



University Accomplishments

2010 - 2011

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James Madison University

Annual Accomplishments 2010-2011

Academic Programs

a. High need and STEM programs

Academic Affairs Division

- Level II autonomy objectives
 1. The targeted goal of 550 STEM and high need graduates was eclipsed with 566 students earning degrees.
 2. Student performance in Math 205 and Math 220 achieved established thresholds with 79.8% of students in Math 220 earning an A, B, or C grade in 2009-2010 compared to 76.4% in the previous year. And a targeted goal of 75%.

STEM and Healthcare Graduates: OIR Data

College of Integrated Science and Technology:

- Within the Department of Computer Science, a graduate concentration in Digital Forensics was developed and approved, allowing for student in fall 2011 to earn a 5-year combined BS/MS degree.
- The new Ph.D. program in Counseling and Supervision, within the Department of Graduate Psychology, was initiated.

College of Education:

- College of Education partnership with the Office of Outreach and Engagement continued with the expansion of both the Educational Leadership and Reading Specialist programs and the development of an Educational Technology program.
- Through participation in the Virginia-Washington, DC FIRST LEGO League (FLL) (VA-DC FLL), Robotic Workshops at the Smithsonian Institutions' Ripley Center, College for Kids, and Saturday Morning Physics, College of Education faculty provided STEM-related outreach services to a variety of students locally, statewide, and nationally.
- College of Education developed a 1-credit course titled Specialized Content Knowledge for Teachers of Mathematics in Grades 4-6, and the Number and Operations course is written, serving for teachers of grades 4-6 in Augusta, Waynesboro, Staunton, Page, Harrisonburg and Rockingham School Districts.

School of Engineering

- The School of Engineering has grown to approximately 325 students.

College of Science and Mathematics

- The new biosciences' building was designed with programs and spaces for learning geared toward serving the future of biology and life sciences.

- Obtained a large NSF-UBM grant that has paired teams of faculty and students from biology and mathematics working together in research and on curricular modules.
- New courses have been developed in interdisciplinary areas such as human metabolism and biomechanics.
- A new forest ecology course has been approved that will be cross-listed in Geographic Science, and an environmental toxicology course has been added.

University Studies

- The Interdisciplinary Liberal Studies (IdLS) program has grown from 114 majors in 2000 to 955 majors in 2010 making IdLS the single largest major at JMU. A new curriculum now delinks Math and Science as concentrations in IdLS to increase student interest.
- Ongoing work of the Math 205 and Math 220 task forces:
In the 2010-2011 year, task forces formed to increase student success in Math 205 and Math 220 and have undertaken a number of new initiatives. New online homework modules, revisions to the math placement test to include more questions related to statistics, the development of a new preparatory course for Math 220, new policies on math placement, and the appointment of course coordinators for both courses are some of the initiatives undertaken to improve student success in both courses.

Science and Math Learning Center

- The Science and Math Learning center hired new Physics and Statistics specialists and supported 20,166 student participants with homework, studying and test preparation.

Student Affairs and University Planning Division

- Career and Academic Planning staff increased their knowledge of the career development and job search needs of STEM students and began creating career programs and services to support this population.
- Science & Math Learning Center and University Writing Center piloted evening satellite tutoring in Carrier and East Campus Libraries to help students where and when they need it most.
- The Science and Math Learning Center (Learning Centers) initiated “Saturday Morning Physics” to engage middle and high school students in science activities and stimulate interest in STEM careers among women and minorities.
- University Planning & Analysis partnered with Office of Budget and Finance to respond to new Six Year Plan template/guidelines and submitted initial academic, enrollment, and financial plans.

b. Liberal Arts programs

Academic Affairs Division

College of Arts and Letters

- CAL sponsored an undergraduate student research conference, MADRush, which attracted nearly 75 students from as far away as Louisiana.

College of Visual and Performing Arts

- CVPA built an interdisciplinary learning community in the newly remodeled Wayland Hall. CVPA successfully targeted 40 students. Wayland Hall was redesigned with classrooms to support an interdisciplinary arts course and student performances and exhibitions.

University Studies

- University Studies hosted the 8th annual Liberal Education Institute (LEI) on May 8th featuring the theme "Decoding Pedagogies in the Liberal Arts," which reflects recent campus conversations about "disciplinary bottlenecks" and about best practices for teaching disciplinary 'habits of mind.'

Vice Provost Academic Programs

- Minors are an effective means of enhancing a student's course of study and enriching the curriculum. In 2005, we had 545 students enrolled in minors. In spring 2011, we have 980. That's a 37% growth in the minors. Minors with the biggest enrollments: Humanitarian Affairs, Human Science, Creative Writing, Criminal Justice and Film Studies. Minors with the most improved enrollments: Environmental Science and Environmental Studies.

c. Innovation in program development

Academic Affairs Division

College of Arts and Letters

- The Department of Political Science (POSC) worked with Outreach and Engagement, CISR, and SCOM to create a graduate certificate in Strategic Planning for International Stabilization and Recovery in 2012-13, pending funding from the Department of Defense.

College of Integrated Science and Technology

- Women in Technology became a JMU student organization in Spring 2011. The members are majors within various departments, primarily CS, CIS, ISAT, Engineering and Biotechnology.
- CSD department successfully completed a pilot grant from the Virginia Department of Education to evaluate the potential of telepractice to expand speech pathology services to rural public schools.
- Nursing faculty continued to introduce innovations using technology into the BSN curriculum. A Simulation task force further developed simulation learning and created a map of simulation within the curriculum to the AACN BSN Essentials, as well as a flow chart of simulation activities across the curriculum. The faculty received funding for and piloted the first "Life of a Caregiver" simulation for 30 students.
- For 2010-2011, IIHHS programs involved 674 students, bringing and blending their studies from more than 23 majors. Indicating the broad appeal of IIHHS opportunities, these students represented programs in CISAT, COE, CVPA, CALS, COB, CSM and University Studies. The impact of the clinical and community outreach programs was enhanced by the active contributions of 46 faculty members representing 20 academic programs and six Colleges at JMU. The results of student and faculty participation, along with the efforts of IIHHS

program staff, produced a remarkable collective achievement this year. Services were reported for 9,363 individuals, 209 families, and 203 organizations. Clinical encounters completed at IIHHS numbered 3,039. Services completed elsewhere in the community and region totaled 17,417. Institute programs coordinated 205 events on behalf of the community, held 17 community-based meetings, delivered 5,492 food bags to area children, and distributed over 1,000 publications pertaining to public health, mental health and youth behaviors. Programs that monitor direct service hours contributed by JMU students reported 40,500, and programs that track student assistance in operations reported 1,284 hours of student support. Institute accomplishments for 2010-2011 included:

- 154 collaborations with non-profit agencies
- 147 collaborations with public schools
- 14 collaborations with private schools
- 104 collaborations with Colleges or Universities
- 96 collaborations with businesses or industries
- 28 collaborations with communities of faith
- 23 collaborations with hospitals
- 102 collaborations with health care providers
- 79 collaborations with agencies of local, state or federal government
- 14 collaborations with other types of organizations

College of Business

- College of Business created the Interpersonal Effectiveness Institute. Building on the work of COB faculty and the research that led to the development of the Madison Quotient (MQ), the institute will offer non-credit professional development programs to students and corporate clients. With the support of the Executive Advisory Council, the institute will begin operation in January 2012, with a program launch in Fall 2012. As part of the startup phase, pledges of more than \$500,000 to support the institute have been secured.

College of Visual and Performing Arts

- In partnership with Freshman Orientation, the College of Visual and Performing Arts, the College of Integrated Science and Technology, the College of Math and Science, University Studies, and the School of Theatre and Dance created the yearlong initiative titled “The Dance of Art and Science.” This cross- and interdisciplinary initiative was a landmark collaboration on the campus of James Madison University that touched several thousand students and faculty. Guest lecturers included Michael Singer/Liz Lerman; Francis Collins; Francis Collins/Liz Lerman; Amy Harmon; Kathy Takayama and many others. Most lectures were given to standing room audiences of students and faculty from across the disciplines represented on campus.

University Studies

- JMU Teach, the pioneering pilot program for student-led courses, is successfully underway. The first call for proposals went out in fall 2010 and generated 33 proposals. The student coordinators developed a sophisticated rubric to evaluate them and followed up with fifteen applicants. Meanwhile, the UNST C & I committee approved the four new UNST course topics. In spring 2011, each student facilitator developed a course syllabus under the mentorship of a faculty member. The four course topics for fall 2011 are: Body Image, Why we make

Music, Motivational Entrepreneurship, and The JFK Assassination. All four courses were advertised prior to the start pre- registration. All four sections (capped at 25 seats each) filled within five days.

- In June 2011, JMU recognized the first cohort of 6 recipients of the Higher Education Assessment Specialist Graduate Certificate. This online program, conducted in partnership with JMU's Office of Outreach and Engagement and the Assessment doctoral program, is the only one of its kind. There is a second cohort that has completed its first year.

Student Affairs and University Planning Division

- The Communication Center and the University Writing Center (Learning Centers) developed Fellows programs that embedded experienced tutors into the curriculum to assist students and faculty with communication- and writing-intensive coursework.
- The Orientation Department, in collaboration with the Liz Lerman Dance Exchange, University Studies, the College of Visual and Performing Arts, and Center for Faculty Innovation produced “The DNA Dance” as part of 1787 Orientation. Engaging over 4000 new students, the dance underlined themes from the Pulitzer Prize winning “DNA Age” articles by Amy Harmon, and highlighted the relationship between art and science.

Academic Affairs Division

Academic Affairs Division

- Accreditation reviews completed:
 - Art and Art History programs – Spring 2011 National Association of Schools of Art and Design.
 - Athletic Training – Spring 2011; Commission on Accreditation of Athletic Training Education.
 - Clinical Mental Health and School Counseling programs – Spring 2011 Council for Accreditation of Counseling and Related Educational Programs.
 - Combined-Integrated Psychology Doctoral program – Fall 2010 American Psychological Association.
 - ISAT M.S.: SERM (University of Malta). Site review conducted in June 2011 with final decision pending SACS Committee meeting in December.
 - Music programs – Fall 2010 National Association of Schools of Music.
- Academic program reviews completed:
 - Biology – Spring 2011
 - Finance – Spring 2011
 - History – Fall 2010
 - Justice Studies – Spring 2011
 - Quantitative Finance – Spring 2011
- CARS trained 11 assessment fellows to serve as local experts and liaisons in departments across the institution.

College of Integrated Science and Technology

- The Social Work Program received the 2011 Council for Higher Education Accreditation (CHEA) Award for Outstanding Institutional Practice in Student Learning Outcomes.

College of Arts and Letters

- SCOM worked with CARS' input on the behavioral component of its assessment plan, devising a rubric to facilitate assessment of four core courses and inputting the results into Qualtrics.
- The English Department created an improved assessment program and made the curricular revisions leading to streamlining the curriculum to better reflect current ideas on the study of literature, provide more flexibility for students and enhance academic rigor.

University Studies

- The rating of Assessment Progress Templates, or APTs, is a major contribution to the overall program assessment process at JMU. It is meta-assessment, or assessment of our assessment process. Notable achievements in 2010-2011 include the addition of all certificate programs to the APT process, the inclusion of faculty raters to in the summer of 2011, numerous presentations and publications to a variety of professional communities on JMU's unique APT process and online software application. External audiences include the Virginia Assessment Group, CARS also provided opportunities for the JMU community to understand and master the APT, including a full-day APT Lockdown for assessment coordinators and a 90 minute workshop for the Department Head Institute, both in May Symposium.
- In February 2011, CARS conducted JMU's 25th Spring Assessment Day, a day when classes are canceled to accommodate the assessment of over 3,500 sophomores and juniors. Not only did we successfully complete a very smooth Assessment Day, 97% of the eligible students participated on that day.

Student Affairs and University Planning Division

- Career and Academic Planning completed a three-year comprehensive assessment of IS202 – Career and Life Planning, the course designed to help first-year students learn how to make effective decisions regarding academic and career plans. Among other finds, the assessment suggests that the course has a significant, positive impact on the career decision-making self-efficacy of students.

Access, Quality and Progression

a. Innovative Delivery

Academic Affairs Division

Libraries and Educational Technologies

- In the 2010-11 academic year, we delivered 455 sections of courses on-line to 5,783 students. Of these sections, 61% were undergraduate. The majority of sections (264; 58%) were taught in the summer session.
- In 2010-11, faculty working with CIT/CFI developed 10 new on-line credit courses.
- The Libraries devised procedures for supporting mobile devices for user access to content and for staff use of such devices. The CIT created mobile-accessible version of its web site. The library led an effort to improve mobile access to information content and worked with IT to recommend technical approaches to making mobile content more accessible.

Science and Math Learning Center

- The Science and Math Learning Center created podcasts in Mathematics and Physics.

Outreach and Engagement

- Added a new online graduate program in Fall 2010, with the Educational Technology masters degree as well as three new certificate programs. Each of these programs continues to grow in enrollment, with well over 200 students now pursuing a graduate degree from an off-campus location.

Administration and Finance Division

- Information Technology led an effort for the University to join the National Lambda Rail (NLR) and Internet2 to provide for additional Internet bandwidth and access to other universities and research organizations.

Office of the President

- In consultation with Converged Media Lab class, Admissions developed a virtual tour of campus (located on the Visit JMU page of Admissions).

Student Affairs and University Planning Division

- The Office of Disability Services reported that the number of students utilizing alternatives to standard print (Alternative Text) has increased by 45% in the past year.
- Partnered with the Office of International Programs to provide services to Study Group students who have challenges speaking English. The UHC used translators to assist clinicians in communicating with patients.

b. Efficient Use of Resources

Academic Affairs Division

College of Arts and Letters

- SMAD acquired and installed a new broadcast newsroom management system; converted a basement space into a newsroom and converged media laboratory, and converted a magazine store space into a photography studio.

College of Integrated Science and Technology

- In 2010-2011, the Pre-Professional Health Office provided 2,176 personal advising sessions for students. There were 2,403 students with a declared interest in a pre-professional health program, in addition to their declared majors in 47 different programs across the university. Fourteen IIHHS-PPH scholarships were awarded, providing modest financial assistance along with generous personal encouragement. The following PPH programs (Medicine, Physical Therapy, Pharmacy, Optometry, Occupational Therapy, Physician Assistant, Forensic Studies, Veterinary Medicine) registered growth in 2010-2011.

College of Business

- The restructuring of the COB Academic Services Center (ASC) has increased student statistics through the following changes: (1) increasing accessibility; (2) improving customer service image; (3) developing staff; (4) strengthening campus contacts; (5) enhancing communication; and (6) advising proactively. Student satisfaction, as measured by follow up student surveys, has improved significantly.

University Studies

- Academic Affairs adopted a new policy on restricted programs and developed the Restricted Programs Advisory Group to make decisions about criteria and standards for program restrictions across departments and colleges.

Libraries and Educational Technologies

- The Libraries and Educational Technologies Dean and Associate Dean for Technical Services both served on the VIVA Steering Committee. The Associate Dean serves as chair of the VIVA Resources for Users Committee and the Dean serves as chair of the VIVA Resource Sharing Committee. The Associate Dean played a lead role in negotiating a multi-million dollar cost sharing deal with Wiley that expanded access to full-text journal articles for libraries throughout the state while achieving substantial cost savings.

Center for Faculty Innovation

- The CFI had 2682 participants in 3 major events (May Symposium, New Faculty Orientation, and January Symposium), over 40 activities (e.g., workshops, institutes, and faculty interest groups), and multiple service opportunities (e.g., teaching analysis polls, consultations, and off-campus professional development opportunities).

Student Success – Learning Centers

- Communication: Provided 746 communication consultations for 1704 students.
- English Language Learners Services: Provided 247 consultations to JMU students and faculty.

- Supplemental Instruction (SI) and Peer Assisted Stud Sessions (PASS): Supported 1431 students in 41 classes with a 5-7% lower D/W/F rate, compared with non-participants.
- Science and Math Learning Center: Supported 20,166 students with homework, studying, and test preparation for introductory and critical upper division science and math classes.
- Writing: Supported more than 3,000 students, faculty, and staff writers through individual and group consultations and workshops.

Vice Provost Academic Programs

- JMU's Guaranteed Admission Agreements with fourteen Virginia community colleges were revised and updated. Work also began on a geology-specific agreement with Piedmont Community College.

Office of the President

- In the second year of the International Study Center partnership, 58 students participated and a summer session (12 weeks) was added.

c. Quality Enhancement Plan

Academic Affairs Division

- Led by the QEP coordinator the QEP proposal process was successful in creating awareness and engaging campus constituents and generating ideas for proposals.
- Faculty (instructional and A/P) participated on QEP Committees.
- Faculty led groups' submitted 76 proposals.
- Faculty led groups developed the 5 final proposals.
- The Academic Council participated in the vetting of the 76 initial proposals and selection of the 5 final proposals.

Office of the President

- 17,281 FAFSA's were received for 2010-11, an increase of 640 from the previous year.
- There were 9,305 unique visitors using the net price calculator.
- JMU received 25,598 freshman and transfer applications; JMU's 13,358 in-state applications was the largest number received by a university in Virginia. Virginia Community College System applicants grew by 4.6 percent from last year.
- The Admissions Office hosted 51,769 guests in 2010-11 (includes daily visitation, special groups, open houses, CHOICES, Counselor Day, Duke for a Day). This is a 10% increase over the previous year (47,202)
 - 4,041 attendees for academic open houses (2,452 in 2010).
 - 9,708 guests for CHOICES (8,034 in 2010).

d. Assessment

Academic Affairs Division

- Matriculation Committee study was conducted and resulting report to define Academic Council strategic program planning.
- Student Athlete Task Force was created to identify resources and barriers to successful academic progression and make recommendations.
- The Assessment Advisory Council accomplished its charge of redesigning the Academic Program Review guidelines and reestablishing a workable schedule for program reviews.

Libraries and Educational Technologies

- Libraries and Educational Technologies created a new office of Planning and Assessment and hired a director and full-time staff person for that office. We have chosen the Balanced Scorecard framework to structure assessment activities and we are in the process of developing a strategy map and organizational performance indicators. The Library was selected to participate in the Association for Research Libraries 2011 Balanced Scorecard Initiative. During the review period L&ET participated in both the LibQual+ and JMU Technology Satisfaction surveys and overall satisfaction with our services and programs remains high.
- The CIT purchased copies of the SLOAN-C Consortium's "A Quality Scorecard for the Administration of Online Programs." to integrate strategies for assessing programs and structure.

Student Affairs and University Planning Division

- Career and Academic Planning administered a professional development program concentrating on the design, implementation, and analysis of program assessment projects. Staff responsibilities were modified to support ongoing assessment efforts.
- Assessment of the Learning Strategies program (Office of Disability Services) reflects that students who participated in at least two LSI sessions increase in meta-cognitive self-regulation, and these students experienced a .4 increase in their GPA. Results of assessment suggest that LSI may have a significant impact on increasing students' GPA.

Athletics

Administration and Finance Division

- Number of Athletic Director Scholar-Athletes - 185 student athletes and 36 cheerleaders with at least 3.0 GPA in Fall 2010; 177 student-athletes and 32 cheerleaders with at least a 3.0 GPA in Spring 2011.
- Number of student-athletes on the Dean's List: 43 in Fall 2010 and 47 in Spring 2011.
- *Conference Championships*
2010 Women's Cross Country – CAA, ECAC
2010 Women's Soccer - CAA
2010-11 Women's Basketball – CAA
2011 Women's Lacrosse - CAA
2011 Baseball (Regular Season & Tournament) - CAA
- *Post-Season Play*
Women's Soccer - NCAA Tournament
Women's Basketball - NCAA Tournament
Women's Lacrosse – NCAA Tournament
Baseball – NCAA Tournament
NCAA Diving Zone Championship - Kimberly Helfrich, Jessie Everett, Nicole Jotso, Chelsea Savage
NCAA Division I Championship – Kimberly Helfrich
NCAA Track & Field – Alison Parris, Marissa McDonald, Katie Harman
- *Coaches Of The Year*
Dave Rinker – CAA Cross Country Coach of the Year
Becky Benson – CAA Diving Coach of the Year
Lauren Steinbrecher – CAA Volleyball Co-Coach of the Year, Virginia State Coach of the Year, AVCA “30 Under 30” Award
Spanky McFarland – ABCA Co-Coach of the Year, East Region
- *Top Player Accomplishments*
Alison Parris – CAA Cross Country Athlete of the Year, NCAA All-Region, CAA Champion, ECAC Champion
CJ Sapong – Men's Soccer – CAA Player of the Year, Virginia State Player of the Year, College Soccer News All-American, No. 10 Draft Pick in MLS Superdraft
Dawn Evans – Women's Basketball – CAA Player of the Year, CAA Tournament Most Valuable Player, Virginia State Player of the Year, Honorable Mention All-American, V Foundation Comeback Award
David Herbek – Baseball – NCBWA First Team All-American, Collegiate Baseball Second Team All-American, First Team All-CAA, 15th Round Major League Baseball Draft Pick, Brooks Wallace Award Finalist for nation's top shortstop

Jake Lowery - Baseball – Baseball America and Collegiate Baseball First Team All-American, NCBWA Second Team All-American, CAA Player of the Year, Fourth Round Major League Baseball Draft Pick, Johnny Bench Award Winner, College Baseball Insider.com National Hitter of the Year
Amy Daniel – Field Hockey – NFHCA Second Team All-American
Mary Kate Lomady – Lacrosse – CAA Tournament Most Valuable Player
Stephon Robertson – Football – CAA Defensive Rookie of the Year
Teresa Rynier – NSCAA All-America Third Team
Casey Ancarrow – Lacrosse – IWLCA All American

Diversity

Academic Affairs Division

- The Office of the Provost sponsored housing for Preparing Future Faculty (PFF) Fellows and reassigned time of Professors in Residence.
- Percentage of diverse students (undergraduate and graduate combined from fall census reports):

<u>2010-11</u>	<u>2009-10</u>
13%	11.8%

- Percentage of diverse faculty and staff for the Division of Academic Affairs (as of fall census reports):

<u>2010-11</u>	<u>2009-10</u>
7.91%	7.6%

College of Integrated Science and Technology

- The Dean, the ISAT Department Head, and an ISAT faculty member collaborated with representatives of Punta Islita, HTM in Costa Rica, and the University of Costa Rica to develop a new study abroad/research collaboration in the Guanacaste region of Costa Rica.
- During the 2010-2011 academic year, 13 faculty members and 194 students participated in twelve short-term study abroad trips.

College of Education

- The College of Education and Professional Education Unit agreed upon diversity competencies to be assessed periodically
- Spring semester, 16 teachers from 7 different countries joined the College of Education faculty as International Leaders in Education Program (ILEP) Fellows. For 16 weeks the teachers participated in our classes, participated in cultural events, and served as interns in area middle and high schools.

College of Science and Mathematics

- The College of Science and Mathematics Diversity Council has hosted mentoring events for minority students and has invited distinguished minority faculty to campus. Those visitors have included Lynette Watkins, a Hispanic biochemistry from Texas State, and Warren Buck, an African American physicist and president emeritus of the University of Washington – Bothell and a noted artist. Additional speakers we are inviting are William Velez of the University of Arizona and David Burgess of Boston College.

College of Visual and Performing Arts

- JMU faculty engagement with the Harlem Symphony Orchestra resulted in a partnership initiative for the 2011-2012 academic year.
- The CVPA Diversity Council sponsored recruiting trips to high schools with high minority representation.

University Studies

- 2010-2011 was the first year of the Study Group International Study Center (ISC) at JMU. Five of the original group of thirty-two students successfully completed the ISC program in two semesters, with others slated to complete over the summer 2011.

- The General Education Program partnered with the Office of International Programs to reinstate the SAGE (Study Abroad General Education) grant program in the summer of 2011. We are supporting two faculty members in doing preliminary work in order to offer GenEd courses in China and Costa Rica in the summer of 2012.

Office of International Programs

- The Office of International Program's Study Abroad team sent 1,100 students to locations all around the globe. After the recent economic downturn, numbers have rebounded in record-setting participation.
- OIP provided \$2,625 in funding to student organizations for international programming on campus. Moreover, the OIP staff members advise seven student organizations, including the International Student Organization, Phi Beta Delta, Golden Key and Alpha Kappa Alpha Sorority for Asian women.

Administration and Finance Division

The apprentice program in Facilities Management continues with great success.

Dining Services

- Created a new Employer Profile for JMU on the HigherEdJobs.com site.
- Celebrated events featuring cuisine and decorations from various cultures, including Mexican Independence Day, Oktoberfest and Chinese New Year.
- 1,200 ARAMARK Employees received a postcard of Thank You during Employee Appreciation Day. Postcards included 8 different languages.
- Top Dog partnered with the Chinese Student Association (CSA) for several events featuring appropriate menu items, decorations, activities and publicity for CSA's culture show.
- Added Trends station in D-Hall to feature "street foods" from around the world and opened a location with authentic Mexican cuisine.
- Provided appropriate foods for students observing Passover.
- Continued partnership with Virginia Department of Rehabilitative Services for disability employment.
- 38 percent of new hires in 2010–11 were of an ethnically diverse background.
- 100 percent of managers completed Kaleidoscope, ARAMARK's Commitment to Diversity training.
- Teamed with CMSS for theme meals for International Week and Black History Month.
- Enhanced college recruiting strategy with focus on partnership beyond recruiting sessions. Events included executive leadership series and improved engagement with the national society of minorities in hospitality.

Human Resources

- Created a new Employer Profile for JMU on the HigherEdJobs.com site
- Completed Athletics Gender Equity Futures Plan - Researching salaries via Collegiate Times.com for three CAA schools and one non-CAA school; created database listing all non-CAA comparison schools.
- Published annual diversity report including a breakdown of male/female and ethnic background for the department each FY.

- Completed and submitted the NCAA Ethnicity & Citizenship breakdown for all non-coaching staff.
- Members of the Recruitment Team:
 - Attended the International Festival
 - Attended two job fairs at National College
 - Attended two JMU Student Career Fairs
 - Attended the HR Chamber of Commerce Regional Job Fair
 - Edited and co-facilitated Emerging Leaders: Diversity Training
 - Presented at the Career Development Academy registration night
 - Attended Career Day at Harrisonburg High School
 - Acted as Table Moderator for 2011 Diversity Conference Lunch
 - Attended the Career and Technical Advisory Board – two times at Massanutten Technical
 - Presented work and career application to students at Thomas Harrison Middle School
 - Attended the EMU Career Fair Assisted at the sign-in table/directing people at the Diversity Conference

Training & Development

- The following diversity-focused professional development opportunities were made available:
 - *Emotional Triggers* was facilitated for three housekeeping teams.
 - *Emotional Triggers* was facilitated for a TD open session twice in the past year. *Intergeneration Differences* was facilitated for a JMU team.
 - *Ways of the World* was completed in June of 2010.
 - *Ouch! That Hurts: Speaking up or staying silent, the choice is yours* was offered as a stand-alone session for the JMU community.
- The book *The Blue Sweater* was discussed in March 2011 as part of the *JMU Professional Book Club Series*.
- *Preparing for Generation Z* was presented at the President's Annual Conference on Diversity and offered as a stand-alone session for the JMU community.

Procurement

- JMU achieved 49.6% Small, Woman Owned and Minority Owned Business. This percentage is well within the targets we obligated to reach for Level 2 requirements.

Office of the President

- The History and Math departments, along with the School of Media Arts and Design, hosted Preparing Future Faculty fellows.
 - Four new fellows will join JMU for 2011-12 with the English department and School of Communication hosting fellows for the first time.
- Two international Fulbright scholars were invited as visiting scholars by the departments of Political Science and Justice Studies.

- The Professor-in-Residence program developed strategic objectives to assess the program in 2011-12 and reorganized the supervision and leadership for the program.
 - Developed a process for academic colleges and departments to “adopt” specific schools in the PIR program.
- The Idea Grant program was evaluated to determine its effectiveness in supporting diversity at JMU and future changes include changing the timing of the grant funding to the academic year and to share successful Idea Grant programs at the annual Diversity Council.
- The number of students from under-represented populations who matriculated for fall, 2011 increased 12% over last year (640-2011; 561-2010).
- Recruited, trained, and launched the first Intergroup Dialogue, a research/evidence-based program designed to create interaction that sparks learning and sharing on a personal level that promotes sustained relationship building through directed conversation.
- Through the student leadership of a COB major, initiated the College of Business student diversity council.
 - In 2010-11 over twenty students participated and developed goals to create a course on diversity for business majors.
 - Over fifty students have joined the council for 2011-12.
- Implemented the McNair Scholarship Committee to develop the application for the Department of Education program.
 - Developed strategies for faculty research support for student participants.
- Collaborated with Student Affairs and University Planning to develop a multicultural competency training launched in February.
- For the first time, we have reached 171 under represented faculty and staff.

Student Affairs and University Planning Division

- Community Service-Learning placed 108 JMU students in local schools and agencies through the America Reads / Federal Work Study Program, the largest number JMU has placed to date.
- The Science and Math Learning Center (Learning Centers) initiated “Saturday Morning Physics” to engage middle and high school students in science activities and stimulate interest in STEM careers among women and minorities.
- The Office of Disability Services prepared over 3500 individualized letters for accommodations (3000 in the previous year). Along with significant increases in the number of exams being proctored, these accommodations make it possible for students with disabilities to fully participate in higher education.

University Advancement Division

- Included diversity objectives in comprehensive communications/marketing planning.

- Continue to raise gift funds for diversity program and scholarships (DuPont Fund).

Facilities

Academic Affairs Division

- Academic Affairs partnered with Administration and Finance in supporting \$1,870,000 in renovations (approximately thirty projects in twenty academic buildings).

College of Visual and Performing Arts

- Major accomplishments of the first year in the Forbes Center included: Grand Opening Performances and Gala; Establishing center-wide season scheduling; Establishing house management systems and operations, establishing a new ticketing system and operations; establishing back of house management and operation; Management of an evolving budget; management of the sociological difficulties of juxtapositioning of units; mounting a major public relations/advertising campaign; re-visioning the Encore Series into a more highly evolved educational model; increasing ticket sales approximately 35% over last year.

Administration and Finance Division

- The first phase of the expansion of Bridgeforth Stadium progressed on time, meeting all major milestone dates.
- Completed construction of the Forbes Center for the Arts (Facilities Management-Facilities Planning and Capital Construction), planned the moves (Real Property and Space Management), purchased the furnishings and equipment (Procurement), provided the wiring (Telecommunications) and moved the departments (Facilities Management).
- Wayland Hall was renovated and is on target to be our first LEED platinum building.
- The Steam Plant expansion is progressing according to schedule.
- Construction was started on the Biotechnology building and is progressing according to schedule.
- The Port Republic Road recreational fields are in construction and progressing according to schedule.
- Acquired control of all buildings and grounds on the former Rockingham Memorial Campus which is now named JMU's North Campus.
- Began utilization of all North Campus parking decks and lots.
- Revised the EJC Arboretum Master Plan.

Student Affairs and University Planning Division

- Preliminary Planning was completed for the 250,000 square foot Student Success Center that will occupy the north and west towers of the former Rockingham Memorial Hospital complex. The renovated space will house sixteen university departments and will support student learning, student health, and student services.
- The division assumed management of a university/public housing project at Walnut Lane and Grace Street apartments.

- Completed design and currently completing construction of a new Chandler Courtyard area.

University Advancement Division

- Developed and implemented first year public relations campaign (jmuarts) for opening of the Forbes Center.
- Developed and implemented public relations campaign to inform on and off campus populations of changes in vehicle use on central campus.

Funding

Academic Affairs Division

University Studies

- The Honors Advisory Council members committed to supporting the new Hillcrest Scholarships which will annually support two honors students a year in extraordinary off-campus summer experiences following the junior year. It is expected that the first of these scholarships will be awarded in spring 2011-2012 to two second-year honors students for use in the summer of 2013.

Administration and Finance Division

- The Administration and Finance Scholarship Program continues to grow in both support and number of applicants. This year, the scholarship awarded five students, \$2000 and then awarded another 5 students with differing increments totaling \$12,800 in scholarship money, total. In addition, we awarded one student a lap top computer, courtesy of Dell and each recipient received bookstore scholarships for textbooks, courtesy of Follett Higher Education Group.
- Pledges and gifts for the Campaign for Bridgeforth Stadium surpassed the \$6 Million goal.
- Annual fund support for the Duke Club surpassed \$1,570,000.

University Advancement Division

- Supported development of new or re-defined volunteer groups in College of Education, College of Visual and Performing Arts, Honors Program, College of Arts and Letters, and STEM HHS.
- Direct gifts for academic divisions and library reached \$1,770,306.
- Raised \$9,076,104, which is a 20.6 percent increase over last year.
- President's Council membership rate increased by 21% (at 5/31).
- Added \$2,401,464 in gifts to endowment.
- Endowment growth to \$58.6 million at 4/30/11 is an increase of \$10.1 million. Of that amount on that date, \$2.3 million was new gifts and \$7.8 million was investment growth.
- On-line giving base is growing, with \$306,443 raised from 832 gifts in FY11. This compares to \$330,000 from 1,140 gifts on-line last year, which included the Madison for Keeps campaign
- Increased revenues received through Planned Giving by 15%, and also increased verified Membership in the Madison Founders Society by 15%.
- Re-established full range of charitable gift planning tools, including CGA option.
- Raised \$741,856 in direct gifts for student financial aid.

Academic Affairs Division

- In FY2011 there were 389 externally sponsored research proposal submissions, which yielded a total of 260 awards for the university to augment its teaching, research, and service mission.

Breakdown by Division or College

Academic Affairs	\$ 532,300.40
Administration and Finance	\$ 170,000.00
College of Arts and Letters	\$ 592,464.88
College of Business	\$ 727,158.50
College of Education	\$ 998,684.12
College of Integrated Science and Technology	\$ 8,637,006.81
College of Science and Mathematics	\$ 2,131,406.50
College of Visual and Performing Arts	\$ 1,325.00
Office of the President	\$ 50,000.00
Research and Public Service	\$ 5,921,533.88
Science, Technology, Engineering, and Mathematics	\$ 729,335.32
The Graduate School	\$ <u>2,105,037.00</u>
Total	\$22,596,252.41

College of Arts and Letters

- Foreign Languages, Literatures and Cultures working with OIP and ROTC had the multi-year Department of Defense grant renewed, providing approximately \$500,000 for ROTC students furnishing them Kiswahili language training and scholarships to the Kenya field school renewed.

College of Education

- Newly funded, collaborative project, “Building Bridges: Connecting Citizenship through American History” is a three-year \$999,500 professional development project to support teachers’ understanding of American History.

Research and Public Service

- Facilitated the development of a business partnership with Hanover Grants to assist JMU faculty seeking external funding. Initial focus areas for this partnership are sustainability and the arts.
- Eleven (11) IP disclosure forms were filed in FY 10-11 as of June 1, 2011 by faculty, staff or students compared to five (5) filed in FY09-10. Of the eleven (11) IP disclosures filed this fiscal year, two resulted in provisional patent application filings.

University Studies

- CARS assisted Madison Assessment LLC with their first year of business with psychometric consultation, and also produced a new test and test manual for them to market, the United States Society and Politics (USSP) test.

Rankings & Recognitions

- The Princeton Review named JMU one of the country's most environmentally responsible colleges in its first, "[The Princeton Review's Guide to 311 Green Colleges](#)." While the Division of Administration and Finance cannot take full credit for these ratings, we have played a significant role in the achievement of the university's environmental stewardship objectives.

Academic Affairs Division

University

- Carnegie Foundation Community Engaged University

College of Arts and Letters

- SCOM's Debate Team was ranked third in the American Debate Association's national rankings. Seven debaters were named National Debate Scholars, the most of any school in the country. JMU was named the top public debate program in the nation.
- SCOM's Individual Events Team was ranked 19th at the national tournament, the fourth year it has been in the top 20. One member of the team, Melody Carlisle, was ranked as the 13th top speaker in the nation. Another, Kara Kennedy, was National Champion in Dramatic Interpretation.
- SMAD's AdClub ranked 5th at the AAF Regional Competition.

College of Business

- College of Business improvement in Business Week rankings of undergraduate business programs, to 28th overall and 11th among public universities.
- The School of Accounting is ranked in the top 25 nationally and has a CPA exam pass rate that is among the very best in the nation.

College of Integrated Science and Technology

- The Social Work Program received the 2011 Council for Higher Education Accreditation (CHEA) Award for Outstanding Institutional Practice in Student Learning Outcomes.

College of Education

- In recognition of the JMU Duke Battalion's performance as one of the top eight (out of 273) ROTC units in the nation, the James Madison University ROTC program was awarded the MacArthur Award for 2010.

Research and Public Service

- The Center for STEM Education and Outreach received a Governor's Technology Award Honorable Mention for "The Geospatial Semester" at the 2010 Commonwealth of Virginia Innovative Technology Symposium.

Administration and Finance Division

- Dining Services was ranked #3 for Great Food on the Princeton Review.
- Dining Services achieved highest survey scores within ARAMARK, which serves over 400 higher education institutions across the country. Best scores were for Convenience (6.18), Welcoming and Friendly Dining Staff (6.11) and Food

Quality (6.02). 82% of on-campus students rated their overall experience as “Excellent”.

Student Affairs and University Planning Division

- For the second time in three years the National Academic Advising Association recognized a JMU Freshman Advisor as the Advisor of the Year.
- Community Service-Learning’s Alternative Break Program was recognized by Break Away as the third largest program in the United States (behind Universities of Michigan and Maryland, both considerably larger schools). Alternative Weekend trips were also initiated in 2010-11.
- JMU has been included in the Corporation for National and Community Service’s President’s Higher Education Community Service Honor Roll each year since its inception in 2007.
- The CSDC maintained full accreditation from the American Psychological Association for the CSDC’s Pre-doctoral Psychology Internship Program.
- The CSDC maintained full accreditation from the International Association of Counseling Services, Inc.
- JMU Director of Residence Life won the VACUHO Pioneer award.
- The Women’s Field Hockey Club won the 2010 USFHL National Championship.
- JMU University Unions director was elected to a three-year term with ACUI – president-elect, president, and past-president.

University Advancement Division

- CASE recognized Alumni Association for volunteer training weekend.

Stewardship of the Natural World

The Biosciences building will apply for LEED Silver Certification and Wayland Hall will apply for LEED Platinum Certification.

Academic Affairs Division

College of Arts and Letters

- Sociology and Anthropology hired an environmental sociologist who this year offered the department's first course in environmental sociology. Anthropology offered a course in perspectives on the environment and development.
- History significantly reduced its use of paper and its electrical costs. More faculty are ride-sharing and using public transportation, biking, or walking; all faculty have shifted from paper syllabi, evaluations, and annual reviews to BlackBoard or faculty folders.

College of Integrated Science and Technology

- ISAT faculty members and students collaborated with Facilities Management staff and community members to develop plans for the hillside naturalization project, under the guidance of a Scholar-in-Residence (who reported to the CISAT Dean).
- Faculty of the Health Sciences Department continued to develop the infusion of environmental stewardship principles in appropriate courses. Related course projects included:
 - Clean stream campaign with Harrisonburg Dept. of Public Works
 - "Sticker Shock" campaign with underage drinking and litter awareness
 - Prescription drug disposal effect on water quality
 - "Safe walk to school" program
 - Landscaping and water quality at JMU
 - Radon detection
 - Alternative transportation to campus
 - Bike routes
 - "No Drive Day"
 - Bus schedule study
- A patio garden was designed and installed by ISAT students as part of an ISAT senior project.

College of Education

- The College of Education Green Committee also worked on ways to be more active in participating in the NO Drive Day on March 31st, and Earth Day on April 22. A "Go Green" link has been placed on the College of Education main webpage. <http://www.jmu.edu/coe> Included on the Go Green website are Green Links for Educators, suggestions for what one can do to make a difference, and links to JMU's Commitment to environmental sustainability and JMU Office of Recycling and Waste Management. In addition, the committee identified several courses in the College of Education that include lessons on sustainability.

The Graduate School

- The Graduate School continued its progress promoting environmental sustainability by reducing the use of paper for most of its application process, student file maintenance, and thesis/dissertation submission.

Office of International Programs

- The OIP maintained its sponsorship of the JMU Farm Internship Program, which involved hands-on farming and the application of various other technologies that benefited the farm operation, such as building/ improving greenhouses, heating those greenhouses with solar energy, installing biogas generators and/or other projects of interest to the host farm. Nine farms and 12 students have been involved this year.

Administration and Finance Division

- Four members of Administration and Finance continue to Chair or Co-Chair one of the five service committees of the Institute for the Stewardship of the Natural World.
- JMU participated in Recyclemania.
- All building coordinators received recycling training.
- Card Services established a contract with Supply Room for delivery of our recycled paper to our current departmental customers and hopes to expand the service to the entire campus during the next fiscal year.
- Information Technology has continued its efforts to promote a reduction of power usage for computers and supporting systems. The JMU IT department started migrating servers to a virtualized platform 2 years ago. We are currently at 40% server virtualization. We have also continued our work within the Lab area and will move to a new student printing platform that supports duplex printing in the summer of 2011.

Human Resources

- Established new Business Process and procedure to scan images of documents into NOLIJ rather than make copies for Payroll to retrieve and process.
- Implemented automated leave system where classified employees enter their own leave into a system available through JEss. This eliminated approximately 30,000 leave cards from being manually processed.
- Developed an automated spreadsheet process for departments that formally kept 'Time Books'. These departments include FM and Police. This eliminated hundreds of pieces of paper.
- Transferred significant number of manuals and documents to our website and no longer print materials.

Training & Development

- The following sustainability-focused professional development opportunities were made available:
 - *Environmental Stewardship* held September 2010
 - *Building Coordinators: Recycling & Maintenance* held October of 2010.
 - *Building Coordinators: Sustainability* held November of 2010.

- *Green Office Assistant* was added to the AACCP courses and held on January 25, 2011.

Facilities Management

- Convo Improvements – A smaller 50 HP condenser water pump replacing 100HP pump, which requires half as much electricity to power. Two fans have been upgraded to a variable frequency drive (verses 2 fans with only 2 speeds) which saves energy and reduces the evaporation of water. The new fans are direct drive and have no belts to service so the amount of labor to service the equipment has been cut in half.
- Zane Showker Hall Improvements- The building controls for the Building Automation System (BAS) were renovated and updated for the entire building resulting in increased energy efficiency. The chiller replaced with McQuay Oil-free Magnetic Bearing Chiller. This chiller is a much more energy efficient chiller that has very low resistance and can run more efficiently at partial loads than traditional chillers. Increasing drought resistant, perennial plantings (adapted and native species). These beds have lower maintenance and watering needs than the traditional annual beds on campus.
- Drip line irrigation installed in over 15 flowerbeds on campus and expanding. This practice decreases water usage for irrigation of flowerbeds, which would have otherwise been watered by hand watering, a less effective and more water intensive method.
- Obtained \$25,000 in grant funds to install a bio-retention filter (rain garden) in Hillside Area to help filter water and decrease run off. The rain garden was constructed by Facilities Management Grounds staff in November 2010
- Obtained \$70,000 in grant funds from Virginia Department of Conservation and Recreation (VA DCR) to perform stream restoration on Sibert Creek and CISAT stream channel. The Sibert Creek Restoration Project began in June 2011 and will be completed by August 2011.
- CISAT Hillside and Duke Sculpture Garden both have an active committee of faculty, staff, and students and outside consultants working to develop plans for sustainable and productive landscape opportunities in those locations. A mix of native meadow grasses and wildflowers were planted on the CISAT Hillside in June 2011.
- A rain-water harvesting cistern and bio-retention filter is being installed in conjunction with the Wayland Hall renovation project to improve water quality and reduce runoff from this site.
- Three bio-retention filters will be constructed with the Chandler Plaza renovations this summer.
- A bio-retention filter was constructed adjacent to Newman Lake and Sonner Hall this spring in association with the Bridgeforth Stadium Expansion project.
- Lighting in classrooms at CISAT A2- reduced the number of fixtures, installed T5 HO fixtures in a more accessible location. In addition to a slight reduction in energy use, the new configuration will require much less maintenance, in terms of bulb replacement and disposal. Furthermore, there will be a significant reduction in labor hours for bulb and ballast replacement. Rooms 1301 and 1302 are completed, 2301 is slated for summer.

- We have begun using LED low wattage fixtures for some outside lighting, and plan to use them for outdoor area lighting at the new Chandler Hall plaza.
- Warren/Taylor halls: Replacement of 200 floodlights (150 Watt bulbs) with 200 LED Floodlights (17 Watt bulbs).
- Festival Ballroom: Replacement of 160 floodlights (26 Watt bulbs) with 160 LED Floodlights (17 Watt bulbs).
- Bought a General Coach 29 passenger bus runs on B-20 bio-diesel.
- Bought several hybrids and alternative fuels vehicles (a more in-depth report available upon request).

Dining Services

- Created new partnership with Food Donation Connection which allows Dining Services to donate overproduced food to local charities. Over produced food is donated to the local Salvation Army. Over 2,000 lbs. donated from 5 locations since March 2011.
- Dining Services sponsored 2 "Night Out" programs at Our Community Place as part of our community outreach and social responsibility initiatives.
- Expanded Efforts in the area of Food Waste Recycling. 7 - 8 tons of post consumer waste composted each week. #1 in Virginia for organic food recycling. This reduced landfill waste by over 50%.
- Created and implemented phase one of a 2 year plan to reduce landfill waste by 75%
- Several infrastructure projects underway to enable food waste recycling process.
- Special Events such as Campus Farmer's Markets, Meatless Mondays, Solar Cook-off held throughout the year
- Local Purchasing Campaign – increases 5 – 10% each year
- Addition of a Sustainability Manager Position as part of dining services organization.
- Held over 20 tours of East Campus Dining Hall to academic classes centered around sustainable practices and LEED building.

Finance

- Travel reimbursement notices are available through email

Information Technology

- Continued its efforts to promote a reduction of power usage for computers and supporting systems. The JMU IT department started migrating servers to a virtualized platform 2 years ago. We are currently at 40% server virtualization. We have also continued our work within the Lab area and will move to a new student-printing platform that supports duplex printing in the summer of 2011.

Office of the President

- The Environmental Stewardship Action Plan was adopted to guide JMU's environmental stewardship progress from 2011-2015.
 - Includes nine categories: energy, commuting, water, food, materials, land use, education & scholarship, citizenship and administration.
 - Objectives relate to both university and divisional plans and will be updated and amended in response to opportunities.

- Plans were developed and adopted for increased renewable energy use in cooperation with FM, O'Brien and Geer consultants, the EPA Combined Heat and Power (CHP) partnership, the city of Harrisonburg, and other consultants. AF will be assessing CHP implementation at several campus locations as a direct result.
- Energy:
 - JMU joined the Environmental Protection Agency's Combined Heat and Power Partnership.
 - This will promote charted pathways to increase renewable energy use and increased energy efficiency.
 - JMU has been permitted to burn a 20% biodiesel fuel blend in the central plant.
 - We are the first entity in the state permitted to burn biodiesel fuel in this application.
 - Nineteen percent of JMU's energy is generated from renewable resources.
 - Admissions installed light switches that automatically turn off lights in the bathrooms in Sonner Hall.
- Commuting:
 - Zimride, the ride-sharing program, is estimated to have helped reduce 496,000 miles and 19,000 gallons of gas from use by participants and 377,000 pounds of carbon dioxide emissions avoided.
 - 3,800 system users registered with Zimride.
 - Transit service ridership increased 12% to over 2 million riders.
 - Recommendations from the ISNW that are being implemented include increased bicycle parking and lanes, an athletics light management plan, and physical plant policies.
- Water:
 - Many annual planting beds were replaced with lower-maintenance, drought-resistant perennial plantings with drip line irrigation installed in over 15 beds to decrease hand watering and water consumption.
 - Grants from the National Fish and Wildlife Foundation allowed for a bio-retention filter and stream restoration projects to be constructed to address runoff and erosion problems with Sibert Creek and the East Campus Creek.
- Materials:
 - Plastics recycling was expanded to include #1-#7 plastics.
 - A secure, industrial-scale shredding program was expanded.
 - Paper use was greatly reduced and dollars saved through the implementation of the iPad for Board of Visitors and recycled paper was used in many offices and events such as Commencement.
 - Developed and implemented electronic invitations for university events.
- Land Use:

- The East Campus Hillside, through cooperative design and planning with faculty, students, staff and community partners, will be transformed into a model of naturalized beauty and educational landscape.
- Education:
 - Student environmental stewardship learning outcomes were developed and adopted.
 - An environmental literacy and behaviors assessment tool were designed to benchmark students' literacy.
 - The second cohort of the Arboretum Collaborative Fellows Program was completed resulting in 8 courses.
 - A scholar-in-residence collaborated with multiple faculty members in science and the arts.
 - Five presentations from visiting scholars focused on environmental stewardship and were included in the Wellness Passport General Education program.
- Scholarship:
 - There are over 250 environmental stewardship scholarly projects led by more than 100 faculty members.
- Citizenship:
 - Workshops and training sessions were held for administrative assistants, building coordinators, faculty, departments, orientation leaders and student ambassadors.
 - The JMU Challenge offered student teams the opportunity to win funding for campus environmental projects.
 - Students initiated and organized Conservation Week and the Bicycle Library.
 - Several departments have formed environmental stewardship committees.
 - Admissions developed an office green policy to decrease use of electricity, water, and consumables.
- Administration:
 - A sustainability coordinator in Facilities Management and a grant writer for the Institute for Stewardship of the Natural World were hired.

Student Affairs and University Planning Division

- Career and Academic Planning developed plans for exposing students to "green" majors and careers, utilizing resources and advising strategies. The identification of additional employers focused on careers in sustainability, and increased knowledge for academic department liaisons.
- Orientation supported JMU's commitment to environmental stewardship by introducing new students and their families to university efforts ("Bleed Purple, Live Green"), incorporating an ISNW training module in leadership training, and printing publications following Forest Stewardship Council standards.

- Installed energy efficient sinks, toilets and soap dispensers in URec; introduced more sustainable plantings to the URec landscape.
- All medical records are electronic.
- The Clinic continues the use of cloth gowns instead of disposable gowns for patients in the clinical area. These are laundered and re-used.
- Utilized “green” FSC certified print companies for the publication of its 12-month calendar projects.
- Successfully maintained the following practices throughout the year: Recycled plastic, glass, aluminum, cardboard, magazines, newspapers, printer cartridges, toner, shredded paper and other recyclable items. Students and staff utilized double-sided copying and printing. Staff turned off lights in areas not in use and shut down computers at the end of the day.

University Advancement Division

- Providing comprehensive communications/marketing planning and implementation.
- Raised \$30,000 Conservation Challenge program gift support.

Transforming Alcohol Culture

- On Saturday, April 9, 2011 JMU sponsored an alcohol free alternative to Springfest held on the CISAT Meadow that featured live bands, games, food, T-shirt give-away, and other promotional items from area vendors to provide students with a positive alternative to Springfest activities in the off-campus communities. This successful effort involved extensive outreach and planning by the JMU Police Department, the Harrisonburg Police Department, the Virginia State Police, Rockingham County Sheriff's Office, Harrisonburg Fire Department and the Virginia ABC to inform the community about expectations for acceptable behavior.

Administration and Finance Division

- On Saturday, April 2, 2011 the JMU Convocation Center played host to a concert by rapper Wiz Khalifa. The JMU Police Department and other local law enforcement agencies worked that concert as well as provided additional off-campus joint patrol officers to conduct saturation patrols in the predominant off-campus student housing complexes within the City of Harrisonburg. The concert went very smoothly with only a few alcohol related arrests. The off-campus patrol efforts were very successful in maintaining civil order without any major incidents.

Student Affairs and University Planning Division

- Community Service-Learning initiated Alternative Weekend Trips. Comparable to Alternative Break trips, these shorter-term service trips enabled more students to have an immersion experience in an alcohol-free environment within 200 miles of the JMU campus. Six trips were conducted in 2010-11 with more planned for the coming year.
- Provided advising and support for "The Big Event" – a day of service designed to offset the history and influence of Springfest.
- Implemented new parental notification policy. The numbers of parental notifications increased threefold. We will evaluate the effectiveness of the policy change this year.
- ORL Alcohol Awareness and Education – changed staff training and expectations in order to improve educational efforts and policy enforcement; increased weekend programming (43% increase).
- URec Alcohol Awareness and Education – hosted alcohol-free Halloween event; provided critical planning and management for Madipalooza event; hosted weekend Dive-In movie programs.

Other Noteworthy Accomplishments

- With input from the campus community and approval by the Board of Visitors the institution reaffirmed its mission statement.
- The University submitted its Six-Year Plan to the state; together the Office of Budget Management, University Planning and the Provosts Office coordinated the completion of the university's Six-Year Academic and Financial Plan with the to achieve the university's long-term goals/objectives while meeting the statewide strategic higher education requirements of the Virginia Higher Education Opportunity Act of 2011.
- Approved new Planning Emphases for the university, building from what were previously known as Strategic Emphases.
- The Division Heads of the university collaborated to develop a SWOT analysis for the university as a resource to future presidential candidates.

Administration and Finance

- The General Assembly approved amendments to the Governor's introduced 2010-12 Biennium budget that included additional general funds for the university in the amount of \$6.08 million for FY 2011-12, which will support the goals of the Governor's Higher Education Commission. Of the total, \$400,000 was allocated to address access and support the university's student financial aid needs.
- The General Assembly approved the following capital projects and equipment which included \$4.6 million in equipment for the Biosciences facility, a supplement of \$3.0 million for the Power Plant/Boiler Renovation, and \$4.9 million for the renovation of North Campus for the Health Center.
- The General Assembly approved an increase in the capital outlay project limit for NGF projects from \$1 million to \$2 million, which will benefit the university and provide additional flexibility.
- The Office of Budget Management completed budget development for FY 2011-12 and the university's total operating budget increased by \$10.2 million dollars or 2.4%.
- JMU received interest in the amount of \$900,000 on deposits with the Commonwealth due to compliance with the Commonwealth Management Standards.
- Information Technology was involved in the formation of the 4-VA project in conjunction with GMU, UVA and Virginia Tech along with Cisco Corporation. The first of two TelePresence rooms has been successfully implemented and will be used to foster collaboration amongst the four schools as well as for other purposes.
- Information Technology completed the installation of the SunGard's Advance Software in April 2011.
- Information Technology worked with Student Administration Core Departments to upgrade the PeopleSoft Student Administration System to version 9.
- Finance prepared and negotiated a new federal indirect cost ratio using the "long form" for the first time.

- The division had internships in the following departments to help students get valuable experience prior to graduation: Arboretum, HR Training and Performance, Finance, Information Technology, Police and Safety and Athletics Compliance.
- Implemented the Textbook Rental Program, saving students over \$1 Million dollars.

Office of the President

- The PIR program developed objectives to begin the assessment project.
- The University Events staff managed 66 events this past, in addition to Commencements, Graduate Ceremony and Senior Convocation (compared to 50 events in 2009-10).
- Conducted university-wide tornado drill to meet federal and state requirements.
- Conducted a survey of Centennial Scholars graduates.

Student Affairs and University Planning Division

- University Recreation added and/or expanded intramural sports, increasing student participation by 482 students.
- Hosted 2010 ACUI regional conference with 150 attendees.
- Created Madison Society and the Spirit Rock tradition.
- Founded one new sorority – Phi Mu – and one new fraternity – Delta Sigma Phi; total 25 FSL organizations, with approximately 2100 members (about 12% of student population), who performed over 20,000 hours of community service.
- University Recreation installed a touch screen display to replace in-house paper flyers for URec programs.
- Hosted Presidential Leadership Academy – 24 student groups represented.
- Met Institutional Performance Standards and were deemed certified for the next two years.
- Completed the Economic Impact Study of FY 2008-09 and published Economic Impact: Beyond the Numbers as a collateral piece and website in which testimonials were aimed at demonstrating tangible ways that the university infuses quality of life into the region through more than just its expenditures and job creation.
- Institutional Research authored White Paper – “Where Do They Really Go?” Determining a truer Graduation Rate by including Transfer success at other institutions using data from the National Student Data Clearinghouse’s, Student Tracker to track the migration of JMU students from initial enrollment to graduation from JMU or other institutions. We discovered that within six years more than 92 percent of students who first enrolled at JMU earned a degree at JMU (82 percent) or another institution. The President called for the Director of Institutional Research to develop a white paper for him to share with the other Virginia presidents to encourage them to ask their IR offices to work with the Clearinghouse to complete an analysis similar to ours. This project has the potential to have a major impact on the perceptions of the quality of Virginia higher education institutions.

- Responded to change in procedures for collecting and reporting student and personnel race/ethnicity data in the two-question format. Expanded detail collected in the Student Financial Aid survey and assisted in creation of a Net-Price calculator.

University Advancement Division

- Advance data system successfully converted on 4/11/11, with 207,140 entities, including 107,240 alumni.
- Maintained current information on a significant number of alumni (100,209 living alumni with correct addresses) within new Development Advance database demonstrating a strong attention to data collection and accuracy.
- Access to JMU homepage; 1.2 million hits a month.
- 3.5 million email messages sent to targeted audience groups promoting events and special fundraising programs.
- Use of social media to connect to JMU continues to grow; 22,744 on the JMU Facebook page and 7,674 LinkedIn to the Alumni Association, which puts us among national leaders.
- Be the Change blog surpassed 490 posts, with 32,000 total hits this year.