Student Leadership conference (200+ students) and on the Charlie Hebdo related case to 40+ students; co-sponsoring a student public debate on “ethics can be taught”; and doing numerous guest lectures in classes.
  - Conducting and supporting ethical reasoning related assessment, research and scholarship including pre and post assessment of student learning outcomes and awarding research and innovation grants.
  - Piloting the Madison Collaborative Interactive, which includes content developed by faculty and MC staff, with approximately 2000 students in three classes.
  - Increasing community involvement by co-hosting two “Ethics Slams” in collaboration with the Rotary Club, Fairfield Center and the JMU Graduate Student Association, being recognized as a best practice by the Character Clearinghouse website at Florida State University.
  - Increasing student awareness of the Madison Collaborative and the Eight Key Questions by delivering It’s Complicated to 4000+ entering first year students; providing training in the Eight Key Questions and It’s Complicated to FROGs (250+ students), CS-L Staff and Alternative Break leaders (70+ students) and UPB leaders (10 students); providing workshops at the International Student Leadership conference (200+ students) and on the Charlie Hebdo related case to 40+ students; co-sponsoring a student public debate on “ethics can be taught”; and doing numerous guest lectures in classes.

College of Arts and Letters

- Anthropology incorporated ethical questions/considerations into their student assessment essays.
- The Debate Team partnered with the Collaborative on a popular public debate, “Can Ethics be Taught?”
- WRTC’s required core course, “Language, Law and Ethics,” regularly uses the 8KQ.
- SMAD faculty worked with Bill Hawk after the attack on the French publication, Charlie Hebdo, and over 40 students attended a discussion about it as part of the weekly SMAD Connect series.
- Two POSC professors developed a new course on public service ethics as part of the Adult Degree Program.

College of Education

- Dr. Holly McCartney (CoE) was named and has been serving the university as a Madison Collaborative Fellow for 2014-2016.
- The Department of Military Science infused the 8KQs anchoring the Madison Collaborative within its ethical decision-focused curriculum used to instruct soldiers and cadets. LTC Showalter has recommended use of the 8KQs to his counterparts in all 275 ROTC programs in the nation.
- Discussion of ethical dilemmas was one of the issues emphasized at the February 9, 2015 conference commemorating the 50th Anniversary of the Vietnam War sponsored by the Department of Military Science.
- At the November 2014 meeting of the International Conference on Arts, Education, and Contemporary Studies in Pondicherry, India, Dr. Smita Mathur addressed the 8KQs as a key theme of the paper she presented: “Exploring Ethical Reasoning Among Pre-Service Elementary Teachers at James Madison University: A Case Study Analysis.”
- Dr. Michele Estes and Dr. Rich Ingram received an internal CoE grant ($3200) to serve as editors-at-large for an Ethical Reasoning Casebook published through EDUC Libraries.
• Amanda Sawyer, with the assistance of Barbara Franklin and Holly McCartney, created a classroom case study activity for the MSME 571M course that focused on having the students experience using case studies to develop their ethical reasoning skills via the Eight Key Questions within the context of difficult issues that secondary candidates may face while student teaching.
• Dana Haraway introduced the "It's Complicated" materials in her MSSE 630 course and in her EDUC 401

College of Health and Behavioral Studies

• During summer 2013, Psychology, Sociology, and Cluster 5 hosted a one-day workshop on integrating the 8 Key Questions into Cluster 5 courses. As a result of this workshop, several faculty have integrated these 8 Key Questions into their classrooms. Last Fall Psychology faculty presented their work on this topic at a national teaching conference.
• The Department of Communication Sciences and Disorders has two classes at the undergraduate level designated to include the Madison Collaborative (CSD 470 and CSD 471, clinical courses for AUD and SLP seniors).
• During the past year in the Department of Social Work, the instructors of the IPE 415 course Ethical Decision-making in Health Care updated lectures to include materials from the 8 Key Questions
• Within the Department of Nursing, the BSN program has incorporated the 8 Key Questions in a variety of ways throughout the program’s curriculum
  o As part of the first semester nursing student orientation, the 8KQ are reviewed and the complexities of making ethical decisions within a professional context are introduced
  o During the second semester of the profession-specific curriculum, students spend several weeks reviewing and discussing ethical theories, the profession’s code of ethics, and the 8 Key Questions.
  o In the final semester of the nursing curriculum, students begin their transition to the professional-nurse role by completing nearly 300 hours in clinical rotations. Clinical instructors and professional nurses supervise these hours and are taught to include the 8 Key Questions during instruction.
• The Interprofessional Faculty Committee (NSG, CSD, Grad Psych) created a shared module across an interprofessional course that met an IPE competency on “Values/Ethics” in Interprofessional Clinical Practice.
• Within the Department of Health Sciences, the 8 Key Questions were incorporated into various courses:
  HTH 354 - US and Global Health Care Systems
  HTH 230 - Community Health.
  ATEP 406, Organization and Administration in Athletic Training
  HTH 330 – Introduction to Human Disease
  HTH 423 – Ethics and Critical Thinking in Healthcare
  PA 643 – Values in Primary Care, a medical ethics course

College of Integrated Science and Engineering

• Amanda Biesecker who co-lead an Ethical Reasoning Scholarship workshop at the May Symposium, along with receiving an internal grant to develop an NSF proposal on ethics instruction in the sciences; ISAT faculty member David McGraw gave a number of workshops on ethical reasoning and serves on the Ethical Reasoning Council
• Computer Science launched a new course entitled Societal and Ethical Issues in Computing

College of Science and Mathematics

• Drs. Rife, Enke and Doyle added a biotechnology ethics discussion following the Madison Collaborative guidelines into all the BIO 214 lab sections (25 sections) focusing on the ethics of cloning with all the Eight Key questions being incorporated into the class discussion.
• Ms. Cindy Keams creating exercises in her lecture course that encourage discussion of ethics in resource use/abuse and environmental concerns.
Dr. Eric Pyle has incorporated Madison Collaborative key practices in his GEOL 477 class, in conjunction with discussions of environmental ethics.

Dr. St. John addresses The Madison Collaborative goal of Ethical Reasoning in Action directly through a writing project in her general education class, GEOL 115 Earth Systems and Climate Change, in which students are tasked with writing an editorial to persuade a general audience about a climate change topic important to them.

The library liaison for physics, Yasmeen Shorish, has been working with Harold Butner for several years developing the content of the junior and senior seminar course. This year we added in the examination of several case studies where students were asked to discuss how to navigate a path through these ethically nebulous situations and arrive at a proposed solution.

**College of Visual and Performing Arts**

- CVPA and all units within strive to prepare artists who use ethical reasoning to resolve issues in their art, designs, research, writing, performance, teaching, and personal lives. CVPA has two lead faculty from each school serving as champions of the Madison Collaborative.
- The Eight Key Questions were incorporated into ten CVPA classes during the 2014 – 2015 academic year and are planned to be incorporated into an additional ten during the 2015 – 2016 academic year. In addition, the Marching Royal Dukes have begun to use components of the Eight Key Questions in dealing with ethical issues within the ensemble, museum interns are exposed to the Eight Key Questions in their work with curation and exhibition, and the School of Art, Design and Art History will sponsor a “friendly debate” concerning ethical issues raised in contemporary art this coming year.

**University Programs**

- The first official Madison Collaborative Report documenting the results of assessment of student learning related to ethical reasoning was published in August 2014. It demonstrated that the fall 2013 cohort of students (i.e., the first receiving ethical reasoning programming from JMU) were performing slightly, but statistically better, than earlier cohorts that did not receive ethical reasoning programming. For the Ethical Reasoning Identification Test the difference was 472 (no program intervention) to 500 (program intervention). On the ethical reasoning rubric, those with no program intervention scored a 0.8 out of 4, which translates to slightly below marginal. Those with some intervention scored a 1.1 or slightly above marginal. As the Madison Collaborative matures and more faculty and students become involved, we expect to see larger gains. By 2020 we endeavor for the typical JMU student to score a 2 (i.e., Good) or better on the ethical reasoning rubric.

**Office of International Programs**

- For this 15th year of the International Student Leadership Conference, the OIP’s International Student and Scholar Services, in partnership with Eastern Mennonite University, brought together nearly 200 international students from more than 60 countries studying at 18 institutions across the United States. This year’s conference theme – “Right? Wrong? Ethical?” – built upon the campus-wide emphasis on questions of ethical importance.

**The Graduate School**

- The Graduate School and The Graduate Student Association have initiated a partnership with The Madison Collaborative to foster graduate student participation in various MC related programs.

**Libraries and Educational Technologies**

- Provided a platform and built a web site to host the Madison Collaborative Interactive.
- Expanded the types of publications it makes available on the open-source platform through a partnership with the College of Education to facilitate the publication of a series of Ethical Case Studies. These case studies are based on the 8 Key Questions.

Included on this page...

- The first official Madison Collaborative Report documenting the results of assessment of student learning related to ethical reasoning was published in.
- The Graduate School and The Graduate Student Association have initiated a partnership with The Madison Collaborative to foster graduate student participation in various MC related programs.
- Developed and customized internal Ethical Reasoning Workshops based on the Madison Collaborative’s “It’s Complicated” program for first year students with additional video and interactive discussion formats.

Student Affairs and University Planning

Multicultural Awareness and Student Health

University Health Center (UHC)
- Awarded an SAUP innovation grant for a program that incorporates ethical decision making, by the student, into the medical care process. The program uses shared decision making, education, and decision aids to engage students in the ethical use of antibiotics for respiratory tract infections. Evidence based education about the patient’s diagnosis, treatment options and the ethical use of antibiotics for respiratory tract infections will be offered in visual format at point of care.
- Through this program, students will increase knowledge regarding the ethical use of antibiotics, producing educated and enlightened citizens who promote antibiotic stewardship.

University Recreation (UREC)
- UREC staff trained all 350 UREC student employees in the use of the ‘Eight Key Questions’ to apply to their work and well as personal ethical challenges.

Center for Multicultural Student Services (CMSS)
- Prior to having speakers or artists come to campus, a staff member has a conversation with them about the possibility of incorporating the eight key questions for ethical reasoning into their performance. There have been instances where artists can use their shows to discuss issues around ethics and values. Specifically, the Def Poetry Jam performers for 2014, were able to talk about current social issues and trends in society using the 8 key questions. They incorporated them into poetry and spoken word. This program targets first year students and had at least 700 students in attendance.

Dean of Students / Student Life

University Unions
- Developed a number of programs and awards that support the Madison Collaborative and ethical decision making. The 8 key questions were used in the training of 160 student employees. Fraternity and Sorority Life created an Ethical Reasoning Award developed to recognize JMU chapters for their efforts.

Office of Student Accountability and Restorative Practices
- One of the OSARP sanctioned educational programs, Values in Action, incorporates the eight key questions. Values in Action is a two-session interactive workshop aimed at educating participants on ethical decision-making while encouraging them to set personal goals that will enhance their community engagement. The workshop’s goals are to make students more aware of their personal values and how these shape their decisions, to have students understand how their actions affect their community and how they can positively contribute to the university, and to motivate students to change poor choices and behavior patterns that could lead to a university policy violation.

Student Success
- Student Success Programs: As a part of the signage package for the Student Success Center, large plaques of the E8 Key Questions have been designed and permanently displayed in the 3rd Floor Corridor, adjacent to Career and Academic Planning and the Administrative Offices.

Community Service-Learning
- CSL staff and students engaged in Madison Collaborative training and scenarios during August training and fall retreats.
• Alternative Break Program student leaders were encouraged to utilize the 8 Key Questions for reflection and community meetings; these student leaders used to the 8 Key Questions to examine social issues for trip participants.
• The questions were also used in Federal Work Study assessment, problem-solving, and intervention sessions.

Office of Disability Services
• ODS supported the Madison Collaborative by weaving discussions of ethical reasoning into routine practices and discussions within the department.
• Sessions were developed for annual staff training to address the Ethical Reasoning program.

Orientation
• The Orientation Office partners with The Madison Collaborative to implement "It's complicated", a SAUP program developed to provide the foundational introduction to the Eight Key Questions. This program is required for all first-year (approximately 4,300) students and occurred on Thursday, August 21, 2014.
• Students were provided with a promotional bookmark in their Summer Springboard folder, which directed them to a website with instructions on how to prepare for the session. Once on campus, students were engaged in discussion by a faculty member utilizing the Eight Key Questions as a guide.

University Planning and Analysis
Career and Academic Planning (CAP)
• Career and Academic Planning updated the Freshman Advising Program to use the Madison Collaborative to frame discussions about the JMU Honor Code with new students during 1787 Advising Group Meetings. Advisors ask students to watch the Honor Code tutorial prior to returning to campus in August. Lori Pyle and Chris Campbell provided information during Freshman Advisor Training on how to understand Madison Collaborative concepts and apply them to the discussions.
Section 3 Community Engagement

Academic Affairs

College of Arts and Letters

- Paul Bogard (ENGL) developed a week of community events on light pollution through the Starry Night initiative.
- History faculty created audio podcasts of historic sites in Harrisonburg that enable community members and/or tourists to take a walking tour of the city on their mobile devices.
- All WRTC majors must complete a community-based learning course; partners for this course include The Collins Center, Shenandoah Living Archive, and the Community Health Center.
- Justice Studies’ Nelson Seminar students were research consultants at Second Home, Gemeinschaft, New Bridges, and Building Better Community.
- Terry Beitzel (JS) organized a ceremony attended by 300 people in the Festival Conference Center honoring the PAX Program with the Gandhi Center Community Service Award; made up of conscientious objectors, PAX members worked from 1951-1976 to help rebuild post-WWII Europe.
- SMAD hosted summer “jCamp,” a journalism camp for high school students.
- The 4th Annual Reel Change Film Festival is a collaboration among SMAD faculty, SMAD students, and campus and community partners (including Community Service Learning, the Gandhi Center, SCOM, English, WRTC, OIP, The Collins Center, Sierra Club of Virginia, Three Notch’d Brewing Co., and the Arts Council of the Valley). This year the festival was attended by approximately 450 people over five nights who watched and discussed films screened at the Court Square Theater in downtown Harrisonburg.

College of Business

- Hosted four CyberDay Programs serving over 150 students from more than 10 underrepresented middle schools and high schools, and hosted over 50 additional students in a summer CyberCity to introduce them to careers in computer information systems.
- Food drive in COB218 each semester (Blue Ridge Food Bank)
- Madison Investment Fund program for High Schoolers (April 2015)
- The International Business Program successfully organized the spring food drive on behalf of the COB Diversity Council (note: even though it is called a food drive, the main goal is to collect toiletries, cleaning products, etc.). These items were donated to the Massanutten Presbyterian Church. The students collected nearly twice as many items this year as last year.
- Students raised $20,000 for non-profits through the AdWords Campaign in the Google Online Marketing Challenge
- Josh Pate co-led several Adaptive Sports Day events for the local community and involved students in helping to organize and lead these events.
- School of Strategic Leadership Studies students must complete 100 hours of work within or for another organization outside SSLS. Students have worked in Blue Ridge Community College, Harrisonburg City Public Schools, Waynesboro Public Schools, and JMU College of Education.
- Karen Ford and Margaret Sloan continued their work with the Alliance for Nonprofit Partnerships- a JMU sponsored, community driven organization providing peer-to-peer support among local nonprofit organizations through facilitated events which foster resource sharing, collaboration, networking, and support.
- Center for Economic Education continued to deliver high quality programs for local schools and teachers and provide presentations and workshops at institutes and conferences.
- Shenandoah Valley Innovation Coalition provides a mechanism for sharing of information about community events and for participants to join efforts in fostering and promoting innovation and entrepreneurship in the Valley.
### College of Education

- Celebrating its 10th year on campus, the Career Development Academy (CDA) continues to serve over 300 adult, immigrants and refugees by providing leveled English classes, career readiness guidance, and cultural immersion experiences. CDA courses also provide valuable practicum experiences for teacher licensure candidates enrolled in our TESOL program.
- FIRST Lego League Robotics Tournament: Under direction of Nick Swayne, Virginia-DC FLL continued to be the largest program in the world with 652 teams registered this season. Virginia -DC -FLL earned 2 bids for the World Championship in St. Louis. Both of the Virginia teams earned awards and, for the first time ever, a Harrisonburg team was the top team in Virginia.
- Dr. Slykhuis’ collaboration with the JMU Center for Wind Energy, JMU faculty from Engineering, ISAT, Psychology, and Hospitality, as well as faculty from GMU, Virginia Tech and UVA on a 4VA funded project resulted in the development an elective course for students to take in the Spring of 2015 to learn how to plan and manage events, culminating in them leading a regional KidWind Challenge.
- The Augusta Partnership continues to be supported by our faculty member, Susan Barnes, and the teacher in residence, Kristi Peery. They have partnered to do site based delivery of course content as part of the partnership and are engaged in evaluating that model for efficacy.
- The Young Children’s Program (YCP) provided four spaces for three-year-old children being served by HCPS in their special education program for whom there were no placements for services. In exchange, HCPS provided us with a part-time Early Childhood Special Education teacher to support this model inclusive program.
- Drs. Estes and Ingram co-directed the fourth annual Brainstorm conference held at JMU (primarily) for teachers in the Shenandoah Valley. The theme of Brainstorm 2015 was Make and Take, alluding to the maker movement in K-12.
- Drs. Thall and Wilcox (LITE faculty) partnered with Merck to develop curriculum to be taught at Merck through Outreach and Engagement
- Dr. Wilcox, Dr. Noorie Brantmeier, Mr. Snow, Dr. Thall partnered with Booz, Allen, Hamilton, Target, Deloitte, C2 Technologies, FMP, Shentel, Accenture, Miller-Coors, Rockingham Memorial Hospital, Albemarle County Schools, Augusta County Schools, Craig Technologies, US Dept. of Defense, CACI, Christopher Newport University, SNAP Technologies, for the development of instructional materials through class projects, summer internships, and student job opportunities.
- Dr. Jane Thall and Drs. Julie and Ben Carr partnered with US Dept. of Veteran’s Affairs to assist in the development, delivery and evaluation of the online VALP Program (Veteran’s Affairs Aspiring Leaders Program).
- The 2014-15 (16th annual) SOL-focused Content/Teaching Academy (C/TA) directed by Dr. Slykhuis was very successful with an enrollment that exceeds the 450+ teachers and other professional educators who participated in 2013-14. This year’s sessions featured 13 week-long English, Exceptionalities, Physical Education, and STEM-related academies for teachers
- Microsoft Technology Enriched Instruction (TEI) workshops for higher education faculty: David Slykhuis facilitated TEI workshops in Thailand and Korea; MSME AUH Steve Purcell facilitated two workshops in India.
- STEM-Hub Network. Working Harrisonburg City Schools, CoE has created a STEM Hub Network that ties together a grassroots effort of teachers, administrators, and universities working on promoting K12 STEM education through mutual support.
- Michelle Cude (CoE) serves as the Executive Director of the Nasaruni Academy for Maasai Girls. She planned /conducted four US Board meetings, and helped to create a new website/social media connection as well as a new financial structure under the oversight of Horizons Learning Foundation 501(c)3.

### College of Health and Behavioral Studies

- Comprehensive Service Delivery in Rural Areas – Dr. Kipps Vaughan and Dr. Trice, of the Department of Graduate Psychology, serve on an inter-professional advisory committee to support services to Page County through the Health Place. Dr. Kipps Vaughan provides direct service one day each week to the children and
families in the county. Our graduate students participate as needed to fulfill specific practicum requirements. In addition, Dr. Gilligan and Kipps Vaughan collaborate each year with Healthy Families of Page and Shenandoah County.

- **Cultivating the Globally Sustainable Self: Summit Series on Transformative Teaching, Training, and Learning in Research and Practice** This three+ year event brings an extraordinary array of local, regional, national, and international scholars, educators, students, and leaders from four stakeholder groups: 1) Change Agent Organizations / Movements across five primary areas of emphasis (conflict resolution, human rights, sustainability, global education, religious and cultural understanding); 2) Research Methodologists / Assessment Experts; 3) Scholars / Practitioners of the Self; and 4) Generalists with Expertise in Summit-Related Themes and/or Goals. This initiative culminated in over 30 research-to-practice projects that will be pursued through this university-wide initiative.

- The Counseling and Psychological Services (CAPS) program began a co-located educational model for Integrated Behavioral Health and Primary Care with Page Healthcare Associates/Page Memorial Hospital.

- CAPS also launched Neuropsychological/dementia screenings in Page County.

- In Harrisonburg, CAPS began a Parent Consultation Clinic as a partnership with the city schools and started a support group for parents who have children with Autism.

- The Office on Children and Youth (OCY) held the annual Teen Health Fair at Harrisonburg, East Rockingham and Broadway High Schools. Over the course of the three-day event thirty-five agencies and organizations engaged approximately 1,500 teens in activities and conversations about health.

- Two Centers within the Department of Kinesiology, Empowerment and Morrison-Bruce, combined to serve over 700 community participants through over 8,000 person-hours of work from JMU students and faculty from over eight different academic departments.

- The James Madison University Speech-Language-Hearing Applied Laboratory offers high impact educational experiences through observation for undergraduates, supervised training to the clinical SLP and AUD programs, and a potential ground to support both doctoral students and faculty research. New or continued collaborative relationships within the lab included:
  - Interprofessional preschool project (CSD, Grad Psych, Education) providing outreach to area preschools (particularly focused to underserved populations)
  - Interprofessional Autism Clinic
  - Newborn follow-up Auditory Brainstem Response testing
  - JM-RMH Collaborative Newborn Hearing Screening
  - JMU-RMH Voice and Swallowing Services
  - Blue Ridge Area Health Education Center (AHEC)
  - Futuro Latino Coalition
  - New Bridges Immigrant Resource Center

- Students in the Psychology Service Organization (PSO) partnered with JMU Athletics to bring special Olympians to campus for an interactive day. Sixty special Olympians participated in this annual event last fall

- IIHHS sponsored pediatric clinic: **JMU Occupational Therapy Clinical Education Services (OTCES)** that has served the community since November 2010, and is led by Health Sciences faculty member Liz Richardson who serves as clinical director.

**College of Integrated Science and Engineering**

- Computer Science planned and offered a wide range of K-12 outreach activities including: the Hour of Code, programming workshops at the First Lego League State Tournament, Expanding Youth Horizons, and College for Kids, a Content Teaching Academy strand on Computer Science, mentoring of high school students for CyberPatriots, and the D.I.G.I.T.A.L. workshop for middle school girls.
- Computer Science hosted the CAPWIC (Capital Women in Computing Conference) at JMU, bringing together 120 female high school and college students and computing professionals.
- ISAT and Engineering again worked together with NASA to sponsor a workshop on Engineering/STEM Careers for middle and high school counselors and teachers. The event drew 140 participants from the region and was again a big success.
- ISAT supported a number of school outreach campus visits, providing placements for Job Shadow Day and engaging with IDLS, as well as the long-standing Wind for Schools program.
- ISAT and Engineering worked together with NASA to sponsor a workshop on Engineering/STEM Careers for middle and high school counselors and teachers. The event drew 150 participants and was a big success.
- ISAT continues to support the GIS statewide site license consortium in partnership with ESRI and Virginia school districts. The Geospatial Semester also continues to grow, this year generating 1,536 credit hours from dual enrollment courses in 20 different schools.
- The JMU Center for STEM Education and Outreach continued to support K-12 student and teacher programs. They sponsored the Faraday Lecture by Dr. Michael Littman from Princeton University and also engaged Dr. Littman with local K-12 educators. The Center also supported a summer project where six local teachers worked with Dr. Steve Whitmeyer on Google Earth applications for the classroom.
- ISAT faculty have partnerships with more than four dozen schools, NGO’s, governmental entities, businesses or industries, ranging from the Harrisonburg Planning Commission to the Loudoun County School District to Shenandoah National Park to Miller Coors and Eastern Bioplastics.

**College of Science and Mathematics**

- Dr. Kerry Cresawn met with 62 k-12 classes and approximately 1400 students in her “Biology Backpacks Outreach Program” and hosted the Valley Scholars.
- Biology faculty members regularly serve as peer reviewers for journals and serve on grant panels for the National Science Foundation, HHMI and the Murdock Charitable Trust.
- Dr. Thomas C. DeVore received an award from the Academy of Applied Science to support and conduct the 2014 Virginia Junior Science and Humanities Symposium at JMU. Several of our faculty actively participate in regional science fair judges, mentors and session organizers.
- Expanding Your Horizons conference for middle school girls (EYH), led by Professors Katie Quertermous and Elizabeth Arnold, was again a highly successful one day conference for hundreds of middle school students.
- Saturday Morning Physics 2014 - For the fifth year, the outreach program Meet the Scientist: Saturday Morning Physics at JMU has had a successful year with 30 high school students, 1 high school teacher, and ten parents during the spring semester of 2015.
- The High School Physics Video Contest - In the 2010-2011 academic year, the physics department initiated a physics video contest in which high school students are asked to create a short (less than three minutes) video that explains a physics concept. The 2015 Physics Video Contest drew 41 entries from schools including Virginia, North Carolina, Texas, and Missouri. The JMU 2015 Physics Video Contest entries were published on YouTube so that people could vote on the entries. This website generated approximately 14,000 views in one week.
- The Shenandoah Valley Nanoscience Outreach Collaboration - A formal collaboration between James Madison University (JMU) science faculty and local teachers began in 2010. A series of workshops are running yearly culminating in NanoDays outreach done in collaboration with the Harrisonburg Explore More Discovery Museum. The goal of the Shenandoah Valley Nanoscience Outreach Collaboration (SVNOC) is to help K-12 teachers incorporate nanoscience concepts into the framework of Virginia’s Standards of Learning for Science.
- The John C. Wells Planetarium saw a record number of events and a record number of people who visited the facility this past year. From May 1, 2014 to April 30, 2015, the Planetarium hosted 618 events that drew 26,070

Included on this page...

- Computer Science offered a wide range of K-12 outreach activities including: the Hour of Code, programming workshops at the First Lego League State Tournament, Expanding Youth Horizons, and College for Kids, a Content Teaching Academy strand on Computer Science, etc.
- Dr. Thomas C. DeVore received an award from the Academy of Applied Science to support and conduct the 2014 Virginia Junior Science and Humanities Symposium at JMU.
people, for an average attendance of 42 people per event. Since the 2011—2013 academic year, annual attendance is growing at approximately 4,000 people per year.

- Space Explorer camps during July continue to be a great success. Our middle school full day camp saw 76 Explorers registered, 23 of who are female. A new residential camp was created for rising 7th to 10th graders that provided opportunities for these students to stay on campus in a residence hall, eat in the dining halls, and experience what it’s like to stay on college for a week. Given the much higher cost and that this was a brand new initiative we only had 12 students register.

- A major new initiative to increase the public understanding of science within the larger Shenandoah Valley community was undertaken. A weekly, 90-second radio segment, produced in collaboration with WMRA (local NPR affiliate), brings astronomy specifically, but how science is done more generally, to a large audience. Podcasts of weekly shows are available online and via iTunes.

- The Geology Club runs programs on campus for school-age children (grade school children and scouts that visit).

- Dr. Pyle conducts engagement and outreach efforts through the JMU Center for STEM Education and Outreach, directs a National Youth Leadership Training (NYLT) course, conducts off campus classroom visits as a historical interpreter as a Colonial Surveyor and mentored the Harrisonburg High School Team America Rocketry Challenge (TARC) teams.

### College of Visual and Performing Arts

- The Art Education Center provided twenty summer art classes for 150 youth ages 6-17, June 15-19. The summer art program, bringing art to the community since 1978, inspires students to create, perform, understand, and appreciate the arts in their lives, their community, and in the world. Classes were offered in partnership with the Madison Art Collection, JMU Libraries, JMU Mineral Museum, JMU Planetarium, JMU Arboretum, CVPA Performing Arts Center, and Duke Gallery of Fine Art.

- Art Exhibitions in Area Schools: Professor of Art, Jack McCaslin, sponsored the 35th Annual Traveling Student Print Exhibition from JMU Printmaking BFA program. Thirty-two prints, including relief, intaglio, screen-printing, and lithography, were professionally mounted and mailed on a year traveling exhibition to eight schools. The annual exhibition has traveled to more than 125 schools.

- Industrial Design program participated in The Applied Research Collaborative (ARC) spring 2015 Green Design & Transportation Event. ARC is an applied research collaborative that explores the ethics of place-making and aims to engage minds and transform places. In collaboration with faculty from Engineering, Art History, Political Science, and ISAT, 200 students participated in a series of designed objects that spur interaction by passers-by that will act as ARC’s research for understanding ways to design spaces and places that engage our community and support multi-modal transportation.

- The School of Music has a pilot project utilizing iPads for cancer patients undergoing treatment. With the help of JMU students, targeted patients will create ‘playlists’ of music to hopefully ease their pain and aid in the passage of time while treatments are taken.

- The School of Music has created a series of ‘mini-concerts’ at the Sunnyside main campus that would seek to provide distraction and entertainment to Sunnyside employees, patients and visitors.

- The Madison Art Collection serves as a resource for the local community to explore global cultures and artistic oeuvres. Parents who home-school their children bring them to the Lisanby Museum as we are the only source for ancient artifacts outside of Richmond or Washington, DC. Local retirement homes bring residents on outings to the Lisanby Museum to see the exhibits, but also to interact with the students who intern there. Lastly, we invite the public in through special events such as gallery crawls and white glove tours.
University Programs

- The first Summer Honors Institute for high school students took place on the JMU campus last summer, with 26 participants. The camp is being divided into two sessions this year. Nine students from last year’s SHI came back for a special reunion last month. Eighteen of the 21 seniors in last year’s group applied to JMU.
- During the Spring 2015 semester (IPE 202), 19 members of the 14-15 Huber Residential Learning Community completed 476 hours of community service learning at 11 programs/agencies: Blue Ridge AHEC Health Interpreter Training (1 student, 52.5 hrs.), Caregivers Community Network (2 students, 43 hrs.), Child Development Clinic (2 students, 40 hrs.), Crossroads to Brain Injury Recovery (1 student, 29.5 hrs.), Futuro Latino (1 student, 28 hrs.), Occupational Therapy Clinical Education Services (1 student, 20 hrs.), Overcoming Barriers (5 students, 125.5 hrs.), Reading Road Show (1 students, 22.5 hrs.), Teen Pregnancy Prevention (1 students, 28 hrs.), Valley AIDS Network (1 student, 21 hrs.), and Avante (3 students, 66.5 hrs.).
- Completed seventh successful Nonprofit Institute certificate program, in partnership with several area organizations.
- You Be The Chemist: In partnership with the Chemical Education Foundation, Merck and JMU’s Chemistry department, Outreach & Engagement hosted the first “You Be the Chemist” location competition.

The Graduate School

- The Graduate School seeks to support our graduate programs’ participation in community partnerships, as well as to support broader graduate student outreach in the community. TGS developed a draft of a process to formalize requests for tuition support to foster community and external grant sponsored graduate assistantships.

Office of International Programs

- In concert with April’s Big Event effort on and off campus and in alumni chapters around the country, three of OIP European programs – Antwerp, Salamanca and our EUPS graduate program in Florence – participated in service to their local communities.
- Here in Harrisonburg, the OIP Leaders in International Friendship Exchange (LIFE) program has connected 99 students with 77 local families for facilitated friendship and cultural exchange over the past 3 years.

Student Success Programs

- The Communication Center launched three new Community Engagement initiatives:
  - Supported Shenandoah Valley Small Business Development Center by having consultants provide public speaking consultations to community members going through business pitch process.
  - Supported Valley Scholars by having consultants assist programming efforts to develop communication, leadership and teamwork skills.
  - Designed and implemented a workshop for JMU/BRCC faculty to align curriculum & assessment to improve the basic communication, writing and critical thinking skills of students transferring from BRCC to JMU.

Libraries and Educational Technologies

- Launched the repository for the New Music for Young Musicians Composer Competition in the Music Library. As part of the competition the music library provides semifinalists with professionally bound copy of their score and deposits a copy in the Music Library Special Collections for study of arranging and composition students.
- Continued to host The Special Collections Speaker Series with a focus on speakers whose scholarship utilized or complemented archival or collecting priorities of LET.
- Continued to sponsor the JMUSE Café, an event that brings together faculty, students, and the community around topics of broad interest, through leadership and funding.
Academic Development


Research and Scholarship

- In April 2015, Research and Scholarship provided logistical and marketing support to the College of Integrated Science and Engineering and the Intelligence Analysis program for “Cyber Intelligence Workshop: Trends in Education, Training, and Workforce Gaps.” Attended by more than 130 students, faculty, industry representatives, and government officials, this event provided a forum to share experience and insight about education and training on an emerging specialty of cyber security—cyber intelligence.
- Entrepreneur and Innovation Network (Research and Scholarship)
  - On campus: The Madison Business Network held three training workshops on SRI's Disciplines of Innovation model for innovation pitches during early 2015.
  - Community-wide: Facilitated the first company launched in Harrisonburg with Innovate Tech Ventures, LLC’s Economic Development Venture Creation model with four (4) local investors funding $200,000 in seed capital.
- Resulting from the Commonwealth’s MOU signed by the presidents of higher education institutions along with SCHEV, VEDP, UBED, and CIT, the Executive Director of Technology Innovation and Economic Development (Research and Scholarship) was appointed to lead a workgroup of economic development professionals to develop a white paper for “Higher Education’s role in regional economic development strategies” to be completed by Fall 2015 for legislative budget consideration.

Access and Enrollment Management

- Valley Scholars
- Centennial Scholars Program Community Service
- Environmental Stewardship & Sustainability grants

Administration and Finance

Business Services

Arboretum

- The Soil Builders component of Children’s Garden in the Arboretum is now 80% complete. Many families and children are coming to use the Children's Garden area. Feedback is positive. Children & families love the new area. The Arboretum Pavilion structure is now fully ADA accessible from the Children’s Garden area.
- Arboretum staff/volunteers conducted 35 children's tours this fiscal year reaching 1,338 children and 283 adults. Children's educational programs/workshops reached over 300 children. Total youth programming: over 1,638 children reached.
- 25 Arboretum adult volunteers served 476 hours, including 3 adult groups serving 64 hours 5 JMU student groups used the Arboretum grounds for community events & fundraisers reaching over 471 students/community members
- 15 local community groups used an Arboretum facility with 1177+ people participating
- Total recorded use of Arboretum grounds/facilities/event participation-5,969 people participating in Arboretum held/generated events in 2014-2015
- Estimated visitorship is estimated at 18K-21K annually

Bookstore

- Food Drive/Computer Sale on April 15. If a customer donated 10 pounds/items of food, we gave them 8% off Apple or $100 off Dell. We had 3 remote collection sites in popular areas: Recreation, Students Success Center, and Festival dining/union. Collected around 400 pounds of food.
Dining Services
- Dining Services raised over $5,000 to support and participated in Relay for Life. To date Dining Services has contributed over $60,000 since 2000.
- Dining Services continues to support additional national fundraising days such as Lee Denim Day and food donations through the Food Donation Connection to the local Salvation Army.

Engineering and Construction
- GIS Program is working with student interns within their field of study to gather data for the system.
- Stormwater program co-hosts cleanup days to further awareness or pollution issues. Sustainability is working with Public safety, transportation and the local community to enhance pedestrian and bicycle and other sustainable means of transportation through Committees and grant opportunities.
- Sustainability is working with local municipality to collaborate on shared grants and projects.

Facilities Management
- Facilities Management interacts with the community on a regular basis. In particular, we partner with the City of Harrisonburg on projects such as the maintenance of the island in South Main Street, utility work and other inter-agency collaborations. Additionally, our staff makes provisions for tours of certain facilities for vocational technical centers and other institutions of higher education.

Human Resources, Training and Development
- HR facilitated training at Friendship Industries that included interview best practices.
- HR hosted 200 local middle school students who "shadowed" JMU employees to learn about potential careers on Job Shadow Day.
- HR participated in several community job fairs and attended the Harrisonburg International Festival to promote JMU.
- Training and Development Partnered with several organizations in the community to provide special workshops for our employees this year.
- T&D partnered with the Alzheimer's Association to offer TD1840 When Alzheimer's Strikes at an Early Age.
- T&D partnered with CommonHealth of Virginia to offer three sessions of TD1949 WellGOnomics: How You Move Matters.

Intercollegiate Athletics
- JMU student-athletes, coaches and staff completed a total of 3000 hours of community service, participating in 75 total events both on campus and in the community.

Public Safety
- The Deputy Chief of Support Services has worked throughout 2014 - 2015 with the Harrisonburg Fire Department as a liaison to identify areas that need attention for fire department access, to coordinate JAC card access to facilities, gate keys, and RF gate passes on local first responder apparatus. He also works with the HFD and other regional resources to coordinate the use of on-campus facilities for realistic training exercise during down times on campus.
- JMUPD Deputy Chief of Support Services continues to participate throughout the year with the Harrisonburg/Rockingham Team of the VA Communications Cache in the training and deployments both locally and across the state to establish communications during major incidents and other natural and man-made disasters.
- JMUPD staff have continued to participating in several regional collaborative Active Shooter and Tactical Response exercises coordinated in conjunction with our Firearms Trainers to provide realistic scenario based training for area law enforcement officers regardless of agency which has done nothing but benefit all
participants in working collectively with officers from many of the participating agencies to be better prepared to respond to critical incidents that may occur throughout the area.

- On May 27, 2015, the Deputy Chief of Support Services and Emergency Manager participated in a multi-agency hazardous materials training exercise using Godwin Field and Shorts Hall for the VA National Guard 34th Civilian Support Team commanded by JMU Alumni Major Michael B Booker. The exercise also utilized representatives from the Harrisonburg Fire Department, the Harrisonburg Rescue Squad, the Sentara RMH Emergency Management Unit and the Virginia State Police.

- In November 2014, the James Madison University Board of Visitors and the City of Harrisonburg entered into a Memorandum of Understanding, by order of the Rockingham County Circuit Court, that establishes the corporate limits of the City of Harrisonburg as a concurrent jurisdictional boundary. This agreement allows that any duly sworn; on-duty officer of JMUPD has the same authority as an officer of HPD within the corporate limits of the City. This agreement has been entered with an understanding and expectation that JMUPD officers will serve as a force multiplier to HPD and will only respond as secondary responders unless certain criteria exist. Representatives of JMUPD, HPD and HRECC have worked to establish enforcement and reporting protocols, which have been communicated to officers of the JMUPD Patrol Division.

- Completed the Bicycle and Pedestrian Master Plan in April 2014. The development of the Plan was done under the oversight of the Bicycle and Pedestrian Advisory Committee (BPAC), with the assistance from VHB consultants over a one-year period. One of the key features of the Plan is to achieve interconnectivity between the JMU campus, the City and the surrounding area. The Plan includes numerous projects to be implemented by JMU and the City; the projects were cost estimated and prioritized. The portions completed on the JMU campus include from Butler Street crossing Port Republic Road and around Newman Lake.

Student Affairs and University Planning

Multicultural Awareness and Student Health

- University Health Center

University Recreation (UREC)

- UREC staff collected and wrapped over 1,000 holiday gifts for local families through the UREC ‘Warm a Winter Wish’ Holiday program.

University Health Center (UHC)

- In partnership with Off-Campus Living, the UHC re-established the Campus and Community Partnership on Alcohol and Substance Abuse. Through broad collaboration, this group seeks to create and support initiatives and programs that enhance the safety, living, learning and working environment of JMU and the greater community (Harrisonburg/Rockingham County). The membership of the group is very diverse and includes students, staff, faculty and members of Harrisonburg and Rockingham County.
Dean of Students / Student Life
Office of Residence Life (ORL)
- ORL facilitated 50 community service programs this past year.

Office of Student Accountability and Restorative Practices
- OSARP is collaborating with the Harrisonburg Police Department, Commonwealth Attorney's office, Juvenile and Adult Justice, and City schools to create and implement a city-wide restorative justice program. They conducted a massive training on JMU's campus to prepare these administrators for the implementation. Josh Bacon conducted the new program's first two restorative justice cases.

Student Success
Community Service-Learning
- CS-L worked with 32 JMU faculty to support 46 service-learning courses placing over 1,052 students in 80 community agencies. Theses service-learning experiences meet a community-identified need and directly connect to the course learning objectives.
- The Federal Work Study and America Reads programs placed 68 students in 44 local schools and community agencies. Students commit approximately 8 hours per week to serve in these schools and agencies.
- The Thomas Family Community Scholarship was developed and funded this year. David ('93) and Becky Smith ('93) Thomas funded two $2,500 yearly scholarships for two students to work directly with a community agency to benefit both the students' leadership development and the agencies mission and services.

Office of Disability Services
- Opportunities for community engagement were developed within the annual Disability Awareness Week programming.

Learning Centers
The Communication Center launched three new Community Engagement initiatives:
- Shenandoah Valley Small Business Development Center by having consultants provide public speaking consultations to community members going through business pitch process.
- Supported Valley Scholars by having consultants assist programming efforts to develop communication, leadership and teamwork skills.
- Designed and implemented a workshop for JMU/BRCC faculty to align curriculum & assessment to improve the basic communication, writing and critical thinking skills of students transferring from BRCC to JMU.

Orientation
- Each year the student staff training for 1787 August Orientation begins with a service project. ANTs and OPAs are paired with community agencies to provide service, thus demonstrating the service they will provide to FROGs and new students during 1787. In 2014, 37 student staff engaged with various community agencies to provide 148 hours of service.

University Planning and Analysis
Office of Institutional Research (OIR)
- Office of Institutional Research: Jacob Loorimirim was part of JMU’s Culturally Anchored Eco-Game (CAEG) Project, where JMU faculty and students have partnered with members of the Maasai community in Kenya and Tanzania. The game, ERAMAT, provides an engaging learning environment to explore the dynamics contributing to the accelerating cycle of drought and hunger in the region. This year, the game was introduced into area high schools to allow students to understand sustainability issues for other cultures.
Section 4 Civic Engagement

Academic Affairs

College of Arts and Letters

- The Campus Community Civic Collaborative (a joint effort of the Institute for Constructive Advocacy and Dialogue and The Fairfield Center) sponsored a series of public deliberations about important local and national topics. Students, faculty, and community members serve as facilitators, and the student associates are formally trained to so through the completion of SCOM 447.
- Lori Britt (SCOM), Rob Alexander (POSC), and Tim Ruebke (The Fairfield Center) received a grant from the Kettering Foundation to develop a tool to “assess a community’s capacity to incorporate public dialogue and deliberation as part of the civic processes.”
- SCOM and the Debate Team sponsor the Madison Cup Debate Tournament, now in its 15th year.
- The Washington Semester program exemplifies the university’s pursuit of civic engagement via informed participation in public life and supports civic engagement as students connect their understanding of representative democracy from courses in an applied manner in the Washington Experience course and via their intensive internships.
- The 37th Annual Communication Studies Conference, Communication Studies in Action: Communication, Citizenship, and Civic Engagement featured presentations by JMU faculty and students as well as a keynote address by J. David Cisneros, University of Illinois, whose talk was titled Communication, Citizenship, and Civic Engagement: The Case of Contemporary Immigrant Rights Activism.

College of Business

- A team of students from the JMU Chapter of Beta Alpha Psi, the international honors organization for accounting, finance, and information systems students, created a Financial Literacy Speaker Series covering topics related to budgeting, retirement, mortgages, taxes, and insurance, and opened it to majors from across the JMU community. The team also spent two days with close to 100 seniors at Harrisonburg High School discussing financial literacy.

College of Education

- CoE and OIP co-sponsored the inaugural summit: Cultivating the Globally Sustainable Self – first of a series on Transformative Teaching, Training, and Learning in Research and Practice co-directed by Craig Shealy, Teresa Harris & Tim Thomas. The 4-day conference brought people together from around the world from different professional areas of interest to explore the possibilities and challenges for transforming local and global educational, self-efficacy, socio-economic, research- and policy-driven sustainable community engagement systems.
- Michelle Cude (CoE) collaborated with Bill Wilson (Outreach & Engagement), Montpelier, ShareMyLesson.com, and the Center for the Constitution in DC to create a national lesson plan contest sponsored by JMU and these other groups for teaching government.
- The Fall 2015 Citizenship Class was a joint collaboration with Skyline Literacy and the Explore More (Children’s) Discovery Museum into which Michelle Cude also drew in Aaron Bodle’s elementary social studies students, as well as the service organization, Kappa Delta Pi.

College of Health and Behavioral Studies

- Athletic Training students attended the Virginia General Assembly and U.S. Congressional Capitol Hill Days to learn about lobbying activities related to topics such as concussions.
- Social Work majors participate in Advocacy Day, in which they visit Washington, DC (fall) and Richmond (spring) to learn specifics about the advocacy process from existing organizations (e.g. Human rights...
Campaign, National Association of Social Workers, Child Welfare League of America) and meet with legislators to discuss pending bills that they have studied in class.

- Health Policy Summit: Students from Nursing, Social Work, and Health Sciences came together for an interprofessional summit on the policy process and a political advocacy activity.
- A FNP and an RN-BSN student were selected to attend the AACN Student Health Policy Summit held in Washington DC.

College of Integrated Science and Engineering
- Dr. Heather Watson (ENGR) continued as an American Association for the Advancement of Science and Technology Policy Fellow at the National Science Foundation.
- ISAT faculty serve in a number of leadership roles in a variety of NGO’s and governmental entities devoted to the public good, including the Harrisonburg Planning Commission, Carolina for Kibera, and the Shenandoah Pure Water Forum.

College of Visual and Performing Arts
- Working with partners in Writing, Rhetoric and Technical Communication, JMU Libraries, and the Center for Instructional Technology, IVS helped locate the locations of houses demolished in Harrisonburg’s urban renewal program, and trace their outlines using historical maps and drone technology. The project was part of the Shenandoah Living Archive. (Fall 2015)
- The Madison Art Collection coordinates annually with Outreach and Engagement’s Madison Institutes to exhibit works surround the life and work of James Madison during James Madison Week.

Office of International Programs
- This August the International Network of Universities’ Student Seminar for Global Citizenship and Peace will celebrate its 10th anniversary. Working on a different theme each summer, undergraduate students come together in Hiroshima in this unique immersion program to gain a working knowledge of global citizenship and peace with a focus on cross-disciplinary problem solving of real-world political, economic, social and cultural problems.

The Graduate School
- The Graduate School and the Communication Center partnered to co-sponsor a public advocacy contest that featured both graduate and undergraduate students.

Research and Scholarship
- Research Development and Promotion (Research and Scholarship) continues to help raise JMU’s presence on Capitol Hill by collaborating on a variety of legislative initiatives. Fact-finding meetings held with Congressional staffers in both the fall and spring helped to inform President Alger’s annual trip to Washington, D.C. to meet with members of Virginia’s Congressional delegation. Mr. Alger and the JMU team briefed Senators Warner and Kaine, Congressmen Goodlatte and Wittman, and staff from the offices of Congressmen Beyer and Brat. Topics of discussion included Title IX reform and campus safety, cybersecurity, higher education rating systems, college affordability and access, veteran student support, STEM education, and post-conflict stabilization abroad.
- The Center for International Stabilization and Recovery (CISR) partnered with Action on Armed Violence and the Center for Training and Development of Ex-Combatants, a Burundian organization, to provide psychosocial support to facilitate the healing process of victims of armed violence in Burundi. On December 8, 2014, Secretary of State John Kerry invited CISR leadership to a special event at the U.S. Department of State recognizing the release of the 13th edition of “To Walk The Earth in Safety.”

Administration and Finance

Included on this page...
- The Graduate School and the Communication Center partnered to co-sponsor a public advocacy contest that featured both graduate and undergraduate students.
- Research Development and Promotion (Research and Scholarship) continues to help raise JMU’s presence on Capitol Hill by collaborating on a variety of legislative initiatives.
### Business Services

**Arboretum**
- 15 Community Service student groups served 528 hours this fiscal year at the Arboretum
- 49 JMU student volunteers served 884 hours at the Arboretum

### Facilities Management
- Facilities Management employees have volunteered thousands of hours for community service projects and activities.

### Student Affairs and University Planning

#### Multicultural Awareness and Student Health

**Center for Multicultural Student Services (CMSS)**
- Conducted its annual Alternative Spring Break Trip to Winter Park, Florida in March 2015.

#### Student Success

**Office of Disability Services (ODS)**
- As a part of the registration process with ODS, students are provided the opportunity to complete voter registration.
Section 5 Engaged Learning

Academic Affairs

College of Arts and Letters

- SMAD 342: Creativity in Advertising and Corporate Communication students developed projects for Harrisonburg Farmer’s Market, Walkabout, Taste of Soul, JMU’s Office of Disability Services, Court Square Coffee, Rise, Three Notch’s Brewing Co., Kline’s Dairy Bar, Grilled Cheese Mania, VA Momentum:4th Run, JMU’s John C. Wells Planetarium, and Food-Bar-Food Restaurant.
- The Washington Semester program exemplifies the university’s pursuit of civic engagement via informed participation in public life and supports civic engagement as students connect their understanding of representative democracy from courses in an applied manner in the Washington Experience course and via their intensive internships.
- Julie Solometo (S/A) had students in one of her classes develop a participatory GIS unit to mark campus maps at places where they felt unsafe and shared this information with Campus Security.
- Fifteen SCOM graduate students presented 18 competitively selected papers at regional and national conferences.
- Public history concentrators are required to complete internships.
- All WRTC majors are required to complete a 150-hour internship.
- Over 200 undergraduate students gave presentations at conferences sponsored and/or hosted by Sociology/Anthropology, SCOM, FLLC, and CAL.

College of Business

- Marketing Department launched the Center for Professional Sales and gained associate membership in the University Sales Center Alliance.
- International Business students in the two sections of IBUS 480 (senior capstone class) completed a consulting project for two local start-up companies. Students analyzed the markets of a number of different countries in order to determine suitable export markets for these two companies. Also included were details on how to enter the different markets.
- Marshall Pattie continues to lead the way in the Management Department in community engagement with his consulting class (MGT 467), which conducted 8 substantive projects for area non-profits and small businesses, including the Shenandoah Regional Airport, Byler Barns and Second Home.
- As part of the Entrepreneurship and Venture Creation class that Dr. William Wales taught, students designed and executed not-for-profits to raise money and awareness. Charlie Newman, Blake Wenger and Brad Kurtz developed a charity 5K and concert to benefit the local chapter of Aortic Warriors.
- Elf Bauserman and Naureen Versi developed a nonprofit called "Back the Burg." This organization sells products designed by local artists with 100 percent of the profits donated to "Downtown Renaissance."
- The Accounting Information Systems (AIS) Educators Association sponsors a student paper competition to recognize outstanding work by graduate students in accounting information systems. Students attend the AIS Educator Conference and present their papers.
- CIS 434 Information Technology Consulting: Twelve consulting firms volunteered to mentor twelve student teams through a consulting project during the fall 2014 semester. Each consulting firm normally provides between two and five mentors who engage the students as they work in teams to dissect and respond to an actual RFP for consulting services. Most recently Accenture, Aucity, BAE, BluePrint IT, CapTech, Claraview, Deloitte, Ernst & Young, KPMG, Protiviti, PricewaterhouseCoopers, and SmartResources served as mentors.
- The Economics Department hosted the first round of the College Fed Challenge at JMU. The Challenge asks economics and business students to undertake research, analyze data on current and near-term economic conditions, and then decide on an appropriate course for monetary policy.

Included on this page...
- All WRTC majors are required to complete a 150-hour internship.
- As part of the Entrepreneurship and Venture Creation class that Dr. William Wales taught, students designed and executed not-for-profits to raise money and awareness. Charlie Newman, Blake Wenger and Brad Kurtz developed a charity 5K and concert to benefit the local chapter of Aortic Warriors.

• In spring 2015, the Honors section of COB218, along with the White Collar Crime course (BLAW494), held a day-long mock trial at the Harrisonburg/Rockingham Court House, with a judge presiding. Students had the opportunity to argue the case, with some students on each side of the case.

• A team from JMU participated for the first time in the Consortium of Undergraduate Business Education (CUIBE) case competition this year and came in third against schools with highly ranked undergraduate business programs.

• Students in MGT 375, Entrepreneurship, start micro-enterprises that must make $250

• Students in MGT 420, Management of Innovation, work on a case project and participate in a case competition judged by consultants from Deloitte.

• Marketing students participated in the following initiatives as co-curricular or extra-curricular activities:
  - Google Online Marketing Challenge
  - National Sales Challenge
  - National Collegiate Sales Competition
  - American Marketing Association Chapter competition
  - Pi Sigma Epsilon Regional Competition hosted by JMU chapter
  - Hoot Suite Certification
  - USCA Sales Professional Certification
  - MarkStrat Simulation
  - PharmaSim Simulation
  - Student RealDeal Internet Marketing Simulation

• SHSRM students are required to complete work experiences (600 hours or work experience for hospitality and a practicum and internship for sports and recreation management).

• Center for Entrepreneurship (CFE) students explored entrepreneurship through Society of Entrepreneurship activities including an experiential learning tour to Silicon Valley; established MadXLabs, a student venture accelerator, with support of the Madison Trust; and created new ventures in the Venture Creation class co-taught by JMU alum and entrepreneur John Rothenberger and CFE Director Carol Hamilton.

• Gilliam Center for Free Enterprise students participated in two reading groups that provided an opportunity to engage with a faculty member and other students in discussions about capitalism and free enterprise.

**College of Education**

• Celebrating its 10th year on campus, the Career Development Academy (CDA) continues to serve over 300 adult, immigrants and refugees by providing leveled English classes, career readiness guidance, and cultural immersion experiences. CDA courses also provide valuable practicum experiences for teacher licensure candidates enrolled in our TESOL program.

• Dr. Sylkhuis’ collaboration with the JMU Center for Wind Energy, JMU faculty from Engineering, ISAT, Psychology, and Hospitality, as well as faculty from GMU, Virginia Tech and UVA on a 4VA funded project resulted in the development an elective course for students to take in the Spring of 2015 to learn how to plan and manage events, culminating in them leading a regional KidWind Challenge.

• Target Corporation recognized five students with awards for HRD undergraduate consulting internship projects as part of Nick Swayne's course.

• Graduate students in AHRD worked with Virtual Virginia to create learning modules using EduWidgets for practicing teachers who do not have the time or expertise to develop the media themselves.

• In Military Science, Ms. Underwood hosted a project in coordination with the JMU Honors program to work with the United States Army Women’s History Museum to categorize the archives of 5 female veterans and use the material to tell their story.
archives, researching and handling historic documents and material. Then they produced a 5-10 minute video and poster about the person for display and research at the museum.

- Michele Estes, in concert with Bath Spa University (BSU) in Bath, Great Britain, successfully created a virtual internship program. Six participating graduate students were assigned BSU mentors and content SMEs so that JMU students can design eLearning for BSU while earning graduate credit through JMU with the option to pursue collaborative research.

### College of Health and Behavioral Studies

- As facilitated by the Institute for Innovation in Health and Human Services (IIHHS):
  - 1,026 students amplified their studies from 40 undergraduate and graduate degree programs
  - 78 faculty members representing 18 academic programs gave direction and depth to the community engagement and services at IIHHS this year
  - Student involvement in direct services and program support combined to represent 44,290 hours of engagement
  - 23,436 client services throughout the community and clinical encounters were arranged at IIHHS

- The Morrison-Bruce Center was home to over 20 practicum and internship students from four academic departments.

- The James Madison University Speech-Language-Hearing Applied Laboratory offers high impact educational experiences through observation for undergraduates, supervised training to the clinical SLP and AUD programs, and a potential ground to support both doctoral students and faculty research.

- The Counseling and Psychological Services Clinic (CAPS) and the Interprofessional Services for Learning Assessment (ISLA) continue to serve as the main hub for psychology graduate student training in psychological assessment, counseling and psychotherapy, and consultation through partnerships and relationships with schools and community agencies, including Rockingham Memorial and Page Memorial Hospitals.

### College of Integrated Science and Engineering

- Computer Science, Engineering, and ISAT all emphasize engaged pedagogies, such as POGIL (programming classes, BSISAT classes), Just In Time learning (Engineering Science classes), undergraduate research (capstone and senior projects) and flipped classrooms (a range of classes across all programs). Team-based projects and hands-on laboratories are featured in every unit.

- Engineering inaugurated an alumni-mentoring program matching seven alumni and seven students.

- Students from all four years of the Madison Engineering Exchange program came together in one day event celebrating the project work undertaken during the last year. This was a strong combination of engaged learning and community engagement, as most of the projects students undertook had a community sponsor or community focus, even for the freshmen.

- Engineering created an Engineering Leadership program where upperclassmen took classwork and served as mentors for Engineering freshmen

- An Engineering faculty member joined with a Nursing and a Biology faculty member to offer a class entitled Interprofessional Innovations. This class culminated in “pitches” for innovative ideas created by the cross-disciplinary student teams (Sponsored by 4VA).

- Engineering piloted our first “A-mester” course prior to the start of the Fall 2014 term. Engineering offered a 1 credit hour course on Computer Aided Design to 15 students

- CS students entered and succeeded in a number of competitions, including competitive programming and CyberDefense. The CyberDefense team finished second in the qualifying rounds and fourth at the regional competition for the Mid-Atlantic Cyber Defense Competition.

- Offered the first cross-college CISE class bringing together students around the KidWind Challenge. The class was taught jointly by ISAT and ENGR faculty.
Computer Science - Robotics Film Festival: The third annual Autonomous Robotics Film Festival was held in spring 2015. This event provides a means to showcase the work accomplished in robotics at JMU.

Computer Science - The CS Competitive Programming team was formed this year and has participated in ten competitions this year.

College of Science and Mathematics

During the 2014-15 year, Dr. Katrina Gobetz again led the first year Trelawny Learning Community (TLC) and continued the student mentor segment of the program. This year the cohort was 12 students in the fall, 9 in the spring. The students again worked in research labs of faculty members during the year.

The secondary science learning community has merged with the Roop K-12 education learning community due to low numbers.

A group of physiology faculty (Drs. Brown, Berkeley, Hynd, Velahudhan) and the AUH participated in the January CFI sponsored two day Case Study Workshop sponsored by CFI and led by Clyde Herreid, Director of the National Center for Case Study Teaching in Science. They followed this by writing and adding case studies to BIO 270 and upper level courses.

Geology reported 38 student attendees at conferences that included the Annual Meeting and sectional meetings of the Geological Society of America, and Association of Engineering and Environmental Geologists meetings, among others.

CSM routinely sponsors faculty members to attend the AACU/PKAL Summer Leadership Institute. Faculty members and deans have served in planning the SLI and as mentors for the institute and typically two faculty members from the college attend a SLI each year. As a result, we have a relatively large number of faculty members who have had exposure to leadership development (>20).

The 24th Annual JMU Biosymposium, under the leadership of Dr. Grace Wyngaard and the Biosymposium Committee, was held April 17 and 18, 2015 in the Bioscience building. This continues to be a very successful forum to showcase undergraduate research and there were increases in participation as well as numbers of posters compared with 2014.

Students participating in research in JMU chemistry, physics, geology, and engineering departments participated in the JMU Summer Undergraduate Research Symposium, presenting 18 posters and 19 oral presentations.

Twenty-one of our majors presented at UMBC undergraduate poster competition in 2014

Undergraduate Research – Summer research was supported by internal and NSF funding, involving over a dozen students.

Flipped classroom - A flipped classroom endeavor in Calculus I was combined with an educational research project, led by Professors Cassie Williams and John Siegfried. The project considered best practices in constructing videos and in-class activities, student learning and gains on first encounter with new material.

Introductory Course Reform - In the fall of 2012, Physics piloted a “flipped class” model. Based on the initial success of this pilot, beginning in Fall of 2013 all sections of physics 240 and 250 were taught in this method. In an attempt to measure the effectiveness of this approach, standard concept inventories have been deployed to ensure that student-learning outcomes do indeed benefit from these efforts.

As the department continues to discuss how to provide authentic research experiences to more students than is possible through the one-on-one mentoring in research labs, several faculty are embedding research into their courses. For example Dr. Renfroe redesigned the BIO 460 Plant Cell and Tissue Culture course to become an immersive research-based course, and Dr. Monroe developed a new semester-long lab project for BIO 455. The ecologists are developing a three course series of upper level labs incorporating research. Dr. Ludwig linked increasing embedded research and improving quantitative literacy in several classes - Bio 452/552 and Bio 426.

Included on this page...
College of Visual and Performing Arts

- High Impact Learning takes place throughout every school unit in CVPA. All music majors present recitals, participate in internships and participate in student teaching. All theatre majors learn and participate in designing and building sets and costumes, designing and hanging lighting, designing and realizing sound, directing and producing plays, running the box office, creating publicity, acting, dancing, singing and moving on stage. All art majors learn and participate in the making of art, the exhibition of art, the running of a gallery, the curation of an exhibition, etc. To summarize this bullet, most of our majors (approximately 80%) participate in high impact learning, capstone projects and/or internships.

- Interns in The Madison Art Collection come from all academic areas to learn the basics of gallery installation and docent duties while using social media to promote the Lisanby Museum. Upper level internships provided students with hands-on research into the Madison Art Collection objects using both traditional academic means and scientific analysis, specifically spectroscopy.

- First piloted at JMU in Spring 2014 by Assistant Professor of Dance, Ryan Corriston and Assistant Professor of Composition, Eric Guinivan, Music and Movement is an exploratory workshop course that pairs dancers from the School of Theatre and Dance with composers from the School of Music in a semester-long collaborative exploration

- Visual Literacy, Beyond Linguistic Communication: a Collaborative Research Project Trudy Cole, professor of Graphic Design, and James Smith, professor of Civil & Environmental Engineering at the University of Virginia, teamed up to provide graphic materials for PureMadi a non-profit organization providing in-home water purification systems for South African villages. The instructional materials need to address the proper assemblage, use and maintenance of the system, but must communicate to an audience that may not read English. In the Graphic Design classrooms at JMU, the students in GRPH 202 Design Methodology saw the sketches, illustrations, photographs, and page layouts of the instructional materials. Students in GRPH 340 Poster Design were tasked with explaining to a South African audience the importance of water purification and advocating to an American audience for funding of this worthy cause.

- SADAH collaborated with George Mason University to sponsor the fourth annual faculty and student Art Exchange, directed by Associate Professor Greg Stewart. Exchanges are also planned with Virginia Tech and Western Carolina. Each even includes a campus visit, presentation of work, studio visits, and exhibition.

- In both the Studio Theatre and the Earlynn J Miller Dance Theatre, faculty advisors guide students in connecting their classroom learning to a professional environment, whereby the students manage all of the responsibilities for creating a public performance. Each year, JMU students take the primary responsibility for approximately 10 different productions open to the public at the Forbes Center for the Performing Arts.

- New “Workshop” level productions in the student Experimental Theatre program continues to expand opportunities for students to be involved in hands-on, practice-based learning experiences

- “Picturing Harrisonburg” is a collaboration among scholars and students in a range of disciplines at JMU (Art History, Anthropology, History, Instructional Technology, and Writing), and at local colleges and universities, including Bridgewater College and Eastern Mennonite University. Organized with the generous support of local partners including the Harrisonburg-Rockingham Historical Society, Harrisonburg Downtown Renaissance, and the Massanutten Regional Library. The exhibition “Picturing Harrisonburg” examines five significant moments in the city’s history through the study of five contemporaneous collections of images. By studying the changing importance of specific sites or “places of memory” for the community, the exhibition also demonstrates how attitudes toward the built environment and the importance of the past have shifted over time.

- IVS collaborated with the Department of Mathematics and Statistics to develop a cross-disciplinary REU program with the School of Art, Design, and Art History. A Studio Art major observed and photographed Mathematics students and faculty as they engaged in summer projects, and there was an exhibition at IVS. (Summer 2014)
• IVS helped develop and then hosted two successful courses, “The Object of Play” and “Understanding Visualization Tools.” Taught by two faculty members in different departments, they are designed to create conditions for innovation, and to forge a committed learning community in which students and faculty from different disciplines work closely together on significant projects. Each had a Visiting Scholar and associated exhibition.

University Programs

• The General Education Program transformed its signature student event, the General Education Student Conference, in which students present research and other learning products from their general education courses. The program committee worked closely with Kathy Clarke in Libraries & Educational Technologies to secure an exciting new venue, Rose Library, which allowed for creative sessions in unique spaces and greater attendance by parents here for Family Weekend.

• 2014-2015 was the fourth year in which Honors students competed for the Hillcrest Scholarships. The Hillcrest Scholarship Program was created and has been funded by members of the Honors Advisory Council, the Honors Program’s external advisory board. The HAC supports three awards—research, service/leadership, and global studies. In 2014, we awarded the first Hinshaw-Daniel Scholarship supported by Dr. Russell Warren. The Hinshaw-Daniel Scholarship supports projects in any of the three areas.

Office of International Programs

• The OIP’s short-term programs continued to expand, with 12 new programs, ranging from Sport Management in Brazil to Street Photography in Prague. Interest has also grown among the faculty, reflected in a record number of short-term program proposals that resulted in more than 60 summer programs for our students.

• This year, the OIP contributed $91,614 for faculty to undertake research and attend or present at conferences around the world. This year we were able to provide $1,500 in funding to student organizations for international programming at JMU. OIP staff members also support a number of student organizations by providing services and oversight.

• The OIP’s 2014 International Week through its theme, “One World, Many Stories,” shared international traditions and global ideas with the JMU campus and Harrisonburg community with song, dance, debate and poetry. The week began by transforming the Commons into a Grand Bazaar, where artists and shops sold both international and local goods. Storytelling continued throughout the week as study abroad students and faculty shared documentaries they made in Urbino, Italy; the I-Week Photo Contest showcased travel stories from around the world; and a concert, appropriately titled “Musically Speaking,” entertained the Forbes Performing Arts Center with the support of the Staunton Music Festival.

• OIP sent a record setting 1,218 students to study abroad in locations all around the globe.

The Graduate School

• The Graduate School and the Graduate Student Association conceptualized, planned and held the first annual “Showcase of Graduate Student Scholarship and Creative Accomplishments” in April 2015.

• The Cohen Center for Technological Humanism opened its doors in Fall 2015. The center hosted eight lectures (nine speakers), including renowned scholars Philip Kitcher, Martha Nussbaum, Langdon Winner and Andy Clarke. Each of the speaker’s lectures promoted transdisciplinary scholarly engagement.

• The Cohen Center for Technological Humanism co-sponsored the Logic and Reasoning Institute’s Conference “Gödel’s Incompleteness Theorem.”

• The Graduate School implemented a new competitive graduate student travel grant program and supported 74 graduate students’ attendance at regional, national and international conferences where they presented their research and creative activities.
Libraries and Educational Technologies

- Partnered with faculty across the academy to design, create, and manage 128 WordPress sites. CIT’s WordPress server currently hosts almost 500 sites and has had more than 9,300 unique faculty, staff, and student logins since its installation in August 2010.

Academic Development

- Center for Faculty Innovation (CFI) - jmUDESIGN is an intensive, 5-day course design institute based in part upon Fink’s (2003) model for developing significant learning experiences.
- Cross Disciplinary Studies and Diversity Engagement (CDSDE) - Administered and financially supported two major international events and a major university lecture:
  - The Dominion Lecture, sponsored by the Madison Caucus for Gender Equality and the Provost's Office, delivered by Dr. Leah Hollis.

Research and Scholarship

- The University supported 11 students to present their research at the National Council for Undergraduate Research (NCUR) conference and 11 students who presented at the Colonial Academic Alliance’s Undergraduate Research Conference.

Administration and Finance

Business Services

Arboretum

- Eleven JMU classes utilized the Arboretum as an outdoor classroom with over 443 students participating.

Dining Services

- Collaborated with several dietetics classes to use current menu items at D-hall and revise them for better health. Students presented dishes to the Director of Dining Services, Executive Chef, D-hall Sous Chef and marketing manager. The recipes were featured at D-hall alongside their original items and dietetics students solicited feedback and discussed the benefits of their options during service.
- Continued Educational Experience with ARAMARK’s Externship program which provides hospitality students with Serve Safe Certification, TIPS certifications, and hands on hospitality training.

Engineering and Construction

- GIS program is utilizing internships to further data entry into the GIS system. This provides students a real world experience.

Space Management

- Worked with Academic Affairs and University Advancement to draft and execute agreements with Tom Dingledine for research space at the Galway House.

Human Resources, Training and Development

- Training and Development established the Training and Development Advisory Board with the mission to bring together individuals from across campus to provide information and recommendations which will inform the professional development activities of the department. This Board is made up of 6 AP Faculty and Classified staff from across campus. This Board fosters an environment of collaboration across all divisions of the university. Board members will assist Training and Development by gathering information from a broad campus audience, advising on current and future trainings and events, and evaluating current workshops and other programming.
Student Affairs and University Planning

Multicultural Awareness and Student Health
- University Recreation (UREC): Provided its annual Alternative Spring Break (ASB) learning trip through the CSL program, to provide students the opportunity to provide expertise and service on an international level. The ASB trip to Nassau, Bahamas provides students the opportunity to provide a week long physical education curriculum to the Uriah McPhee Elementary School.

Student Success

Student Success Programs
- The EPIC Center (Enhancing Pedagogies through Innovative Classrooms), located on the fourth floor of the Student Success Center, features eight innovative classrooms. All rooms feature wall-to-wall writable whiteboard surfaces, multiple projection points, movable teaching stations, and flexible furniture. Two of the classrooms have modular pod setups, which are comprised of a large table, flexible seating, plug-in points for tables and computers, and a dedicated LCD screen. These rooms are on the cutting edge of higher education learning and support innovative pedagogy. The Center for Faculty Innovation, the Center for Instructional Technology, and the Student Success Center partner on the EPIC Center operation.

Office of Disability Services (ODS)
- ODS partnered with the Social Work department for a field experience; this provided an opportunity for the students to apply and demonstrate knowledge, skills, and abilities of an entry level Social Worker.
- ODS engaged 18 student employees to support the work of the department. These students report applying classroom knowledge in this challenging setting, and report they have an advantage over competitors in the job market due to experiences, which helped them develop skills and understanding of diversity and inclusion.

Learning Centers
- The Learning Centers provided more than 24,000 tutoring sessions and workshops.
- The Centers also trained and mentored 140 undergraduate and graduate peer educators, 17 of whom delivered conference presentations about their tutoring and research in the Centers.

University Planning and Analysis

Career and Academic Planning (CAP)
- Career & Academic Planning (CAP): Added an expanded and refreshed focus on Internships by assigning Laura Hickerson to emphasize CAP's efforts in that area. Internship-based web content was revised and expanded, an online video was produced providing instructions to students 24/7, and the Faculty Internship Coordinator Forum was attended by 30 department representatives.

University Planning
- President Jonathan Alger teamed with AVP for University Planning, Brian Charette, to pilot an Honors Leadership class, which focused on high impact learning practices such as an emphasis on writing, debate, reflection and a community service component. The class was introduced during the Fall of 2014.
Section 6  Diversity

Academic Affairs

Academic Affairs Division Snapshot (from Fall 2014):

Faculty (percentage of under-represented)

- 2014: 11% (Total for the university is 9.2%)
- 2013: 10%
- 2012: 9%

Percentage and number of under-represented students:

- 20% including international students (# of students 4096)
- 17% not including international students (# of students 3574)

Preparing Future Faculty Program (PFF)

- The PFF program is our partnership initiative with HBCUs. The purpose is to attract highly qualified underrepresented doctoral candidate to receive faculty mentorship at JMU. It continues to be our objective to develop and implement strategies for the recruitment and retention of diversity scholars through the PFF program.

- For the academic year ending May 2015, the Preparing Future Faculty (PFF) was host to four dissertation-year fellows. Our PFFs were at Undergraduate Psychology, History, Social Work (SOWK) and Political Science. The College of Education was host to one postdoctoral fellow. PPF and post-doctoral participants hosted:
  - Maleka Brown (Howard University) – Undergraduate Psychology
  - Barbara Franklin (Morgan State University) – Postdoctoral Fellow - Math Education
  - Dana Hammond (Morgan State) – History
  - Saidat Ilo (Howard University) – Political Science
  - Tareq Zidan (Howard University) – Social Work (SOWK)

- Prior to arriving at JMU for the commencement of the academic year (2014/15), the Department of History conducted a two-day pre-PFF workshop at which JMU was introduced. Pre-PFF fellows attended classes to observe various approaches to teaching and were introduced to potential faculty mentors. Pre- and post-PFF orientation surveys shows that the History Department conducted orientation/workshop continues to be an effective way of introducing our dissertation year fellows to JMU.

- The Office for Access and Inclusion and Libraries & Education Technologies commenced the "diversity in the curriculum" conversations this spring semester with the various unit diversity councils and a select faculty group. The goal was to directly engage all unit-councils in making recommendations for the acquisition of appropriate access and inclusion materials to support teaching, research, training and development at JMU.

- Access and Inclusion collaborated with Office for International Programs (OIP) and Center for Faculty Innovations (CFI) to articulate, inform and conduct workshops, and support faculty Fulbrights and Internationalization programs at JMU. Our Fulbright Scholars:
  - Dr. Erika Metzler-Sawin, of the Department of Nursing, is a 2014-2015 Fulbright Scholar to Pondicherry, India.
  - Dr. Louise Temple (ISAT/BSISAT) – India and Dr. Mace Bentley (ISAT/GS) – Thailand received Fulbright Specialist Awards.

Professor in Residence Program (PIR):

- THE PIR program remains as an important hallmark of the JMU community engagement program. The PIRs for 2014-15 included:
  - Dr. Carlos Aleman – Thomas Harrison Middle School & Harrisonburg High School, Harrisonburg
  - Dr. Tom Benzing - Waynesboro High School
  - Dr. Laura Desportes Bowman – William Fleming High School, Roanoke
o Dr. George Font – Skyline Middle School, Harrisonburg
o Dr. Chapman “Hood” Frazier - Lucille Brown Middle School, Richmond
o Dr. Michele Kieltly – Kate Collins Middle School, Waynesboro
o Dr. Cindy Klevickis – Huguenot High School, Richmond
o Dr. Bill O’Meara – Harrisonburg High School, Harrisonburg
o Dr. Kenneth Wright – George Wythe High School, Richmond

- For the first time in 10 years, a day-long meeting at JMU was held where counselors and administrators from all PIR partner-schools were represented.
- Additionally, the 2014/15 academic year witnessed the introduction of the JMU First Generation Scholarship to PIR students.
- The Office for Financial Aid and Scholarships reviewed and offered First Generation Scholarships to five first-year students during the 2014/15 academic year.
- Responding to reports that some first-generation students were experiencing difficulties with 200 level Math classes, we discussed and collaborated with the Math and Stats Department to have Dr. Debra Hall to be assigned as PIR First Generation Math Advisor.

**College of Arts and Letters**
- School of Public and International Affairs spring 2015 symposium: “100 Years of War and Peace.” This year’s SPIA symposium took the 100th anniversary of the outbreak of World War I as its starting point.
- Annual conference of the Department of Foreign Languages, Literatures, and Cultures. This year’s conference was titled, *Tolerance: A Global Necessity from Ancient Times to the Present.* Among other topics, talks focused on LGBT issues and gender identity in Italy, Turkey, and Mexico, religious intolerance, and freedom of speech, including a discussion of Charlie Hebdo.
- Africana Studies Conference. This year’s topic was *Icons, Bridges and Milestones: Rethinking Africana Studies.*
- POSC 371: Women and Politics in Comparative Perspective. The course centered on a campus engagement project on the prevention of sexual assault, which included a public talk by political analyst Zerlina Maxwell.
- Ahmet Shala, a former minister of finance and economy in Kosovo and ambassador of Kosovo to Japan, was hosted by the Department of Political Science. Shala taught POSC 361 – Topics in International Relations: Peacebuilding and Development in Kosovo.

**College of Business**
- CIS/BAN hosted four CyberDay Programs serving over 150 students from more than 10 underrepresented middle schools and high schools, and hosted over 50 additional students in a summer CyberCity to introduce them to careers in computer information systems.
- The School of Hospitality, Sport and Recreation Management received the DEAP (Diversity Enhancement Award Program) Award from James Madison University.

**College of Education**
- Shin Ji Kang launched an international art exhibit of Korean refugee student art.
- JMU (College of Education and OIP) is included in the most recent Global Classroom grant application led by Malmo University in Sweden. Katya Koubek (COE) is working with Dr. Shannon Sauro, Associate Professor in the Department of Culture, Languages and Media from Malmo University, on having a short study exchange trip to Sweden for JMU TESOL students during the spring break of 2016.
• Cheri Beverly won an internal COE grant ($5000) to develop a new teacher education course, Teaching Learners with a Disability: An Introduction.

• Noorie Brantmeier developed curriculum for the Housing and Urban Development (HUD) Office of Native American Programs (ONAP). The intended audience is housing development professionals in Native American communities and tribal leaders. She also consulted with South Dakota State University (SDSU), and the South Dakota Native Homeownership Coalition (SDNHOC) on homeownership in South Dakota Native American communities.

• AHRD international graduate student and LTLE graduate assistant, Sevinj Iskanarova (Baku, Azerbaijan) presented her research at the William and Mary Graduate Symposium, the JMU graduate symposium and the ISTE conference. Ms. Iskanarova won an internal graduate school grant that supported her travel.

• Kristi Doubet partnered with the Valley Scholars Program in the spring 2015. Her students served as mentors for the middle school students who have been selected as Valley Scholars. They met weekly (for the most part) with their mentees in area schools to offer support and lead conversations. Kristi’s students completed regular reflections on Canvas to relate these discussions to course content, and they spent a great deal of class time discussing issues that came up and problem solving.

College of Health and Behavioral Studies

• Maleka Brown joined the Department of Psychology as a Preparing Future Faculty (PFF) Fellow during 2014-15, and she will remain as a Teaching Postdoc during 2015-16.

• This year, 774 students enrolled in workshops offered by IIHHS to focus on cultural competency (the Building Cultural Competency Workshop) and the experiences associated with poverty.

• CHBS Diversity Council collaborated closely with the Office for Disability Services to foster an opportunity through May Symposium for extended focus on the contemporary legal landscape and climate, technical standards, differentiating disability issues as related to technical standards, and how to design a framework for upholding academic standards in a non-discriminatory manner.

College of Integrated Science and Engineering

• CISE Diversity Council (J. Tang, F. Rahman, A. Rabie, O. Pierrakos) completed an inventory of the numerous diversity efforts taking place across the college, categorizing these efforts in several dimensions (recruitment or retention, population targeted, type of diversity, etc.). This inventory will be used next year to strategically guide our efforts to increase efficiency and effectiveness of our diversity-activities.

• Computer Science has been very active in working to increase the number of underrepresented students in computing through a variety of events including the K-12 outreach mentioned above in Community Engagement, taking students to the Grace Hopper Conference, sponsoring meetings and workshops including CAPWIC (mentioned above) and NCWIT (National Center for Women in Technology) events.

• In Engineering, both women (~22%) and underrepresented minorities (>20%) are majoring at numbers higher than the national average for similar programs.

• In ISAT, more than 1/3 of students are women, much higher than the national average for similar programs. This matches the percentage of female faculty in the department.

College of Science and Mathematics

• In 1999, there were only three tenured female faculty members and only one female full professor. In 2014, there were 28 tenured females and 14 female full professors, along with 18 tenure-track females. Similarly, in 1999 there were two Asian faculty members, both in mathematics. In 2014, there were 4 African Americans, 15 Asians, 2 Hispanics, and one faculty member listed as multi-race. The numbers of faculty members with backgrounds and/or training from other countries has increased to roughly 30 from 14 different countries.

• A newly approved JMU Chapter of the Ecological Society of America’s SEED (Strategies for Ecology Education, Diversity and Sustainability: Diverse People for a Diverse Science) has been established; faculty mentor Dr. Patrice Ludwig, who also mentored the student who started the chapter.
Dr. Steve Cresawn has developed and is teaching the first Viral Discovery course (and obtained HHMI funding) at a high school - Huguenot High School in Richmond that is ~85% African American students, 15% Hispanic.

Dr. St. John received (co-PI) a 3-year NSF Grant Award "MSI-REaCH: Minority-Serving Institution-Reconstructing Earth’s Climate History program to enhance ocean and climate science curricula and provide authentic research opportunities".

College of Visual and Performing Arts

The Morgan State University and James Madison University choirs performed a joint concert for the opening of the Third Decennial Furious Flower Poetry Conference. The two choirs were joined by Aurelia Williams and Randy Klein. This is a continuation of a college initiative to partner with Morgan State University arts programs.

Visiting Wampler speaker Paula Ortiz, presented a screening of her film, De tu Venta a la mia (2012), dedicated to understanding oppression and equality.

In TAD’s theatre and dance season, non-traditional casting continues to open doors for students from historically under-represented groups to receive performance opportunities on the mainstage.

The Madison Art Collection explores global culture in all its programming.

Prism Gallery is JMU's diversity gallery that invites students, faculty, and the local community to submit exhibits on all areas of diversity, including physical & mental deblitations, cultural and religious topics, social and economic issues, and gender and sexual orientations.

The CVPA Cultural Connections Artists in Residence program in collaboration with the Special Assistant to the President for Diversity, Dr. David Owusu-Ansah continued to address, through visiting artists in each of the three schools, cultural and racial stereotypes through exposure to cultural and racially diverse artists-in-residence. Artists visiting campus through the Cultural Connections program included:

- The Brazilian Choreographer/Performer and Company Director Eluzia Maria Santos
- The African American playwright, dramaturg and teaching-artist Jacqueline E. Lawton
- the Nigerian born illustrator, graphic designer, cartoonist and installation artist, Wole Lagunju
- The African American Jazz Artist, Drummer, Composer, Songwriter and Producer, Nate Smith
- Dr. Jacqueline C. Henninger, currently in her second year as a Fulbright Scholar in Sub-Saharan

The Encore Series and Masterpiece Season Diversity Artists: The Orquesta Sinfonica Del Estado De Mexico and the incomparable Ailey II dance company.

Professor Susan Zurbrigg, Painting and Drawing, was selected by the JMU Office of the President as the winner of the JMU Diversity Enhancement Award Program, recognizing individuals that have demonstrated significant commitment to enhance diversity at James Madison University.

The partnership between JMU and Study Group continues to bring international students to JMU. In 2014-2015, 141 new students began the International Study Center (ISC) program and 63 completed the program and matriculated as undergraduates at JMU during the academic year.

The Veterans Task Force had significant accomplishments related to advocacy for veterans, including provided the Green Zone training program to nearly 50 faculty and staff, across various departments this past year.

University Programs

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The Graduate School

- TGS efforts included building the business plan and infrastructure to host the Shenandoah Valley Regional Graduate School and Professional Fair, increasing access to graduate education through application fee waivers for veterans and applicants with high financial need, creating pipelines to graduate study for underrepresented minority students through collaborations with the Virginia Council for Graduate Schools, partnering with students on campus to serve as ambassadors to prospective students, and attending recruiting events at HBCU colleges and universities.

Student Success Programs

- The University Writing Center conducted a discourse analysis of tutoring reports to evaluate tutors’ perceptions of English Language Learners (ELLS) seeking help with writing. Findings indicated some negative biases toward non-native English speakers, so the Center conducted two diversity workshops with the Special Assistant to the President for Diversity and expanded the tutor training curriculum to include more methods for helping ELLS.

Libraries and Educational Technologies

- Facilitated the library orientation session for international students in fall 2015
- Contributed to current JMU initiative to address Title IX through production of professional-quality video series to be used in educational effort and assistance to the Office of Diversity in the creation of a course in Canvas in which 10,000 JMU employees (faculty, staff and students) will be enrolled and expected to review content and satisfactorily complete quizzes.
- Modified the public catalog display to “internationalize” the Libraries public catalog records by rendering Arabic, Hebrew, Greek, Cyrillic, Chinese, and other non-Roman scripts visible.
- Enriched our collections by acquiring international folk and indigenous music, music by minority and women musicians, international film, film by minority and women filmmakers, and documentary film representing a variety of distinct people and cultures.
- Organized and created metadata for the John Alden Williams Arabic/Persian Collection, a gift to JMU Libraries, to ensure the inclusion and discovery of the collection in the Libraries’ public catalog, with the assistance of two language expert volunteers.

Access and Enrollment Management

- The Diversity Task Force Report conducted in 2013, has been condensed into eighteen initiatives for the 2014-2015 academic year. This is the first set of initiatives forthcoming from the report. Implement ten of the Task Force initiatives during the 2014-2015 academic year.
  - Middle School Visit Program: The Middle School Visit Program (MSVP) at James Madison University serves the State of Virginia as a resource to promote college as an option for all. The MSVP has an innovative design to capture Middle School student’s interests in multiple career fields and college majors by exposing them through fun and educational activities on JMU campus. The main objective of the MSVP is to educate Middle School students on the college and career opportunities available. The program was started in 2010 by the Virginia Board of Education’s mandate for Academic Career Plans (ACP) to be completed in the 7th grade. The ACP requires middle school students to have an idea of the career field of their future and the type of college they would like to attend. Middle school students record specific courses they need to take in 8th-12th grade to achieve their goals. Science and Math courses chosen for 8th grade can significantly impact a student’s future college opportunities.
  - The Office of the Executive Director for Faculty Access and Inclusion will work with the respective offices and departments to incorporate the tenets of diversity into the strategic planning of faculty and instructional endeavors. Engage the Office of the Provost, Deans, and Academic Unit Heads, and
College Diversity Councils in conversations regarding opportunities for faculty diversity at JMU. Particular topics of diversity engagement will include such issues as follows: Faculty Recruitment, Retention, Mentorship, Faculty Searches, Fulbright Scholars Programs, Visiting Scholars, and Consultation on Diversity efforts and programs within their fields of study.

- As part of the effort to support and promote the benefits of higher education in localities within the Commonwealth of Virginia, the university will sustain a quality Professor-in-Residence (PIR) program. Established in the Fall semester of 2004 with five high schools, the PIR now partners with seven (7) High Schools, six (6) Middle Schools, and three (3) affiliate High School. For the 2014/15 academic year, the program will be assessed with the intent to either add new schools or reclassifying old PIR programs as affiliates.

- The current objective is to review and improve upon the methods of recruiting PIR faculty, work with the office of the Provost to better engage academic units’ support for PIR faculty to ensure fair annual assessment of faculty work at the partner schools.

- To conduct a collegiate and academic experience for middle school students at JMU. This program takes students from select-PIR middle schools for the purpose of exposing them to college environment. The objective is to provide them with an impetus for their future enrollment into a college or university. It is the goal of the program to increase the number of student participation from the current 20 to 30.

- Increase the number of competitive international students who inquire, apply and matriculate at JMU.

- Increase multicultural applications.

- Recruit a geographically diverse incoming class. Draw more competitive applicants from the South and New England. Identify new areas to help offset the high school graduation decline affecting certain regions of the Northeast.

- The Valley Scholars program was established in 2014 with the hiring of a program director, part-time administrative assistant and two graduate assistants.

- Administrative space was identified based upon program needs. Program budgets were established to support activities.

- Seven partner schools districts agreed to partner with James Madison University. Schools districts include the counties of Augusta, Page, Rockingham and Shenandoah, along with the cities of Harrisonburg, Staunton and Waynesboro. Partner schools signed an agreement of participation outlining the responsibilities of partner school districts and James Madison University. One middle school from each partner school district was selected to participate in the pilot phase of the program. Page County is an exception with two participating middle schools however the parity in participant numbers was maintained across all districts.

- The first cohort of Valley Scholars included thirty-five student positions distributed evenly among school partners. Five students from each middle school were selected.

- Students applied and were selected based on the following criteria:
  - Be a Virginia resident and United States citizen or permanent resident.
  - Be in 7th grade and attend a partner middle school.
  - Be in good academic standing and demonstrate academic promise and motivation.
  - Meet financial eligibility guidelines based upon free and reduced lunch eligibility.
  - Be a first generation college student. This means that your parent(s) or guardian(s) have not graduated from a four-year college or university.
  - Have the full support of parent(s) or guardian(s) for your participation in the program.
  - Be recommended for participation by a teacher, principal, or guidance counselor from your school.
  - Commitment to attend week long summer enrichment programs, as well as Saturday or after school programs throughout the school year.

- University staff reviewed applications, conducted student interviews for all applicants, and made final selections by June 5, 2014. Notifications were distributed to all applicants and partner schools were informed. Cohort 1 consisted of 16 male and 19 female students. Students represent a variety of socio-economic circumstances but all qualify for free and reduced lunch. With regard to federal ethnicity and race reporting students represent; Black/African American, Hispanic of any race, Asian, White and a combination of two or more races.
The first Valley Scholars (VS) cohort participated in ten on campus programs, a field trip and a community service day. The group also met weekly with mentors beginning in January of 2015. Envision was the theme for the first year, partnering with a variety of academic programs from across the university, introducing the students to college academic life, expectations and culture. JMU students provided near peer mentoring for program days, in a variety of activities that included visits to nursing labs, theatre and dance studios, a television studio, and science labs. Students participated in faculty led activities on each program day. Program days and the schedule for 2014-15 were as follows:

- September 13, 2014 (Saturday) 12pm-4pm Opening Reception
- September 24, 2014 (Wednesday) Office of International Programs
- October 24, 2014 (Friday) College of Arts and Letters
- November 4, 2014 (Tuesday) College of Business
- November 15, 2014 (Saturday) College of Visual and Performing Arts
- December 6, 2014 (Saturday) College of Health and Behavioral Studies
- January 17, 2015 (Saturday) University Recreation
- January 31, 2015 (Saturday) College of Integrated Science and Engineering
- February 16, 2015 (Monday) 9am-2pm High School Prep Day
- February 28, 2015 (Saturday) College of Science and Mathematics
- March 21, 2015 (Saturday) College of Education
- April 3, 2015 (Friday) Field Trip
- April 18, 2015 (Saturday) Community Service Day
- May 1, 2015 (Friday) Poster Board Session by Valley Scholars

First year goals included developing a cohort identity, introducing students to the culture of college, and inspiring them to dream and consider the possibilities for their own lives with regard to education and career attainment.

Administration and Finance

The Diversity Council for Administration and Finance provided mandatory training for every full time member of Administration and Finance based on the teachings of Steve Robbins and his book What If? Short Stories to Spark Diversity Dialogue. Each full time staff member had to attend a three-hour training session facilitated by members of the Administration and Finance Diversity Council.

Business Services

Dining Services

- Dining Services embraces diversity through collaborative efforts with student’s organizations as well as leading a team that is 38% diverse speaking 8 different languages.
- Both ARAMARK and James Madison University Diversity and Inclusion trainings are completed by associates throughout the department
- ARAMARK at James Madison University continues to be one of Friendship Industries top employers in the Shenandoah Valley and is featured in their annual report each year. Dining Services sponsors a yearly luncheon and dance for all Friendship industry clients on campus each year.
- Manager participation in several of ARAMARK’s Employee Resource Groups continues to expand with opportunities to participate in Women's Business Resource Network, ARAMARK Young Professionals, ARAMARK Dietitians, ARAMARK Pride, Impacto - ARAMARK's Hispanic Market and Employee Resource Group, and Salute - Veterans Resource Group.
- Three managers from JMU were nominated for the annual ARAMARK Young Professionals Award.

Facilities Management

- Facilities Management is the largest consumer of goods and services from SWaM vendors on campus and makes a continuous effort with our partners in Procurement Services to ensure that SWaM goals are exceeded.
Procurement
- University will exceed its submitted goal of 44% expenditures with Small, Woman-owned, and Minority-owned businesses.

Human Resources, Training and Development
- In collaboration with a task force of legal, EEO, academic affairs and HR created an instructional faculty recruitment training guide for search committees with an emphasis on diversity strategy.
- HR created the foundation for Employee Resource Groups designed to provide recruitment and retention strategies for HR and enhance diversity and connections on and off campus.
- Actively participated with Virginia Values Veterans initiatives and the Veterans Task Force.
- Training and Development facilitated several workshops on the topic of diversity including TD1968; Mixing Generations in the Workplace and TD1830; Wealth, Innovation and Diversity.
- Training and Development partnered with the Office of the Special Assistant to the President for Diversity to support the 9th Annual Diversity Conference, Engaging Community: Creating Change in March of 2015.

Student Affairs and University Planning

Multicultural Awareness and Student Health Center for Multicultural Student Services (CMSS)
- Added five student organizations under its umbrella: National Society of Minorities in Hospitality, Esteem Models, the Muslim Student Association, the National Society of Black Engineers and C.U.R.L.S. (Confidence, Understanding, Respect, Learning, and Support). The group’s goal is to give members the knowledge, resources and support needed to understand and obtain healthy, natural curly hair.
- Assisted with the 35th anniversary celebration for Alpha Phi Alpha Fraternity, Inc. and the 25th anniversary celebration for Sigma Gamma Rho Sorority, Inc.
- CMSS added five student organizations under its umbrella: National Society of Minorities in Hospitality, Esteem Models, the Muslim Student Association, the National Society of Black Engineers and C.U.R.L.S. (Confidence, Understanding, Respect, Learning, and Support).
- Staff facilitated numerous presentations across the university. A full listing is included in the CMSS departmental annual report.
- Two new Experiential Learning Trips were designed to provide students with opportunities to explore different facets of intersectionality. These programs were: Diversity Through Performance, Washington, DC (Fall 2014) and Diversity Through the Arts, Richmond, VA (April 2015).
- Several CMSS staff attended the National Conference on Race and Ethnicity (NCORE) in May, 2015.
- The Assistant Director for Multicultural Programs participated in the Social Justice Training Institute in June, 2015.

University Health Center (UHC)
- Hired the university’s first full-time administrator to oversee all LGBT and Ally Education programs.

Dean of Students / Student Life
Office of Residence Life
- ORL staff facilitated 308 multicultural programs in the residence hall.

Student Success
Office of Disability Services
- The University has a goal of fostering an environment that is welcoming and inclusive, i.e., events, messages, symbols, and services express mutual respect. ODS created a new logo for the department; the creative process which developed the new symbols was supported by the principles of respect, inclusion, and visionary connection to the people involved with ODS programs.
For the 6th Annual Disability Awareness Week keynote event, ODS hosted actress, professional standup comedian, and writer, Maysoon Zayid.

ODS partnered with faculty members Meredith Conti and Kate Trammel to host Alyssa Melby, recognized in 2013 as the Emerging Leader of the Kennedy Center's Leadership Exchange in Arts and Disability. Ms. Melby engaged students in master dance classes in exploring issues and methods for access and inclusion. With a wide variety of events throughout the week, students were invited to consider many principles and values associated with creating a community dedicated to access and inclusion.

Diane Secord from the Office of Disability Services attended Freshman Advisor training to inform advisors about learning resources and ODS Services. Diane reported that she saw a significant increase in the number of freshmen utilizing Learning Strategies assistance as a result of her introduction to Freshman Advisors.

Community Service-Learning
- All CS-L programs work with communities much more diverse than JMU.
- The Alternative Break Program sends JMU students to 41 different communities in the US, Caribbean and Central and South America. These trips partner with diverse populations addressing diverse social issues.
- The CS-L academic service learning and Federal Work Study programs partner with 80 community agencies and schools in Harrisonburg and surrounding communities. Students serving in these partner community organizations are exposed to diverse people, ideas and social issues.

Learning Centers
- The University Writing Center conducted a discourse analysis of tutoring reports to evaluate tutors' perceptions of English Language Learners (ELLs) seeking help with writing. Findings indicated some negative biases toward non-native English speakers, so the Center conducted two diversity workshops with the Special Assistant to the President for Diversity and expanded the tutor training curriculum to include more methods for helping ELLs.

Orientation
- Diversity is a key characteristic, or value, for the Orientation Office. For our purposes, Diversity is defined as "Appreciation of differences and respecting the beliefs, values, ideologies, and life experiences of others."
- Throughout the year, Orientation incorporated diversity into all of our recruitment efforts and student staff training. During recruitment, student organizations that are underrepresented across campus were targeted, including Centennial Scholars and CMSS organizations. During hiring processes it was demonstrated that the program values the voices of students that provides different perspectives than the majority of the student body.
- All paid student staff (ANTS, OOAs and OPAs) participate in HRD 100 course; a required reading for that course is 35 dumb things well-intended people say: Surprising things that widen the diversity gap (Maura Cullen).

University Planning and Analysis

Career and Academic Planning (CAP)
- CAP advisors initiated the process to add a positive service indicator to International student records on MyMadison so all advisors across campus are alerted to the International student status and special considerations that come along with it (need to maintain visa status, etc.). This small detail makes it easier to flag a student with a special situation (like International Student status) so that advisors across campus are better able to address their needs.
Section 7 Efficiencies

Academic Affairs

College of Arts and Letters
- SCOM began experimenting with a hybrid block course in one of its most popular and in-demand required courses, the introduction to public relations writing. It is hoped that the success of that experiment may help students progress more quickly in the major.
- English signed a 4-year lease on its copier (rather than a 3-year lease), saving $130.94 a month or $1,571.28 a year. The copier’s PDF and e-mail functions also cut the cost of paper. The installation of WIFI capability in Keezell Hall may result in the ability for English and FLLC to eliminate some office phones.
- FLLC eliminated three languages that proved unpopular with students.

College of Business
- Implemented a paperless promotion and tenure process in CoB.
- Small Business Development Center discontinued printing of client session notes in 2013. It used excessive paper, file folders, clasps, and staff time to print, collate, bind, and maintain the files.
- Small Business Development Center recently made staff changes to meet center needs using 3 PT positions, instead of the 1 FT as previous, to avoid the high expense of state-mandated benefits.
- CoB encourages faculty to use network copiers and not have a local printer. Saves costs of toner and local printers.
- CoB had WiFi upgraded in classrooms to permit large sections of classes to take online quizzes versus paper quizzes in the classroom.
- CoB initiated a program aimed to remove unused office telephones.

College of Education
- In an effort to reduce our carbon footprint, all student teaching placements for the K-12, 5th-year Special Education Program were assigned within a 50-mile radius of the university and, minimally, candidates were placed in pairs within the same schools or pods in order to allow for carpooling. Furthermore, university supervisors were assigned to supervise students within geographic regions closest to their home address.
- Innovative programming and distance delivery modalities allow candidates in the Ed Leadership program to participate in off-campus regional cohorts which reduces participants’ and JMU’s carbon footprint.
- Reorganized the advising process to fit with new COE admissions process, saving faculty time on initial orientation advising.

College of Health and Behavioral Studies
- The Department of Communication Sciences and Disorders (CSD) implemented a technological solution, TYPHON, to track clinical hours, clinical externship contracts, external supervisory state and ASHA credentials. We now can conduct graduate “check outs” before graduation in 3 hours using administrative assistants rather than the previous two-day time frame using faculty.
- Social Work began emailing acceptance letters for the program, saving time and energy for program assistant and mail personnel.
- The Department of Psychology
  - Disconnected 5 telephones that were not being used heavily.
  - Instead of faculty using both a desktop and laptop computer, they are experimenting with having faculty use only a laptop with a docking station
  - Renewed their copier machine rental for a 30-year cost savings of $94.17 per month
- All Nursing files moved to the SharePoint system for flexibility in accessing information. Hard copies of files will not be kept.
- In Spring 2015, the Board of Nursing gave permission to the Nursing Department to use Skype for visits to see students in some of their Capstone practica.
- Graduate Psychology's counseling programs have reduced the overall number of adjuncts by offering some courses less frequently. Some courses were offered multiple times per year in small sections, yet it was not a course that needed a small ratio of student to faculty.
- The CSPA program shares faculty with the Graduate Psychology program and uses AP faculty to teach many core courses. Many expenses come from various departments in Student Affairs and University Planning.
- Students training in Applied Behavior Analysis (within the Behavior Analysis concentration) were supported by external partnerships with the Shenandoah Valley Regional Program, city and regional county schools.
- A verbal agreement has been obtained for the Army Research Laboratory (Aberdeen Proving Grounds, Maryland) to help support a graduate student in exchange for assistance with basic (i.e., non-applied) perceptual research activities.

### College of Integrated Science and Engineering

- Computer Science did not replace a retiring administrative assistant. They are now using two people to do the work once done by three people.
- ISAT converted an administrative assistant position to an advisor for the IA and GS program. Departmental administrative support is now being done with a smaller staff.
- We reviewed the management of CISE Laboratory Operations, and after extensive deliberation, we have decentralized most resources back to home departments. In the upcoming year, we will eliminate the position of Director of Laboratory Operations.

### College of Science and Mathematics

- BIO 290 Anatomy labs are being modified to hold 40 students instead of 24 to reduce the faculty resources for this course, which enrolls over 500 non-majors students per semester.
- On-line lectures are being developed for non-majors courses such as BIO 270 Human Physiology.
- Spreadsheets used for cost-comparison of large orders.
- Self-audits of invoices and purchase orders for shipping costs.

### College of Visual and Performing Arts

- An efficient SADAH teaching schedule was created to ensure that 115 courses each semester are evenly distributed over 5 days with early morning, midday, late afternoon, and evening sessions. In addition, faculty increased efficiency by extending teaching or advising hours over a minimum of four-day presence on-campus, and setting up on-line advising while they are working off-campus.
- TAD restructured faculty positions from two retirements.
- TAD's staff restructuring makes better use of resources. Retirement of 30 hour a week fiscal technician 2 years ago; position was absorbed into existing Arts Administrator position.
- TAD has worked to reduce redundant and inefficient courses.
- CVPA has expanded the ways in which we can use Wayland to make better use of building resources. Acting classes are taught there, which opens up time in other studios in Forbes for rehearsals and classes.
- SADAH students enrolled in ART, ARCD, or INDU 491 Studio Assistant, were trained to provide safe and efficient operations for: woodshop, sculpture, metals, ceramics, photography, foundations, fibers, architectural design, and painting and drawing. Earning 1-3 credits, 38 student assistants provided 4,000 hours to help maintain safe operations in every art and design studio.
- SADAH students enrolled in ART, ARTH, or ARED 496, were trained to provide safe and efficient operations for galleries. Earning 1 credit, 40 student interns worked over 2,000 hours to keep three galleries open 5 days a week: Duke Gallery of Fine Art, New Image Gallery, and ArtWorks Gallery.

**University Programs**
- General Education Program efficiencies: by moving from printed program checklists to web-based program information, the program has seen associated printing costs decrease from nearly $5000 in 2011-2012 to approximately $100 in 2014-2015
- Outreach and Engagement efficiencies:
  - Programming changes in dual enrollment offerings and release of liaison at conclusion of this FY saved $16,000
  - Cancellation of subscriptions and organizational memberships that are no longer needed saved $12,000
  - Provision of departmental vehicles for instructors teaching off campus instead of paying mileage saved $2016
- Center for Assessment and Research Studies efficiencies:
  - Changed Assessment Day model from two 3-hour sessions to three 2-hour sessions; as a result we have cut costs in the following ways: Using the same rooms 3x instead of 2x reduces: 1) number of proctors hired; 2) number of tests printed 3) bins to be packed and transported across campus, and 4) more focused building use. We no longer need to use Showker Hall; thus, one headquarters is used; 1 phone; no shuttle service necessary.
  - Increased utilization of technology for meeting testing needs on Assessment Day: By purchasing 80 Chromebooks, we are able to transform 2 classrooms into computer labs; this reduces costs associated with printed tests, scantron answer sheets, bin packing and their transport.

**Office of International Programs**
- OIP’s ongoing practice of composting, de-lamping, recycling and use of energy efficient products underscores our determination to remain at the forefront of JMU’s greening and efficiency efforts.
- The study abroad team has effectively implemented the Terra Dotta software for all its application processes, with ongoing collaboration with Terra Dotta support services. As a result, the application process has gone much more easily for our students and much more efficiently for the OIP.

**The Graduate School**
- Efforts to improve graduate student efficiencies in recruitment have focused on data collection and research into best recruiting/marketing practices, resulting in significant improvements to our website, our internal communication, and targeted communication to prospective students.

**Libraries and Educational Technologies**
- Provided asynchronous online learning modules for faculty to learn how to use Canvas. The online option provided flexibility and convenience for faculty.
- Transitioned Electronic Theses and Dissertations (ETDs) to JMU Scholarly Commons leading to efficiencies within Honors Program and Graduate School.
- Requested a 33% decrease in the number of public computers to be purchased using ETF funds in the winter 2014-15 cycle based on data about use of the public computers of Rose Library.
- Implemented duplex printing as the default setting in the public printers.
Completed the journal phase of the complete resources review resulting in cost savings and elimination of redundancy for campus.

Improved processes for imaging public workstations with mostly free utilities and in-house created scripts.

Created the positions of Assistant Director for Library Services and the concomitant Joint Library Services section to eliminate the need for duplicate program and service administration personnel across the Rose Library Services and Carrier Library Public Services departments.

Completed a review of print journal holdings and shifted to electronic content where available.

Access and Enrollment Management

- The Office of Financial Aid and Scholarships automated processes.
- The Office of Equal Opportunity will audit completed searches within 2014 and 2015 year.
- The Office of Financial Aid and Scholarships will add the divisions of Access & Enrollment Management and University Advancement to the I-9 Onboard Process.

Administration and Finance

Budget Management

- Facing state revenue losses and constraints, the university’s executive management team was able to reallocate $5.9 million for mandatory expenditures and to support priority university strategies.
- Designed and developed a beta efficiency data collection tool that was included as a part of the budget development process for FY 2015-16

Business Services

- Engineering and Construction pursues efficiencies by continually improving the project process through increased electronic document manipulation and storage, and though the use of collaborative electronic conferencing and communication. We continue to work with Procurement to find ways to find innovative ways to decrease the required procurement time, but maintain competition, fairness, and the lowest costs through the use of a prequalification system and optional contracts.
- Documentation of existing campus utilities within and without buildings, and expanding use of mobile communication devices is decreasing response time and increasing the quality of the response.

Facilities Management

- During the last year, FM Support Services developed a process which allows small purchase credit card data uploads from AiM to PeopleSoft instead of manual entry, saving the effort of one full time employee.
- The motor pool increased the hybrid fleet to include 9 Ford Fusion Hybrid vehicles. Replaced Chillers in the USB and Wampler to reduce electric consumption and increase service reliability.
- Building Automation staff continued to upgrade obsolete building controls in various locations throughout campus to increase the reliability of readings. Building Automation staff completed installation of utility monitoring controls in 25 buildings across campus.
- Additional water saving aerators were installed in residence halls and campus center facilities.
- Utilities staff is continuing the LED lighting replacement in various locations throughout campus, significantly reducing energy consumption. LED lights were installed in thirteen buildings across campus.
- Recycling staff implemented a carpet recycling program during the spring semester move out. This resulted in the recycling of approximately 4,800 pounds of carpet and an additional 2,000 pounds of carpet being donated, diverting 6,800 pounds from the landfills.
- Recycling staff continues to increase battery recycling stations in facilities to increase the rate of battery recycling on campus.
- Improving Air Quality and increasing Energy Efficiency, duct cleaning projects were performed in 6 buildings on campus.
• Landscaping staff began the installation of pumps and piping for using Newman Lake as a supply for irrigation.
• FM undertook an effort to review opportunities for efficiencies, resulting in over 100 actions that can be taken to reduce energy consumption and save or avoid millions of dollars in operational costs

Parking Services
• Collaborated with IT to automatically send an e-mail to customers whenever a citation associated with their record was voided thereby providing the customer with confirmation of the voided citation and satisfying a revenue control requirement of Financial Reporting.
• Introduced the first multi-space pay stations on the ground level of the Grace Street Parking Deck adjacent to Student Success Center. The pay stations include the ability to accept codes that offer complimentary parking for patients visiting the Health Center. Distributing codes to patients before their visit to the Health Center reduced instances of underserved citations issued to Health Center patients by more than 80 percent for the 2014-2015 academic year. The pay stations located on the ground level of the Grace Street Parking Deck now accept JACards. The pay stations had previously been limited to accepting cash and credit cards for payment. Providing customers with the option to pay by JACard will likely result in a significant reduction in cash payments, which will in turn reduce the need to count coins and transport cash for deposit at the bank. It will also reduce credit card payments significantly thereby reducing the merchant fees absorbed by the department for each credit card transaction.
• Installed electronic signs on South Main Street and Martin Luther King Jr. Way that provide commuters with counts of vacant parking spaces in both the Warsaw Avenue Parking Deck and Grace Street Parking Deck. Providing commuters with real-time information about parking availability in the two facilities improves customer convenience, reduces the university's carbon footprint and alleviates traffic congestion on the adjoining city streets. Additionally, real time availability of commuter spaces in three parking decks were made available on the Parking Services website.
• Transitioned to real-time communication between the department's parking management software database and the handheld units utilized by parking enforcement. The transition allows citation and permit information to be made instantaneously available to customers and parking personnel both in the office and in the field.

Human Resources, Training and Development
• HR enhanced management of its document imaging process to save time for HR employees and dramatically reduce paper usage.
• Through implementation of the Electronic Personnel Action Request (ePar) process, employee time and use of paper has been reduced. The process included 55 hours of interviews to ensure that all divisions across the university had an opportunity to provide input. The time required to process a par from was reduced from 20 to 30 days down to one to three days. This has been a tremendous time saver for the campus as well as a mechanism to reduce errors in processing the forms.
• Training and Development was able to reduce cost through the following initiatives:
  o Continued maintenance and expansion of the Training and Development Resource Collection. This is a collection of over 280 books available to all faculty and staff. These books cover a wide variety of professional development topics including but not limited to all nine of the JMU Training and Development competencies. The Collection reduces the need for departments to purchase some professional development content on their own.
  o T&D began using new table Z-tents and Prezi pre-workshop slide shows to market upcoming workshops and events. This has reduced the need for using paper.
  o T&D shares post-workshop materials using SharePoint (slides, worksheets, etc.) and administers post-workshop evaluations electronically. This has reduced paper usage.

Included on this page...
• Parking Services transitioned to real-time communication between the department's parking management software database and the handheld units utilized by parking enforcement. The transition allows citation and permit information to be made instantaneously available to customers and parking personnel both in the office and in the field.
• Through implementation of the Electronic Personnel Action Request (ePar) process, employee time and use of paper has been reduced.
**Intercollegiate Athletics**
- JMU Athletics implemented a number of decisions and processes resulting in operational and resource efficiencies. These included:
  - Ended the custom video board introductions at football – Savings - $50,000
  - Switched to Sidearm/Stretch Internet to align with conference and expand video streaming ability. Cost for comparable service with previous provider would have been an additional $80,000
  - Ended relationship with regional radio affiliates. Savings was utilized to fund new web development/community service position, meeting new initiatives of strategic plan.
  - Reorganized Strength & Conditioning to address concerns from program review that recommended the addition of a FT position.

**Public Safety**
- The Department of Public Safety restructured during the 2014 year. This restructuring allowed all four divisions to be headed by a Deputy Chief. This will allow more oversight in each division and also allow more command staff for major incidents/multiple incidents at one time. This restructuring also allows for more training opportunities and addresses any issues with short/long term injuries among command staff without sacrificing supervision.
- In August 2014, JMU acquired and implemented the LiveSafe public safety app and rolled the application out to the incoming freshman class at the start to of the Fall 2014 Academic Semester as new reporting and information sharing tool for student to report incidents to the police and access public safety resources and timely information.

**Student Affairs and University Planning**

**Multicultural Awareness and Student Health**

**Center for Multicultural Student Services (CMSS)**
- Relocated into a larger, renovated space in the Madison Union.
  - Having additional square footage allows the department to better accommodate increased student enrollment and need for programs and services

**University Health Center (UHC)**
- Restructured business operations by hiring a new associate director and reducing staff in this area
- Provided Orthopedic and Radiology services through a contractual agreement with Sentara RMH. This partnership enhances the department’s ability to provide orthopedic services and this is the first time the UHC has been able to perform X-RAYS on campus
- Opened the UHC’s first pharmacy under the supervision of a full-time registered pharmacist. This is a very convenient and useful service that has been well received by students

**Student Success**

**Student Success Center**
- Under project type Building Design & Construction, the Student Success Center will receive Gold Leadership in Energy & Environmental Design (LEED) Certification.
- With the installation of seventeen ELKAY EZH2 water fountains, the Student Success Center has helped to eliminate waste from 96,119 disposable plastic bottles.

**Office of Disability Services**
- ODS streamlined processes and procedures to allow secure electronic delivery of over 2500 annual access plans for students, saving paper for the university and time for staff, students and faculty.
• Spending on premiums has been reduced by $2,000. Since students receive an abundance of promotional materials from several departments across campus, Orientation reallocated these funds to programming. This allows the opportunity to add new programming or enhance existing programming.

**University Planning and Analysis**

Student Affairs Technical Services developed the new Student Affairs and University Planning Communications Committee. This group brings together technology and communication experts from various departments in order to provide a resource for those departments that are not able to hire their own technology/marketing staff members.

**Career and Academic Planning (CAP)**

• Increasing the efficiency of space usage, Career and Academic Planning made 14 on-campus Interview rooms available for quiet study space during exam week in May 2015. One hundred eighteen students took advantage of this resource throughout the week. Plans are underway to offer this option in both fall and spring, and to explore adding times during the last week of classes as well.

• Career and Academic Planning needs a full-time Internship Coordinator position, which was turned down for 15-16. Rather than wait for the position to be granted, CAP added internship duties to Laura Hickerson. The position request will be re-submitted for 16-17.

**Office of Institutional Research (OIR)**

• The Office of Institutional Research continues to operate understaffed, while at the same time completing all of its necessary work to its usual standard of excellence. A new position was requested for 15-16 but not granted. That request will be re-submitted for 16-17.

• The Performance Measure Database, first established in 2002, was completely reviewed, and updated with more than 40 Strategic Performance Measures that monitor the university’s new strategic plan. These performance measures are critical for ensuring accountability and efficiency.
Section 8 Rankings & Recognitions

Academic Affairs

Rankings

- The Clinical Doctorate in Audiology (AuD) maintained the U.S. New & World Report national ranking of 17th (75 programs total).
- The Master of Sciences in Speech-Language Pathology maintained the U.S. New & World Report national ranking of 35th (270 programs total).
- The RN to BSN Program achieved a ranking of six (6) in quality and thirteen (13) in value for the Southern US Region.
- The MSN Program was nationally ranked for the first time through US News and World Report, at 122nd of over 500 programs.
- The School of Theatre and Dance was identified, via the “On Stage” magazine blog, as one of the ten best Bachelor of Arts Theatre degrees in the United States. “On Stage” magazine is one of the most respected publications in the area of Theatre.
- In the most recent edition of Open Doors, JMU, as a master’s level institution, placed 16th in students studying abroad in long-term programs and 4th in the number of students studying abroad for a short-term period, moved up to 6th in semester-long programs, and once again ranked 2nd in the number of students studying abroad.
- International Network of Universities: The OIP executive director is committed to leading JMU in its second three-year presidency of the International Network of Universities. The members of the INU share the common philosophy of advancing internationalization for all students and staff. As the sole U.S. member institution, JMU has the unique prospect of expanding opportunities for students, faculty, and staff and, at the same time, the privilege of sharing knowledge and best practices with visitors from throughout the INU world.
- The Breeze was one of 10 recipients of the Associated College Press’s prestigious Pacemaker Award for top non-daily student newspapers in the nation. The Breeze also won the Virginia Press Association’s Grand Sweepstakes Award for the second consecutive year. The Bluestone was the Associated Collegiate Press’ Pacemaker finalist, one of 10 in the nation.
- The Debate Team was ranked 9th in the nation, the 6th consecutive time it has been in the top 10. It was named the top public debate team for the 3rd year in a row; no other team has been named more than twice.
- All 12 members of the Individual Events team qualified for the American Forensic Association’s National IE Tournament.
- JMU’s Destination Imagination team, co-led by Elizabeth Armstrong (SCOM) and Jonathan Spindel (CISE), won gold, silver, and bronze medals at the Global Finals Tournament.
- Information Security MBA ranked #12 in the nation by U.S. News & World Report in their “Best Online MBA Programs” rankings, and more importantly, #3 in student engagement in that same ranking.
- CoB marketing students, coached by Dr. Theresa Clarke, were recognized as the top team in the world (out of 2,400 teams) in the Google Online AdWords Marketing Challenge.
- SHSRM awarded McCool Breakthrough Award for Innovation from International Hospitality Educators Association.
- The Journal of Information Systems is the premier academic journal in the field of Accounting Information Systems. A study published in the journal recognized Dr. David Hayes, Associate Professor of Accounting, as the second most-often cited author during the journal’s existence.
- Accounting: JMU is ranked in the highest tier by three of the big four accounting firms (the fourth firm does not have a national ranking, but ranks by region and JMU is ranked in the top tier in the MidAtlantic region). Rankings are based on the number and quality of graduates hired as entry-level staff. The size of the top tier ranges from 35-60 schools nationwide.
- CIS/BSAN: Survey by College Factual ranked CIS program #6 program in the nation for 2014 based on graduates’ starting and midcareer salaries, cost value of tuition, and other factors. Graduates of the
program are in high demand by recruiters such as Accenture, Capital One, Deloitte and EY. The program is accredited by ABET.

- The International Business Program is only one of 25 schools with full membership in the Consortium for Undergraduate International Business Education (CUIBE). CUIBE recognizes institutions that have "demonstrated a commitment to undergraduate international business education through development of exceptional academic programs."
- Physics and Astronomy has been recognized as a “Department of Distinction” from the American Physical Society.
- The Master of Physician Assistant Studies was ranked #70 in the U.S. News and World Report’s Best Physician Assistant Studies graduate programs.
- JMU tied with four other schools at #81 in U.S. News & World Reports the best part-time MBA Programs.
- The Master of Fine Arts was ranked #93 in the U.S. News and World Report’s best graduate programs in Fine Arts.
- The Master of Public Administration was ranked #104 in the U.S. News and World Report’s best Public Affairs programs.
- The Master of Occupational Therapy program was ranked #116 in the U.S. News and World Report’s Best Occupational Therapy programs.
- The Department of Nursing was ranked #122 in U.S. News & World Report’s Best Nursing Schools for graduate education.
- The Department of Graduate Psychology was ranked #141 in U.S. News and World Report’s rankings of best psychology graduate programs.
- The online programs in education, the M.Ed. in Educational Technology and the M.Ed. in Math, were ranked #148 in Best Online Education Programs in U.S. News and World Report’s Best Graduate Schools 2016 Guidebook.
- National Center for Teaching Quality (NCTQ) 2014 Teacher Prep Review Rankings: James Madison University: Graduate Secondary Teacher Prep Program: #15 in the United States; #3 in the South Atlantic Region

**Recognitions (Programs and Faculty)**

**Provost Award for Excellence:**
- George Johnson, Professor, Media Arts and Design, Academic Advising
- Scott Arbogast, Athletics Academic Advisor, Freshman Advising
- Linda Hulton, Professor and DNP Coordinator, Nursing Graduate Advising
- Felix Wang, Director of Study Abroad, Honors Teaching and Advising
- Rustin Greene, Professor, Media Arts and Design, International Education
- Seán McCarthy, Assistant Professor, Writing Rhetoric and Technical Communication Outreach and Engagement
- Jennifer Connerley, Adjunct Instructor, Interdisciplinary Studies, Part-time Teaching
- C. Steven Whisnant, Professor and Head, Physics and Astronomy, Research and Scholarship
- Nursing (M.S.N.), Assessment

**Distinguished Teacher:**
- Mark Piper, Assistant Professor, Philosophy and Religion, College of Arts and Letters
- Theresa Clarke, Professor, Marketing, College of Business
- John Almarode, Assistant Professor, Educational Foundations and Exceptionalities, College of Education
- Lincoln Gray, Professor, Communication Sciences and Disorders, College of Health and Behavioral Studies
- Ramon Mata-Toledo, Professor, Computer Science, College of Integrated Science and Engineering
- Kevin Caran, Associate Professor, Chemistry and Biochemistry, College of Science and Mathematics
- Robert McCashin, Professor, Music, College of Visual and Performing Arts
- Deborah Warnaar, Lecturer, Chemistry and Biochemistry, General Education

**Madison Scholar:**
- Kerry Dobransky, Assistant Professor, Sociology and Anthropology, College of Arts and Letters
- Mert Tokman, Associate Professor, Marketing, College of Business
- Dorothy Sluss, Professor, Early, Elementary and Reading Education, College of Education
- Bryan Saville, Associate Professor, Psychology, College of Health and Behavioral Studies
- Chris Hughes, Professor, Physics and Astronomy, College of Science and Mathematics
- Richard Finkelstein, Associate Professor, Theatre and Dance, College of Visual and Performing Arts

**Distinguished Service:**
- Carlos Alemán, Associate Professor, Communication Studies, College of Arts and Letters
- Susan Kruck, Professor, Computer Information Systems and Business Analytics, College of Business
- Stephanie Wasta, Professor, Educational Foundations and Exceptionalities, College of Education
- Patty Hale, Professor, Nursing, College of Health and Behavioral Studies
- Joy Ferenbaugh, Assistant Professor, Integrated Science and Technology, College of Integrated Science and Engineering
- Eric Pyle, Professor, Geology and Environmental Science, College of Science and Mathematics
- Mary Jean Speare, Associate Professor, Music, College of Visual and Performing Arts

**Alger Family Faculty Award:**
- Linda Hulton, Professor and DNP Coordinator, Nursing

**Ford Faculty Award:**
- Louise M. Temple-Rosebrook, Professor, Integrated Science and Technology

**Goodman Faculty Award:**
- Lori Britt, Assistant Professor, Communication Studies

**SCHEV Outstanding Faculty Nominees 2015:**

**Finalists:**
- Frances Flannery, Department of Philosophy & Religion
- Steven Whitmeyer, Department of Geology and Environmental Science

**Nominees:**
- David Bernstein, Department of Computer Science
- Theresa Clarke, Department of Marketing
- Fariss Mousa, Department of Management
- Gina MacDonald, Department of Chemistry and Biochemistry
- Trevor Stokes, Department of Graduate Psychology

**Recognitions (Student)**
- Prestigious national scholarships—A record number (51) of students applied for ten different national scholarships in 2014-2015. These scholarships included the Boren (4 applicants; 1 recipient), Carnegie Junior Fellows (1 applicant; 1 finalist), Critical Language (at least 8 applicants; 1 recipient), Fulbright (11 applicants; 3 recipients), Gilman (11 applicants; 1 recipient), Goldwater (8 applicants), NOAA Ernest F. Hollings (1 applicant; 1 recipient), Rhodes (1 applicant), Rotary (at least 1 applicant), and UK Summer Institutes scholarships (at least 5 applicants).
- Marketing Department students had the 3rd place finish in National Marketing Edge Competition, 3rd place finish in National Sales Challenge, 1st place finish in Direct Marketing of Washington Collegiate Maxi Competition, 15th place overall out of 460 chapters in the annual Marketing Association Collegiate Chapter Competition; 1st place in AMA Marketing Week Competition, and more.
- Four of 26 cadets in JMU’s Army ROTC battalion who were commissioned this year received recognition as Distinguished Military Graduates—an honor bestowed by the U.S. Army on cadets who ranked nationally in the top 20% of their graduating class: (Erin Brymer, Nursing; Joey Abla, Engineering; Evan Plumley, Computer Science; and Evan Brown, Engineering).
- Maria Camila Testrepo Chavez, a Human Resource Development Minor, won the Benjamin A. Gilman International Scholarship to study in Salamanca summer, 2015.
• Elementary Education licensure candidate Katie Blackman was awarded a Hamilton Planetarium Scholarship. The goals of the Hamilton Planetarium Scholarship include “increasing professional preparation for those entering the planetarium field, enhancing its status with the general public, and increasing respect among all those working in astronomy.

• CS majors and ROTC cadets Joseph Daoud and Evan Plumley were selected to report to Army Cyber Command. They were two of only 15 cadets selected in the nation for this prestigious and highly competitive command.

• CS major Rocío Ramírez-Jimenez was awarded the National GHC (Grace Hopper Conference) award that provided travel funds, housing with other GHC awardees and invitations to special sessions at the conference.

• For the Apps4Va Challenge, the CS major team of Dave McVicar, Abhishek Luthra and Nick Love won the grand prize and the team of Stephen Banghart, Zach Bolan, Chris Peterkin and Aaron Zamecnik won second place.

• Amanda Crandall (mentor: Bruce Wiggins) was accepted into the National Oceanic and Atmospheric Administration’s Ernest F. Hollings scholarship program.

• Each of the past three years, a student from the Chemistry department has been selected to participate the Amgen Scholars program, one of the most competitive summer research programs in the US. Approximately 5% of the students that apply get selected for one of the 250 spots available in the US.

• Geyer, W.J., (mentor: Michael Renfroe) received award for outstanding undergraduate student presentation at Virginia Academy of Science.

• Tara Gallagher (graduate student) and co-authors (mentor: Kyle Seifert) won Best Poster Award at VA ASM Meeting fall 2014.

• Donald Lee (junior, piano student of Eric Ruple) won a number of competitions, including the Virginia Music Teachers Association Concerto Competition, the Hampton Young Artist Competition and the national Harold Protsman Classical Period Competition.

• Kelly Rudolph was recognized by the Kennedy Center American College Theatre Festival for her lighting design and won one of the top awards for student designers in the entire country: the National Partners of American Theatre Award for Design.

• Mark Thress and Eric Grendahl (voice students of Kevin McMillan) won first place in their respective divisions at the National Association of Teachers of Music National Competition.

College of Arts and Letters

• Pete Bsumek (SCOM) won the J. Robert Cox Award in Environmental Communication and Civic Engagement from the National Communication Association.

• Alyssa Reid (SCOM) won the Outstanding New Forensics Coach Award from the National Communication Association.

• Lindsey Shook (SCOM) won the Rebecca Galentine Award from the Cross Examination Debate Association as the top female coach in the nation.

• Alex Leidholdt (SMAD) won the Virginia Historical Society’s William M.E. Rachal Award for the best overall article of the year.

• Shelley Hokanson (SMAD) won the Best of Competition Award in the solo category of the faculty competition from the Broadcast Education Association for an app she produced for the Wildlife Center of Virginia.

• Amanda Cleveland Teye and Lili Peaslee (POSC) received a $114,000 contract from United Way to support research on literacy programs.

• Kerry Crawford (POSC) received a $50,000 fellowship from the International Studies Association to fund her research on international efforts to end conflict-related sexual violence.

• Mark Rankin (ENGL) was appointed editor of the prestigious scholarly journal Reformation.

• Annette Federico’s scholarly article in Texas Studies in Literature and Language won the Tony Hilfer Memorial Prize for best article of the year.

• Rich Lawler (S/A) was appointed Associate Editor of the American Journal of Physical Anthropology.

College of Business

• Nancy Nichols served as president of the American Taxation Association.
• Tim Louwers was president of the Fraud and Investigative Accounting section of the American Accounting Association (AAA) and chair of the Accounting Exemplar Award Committee of the AAA.

• Ina Markham was appointed VP Professional Development for the Decision Sciences Institute Board of Directors.

• Susan Kruck completed five years as Editor-in-Chief and Editor for the Journal of Information Systems Education (JISE).

• Bill Wood, Director of the Center of Economic Education, received the All Together One Award, presented by Omicron Delta Kappa for his work in economic education in local schools, along with his university and other community service accomplishments.


• Jason Fink serves as an associate editor for the Journal of Undergraduate Research in Finance.

• Kristin Fink serves as an associate editor for the Journal of Undergraduate Research in Finance.

• Mary Gowan published the second edition of Human Resource Management, Managing Employees for Competitive Advantage, co-authored with Dave Lepak (Rutgers) and published by Chicago Business Press.

• Reg Foucar-Szocki received the Meek award (the highest honor) from International Council on Hotel, Restaurant, and Institutional Education (ICHRIE) for his contribution to the association.

College of Education
• Joan Kindig was appointed in the fall 2014 by the president of Association of Library Service to Children (ALSC) to serve on the 2016 John Newbery Award Committee.

• Dr. John Almarode was honored this spring as the recipient of the inaugural Sarah Miller Luck (’14, ’15) Endowed Professorship for Excellence in Teaching.

• Nine Rockingham County Public School Teachers of the Year for 2015 are CoE alums: (Kelsey Rice ’10, ’11), Debbie Hammond ’82, Mary Deadrick ’73, Mike Rice ’10, ’11, Katie Flanary ’09, ’10, Terri Smith ’80, ’82, Brittany Knopp ’09, ’10, Tracy Stover ’79, ’82, and Denise Lam ’95, ’09.

• Dr. Kateri Thunder was one of three Guest Editors for Language Arts, Volume 92, Issue 5 (May 2015).

• Dr. David Slykhuis served in a second of a three-year term as President of the international professional association Society for Information Technology and Teacher Education (SITTE).

College of Health and Behavioral Studies
• The Nursing graduate program received a 3-year, 1.12 million dollar HRSA program grant to institute interprofessional care focused on chronic illness into the DNP curriculum.

• Tom Moran, faculty member in the Department of Kinesiology, was one of two individuals in academia chosen to participate in the White House Summit on Disability and Physical Activity.

• The Department of Social Work shares in the 2014 President’s Honor Roll for Higher Education Community Service, which highlighted the department’s Purple and Gold project.

• David Daniel, Psychology professor, was awarded Fellow status by the Association for Psychological Science. Fellow status is awarded to APS Members who have made sustained outstanding contributions to the science of psychology in the areas of research, teaching, service, and/or application.

• David Daniel, Psychology Professor, was appointed to How People Learn II panel by the National Academy of Sciences.

• Joann Grayson was honored with one of two Carol S. Fox MAKING KIDS COUNT awards. The awards are given annually to individuals and organizations making exemplary efforts to improve the lives of Virginia’s children.

• Bernice Marcopulos, of Graduate Psychology, received the 2015 Distinguished Neuropsychologist Award from the American Academy of Clinical Neuropsychology (AACN)

• Deborah Bandalos, of Graduate Psychology and Program Director for the Ph.D. in Assessment and Measurement, was elected to Fellow Status in the American Psychological Association.

• Anne Stewart won the Woman of Distinction Award.

College of Integrated Science and Engineering
• Dr. Heather Watson (ENGR) was named an AAAS Science and Technology Policy Fellow.
- The Virginia Wind Energy Center was awarded the 2015 Region 5 CTE Creating Educational Excellence, Business and Industry Partnership Award from the Virginia Department of Education.
- Dr. Ron Raab (ISAT/BSISAT) was recognized as a 2014 Gold Level Authorized Trainer for exemplary performance and dedication toward national preparedness by the Center for Domestic Preparedness, Dept. of Homeland Security/FEMA
- Dr. Elise Barrella (ENGR), Dr. Kyle Gipson (ENGR), and Dr. Justin Henriques (ENGR) were all invited attendees at the National Academy of Engineering (NAE) 2014 Frontiers of Engineering Education (FOEE) Symposium.
- Dr. Jacquelyn Nagel (ENGR) was recognized by the Society of Women Engineers with the Member-at-Large Rising Star Award.
- The JMU Society of Women Engineers received the Society of Women Engineering Outstanding New Collegiate Section Award.
- Dr. Farzana Rahman (CS) was the recipient of the Pass It On award given by the Anita Borg Institute.
- JMU was reaffirmed as a Center of Academic Excellence in Cyber Defense Education (CAE) by the National Security Agency and the Department of Homeland Security through 2020.

**College of Science and Mathematics**

- Leadership roles of Dr. Reid Harris as Director of International Disease Mitigation for the Amphibian Survival Alliance
- Dr. Conley McMullen in his second term as a Governing Member of the Charles Darwin Foundation General Assembly
- Three faculty, Dr. Marta Bechtel, Dr. Kerry Cresawn and Dr. Patrice Ludwig were named National Academies Education Fellows in the Life Sciences.
- Dr. Renfroe was elected to the Board of Directors of the Virginia Mathematics and Science Coalition.
- The Noyce EPIC proposal, led by PI Eric Pyle, was recently funded by the NSF. Barbara Reisner is a co-PI on that project.
- Chris Berndsen was awarded a grant from the U.S. - Israel Binational Science Foundation for his collaborative project titled “Characterization of the structural dynamics of the Ufm1 activating enzyme, Uba5”. In addition to supporting research, student and faculty exchanges can occur as part of this grant.
- Chris Berndsen and Isaiah Sumner were awarded a Jeffress Memorial Trust grant to study the mechanism of thioester aminolysis.
- Drs. Johnson, Hughes, Utter, and Brakke are currently Councilors for the Council on Undergraduate Research.
- Drs. Kevin Caran and Gina MacDonald have been awarded a Research Experiences for Undergraduates grant from the National Science Foundation. JMU hosts one of the oldest REU programs in the country and the only one with a focus on deaf students.
- Dr. Sasha Kokhan was awarded a grant from the US Department of Energy to take students to Argonne National Laboratory to conduct research in Summer 2015.
- Drs. Wyngaard, Harris, Brakke, and Dilts are Fellows of the American Association for the Advancement of Science.
- Drs. Whitmeyer and Leslie were recently recognized as Fellows of the Geological Society of America.
- Linette Watkins was named a Fellow of the American Chemical Society.
- Gina MacDonald was named a Research Corporation Cottrell Scholar
- Donna Amenta and Linette Watkins were inducted into the National Women’s Hall of Fame Book of Lives and Legacies.
- K. Fukumura – UCSB/KITP Scholarship – Kavli Institute of Theoretical Physics (KITP) at UCSB.
- Kevin Giovanetti – Innovative Excellence in Teaching, Learning and Technology award recipient at the 26th International Conference on Teaching and Learning.
- Shanil Virani – NASA/JPL Solar System Ambassador – NASA/JPL.
### College of Visual and Performing Arts

- Wind Symphony invitation (by audition) and subsequent performance at the College Band Director's National Conference in Nashville, TN
- Mark Rooker, Associate Professor of Art was selected as a Visiting Fellow for the Frank-Ratchye STUDIO for Creative Inquiry, Carnegie Mellon University, Pittsburg, Pennsylvania, 2014-2015
- Rebecca Lustig's work was also selected for inclusion in the exhibit for the United States at the 2015 Prague Quadrennial. This is the world's highest honor for theatrical designers.
- CVPA continued membership and leadership in the Alliance for Arts in Research Universities (A2RU). JMU is the only non-research intensive university in the organization.
- Sukjin Choi, associate professor of art, was awarded a $4,000 grant from the 2014 Lighton International Artists Exchange Program (LIAEP) to participate as an Artist in Residence in Italy for Ceramics. Sukjin Choi was also selected as an Artist in Residence during summer 2015 at the Cowwarr Art Space in Australia.
- In fall 2014, Professor Sang Yoon, graphic design faculty, was honored as JMU's only double Fulbright Scholar.
- The JMU Brass Band was one of only three Virginia university ensembles selected, by taped audition, to perform at the Virginia Music Educators Conference. Additionally, the Brass Band attended and competed in the National Association of Brass Bands Association Championships in Fort Wayne, IN.
- Margaret Miller, MA '13 graduate, was awarded the National Art Education Association (NAEA) Special Education Teacher of the Year for 2015. Margaret's award was based on her thesis research devoted to teaching students with special needs.
- Professor Susan Zurbrigg, Painting and Drawing, was selected by the JMU Office of the President as the winner of the James Madison University Diversity Enhancement Award Program. The DEEP Award recognizes individuals that have demonstrated significant commitment to enhance diversity at James Madison University.

### University Programs

- Association of General and Liberal Studies—Dr. Meg Mulrooney, Associate Vice Provost for University Programs, serves as President Elect of the Association for General and Liberal Studies (AGLS).
- CHEA Award for APT practice—The Council for Higher Education Accreditation (CHEA) awarded JMU a national award for Outstanding Institutional Practice in Student Learning Outcomes for its assessment efforts for academic degree programs, specifically related to our practice surrounding the Assessment Progress Template (APT) developed by the Center for Assessment and Research Studies (CARS).

### The Graduate School

- The Graduate School celebrated its 60th year supporting graduate education at James Madison University.

### Student Success Programs

- Faculty and peer educators delivered 31 scholarly conference presentations, published one scholarly paper, and earned two competitive grants. Three faculty and staff earned degrees.

### Libraries and Educational Technologies

- Celebrated the Carrier Library 75th anniversary in an event that brought 3 living university presidents together for a public program in a united vision for engaging library spaces on campus.

### Academic Development

- Dr. Carol Hurney elected to the “To Improve the Academy” editorial Board of the Professional & Organizational Developers (POD) Network.
- Dr. Emily Westkaemper, History, received a Madison Caucus for Gender Equality Award for Professional Development 2015.
- Jenny Toth, Consultant in Human Resources, received a Madison Caucus for Gender Equality Award 2015.
- Erica Cavanagh, Assistant Professor of English, and Allison Kaye, WGS minor, received a 2015 Women's and Gender Studies Award.
Access and Enrollment Management

Increase Regional/National Recognition-Sustainability Effort.

Administration and Finance

Business Services

- 2014 & 2015-DNR's Best Place in the valley winner: *For Marriage Proposals *To bring Guests, and *To Find Rest and Relaxation
- May 2015-Trip Advisor Winner- Certificate of Excellence
- May 2015-Only In Your State – Chosen as one of the 15 Amazing & Free Places in Virginia-included with Maymont and Colonial Williamsburg
- June 2014-Featured in USA TODAY Travel, in the Virginia state visitors guide Spring 2014-Featured in Shenandoah Living magazine

Dining Services

- Ranked by the Princeton Review as #6 Best Food on Campus. The dining services program has been ranked in the top 10 for over 10 years
- Ranked #1 Best College Dining Services program by University Prime Time for the 2014 - 2015 school year
- Received National Recognition for receiving Marine Stewardship Council Chain of Custody Certification.
- Thrillist.com best college dining halls in America
- The Daily Meal’s 75 Best Colleges in America for Food #16 (up from #24 last year) Received McCool Breakthrough Award for the collaborative externship program offered in partnership with the School of Hospitality and Tourism

Space Management

- Met or exceeded SCHEV utilization standards for classrooms and labs for 30 years straight

Public Safety

- During this term, Sgt. McCarter was recognized on two occasions for his professionalism and commitment to law enforcement and our community.
  - In May 2014 Sgt. McCarter was awarded the JMU Department of Administration and Finance Customer Service Award. This award is used to identify and recognize Administration and Finance employees who exemplify outstanding customer service, which remains one of Department’s main core values.
  - Sgt. McCarter was also named as the 2015 Harrisonburg Kiwanis Lawperson of the Year, an award used to identify and recognize officers in the Harrisonburg/Rockingham County area who demonstrate exceptional character and professionalism.
  - This agency has also received several cards, notes and verbal communications thanking the Department, or individual officers, for the effort taken to promote positive interactions and build constructive relationships with individuals or groups in our community.

Student Affairs and University Planning

Multicultural Awareness and Student Health

University Health Center (UHC)

- A picture of the new University Health Center (external view on Martin Luther King Jr. Way), served as the cover for the January 2015 issue of The Journal of American College Health
- Lesley Eicher and Phyllis Munn presented at the national conference of the American College Health Association and had a research paper accepted for publication
- Dr. Lee Ward served as Faculty-Member-in-Residence for the JMU London Program
• Dr. Lee Ward presented at the national conference of NASPA - Student Affairs Professionals in Higher Education

Counseling Center
• Dr. Colleen Tennyson was named a Fellow by the American Psychiatric Association. She was also recognized as the Central Valley Support Person of the Year by the Virginia Counselors Association
• Dr. Ilene Magee received the JMU Woman of Distinction Award
• Dr. Leslie Gerrard and Dr. Jerrod Koon completed the licensure process required by the Commonwealth to practice as clinical psychologists
• Nina Critz completed the two-year post-licensure requirement to provide supervision to individuals seeking licensure as a Licensed Professional Counselor. She was also elected to be the Case Manager at Large by the Higher Education Case Managers Association
• Dr. Larry Conell was included in Virginia Living’s list of Best Doctors in the Commonwealth
• Rebecca Heselmeyer was awarded the Association for Humanistic Counseling Humanistic Advocate & Social Justice Award

University Recreation (UREC)
• Rick Orebaugh and Lorie Miller (UREC) were named winners of the James Madison Innovations Intellectual Property Disclosure Incentive Awards.
• JMU Sport Clubs won National Championships in three sports in the 2014-15 academic year: Gymnastics, Softball, and Men’s Rugby
• Book chapter authored by Dr. Julie Wallace-Carr accepted in NDSL Student Leadership Development through Recreation and Athletics. Co-Author, Cara McFadden (Elon University). Carr also presented on this topic at the NIRSA National Conference
• Eric Nickel selected to serve on the National Intramural Recreational Sports Association Board of Directors as well as the NIRSA Foundation Board of Directors
• Guy deBrun served as President of the Association of Outdoor Recreation and Education (AORE)
• Kristin Gibson served as Co-Chair of the JMU Employee Advisory Committee Matt Lovesky certified as an Instructor Trainer by the American Red Cross in Lifeguarding, First Aid and Cardio-Pulmonary Resuscitation.
• Donnie Mix received the Veteran Civic Learning Partner of the Year award Rick Orebaugh and Lorie Miller were named winners of the James Madison Innovations Intellectual Property Disclosure Incentive Awards for 2013-14
• Julie Wallace-Carr served as Chair of the WVU College of Physical Activity and Sport Sciences Visiting Committee.
• Eric Nickel served as consultant and external reviewer for the recreation units at Virginia Commonwealth University, Elon University and Rutgers University
• The Adventure Program secured $5,000.00 through the Outdoor Nation Grant, which allowed the department to provide free programming for over 200 students Hosted the U.S. Archery National Championships with over 350 registered student participants, the largest national championship ever

Dean of Students / Student Life
Office of Residence Life (ORL)
• Kathleen Campbell (ORL) was recognized as a JMU Woman of Distinction.

Student Success
• Dr. Randy Mitchell and Ms. Kristin Muncy (Madison Unions) received the All-Together One award.
• Ms. Megan Driver (Student Success) won the Bluestone Award for Outstanding Advisor at the 2014-15 Dolley Awards.

Community-Service-Learning (CSL)
• Alternative Break Program (ABP) was recognized by Break Away as the fifth largest program in the nation with a total of 44 trips and 562 total participants. The JMU program is the only program to be selected twice as the national program of the Year by Break Away the national Alternative Break organization. CS-L was responsible for JMU's application and recognition by the Corporation for National and Community Service as a 2014 recipient of the President's Higher Education Community Service Honor Roll with Distinction. JMU has received this recognition each year since 2007 when the award was first offered.

University Planning and Analysis
Office of Institutional Research (OIR)
• Jacob Loorimirim (Institutional Research) received JMU's Intellectual Property Incentive Program Award and the North America Simulation and Gaming Association’s Rising Star Award for his contribution with JMU’s Culturally Anchored Eco-Game Project, where JMU faculty and students have partnered with members of the Maasai community in Kenya and Tanzania.

University Advancement
Communication and Marketing
• Produced The Madison Plan (print and video), JMU’s 2014-2020 Strategic Plan, and delivered to more than 30,000 highly engaged constituents along with the Fall 2014 Madison magazine.
• Developed new, more interactive content management and launched a digital app-based version of Madison. Produced the first three issues.
• Produced Madison issues focused on the university’s activities on certain societal issues:
  o global unrest (Spring/Summer 2014);
  o education reform (Fall 2014);
  o entrepreneurship (Spring 2015);
  o healthcare (June 2015 digital).
• Overall, tracked 214 marketing communication projects in support of building the university’s brand using newly developed project tracking capability.
• Going National by Going Local
  o During the 2014–15 academic year 22,970 news items in all 50 states mentioned or featured James Madison University. This represents a 24.5 percent increase or 4,519 over the same period in 2013–14.
  o Of the 22,970 news items, 13,299 or 57.9 percent were not athletic in nature. During the same period in 2013–14, only 55 percent or 10,189 news items were unrelated to athletics.
  o JMU non-athletic news items appeared in all of the top 100 media markets nationally.
  o Of the 13,299 non-athletic news items during 2014–15, 4,663 items or 35 percent contained news about JMU alumni.
  o Of the remaining news items, 26.6 percent can be classified as academic in nature while 49.3 percent can be categorized as news about the academic experience. News items about the governance of the university accounted for 24 percent of non-athletic news items.

Media Coverage
• University Communications distributed 247 general interest media pitches to media outlets. Of those 247 pitches, 108 generated at least 405 news items or an average of 3.75 items per successful pitch.
National Positioning of Faculty

- JMU faculty and researchers were quoted or their work was featured in a number of national publications and research journals. The results in the following grid reflect work being done across campus in almost all of our academic colleges.

<table>
<thead>
<tr>
<th>DATE</th>
<th>PUBLICATION</th>
<th>HEADLINE</th>
<th>FACULTY</th>
<th>DEPT</th>
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<tbody>
<tr>
<td>7/1</td>
<td>Nonprofit World</td>
<td>Nonprofit management through leadership</td>
<td>Terrence Fernsler (Ph.D. candidate)</td>
<td>Strategic Leadership Studies</td>
</tr>
<tr>
<td>7/11</td>
<td>Daily Beast</td>
<td>Our taste for cheap palm oil is killing chimpanzees</td>
<td>Joshua Linder</td>
<td>Sociology &amp; Anthropology</td>
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<td>7/28</td>
<td>Edutopia</td>
<td>Students map real-world issues with (free) geospatial tools</td>
<td>Bob Kolvoord</td>
<td>Integrated Science &amp; Engineering</td>
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<td>8/1</td>
<td>The Tax Adviser</td>
<td>The model tax curriculum: 2014 revisions provide a valuable tool for accounting programs</td>
<td>Nancy Nichols</td>
<td>Accounting</td>
</tr>
<tr>
<td>8/6</td>
<td>Washington Post</td>
<td>Virginia college presidents skeptical of Obama plan to rate colleges</td>
<td>Jonathan Alger</td>
<td>President</td>
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<tr>
<td>8/15</td>
<td>Psychology Today</td>
<td>Human reality in three worlds</td>
<td>Gregg Henriques</td>
<td>Graduate Psychology</td>
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<tr>
<td>8/22</td>
<td>Washington Post Online</td>
<td>National Book Festival: Science schedule</td>
<td>Paul Bogard</td>
<td>English</td>
</tr>
<tr>
<td>8/25</td>
<td>U.S. News &amp; World Report</td>
<td>4 student loan mistakes to avoid when living off campus</td>
<td>Brad Barnett</td>
<td>Financial Aid</td>
</tr>
<tr>
<td>9/1</td>
<td>Associated Press</td>
<td>Tobacco commission grants go to family</td>
<td>Bob Roberts</td>
<td>Political Science</td>
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Connections:

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<th>DEPT</th>
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<tbody>
<tr>
<td>9/10</td>
<td>Washington Times</td>
<td>History brought to life at Civil War battle sites.</td>
<td>Julie Herzig</td>
<td>History</td>
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<tr>
<td>9/17</td>
<td>USA Today</td>
<td>JMU students challenge anti-gay preacher with Christian song</td>
<td>Charles Maddox</td>
<td>Media Arts &amp; Design</td>
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<tr>
<td>9/19</td>
<td>The Atlantic</td>
<td>How sugar daddies are financing college education</td>
<td>Tammy Castle</td>
<td>Justice Studies</td>
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<td>9/24</td>
<td>Washington Post</td>
<td>Wartime sexual violence is not just a ‘weapon of war’</td>
<td>Kerry Crawford</td>
<td>Political Science</td>
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<td>9/26</td>
<td>Washington Post</td>
<td>JMU president versed in civil rights law</td>
<td>Jonathan Alger</td>
<td>President</td>
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<tr>
<td>9/26</td>
<td>Washington Post</td>
<td>Campus discussions increasingly focus on sexual assault</td>
<td>Jonathan Alger</td>
<td>President</td>
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<td></td>
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<td>Josh Bacon</td>
<td>Student Accountability &amp; Restorative Practices</td>
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<tr>
<td>10/1</td>
<td>CNNMoney.com</td>
<td>Top 10 companies lobbying Washington</td>
<td>Tim LaPira</td>
<td>Political Science</td>
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<tr>
<td>10/21</td>
<td>USA Today</td>
<td>RateMyProfessor reveals top professor, hottest professor</td>
<td>David Daniel</td>
<td>Psychology</td>
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<tr>
<td>12/3</td>
<td>Philadelphia Magazine</td>
<td>Find out the physics of the perfect french fry</td>
<td>Scott Paulson</td>
<td>Physics</td>
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<td>DATE</td>
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<tr>
<td>12/3</td>
<td>PC World</td>
<td>Silicon Valley startups discover power of political lobbying</td>
<td>Tim LaPira</td>
<td>Political Science</td>
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<tr>
<td>1/1</td>
<td>Journal of Accountancy</td>
<td>GASB pension changes: Are you ready?</td>
<td>Paul Copley</td>
<td>Accounting</td>
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<tr>
<td>1/3</td>
<td>Huffington Post</td>
<td>A woman’s voice can literally make a man’s skin tingle, study says</td>
<td>Melanie Shoup-Knox</td>
<td>Psychology</td>
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<td>1/27</td>
<td>Washington Post</td>
<td>In Washington state, a Tibetan Buddhist nun blazes a trail for other women to follow</td>
<td>Sallie King</td>
<td>Philosophy</td>
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<tr>
<td>2/13</td>
<td>Christian Science Monitor</td>
<td>Kelly Link’s ‘Get in Trouble’ is well-received by critics</td>
<td>Reba Leiding</td>
<td>Libraries</td>
</tr>
<tr>
<td>3/11</td>
<td>U.S. News &amp; World Report</td>
<td>4 mistakes to avoid when weighing graduate PLUS student loans</td>
<td>Brad Barnett</td>
<td>Financial Aid</td>
</tr>
<tr>
<td>3/11</td>
<td>Australian Broadcasting</td>
<td>The dark side of light</td>
<td>Paul Bogard</td>
<td>English</td>
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<tr>
<td>3/18</td>
<td>National Geographic</td>
<td>Can probiotic bacteria save an endangered frog?</td>
<td>Mathew Becker</td>
<td>Biology</td>
</tr>
<tr>
<td>5/1</td>
<td>The Atlantic</td>
<td>Purity through food: How religious ideas sell diets</td>
<td>Alan Levinovitz</td>
<td>Philosophy &amp; Religion</td>
</tr>
<tr>
<td>5/15</td>
<td>Fox News</td>
<td>Against the grain: When not to go on a gluten free diet</td>
<td>Alan Levinovitz</td>
<td>Philosophy &amp; Religion</td>
</tr>
<tr>
<td>5/18</td>
<td>Washington Post</td>
<td>Why you obsess about gluten</td>
<td>Alan Levinovitz</td>
<td>Philosophy &amp; Religion</td>
</tr>
<tr>
<td>5/28</td>
<td>Newsday</td>
<td>The gluten life and other myths about what you eat</td>
<td>Alan Levinovitz</td>
<td>Philosophy &amp; Religion</td>
</tr>
<tr>
<td>6/9</td>
<td>Bloomberg Business</td>
<td>The butterfly effect: Insect’s wings key to azalea pollination</td>
<td>Suzanne Allison</td>
<td>Biology</td>
</tr>
<tr>
<td>6/17</td>
<td>Fortune.com</td>
<td>No, sugar is not the new heroin</td>
<td>Alan Levinovitz</td>
<td>Philosophy &amp; Religion</td>
</tr>
</tbody>
</table>

**Hometowner Program**
- During the 2014-15 academic cycle, University Communications disseminated hometown news releases on 21 different topics awarding 28,774 badges. Twenty-three percent of badge recipients actively engaged with their Merit page by adding content to their page or promoting their achievement through their social media accounts.
- Hometown news releases awarded during 2014-15 were received by 1,775 local media outlets. One hundred twenty-seven members of state legislatures received Merit updates from James Madison University.
# Section 9 Comprehensive Campaign

## Academic Affairs

### College of Arts and Letters
- Political Science’s Endowment Campaign Honoring Retired Professors exceeded its target figure of $50,000 in June of 2015, raising nearly $20,000 during this fiscal year.

### College of Business
- The College of Business Executive Advisory Council officially changed its name to the Board of Advisors. The Board accepted the challenge to work collectively to raise $10 million toward the $20 million required in private funding for the College of Business Learning Complex.
- The Dean's Club fund for the College had 1,197 donors this past year, up from 1,012 the previous year. Overall, in all programs for the College of Business non-restricted annual funds gifts totaled $490,633.20, up from $448,285.62 in 2014, plus an additional amount of annual gifts of $138,000 for the CoB Learning Complex were given in 2015.
- CoB received first academic program naming gift at JMU to name the School of Hospitality, Sport, and Recreation Management the Hart School thanks to a generous gift by G.J. and Heather Hart

### College of Education
- This year, the college received The Sarah Miller Luck ’14, ’15 Endowed Professorship for Excellence in Education and the Margaret Holland Scholarship Endowment Fund as well as $100,000 in additional student scholarship support by a current donor. Total gifts and endowments were $194,000, an increase from the previous year.

### College of Health and Behavioral Studies
- Lettie Pate Whitehead Student Scholarship Funding Support: Increased funding was obtained from the Lettie Pate Whitehead Foundation by President Alger and Dean Lovell. This resulted in an increase of $86,850 for a total of $256,850 for undergraduate and graduate nursing students.

### College of Integrated Science and Engineering
- Geographic Science received an additional bequest in memory of alumna Kari Zehner.
- The Klevickis Faculty Support fund was endowed by Avrum and Lauren Elmakis.
- Computer Science inaugurated an Industrial Partner Program with the following companies: AgileX, Capital One, CapTech, Excelacom, SWIFT, TASC, WillowTree Apps
- Engineering alumni have organized a JMU Engineering Alumni Association.
- The ISAT department has been very active in reaching out to alumni. Alumni donors to ISAT roughly doubled over the past year.

### College of Science and Mathematics
- A new account to support undergraduate research was established by two departmental faculty. Alumni outreach efforts have increased and generous support has increased the account value by 50% over the past year.
- In 2013 we awarded the Dr. Roddy V. Amenta Memorial Scholarship for the first time. The Amenta scholarship will be fully endowed in 2015.
- In 2013 we started a new field course foundation account with an alumnus gift for $10,000 in support of geology field courses
- Dr. Ruth Chodrow, wife of late Physics and Astronomy faculty member Dr. Don Chodrow has agreed to provide $15,000/year for five years to help support the undergraduate Learning Assistants for our introductory physics classes.
College of Visual and Performing Arts
- Scholarship funding remains THE priority for the College of Visual and Performing Arts. The CVPA Executive Advisory Board is clearly aware of this priority and has established the following goals: 1. Complete the endowment of the EAC scholarship (the scholarship has reached the $25K mark and is endowed) 2. Name at least $20K in Forbes Center seats each year to extend the life of the “Performing Arts Scholarship pool. 3. Increase the number of potential donor and sponsor contacts each year.
- This year CVPA brought in a total in realized gifts of $610,192 and expectancies of $129,011.

Office of International Programs
- OIP celebrates University Advancement’s efforts on our behalf with the announcement of Michael and Amanda Beard Ross’s 550,000 endowment to support Semester in London students.

Research and Scholarship
- Mary Lou Bourne, Technology Innovation and Economic Development, visited twelve alumni in the San Francisco Bay area with a University Advancement Major Gifts Officer to share the JMI Startup Fund supporting the JMU Innovation Pipeline.

Administration and Finance
- The division of Administration and Finance entered the 10th year of providing the Administration and Finance scholarship for children and relatives of employees in our division. This year 12 recipients received a total of $23,000 in scholarship dollars. Since the scholarship was created, 30 recipients have received $135,600 in total gifts. The division is very proud of this accomplishment.

Business Services
- Arboretum 9/23/14-JMU received $200K award from National Fish & Wildlife Foundation (NFWF) with $100K matching JMU funds for the implementation of the stream restoration design in the Arboretum.
- $7,550.00 was awarded from Virginia Dept. of Forestry (VDOF) to JMU/Arboretum in June 2015 for the purpose of installing riparian plantings in fall 2015.
- Arboretum annual appeal letter was highest yet bringing in over $13K

Intercollegiate Athletics
- JMU Athletics continued progress on its campaign for the new Convocation Center, with total commitments for the project now at $2,135,000.
- Annual unrestricted contributions for the year totaled $1,993,408.

Public Safety
- The Department has applied for numerous grants and outside funding sources and received awards that have benefited our Patrol Units, our First Responder Medical Training, and other department equipment needs. Grant awards were almost $17,000. Dispatcher Amanda Weaver continues to work on grants as an extra project in addition to her normal duties and does a fantastic job of searching for grant opportunities, writing applications and coordinating their submission with Command Staff and the Grants Accounting Office.
- JMU applied for and received a grant (50/50) grant for approximately 700,000 for extension of the bike/pedestrian path from Sonner Hall to Carrier Drive

Student Affairs and University Planning
Multicultural Awareness and Student Health
University Recreation (UREC)
- Established the UREC 20th Anniversary fundraising effort. Working with the Office of Advancement, a plan was developed for a July 2015 kickoff of the 96'ers Campaign, with the goal of securing a $50,000 scholarship by the grand opening of the UREC addition and renovation. The grand opening is scheduled to coincide with the 20th anniversary of UREC in Fall, 2016.

Student Success
Community Service-Learning (CSL)
- The Thomas Family Community Scholarship was developed and funded this year. David ('93) and Becky Smith ('93) Thomas funded two $2,500 yearly scholarships for two students to work directly with a community agency to benefit both the students' leadership development and the agencies mission and services. Two students were selected from approximately 10 applications and will begin their service in fall 2105. The students will serve 8 hours per week in the community agency and attend bi weekly leadership and reflections sessions at CS-L.

Office of Disability Services (ODS)
- ODS received grants totaling $4,300 from the Northrup Grumman Foundation in support of students with disabilities. As noted by Veronica Nelson, "Northrup Grumman grants support diverse and sustainable programs that enhance the education experience for students and provide them with the training and tools they need to be successful." In addition to the monetary gifts, Northrup Grumman staff provided a workshop about job seeking to students during Disability Awareness Week. Subsequently, two students found employment within the company.

University Advancement
Donors committed $18,137,377 to James Madison University in FY15, the largest annual giving total in our history.
- Annual Giving - $5,281,203
- Individual Major Gifts - $8,210,397
- Organizational Major Gifts - $3,245,978
- Planned Gifts - $1,399,800

New commitments by funding purpose:
- Capital needs - $5,635,104
- Faculty support - $1,720,172
- Program support - $4,904,824
- Scholarship support - $2,853,705
- Undesignated support - $3,023,572

- The donor-centered care and stewardship provided by Principal Relationship Development and Major Gifts fostered relationships with four families making $1M+ gifts to the university.
- A $3M+ gift to the School of Hospitality, Sport and Recreation Management initiated plans to create the first named school in university history.
- The university received 94 major gift commitments this year, which is more than 20 gifts more than the next highest total in major giving.
- In FY15 members of the Parents Council gave $278,943, their highest total ever.
- The university endowment grew to over $80M with net assets of over $114M

In support of the university’s second comprehensive campaign the following marketing materials were completed:
- Madison Plan booklet and video
- Case on a page
Seven campaign priority mini cases
- College of Business Learning Complex
- New Convocation Center
- Honors College
- Study Abroad
- Community Service Learning
- Valley Scholars
- Faculty Success

Pocket folders
New Convocation Center video
College of Business Learning Complex video and engagement one-pager

- As a follow up to the Presidential Listening Tour, the university hosted five Madison Plan Vision Tour events across multiple states to share the new Madison Plan.
- Prospect Research and Reporting executed an Advancement Innovation Grant and designed a mobile friendly contact report that received intellectual property status from the Technology Transfer office. This contact report application is also being considered for integration into Ellucian’s new Advancement CRM product.
- The Advancement Reporting Office installed and operationalized the university's first and only data warehouse, which represents a divisional-sized step take to establish campus-wide enterprise data.
- Prospect Research, Reporting, Business Applications and Advancement Gifts and Records partnered with Campaign Management to deliver the university's first donor-volunteer tracking system, a system designed specifically to support the College of Business's Board of Advisors $10M fundraising challenge.
- A new campaign steering committee was formed and will begin work in fall 2015.
- The Student Alumni Association moved forward with increased programming and growth in membership; worked in tandem with the Office of Annual Fund and the Duke Club, resulting in over 1000 student donors to JMU.
- The Alumni Office conducted over 13,000 on-line reservations for 230 event and registration pages with nearly 150 alumni chapter events taking place.
- Over 36,000 alumni were engaged in social media platforms during FY15.
- The Alumni Relations Office conducted, planned and participated in 24 reunions, its highest number ever in the history of the university. This included class reunions, as well as affinity reunions for various campus groups, such as Centennial Scholars, Semester in London, Black Alumni, academic departments, and Greek organizations.
- With support from Constituent Relations the Faculty Emeriti Association sponsored 38 social and academic events throughout FY15 for Faculty Emeriti.
- Parent Relations hosted nearly 20 first year send-off receptions with 600 students and nearly 2,000 in total attendance.
- Communications and Marketing designed and produced a suite of campaign print materials to complement The Madison Plan.
- Communications and Marketing produced videos and program content for major donor stewardship and cultivation events including: Annual Stewardship Luncheon, Women for Madison Rallies, Madison Trust launch, Bluestone Reunions luncheon and induction dinner, Athletics Hall of Fame induction.
- Communications and Marketing developed the visual identity for the new Hart School for Hospitality, Sport and Recreation Management.
- Five hundred forty-seven Annual Stewardship Reports were delivered to donors to show the impact of their giving, an increase of 34% from FY14.
# Direct Links to Report Content by Division

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<thead>
<tr>
<th>Academic Affairs</th>
<th>Access &amp; Enrollment</th>
<th>Admin &amp; Finance</th>
<th>Student Affairs &amp; University Planning</th>
<th>University Advancement</th>
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