2011-2012

Accomplishments

Submitted to:

Mr. Jonathan R. Alger, President

August 9, 2012
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1) Academic Programs

a. High need and STEM programs

Academic Affairs

Science, Technology, Engineering, & Math (STEM) Graduates [Level II Autonomy Objective]

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual(^1)</th>
<th>Target, non-Engineering</th>
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<th>Total Target</th>
<th>Threshold @ .95</th>
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<td>2002-03</td>
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<td>2007-08</td>
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<td>2008-09</td>
<td>555</td>
<td>543(^2)</td>
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<td>703</td>
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<td>45</td>
<td>635</td>
<td>603</td>
<td></td>
</tr>
<tr>
<td>2014-15</td>
<td>600</td>
<td>50</td>
<td>650</td>
<td>618</td>
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<td>2015-16</td>
<td>610</td>
<td>50</td>
<td>660</td>
<td>627</td>
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</table>

\(^1\) Includes annual undergraduate and graduate 1\(^{st}\) and 2\(^{nd}\) 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.

\(^2\) Average number of STEM graduates in 0607 to 0809 academic years.

School of Engineering

First Graduating Class

Engineering Majors by Year and Retention

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td></td>
<td>Men</td>
<td>Women</td>
<td>Total</td>
<td>Men</td>
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<tr>
<td>Freshmen</td>
<td>93</td>
<td>19</td>
<td>112</td>
<td>86</td>
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<tr>
<td></td>
<td>107</td>
<td>21</td>
<td>128</td>
<td>107</td>
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<td>Sophomores</td>
<td>63</td>
<td>11</td>
<td>74</td>
<td>57</td>
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<td></td>
<td>84</td>
<td>16</td>
<td>100</td>
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<td>Juniors</td>
<td>48</td>
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<td>58</td>
<td>61</td>
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<td>78.5%</td>
<td>76.2%</td>
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<td>78.5%</td>
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<tr>
<td>Seniors</td>
<td>39</td>
<td>8</td>
<td>47</td>
<td>49</td>
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<tr>
<td>% Retained</td>
<td>41.9%</td>
<td>42.1%</td>
<td>42.0%</td>
<td>57.0%</td>
</tr>
</tbody>
</table>
College of Science and Mathematics

- Within Chemistry/Biochemistry we are implementing a new major in Biophysical Chemistry and have revised the structure of organic chemistry for biology majors.
- The Medical College Admission Test (MCAT) will be changing in 2015 to include more biochemistry and for the first time psychology. As the MCAT changes, undergraduate programs will need to adapt. We have been working closely with Sharon Babcock and others across campus to study the changes in the MCAT exam and respond appropriately.

College of Integrated Science and Technology

The focus of the on-campus Computer Science master’s program was changed to Digital Forensics. This modification is consistent with current industry needs and is a fit with student interest and faculty expertise.

College of Visual and Performing Arts

- Industrial Design program in the School of Art, Design and Art History (SADAH): This high need program, which has been a pilot for a number of years, has the potential to engage with the Engineering program in a mutually beneficial manner. Students with degrees in Design (Industrial, Graphic and Interior) work with Computer Assisted Design Software and must think critically and creatively. The Provost funded a position in Industrial Design to move the program from a pilot to a major. The position attracted an excellent pool of candidates and we successfully hired Ms. Audrey Barnes.
- Web Design/Motion Graphics: Through the application of the Workforce Transition Act (WTA), a position in computer animation was repurposed to fulfill a need in the Graphic Design major of a position in Web Design and Motion Graphics, both burgeoning fields.

College of Education

- College faculty continued participation in the Virginia-Washington, DC FIRST LEGO League (FLL) (VA-DC FLL) and Robotic Workshops at the Smithsonian Institution’s Ripley Center. The culminating event for the VA-DC FLL, the Commonwealth’s branch of the national program, occurred in December of 2011, while the Robotic Workshops at the Smithsonian’s Ripley Center, an opportunity available nationally, occurred in the summer of 2012. College for Kids and Saturday Morning Physics took place locally throughout the 2011-2012 academic year for middle and high school students in the JMU area. The 2012 Content Teaching Academy also supported STEM related initiatives, with the academies for 2012 including K-5 Children’s Engineering, K-12 Robotics, K-5 Math/Science, and 6-12 Mathematics.

Student Success

Learning Centers: student usage of evening satellite STEM tutoring quadrupled from 258 visits to 923 visits.

b. Liberal Arts programs

Academic Affairs

College of Arts and Letters

- All of the units in the College saw at least stable enrollments in the major and many saw significant growth—the School of Communication Studies (SCOM), Justice Studies (JS), the Department of Political Science (POSC), and Writing, Rhetoric, and Technical Communication (WRTC). Additionally, the numbers of students interested in such concentrations as converged media in the School of Media...
Arts and Design (SMAD) and archaeology in the Department of Sociology and Anthropology (Soc/Anth) has doubled in the first case and tripled in the second.

- SCOM's proposal for an MA in Communication and Advocacy was approved by the State Council for Higher Education in Virginia (SCHEV).
- The Department of Foreign Languages, Literatures, and Cultures (FLLC) hired a new faculty member with expertise in methodology, and, as a result, the transferring of teacher licensure from the College of Education (CoE) to the department will proceed.

College of Visual and Performing Arts

- Interdisciplinary programs in the Institute for Visual Studies (IVS): The IVS continues to partner with various constituents throughout the university to investigate major scientific and technical university thematic areas such as the sustainable design project in 2009-2011 and the human genome project in 2010-2011. During the 2011-2012 academic year, IVS focused on “Universal Design” with special attention to disabilities and “Problem Solving in Virtual Worlds.” This attention to design for disabilities was part of a partnership with university disability services, College of Integrated Science & Technology (CISAT), the College of Visual and Performing Arts (CVPA), and the School of Theatre and Dance - The Axis Dance Company was an Encore Series featured event in this initiative.
- K-12 certification in Theatre and Dance: These are the only available certifications for Theatre or Dance K-12 education in the state of Virginia.
- The Singing Health Specialist concentration was approved and will be offered to graduate students in the School of Music as a concentration in the Master of Music or the Doctor of Musical Arts degrees. This is a cross-disciplinary graduate curriculum designed to best equip those who are entrusted with developing and maintaining the health of the professional singing voice. The concentration will also be made available to graduate students in the Department of Communication Sciences and Disorders.
- Approval of majors in Jazz Studies, Graphic Design and Interior Design.
- Area and Regional Studies minor had 940 students complete one of 23 minors.

Student Affairs & University Planning

University Planning and Analysis

- The Office of Institutional Research (OIR) provided enrollment projections that were accurate within one percent overall for the fourth year in a row.
- OIR completed all mandated reports for SCHEV, The Integrated Postsecondary Education Data System (IPEDS) and other organizations such as the American Association of University Professors (AAUP) accurately and on time.
- OIR participated in providing significant data for the Stanford Research Institute (SRI) and the National Postsecondary Student Aid Study for IPEDS.
- OIR completed several major studies and reports including the faculty study, expedited degrees, and National Survey for Student Engagement (NSSE) results.
- OIR assisted the chair of the Provost Search Committee in the analysis of the survey of faculty about qualities desired in the new Provost.

Student Success

- Learning Centers: student usage of evening writing tutoring more than doubled from 361 visits to 751 visits.
- Career and Academic Planning created and hosted a professional networking event exclusively for Communication Studies students. The event, the first of its kind, was attended by JMU alumni and other representatives of communication industry employers, faculty members, and more than one hundred current students.
c. Innovation in program development

Office of the President

Successfully implemented the Alumni Recruitment Network, in conjunction with Alumni Relations, to increase the university’s participation in college fairs and involve alumni in promoting the university.

Academic Affairs

Math 205 (Calculus) and Math 220 (Statistics) [Level II Autonomy Objective]

<table>
<thead>
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<th>Year</th>
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<th>Math 220</th>
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<tr>
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<td></td>
<td>Actual¹</td>
<td>Target</td>
<td>Threshold</td>
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<td>Target</td>
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<td>2003-04</td>
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<td>2004-05</td>
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<td>2006-07</td>
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<td>72.5%</td>
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<td>76.0%</td>
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<td>2008-09</td>
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<td>67.7%</td>
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<td>76.4%</td>
<td>75.0%²</td>
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<td>2009-10</td>
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<td>2010-11</td>
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<td>2011-12³</td>
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<td>68.7%</td>
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<td>75.0%</td>
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<td>72.7%</td>
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<td></td>
<td>80.0%</td>
<td>77.0%</td>
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</tbody>
</table>

¹ Uses the annual Course Enrollment Data File. Numerator consists of all students earning an A, B, or C grade. The denominator consists of all grades received with the exception of Audit, Incomplete, Pass and Fail.
² Cumulative percentage of 0607, 0708 and 0809 academic years).
³ Preliminary 7-2-12

- Finalization and approval of the reorganization of the College of Integrated Science and Technology and the School of Engineering into the College of Health and Behavioral Studies and the College of Integrated Science and Engineering.

College of Visual and Performing Arts

- ARTS 100: This new learning community class is designed to foster understanding across disciplines in the arts and arts community building. CVPA believes that this unique freshman learning-community course will set the stage for JMU arts students to graduate with a broad based understanding of the arts, how they interrelate, how they can and should interact, and how they relate to the rest of the world.
- Madison Art Collection (MAC): During the 2011-2012 academic year, work on the Charles Lisanby collection culminated in the design of a museum AP by a student intern (available through the Apple AP Store).

College of Integrated Science and Technology

- The Department of Nursing enhanced the use of simulation learning with the initiation of the Life of a Caregiver simulation for 110 students. A part-time lab technician was hired to help in addressing the
need for simulation learning. Faculty will include a simulation in each clinical course in the BSN curriculum.

- In Fall 2011 a Dedicated Education Unit (DEU) was launched at Rockingham Memorial Hospital (RMH) Health Care as a collaborative learning effort.
- Planning and negotiations for a new Voice and Swallowing Services clinic resulted in a signed lease agreement and contract. Clinic services and research will commence upon appointment of a medical director and completion of operations planning.

**College of Business**

Working collaboratively with the College of Business Executive Advisory Council and Research & Development, Inc. launched the Interpersonal Effectiveness Institute.

**College of Arts and Letters**

- In the Department of Foreign Languages, Literatures and Cultures (FLLC), Chinese became a minor program and Arabic became the fifth major, along with French, German, Italian, and Spanish.
- WRTC completely overhauled their old curriculum, which had combined courses in the former Technical and Scientific Communication (TSC) major and the Writing Program minor. Highlights of the new curriculum include new core courses; the creation of community-based learning courses required of all majors; the addition of crossover courses for both the writing/rhetoric and TSC concentrations; and the creation of a capstone course.

**University Studies**

Designed and proposed for curricular approval the Independent Scholars program in Honors.

**College of Education**

The revised Educational Technology concentration of the M.Ed. and its Ed Media and E-learning certificate programs are now offered 100% online through Outreach.

**Academic Programs**

- “Poetry As a Compass: A Collegiate Summit” was a gathering of 75 college students and faculty from around the country who studied the craft of poetry and learned ways to incorporate poetry in their communities. Colleges and universities that sent groups included: University of Delaware, Howard University, University of Virginia, The College of William & Mary, Bridgewater College, Hampton University, Mary Baldwin College, Morgan State University, and Virginia Commonwealth University.
- Africana Studies Conference - Thirty-five presenters from around the world participated in the conference. The keynote lecture titled “We Meet Ourselves Coming Back: The Denial and Embrace of the Oral Folk Tradition” was given by Prof. Daryl Cumber Dance from the University of Richmond.

**Student Affairs & University Planning**

**Student Success**

- The Life and Career Planning course (IS202) taught by Career and Academic Planning staff adapted to student needs, emerging pedagogical strategies, and new technology applications. Students were placed in course sections around student affinity groups; one course section included only student-athletes, and another was reserved for students with initial interest in STEM areas. Teaching strategies and materials were focused on the students in the class, creating a more supportive environment for the enrolled students.
- Community Service-Learning (CS-L) worked with 33 JMU faculty members to support 41 service-learning courses, placing over 1,306 students in 80 community agencies. CS-L introduced more customized service-learning support to match the specific learning goals of JMU courses with specific
community agencies. CS-L facilitated a one-day service-learning workshop during the Center for Faculty Innovation (CFI) May Symposium and partnered with CFI on a spring semester faculty brown bag lunch on networking and support.

**Center for Multicultural Student Services**

- The Center for Multicultural Student Success (CMSS) sponsors two pre-collegiate programs each summer for high school students who are rising 9th through 12th graders. Both the Male Academy for Academic Achievement and Development and the Female Institute for Learning and Development avail 38-40 slots each year and are designed to provide an intense two-week academic and developmental residential experience for participants.

**Administration and Finance**

- The Copy Centers began participating as a site supervisor for students who have been assigned 30 hours in the Civic Learning Program by the Judicial Affairs Office. One student made a video to use in Training and Development sessions to promote the Copy Centers. A spring semester student assisted with job production.
- For the benefit of students who have limited access to exclusive or expensive software that is otherwise available in the general use labs, IT explored and implemented technologies that leverage student-owned computers to provide remote access to lab software. A pilot project is underway to provide key software to students remotely.
- Supporting and enhancing the delivery of academic advising to students is an important initiative for Academic Affairs. Information Systems supported that initiative by implementing the technology to support the inclusions of specified e-campus transactions such as the student's schedule and degree progress, appropriate advising references, and a personalized major checklist for each undergraduate student.
- The University of Virginia, George Mason University, Virginia Tech, and James Madison University have collaborated in an initiative referred to as “4-VA” to address a number of educational issues critical to the future of the Commonwealth. We have taken advantage of emerging technologies to increase access, reduce time to graduate, and reduce unit cost while maintaining or enhancing quality. In support of this initiative, two teleconference facilities were established at JMU. These facilities are increasingly used to support academic and other collaborative work.
- Human Resources (HR) conducted a comprehensive audit of credentials for individuals who teach a credit course for JMU. This included gathering data from both the Human Resources Management System (HRMS) and Student PeopleSoft systems. In this complex process, Human Resources reassigned two full-time employees and .50 full-time equivalent (FTE) of another to facilitate this process.
- Dining Services collaborated with the Hospitality and Tourism Management (HTM) department to create an on-campus internship program.
- Information Technology supported academic advising by providing and supporting technologies to provide a personalized advising, one-stop, web-based portal (MyMadison).

**d. Academic Program Assessment**

**Student Affairs & University Planning**

**Student Success**

The assessment protocol for The Life and Career Planning course (IS202) administered by Career and Academic Planning was expanded and refined. It has been conclusively demonstrated that the course has a significant positive effect on career decision-making self-efficacy. A short version of the Career Decision-
Making Self Efficacy (CDMSE) instrument was employed and it was determined that this version is both reliable and valid.

**Center for Multicultural Student Services**

CMSS Assistant Director, LaNita Weisenberger, completed a three-week Center for Assessment and Research Studies (CARS) Assessment Fellows Program along with a two-day workshop.
2) Access, Quality and Progression

Office of the President

- Experienced a 2% increase in the number of applications from previous year.
- Received the most in-state applications of any university in the Commonwealth (13,831).
- The number of applications from under-represented groups continues to increase, as well as the matriculation numbers.

<table>
<thead>
<tr>
<th>Population</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>1,671</td>
<td>1,869</td>
<td>2,047</td>
</tr>
<tr>
<td>Hispanic</td>
<td>1,269</td>
<td>1,288</td>
<td>1,511</td>
</tr>
<tr>
<td>Asian/Pacific</td>
<td>1,978</td>
<td>2,041</td>
<td>2,189</td>
</tr>
</tbody>
</table>

- Admissions welcomed 57,491 visitors through the daily visitation, open houses, CHOICES, special groups and counselor day (an increase of 5,727 over last year).
- Forty-seven students in the fifth cohort of the Centennial Scholars program graduated in 2012.
- Coordinated the Art Auction at the Homestead with $115,000 being raised for Art & Art History Scholarships.

Student Affairs & University Planning

University Planning and Analysis

- OIR created a "White Paper" for Dr. Rose concerning the graduation and retention rates of new freshmen within six years at JMU or elsewhere. Dr. Rose was able to use this report to encourage other Virginia public institutions to create similar reports.
- OIR identified possible concerns about the retention of out-of-state students that need to be closely monitored in the new academic year.
- OIR worked with Brad Barnett and Jennifer Rau on a study of undergraduate financial aid debt.

University Advancement

Communications and Marketing support of Admissions continues to produce a surge of results:

- Early action (EA) yield improved from 31.3 to 32.3 percent with a record 2,002 EA matriculates.
- This year 450 Early Action students committed by March 1, vs. 365 in 2011, a 23 percent increase.
• CHOICES registrations reached an all-time high of 4,973 students, a 3.5 percent increase. This is particularly significant since Admissions moved all of its CHOICES promotion online at Marketing’s recommendation.
• Total visitation numbers for 2011-12 increased 11 percent to 57,491; for Fall Open Houses, the increase was an estimated 23 percent to 4,990.

a. Innovative Delivery

Administration and Finance
HR has developed a paradigm called “Q” – which stands for Quality. Its intent is to create a culture of quality in our business processes including personal interactions, communications, delivery of services, and processes over which we have domain.

Training & Development
• Created a Shelfari widget to display book club selections on the Training and Development (TD) website.
• Began using quick response (QR) codes to market classes.
• Began marketing classes on the TV in Massanutten Hall.

Academic Affairs
4 VA shared courses via tele-presence – received business Chinese course and taught Intelligence Analysis course.

College of Arts and Letters
• Foreign Languages & Cultures began a partnership with Rosetta Stone to offer beginning Spanish for credit.
• History sponsored the first Shenandoah Valley History Harvest, which produced 8,600 digitally scanned oral histories and 17 gifts to the Special Collections at Carrier Library.

Libraries and Educational Technologies
• On-line course delivery
  510 sections: 309 undergraduate 201 graduate
  6,509 enrollment: 5,156 undergraduate 1,353 graduate
• 24 new courses were redesigned for on-line delivery.
• 23 faculty worked on redesigning courses in using technology to effectively address more students while maintaining quality.
• 8 faculty redesigned courses to include environmental stewardship content.

College of Education
Faculty in Educational Technology revised the Education Technology M.Ed. program to deliver all courses on-line, resulting in an increased enrollment in both degree and certificate seekers.

Student Affairs & University Planning

Student Success
• The Office of Disability Services partnered with the Institute for Visual Studies and faculty members to conceptualize an interdisciplinary course on “Representing Disability” and a related exhibition on Universal Design. Hundreds of students and faculty members engaged with the exhibit, many in specifically requested sessions to address the applicability of universal design principles as they related to various disciplines and practices.
• The Orientation Office implemented VZ Orientation, a reservation management system. The new system provides a more seamless user interface for incoming students, allows students to reserve orientation dates immediately, and mandates completion of steps necessary for advising preparation, including the Math Placement Exam.

University Health Center

• The University Health Center (UHC) hosted the first annual UHC Open House during August Orientation (1787) to encourage JMU families to visit the UHC during Move-In and complete health records, without having to pay a fee. This program was successful in greatly reducing the number of health records that have been incomplete at the beginning of the school year.
• After piloting the program in the spring of 2011, the UHC fully implemented High Expectations, a program that utilizes motivational interviewing techniques to evaluate risk and expectancies from marijuana and other drug use. Forty-three students completed the program. Students evaluated their experience and 4.3 out of 5 and 76% reported they would recommend the program to a friend.
• To accommodate the need and to stay true to the goal of creating opportunity for early intervention, the Office of Substance Abuse Prevention developed a group intake model for the Brief Alcohol Screening and Intervention for College Students (BASICS) program, making it possible to accommodate more students and engage them closer to the time of their referral/incident.
• The UHC developed and implemented an innovative program called "Ask a Nurse". The program was developed by clinic nurses as an outreach to students. The program is sponsored in partnership with both Carrier and Rose libraries. The purpose of the program is to have clinic nurses in an environment where students may feel more comfortable asking questions. During the spring semester, the program was held every Tuesday and Thursday morning in the campus libraries and provided service to over 450 students.
• The UHC received certification from the state to purchase and administer Yellow Fever vaccine. Being able to offer this vaccine, the UHC is now able to provide full and comprehensive service and travel consultations to students, rather than having them leave campus for their travel needs.

Counseling and Student Development Center

• The CSDC implemented animal assisted therapy, a form of therapy that involves intentional, goal-directed use of an animal in a therapeutic process. Policies and procedures for use of Animal Assisted Therapy (AAT) at the CSDC were developed and training provided to clinicians utilizing the animal in the therapeutic setting. Evaluation results demonstrated that the therapy animal helped clients to:
  o Get comfortable with the therapy experience (95%)
  o Feel supported or accepted (82%)
  o Relax during sessions (95%)
  o Experience a decrease in anxiety (86%)
  o Experience a decrease in irritability or frustration (95%)

b. Efficient Use of Resources

Office of the President

The Alumni Recruitment Network (ARN) has allowed the university to expand its exposure at college fairs by over 300%. Trained alumni represent the university to share its mission and educational experience.
Administration and Finance

HR automated the following manual process by streamlining steps, utilizing technology, and applying Lean business processes.

- Streamlined the probationary evaluation process. The “before” process took approximately 10-12 hours per month; the new process takes approximately one hour per month.
- Streamlined the 1200-hour alert process. The “before” process took approximately three hours per month; the new process takes less than one-half hour per month.
- Streamlined the annual performance evaluation process. The “before” process involved keying data for approximately 1,200 classified employees into the system as well as tracking the same information in a spreadsheet; the new process allows for tracking the information into the spreadsheet and uploading it to PeopleSoft.
- Streamlined the address change process for Personnel Management Information System (PMIS) vs. PeopleSoft. The old process had holes that allowed addresses to get out of sync and it also involved four people doing tasks in the process; the new process removes the holes and involves one person doing the main tasks with another occasionally performing tasks.
- Streamlined the tracking and entering of the College and University Professional Association (CUPA) survey. Prior to this time, we manually keyed the survey information; this year we changed the spreadsheets and the process to allow for an upload of the survey information.
- Created a disc for new faculty that includes relevant human resource and benefit information. Historically, the information was delivered in paper format. This disc reduced the use of paper and eliminated the requirement that HR purchase 100 three-inch, three-ring binders each fall.

Included on this page...
- HR streamlined the annual performance evaluation process.
- The Gaglioti Capital Markets Laboratory was opened in Showker Hall and the Computer Information Systems (CIS) lab in Chandler Hall.
- The Library developed a mobile version of its website.

Training & Development

- Two sessions are now available in an online environment: Green Office Assistant and Overviews of Interest: Course Evaluation and Textbook Ordering Processes.
- Judy Rannow is partnering with CJ Hartman on the Rethink Waste program. They are creating a tool kit and checklist to support the JMU goal. Many of the items on the checklist are based on TD’s best practices (e.g. saving leftover water from training sessions to water the plants).

Academic Affairs

Libraries and Educational Technologies

- The library expanded acquisition of e-content, in particular patron driven acquisition of e-books.
- Developed a mobile version of its web site. The Center for Instructional Technology (CIT) and the Library worked together to integrate library content with the campus learning environment and to support faculty use of e-textbooks and other supplementary learning materials.
- New standards for technology classrooms were established and investments were made to ensure compliance with the standards. In partnership with JMU IT, Libraries and Educational Technologies (L&ET) implemented a SharePoint service and the Lync collaboration tool.

University Studies

Updated program progression standards criteria and reviewed all programs.

College of Business

The Gaglioti Capital Markets Laboratory was opened in Showker Hall and the Computer Information Systems (CIS) lab in Chandler Hall.
Academic Programs

- The Vice Provost for Academic Program’s office participated in statewide discussion and decision making related to transfer issues through participation in the State Committee on Transfer.
- Moved the official version of the handbook to a more interactive electronic version.
- The Registrar’s Office worked together to design and implement a notification system that allows academic units to grant students permission to add classes; the system notifies the student via email and they can use MyMadison to add the classes.
- The Registrar’s Office worked to find a solution to automating transcript requests and processing. Released a Request for Proposal (RFP) and reviewed vendor options. The National Student Loan Clearinghouse was selected and the product will be implemented and working within six months.

Student Success

- Learning Centers
  - Communication Center
    - Provided 630 communication consultations for 1644 students.
    - Improved consultation assessment data collection and analysis, which will help to enhance training tutors and promoting services.
  - English Language Learner Services
    - Provided 146 consultations to JMU students and faculty.
    - Facilitated 39 hours of instruction via the Multilingual Writers’ Community for 7 international students. Published student writing to the MWC blog.
    - Facilitated an English Conversation Club for international students.
- PASS/Supplemental Instruction
  - Provided 1176 hours of instruction to support 2094 students in 17 courses (multiple sections). Participants showed an average 6% lower drop/withdraw/fail (D/W/F) rate, compared with non-participants.
  - Developed a Casual Chemistry study program for struggling students. Held 19 sessions with 167 participants.
  - Provided financial support for the Physics department’s PhysTech initiative (science teacher education program).
- Science and Math Learning Center
  - Provided nearly 24,000 tutorials to support introductory and critical upper division science and math classes.
  - ECL Satellite usage quadrupled.
  - Created additional instructional podcasts for the website.
- University Writing Center
  - Supported more than 5,700 students, faculty, and staff writers through individual and group consultations and workshops. Writing Center online resources averaged thousands of hits per month, including scores of monthly downloads. Write Nights satellite tutoring usage tripled.
  - Expanded support for writing across campus by providing 78 presentations to classes and student groups, by providing course-embedded Writing Fellows for five courses, and by hosting a disciplinary writing panel. Facilitated Scholarly Writing Groups, providing 110 hours of workshops for 78 faculty members.

Student Affairs & University Planning

Student Success

- Career and Academic Planning created the Successful Transitions Scholarship intended to provide significant financial support to students transferring to JMU, preferably as first-generation students. The
scholarships are academic merit-based, and the pool of candidates is comprised of finalists for the Dingledine Scholarship. Career and Academic Planning established the scholarship fund with a $104,000 gift to the university from revenues generated through fall and spring career fairs.

• Career and Academic Planning introduced a web-based system for students to make appointments with an advisor, eliminating the need for phone calls or office visits to schedule these appointments. The system is a companion product to the software used to coordinate on-campus recruiting and resume sharing, and it gives students more control over their schedules.

University Health Center

• In the Clinical area of the UHC, between August, 2011 and May, 2012, service was provided to 28,732 patients. The UHC lab provided 7,900 lab encounters.

• Between August, 2011 and May, 2012, Student Wellness and Outreach hosted 172 programs and interfaced with over 11,000 students at these programs.

Counseling and Student Development Center

• Despite the continued high level of demand for clinical and consultative services, the commitment of the CSDC’s staff and the efficiency of our service delivery system resulted in (1) 3.2 days being the average period of time between initial contact with the CSDC and the provision of service (crisis services are provided on the day of contact) and (2) high evaluation ratings by clients, including:
  o 96% indicated that they were able to schedule an initial appointment in a reasonable period of time
  o 94% reported that their counselor understood their concern
  o 95% indicated that their counselor seemed skilled and competent
  o 97% reported that they felt that their information would be kept completely confidential
  o 60% reported that counseling helped them to be more successful in school (24% answered "N/A")

C. Quality Enhancement Plan

Following two years of campus-wide collaboration, the Quality Enhancement Plan (QEP) Planning Committee (chaired by Lee Sternberger, Ph.D., Associate Provost of Academic Affairs and Executive Director of the Office of International Programs), winnowed down 76 initial QEP ideas to one: ethical reasoning and its application to students’ personal, professional, and civic lives. To define the concept further, the QEP Task Force (also chaired by Dr. Sternberger) created an ethical reasoning framework of “key questions." Work during the fall and spring has centered on refining the concept, formulating Student Learning Outcomes, and considering implementation measures.

Student Affairs and University Planning

Maggie Evans, Dave Barnes and Josh Bacon served on the committees to select and create the QEP.

d. Assessment

Office of the President

• Piloted a student environmental literacy assessment tool as part of the fall and spring Assessment Day. This will be used to develop longitudinal information on what students have learned and assist in strategic planning of future educational programs.

• Visitation programs were assessed through Qualtrics surveys and adjustments made to improve effectiveness.
The Zie Rivers Academic Mentoring Program (ZRAMP) was assessed with the following results: more than 60% of the students who utilized services indicated that ZRAMP helped them improve a course grade; 80% of the students who responded said they utilized tutors in at least 2 courses and more than half of the respondents reported that ZRAMP helped them increase their knowledge of the subject matter.

The community service requirement of the Centennial Scholars program was assessed showing the commitment to social responsibility and sense of community:
- 97% agreed or strongly agreed they plan to become an active part of their community;
- 93% agreed or strongly agreed they plan to volunteer in the future;
- 93% agreed or strongly agreed they plan on being involved in their new community in the future either through community service or some other means;
- 100% agreed or strongly agreed that making a positive difference is a value they are committed to uphold;
- 97% agreed or strongly agreed that helping others is important.

Student Affairs & University Planning

Student Life

The following assessment was conducted in concert with the CARS staff:
- The Office of Residence Life (ORL) assessment of: Residential Learning Community program; Academic Mentors program (mentoring of at-risk first year students), Graduation Club (study skills and habits for first year students); wrote articles and made presentations on these efforts and results.
- Judicial Affairs assessment of: Restorative Justice; Dysfunctional Impulsivity; use of Civic Learning website; Fairness survey (assessment of whether students believed they were treated fairly through the judicial process).
- University Recreation (UREC) assessment: learning associated with Sport Club officer training.
- University Unions assessment of student leadership program (Kijiji); Fraternity and Sorority Life.

Student Success

- Assessment of the Learning Strategies Instruction program in the Office of Disability Services reflects that students who participated in at least two LSI sessions experience an increase of .51 in GPA from the previous term. These results, consistent with assessment from previous years, suggest that LSI may have a significant impact on increasing students’ GPA.
- The Office of Disability Services developed an innovative assessment of the ODS program that focuses on students’ knowledge of disability, rights and responsibilities, self-advocacy behavior, and self-determination. Early results reflect that students registered with the office for the longest period of time had the highest score on the Self-Advocacy Behaviors Survey.
- The Orientation Office won the 2012 National Association of Student Personnel Administrators (NASPA) Grand Gold Medal recipient for program excellence for assessment of Transfer Summer Springboard, besting 138 applications in this national competition.

University Health Center

- Substance Abuse Prevention implemented a longitudinal matched participant assessment plan for both the Brief Alcohol Screening and Intervention for College Students (BASICS) and High Expectations, an early intervention program for students experiencing problems with marijuana and other drugs.
- The Office of Disability Services developed an innovative assessment of the ODS program.
key performance indicators that provides a holistic view of an organization. This particular tool was created by The Student Affairs and University Planning Technical Services staff.
3) Athletics

Administration and Finance

- Achieved the following number of Athletic Director Scholar-Athletes: 175 student-athletes and 33 cheerleaders with at least 3.0 GPA in fall 2011; 177 student-athletes and 31 cheerleaders with at least a 3.0 GPA in spring 2012.
- The following numbers of student-athletes were on the combined President’s and Dean’s List: 63 in fall 2011 and 64 in spring 2012.
- JMU teams won the following conference championships:
  2011 Women’s Cross Country – CAA
  2011 Men’s Soccer – CAA (Regular Season)
  2011-2012 Women’s Swimming & Diving – CAA
  2012 Women’s Outdoor Track & Field – CAA (first ever)
- JMU teams engaged in the following post-season play:
  Football – NCAA Tournament (Second Round)
  Men’s Soccer – NCAA Tournament (Round of 16)
  Women’s Basketball – WNIT (Finalists)
  NCAA Zone Diving Championship – Nicole Jotso, Kimberly Helfrich, Alex Savage
  NCAA Track & Field Regionals – Marissa McDonald, Katie Harman, Annie Reiner
- The following individuals were named Coaches of the Year:
  Tom Martin – Men’s Soccer – CAA, VaSID
  Dave Rinker – Women’s Cross Country – CAA
  Samantha Smith – Women’s Swimming – CAA
  Becky Benson – Women’s Diving – CAA
  Steve Secord – Men’s Tennis – CAA Co-Coach
  Ta’Frias – Women’s Outdoor Track & Field – CAA
- The following represent our top player accomplishments:
  Paul Wyatt – Men’s Soccer – Second Team NSCAA All-American
  Katie Harman – Women’s Cross Country – Individual CAA Champion, CAA Most Outstanding Performer of the Meet, All-East Region, CAA Cross Country Athlete of the Year
  Stacey Nobles – Women’s Cross Country – CAA Cross Country Scholar-Athlete of the Year
  Nikki Newman – Women’s Basketball – CAA Defensive Player of the Year
  Nicole Jotso – Women’s Diving – CAA Most Outstanding Diver
  Alex Savage – Women’s Diving – CAA Rookie Diver of the Year
  Sin Hye Won – Women’s Swimming – CAA Rookie Swimmer of the Year
  Eva Hanesdottir – Women’s Swimming – Member of 2012 Iceland Olympic Team
  Kelsey Holmgaard – Women’s Swimming – Qualified for 2012 U.S. Olympic Swimming Trials
  Ashley Burnham – Softball – CAA Player of the Year (only one to ever win it twice), NFCA Second Team All-Northeast Region, ECAC All-Star
  Casey Ancarrow – Lacrosse – CAA Player of the Year, U.S. Senior National Team, IWLCA All-American, First Team IWLCA All-Region
  Cally Chakrian – Lacrosse – CAA Defensive Player of the Year, Second Team IWLCA All-Region
  Monica Zabel – Lacrosse - Second Team IWLCA All-Region
- The following represent Alumni accomplishments:
  C.J. Sapong – Men’s Soccer – 2011 MLS Rookie of the Year, Played on U.S. National Team in two international matches
  Corky Julien – Women’s Soccer – Member of 2012 Canada Olympic Team
  Dawn Evans – Women’s Basketball – Played for U.S. in International Tour in summer 2012
4) Diversity

Office of the President

- Taught five sections of Intergroup Dialogue including one for an Honors section; additional facilitators have been trained to expand the program.
- The efforts to encourage middle school students to consider higher education were enhanced with the hiring of a full-time coordinator to manage the middle school visits (over 8,000 visitors), Professor In Residence (PIR) middle school activities, and the implementation of the expanded Middle School Leadership Academy.
- Relationships with Morgan State and Howard University were solidified for expanding the Preparing Future Faculty program.
- Submitted grant application for the federal McNair program.
- Under-represented faculty and staff numbers have continued a positive growth with the total number now at 181 (20% increase in total faculty and staff from 2003 and 30% in minority faculty and staff from 2003).

Underrepresented Faculty Staff

![Graph showing Underrepresented Faculty Staff](image)

Administration and Finance

- Procurement Services was recognized by Governor McDonnell and presented the Commonwealth’s “Supplier Diversity Achievement Award” for all state agencies.
- 23 percent of new hires in Dining Services, during the 2011-2012 year, were of an ethnically diverse background.
- 100 percent of dining managers completed ARAMARK’s Commitment to Diversity training, Kaleidoscope.
- Facilities Management and University Police continued diversity-based internship programs.
- Career and Recruitment Fairs – HR participates actively in a variety of recruitment and career fairs created to target underemployed, minority and unemployed job seekers. HR has participated in the following career fair events: National College, JMU Fall Career and Internship Fair, Chamber of Commerce Regional Job Fair, Veterans Job Fair, JMU Spring Career Fair, and International Festival.
- HR facilitated a departmental meeting in an academic unit to bring subject matter experts from Virginia Commonwealth University to JMU’s campus to discuss gender transition with the faculty and staff of the unit in which the transitioning employee works.
- Organized and facilitated the return of JMU Job Shadow Day. This event brings eighth graders from the Harrisonburg City and Rockingham County schools.
- A representative from HR participated in a Diversity Panel Discussion for high school students at Blue Ridge Community College.
- The Training and Development Office assisted with the following Divisional Events:
March 27, 2012: Approximately 350 JMU faculty, staff, and students welcomed Dr. Steve L. Robbins as he presented research conducted for his new book *Homie Sapiens*.

March 28, 2012: 34 Administration and Finance employees spent the day in a diversity boot camp with Dr. Robbins. Dr. Robbins built on information shared in the presentation *Homie Sapiens*.

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

- The following diversity-focused professional development opportunities were provided by Training and Development.
  - *Emotional Triggers* in October 2011 and two sessions in June 2012.
  - *Lazy Brains* in March 2012.
  - *Culture Shock* in March 2012.

### University Studies

**Study Group**

The partnership between Study Group and JMU brings international students to JMU and connects many JMU offices and operations. In 2011-2012, 100 new students from 16 countries began studying with the International Study Center (ISC), and 30 completed the program and began full-time study at JMU. Important activities in 2011-2012 included:

- overseeing the JMU Study Group budget
- increasing the number of academic liaisons from five to ten, with the liaisons more formally involved in a range of activities with Study Group students
- hosting a steering committee meeting including leadership of both organizations to chart direction
- providing more JMU academic information to Study Group students through the new international transfer advising coordinator in University Advising
- facilitating conversations with Residence Life about an extended summer semester for Study Group students
- in collaboration with other units, monitoring the academic performance of all Study Group students, both while in residence at the ISC and after matriculation to JMU

**Results:**

There are still challenges related to the academic performance of some students after matriculation. University Studies (UNST) will collaborate with other units to monitor performance and provide additional support for student success.

### Academic Affairs

- Provided 4 apartments for Preparing Future Faculty at $21,000.
- Continued collaborative support for the Professor in Residence program: backfill funding for 9 faculty totaling $113,195 (real cost of $535,793).
- Percentage of Diverse Students
  
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<th>Year</th>
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<td>13%</td>
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<td>2011-12</td>
<td>13.4%</td>
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- Percentage of Diverse Faculty and Staff—Academic Affairs
  
<table>
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<tr>
<th>Year</th>
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<tbody>
<tr>
<td>2009-10</td>
<td>7.6%</td>
</tr>
<tr>
<td>2010-11</td>
<td>7.91%</td>
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</tbody>
</table>
The Graduate School

JMU is now receiving applicants from A2Z Management for Saudi Arabia applicants, Study Group and King Abdullah Scholarship Program (KASP) resulting in more international applicants than any previous year.

College of Visual and Performing Arts

- Cultural Connections Artists-in-Residence
  - The Harlem Symphony Chamber Players presented a concert, master classes for JMU students, and outreach to the Harrisonburg Public Schools, the Boy’s and Girl’s clubs of the Shenandoah Valley and the Woodrow Wilson Rehabilitation Center in February, 2012
  - Distinguished Wampler Professor, Dr. Henry Drewal presented a lecture on art, religion and life in the Yoruba tribal territories in Africa and the Yoruba diasporas.
  - Victor Epuk brought an exhibition to the Sawhill Gallery and a lecture to the School of Art, Design and Art History on his use of African symbols from his childhood in the construction of his minimalist art works.
  - Ivan Hernandez Quintela founded ludens in 2002. Based in Mexico City, the firm critically studies “how objects and spaces tend to affect one’s behavior, not by becoming neutral or unaffected mechanisms, but by becoming interactive mechanisms, capable of transformation by their users.”
  - Sonia Rafferty, from the internationally famous Trinity Laban Conservatoire of Music and Dance in London, worked with students in dance over the period of a week. She set a piece with the Virginia Repertory Dance Company and worked with students throughout the School of Theatre and Dance.
  - Jean Petrement, the artistic director of the acclaimed French theatre company, Theatre Bacchus, served as a special guest director of the commedia dell-arte play, The Servant of Two Masters.

- CVPA visited with faculty and administration of Morgan State University, which conducted a reciprocal visit.
- In addition to the Cultural Connections Artists-in-Residence, the College continues to leverage diversity through contracting culturally diverse artists for the Encore Series including Bobby McFerrin and Ladysmith Black Mambazo.

Office of International Programs

- For a second year, an Office of International Programs-administered Department of State grant brought 16 international scholars (two from each of eight countries) to JMU for spring semester. These International Leaders in Education (ILEP) fellows immersed themselves in American teaching methods and traditions. At the same time, they introduced their U.S. hosts and counterparts to their own diverse cultures. Their stay here included classes at JMU, internships with local public schools, and cultural excursions throughout the Valley and Washington, DC, areas. ILEP grant funding now totals $330,185.
- The 2011 International Week (I-Week) festivities focused on the Middle East, addressing the confusion surrounding the area with the theme, “What Is the Middle East?” The OIP welcomed international faculty with a reception in PRISM Gallery in conjunction with the opening of the semester-long Middle East photo exhibit. I-Week also saw the introduction of the Madison Debate Society into the events, an association we expect to continue. As part of International Week, the OIP Study Abroad Fair hosted hundreds of students eager to find just the right international opportunity.
• Last year’s Department of Defense grant for Project GO – whose aim is to enroll and support ROTC students in the study of Swahili language and East African cultures and to optimize the number who advance to Language Proficiency – increased to a total of $494,000. Now in its third year, the program has received $875,209 in total funding. This additional revenue, coupled with expanded interest in the program, allowed the OIP once again to offer full support to 20 ROTC students in the study of Swahili in the United States and in East Africa and to expand the summer Kenya Field School to two sessions.

College of Integrated Science and Technology

• Social work faculty revised course descriptions to reflect the diversity content in the courses, and the diversity content within program-driven assessments was strengthened. The written comprehensive exam was revised to use a case-based approach with a focus on diversity as appropriate. A Working with Diverse Clients Survey was adapted and administered each semester in SOWK 317 and 465. Data were collected and are being analyzed. Furthermore, the Social Work Field director promoted and supported field sites with underserved populations, and a new international field placement in Dominica was developed.
• Two CISAT Diversity Council members, Josh Baldwin and Emily Akerson, were funded to attend the National Council on Race and Ethnicity in American Higher Education (NCORE) conference in New York in June 2012.
• Thirteen short-term, summer 2012 study abroad experiences were proposed by Integrated Science and Technology/Computer Science (ISAT/CS) faculty during fall 2011. Posters describing each of these short-term study abroad programs offered were created and displayed in the ISAT/CS spine. The posters displayed the location and objectives of each of the study abroad experiences.
• To promote participation in international education or research CISAT International published a call for grant proposals that addressed one or more of the following themes:
  o developing JMU courses that address international issues or topics;
  o elaborating on existing JMU courses or curricula that address international issues or topics
  o developing or enhancing partnerships with institutions abroad, with the understanding that such partnerships will advance education of international issues or topics on the JMU campus, and with the understanding that such partnerships must be vetted through JMU’s Office of International Programs and the CISAT Dean
  o initiating or furthering the study of international research pedagogy
  o studying and presenting “best practices” of an existing JMU international program
• Nine grant proposals were submitted; two were fully funded and four project proposals were partially funded.

College of Arts and Letters

• The dean’s office sponsored 10 scholarships ($450 each) for the Furious Flower Summer Program for Teachers. The dean’s office also provided monetary support for a history graduate student from Afghanistan, Jawan Shir Rasikh.
• SCOM hosted Ms. Jemimah Mwakishe, a Ph.D. candidate from SUNY-Binghamton, as part of the Preparing Future Faculty (PFF) program.
• History hosted Mr. Marcus Allen, a Ph.D. candidate at Morgan State University, as part of the PFF program. Mr. Allen will stay at JMU for a second year as part of that program.
• History also hosted Kaijun Wang, an associate professor in the School of Foreign Language at Shandong University (South Campus), Juram, Peoples Republic of China, for the academic year. The department will host Dr. Bo Zhai, lecturer, Political Science Division in the School of Marxism, Jilin University, Peoples Republic of China, this coming year.
• SMAD is in the third year of its program with Howard University and this year brought Mr. Andre Nicholson to campus to teach two sections of GMAD 150.
• POSC hosted a PFF Fellow from Howard University. It is worth noting that 20% of the students in the MPA program come from diverse backgrounds.
• Justice Studies sponsored or co-sponsored four speakers: Ms. Loretta Ross, Co-Founder and National Coordinator of the SisterSong Women of Color Reproductive Justice Collective; Mr. Arun Ghandi, grandson of Mahatma Ghandi; Mr. Mark Potok from the Southern Law Poverty Center; and Wilma Schneberg and Ingrid Wendt, who spoke on social justice and artistic expression.

College of Education

• In an effort to expand the diversity of our faculty, we have been collaborating with Morgan State University for the past three years. In April 2012, the college hosted a Morgan State University faculty cohort for the purpose of discussing areas of mutual interest such as the 2012 Summer Leadership Institute, Baltimore Internships & Practicum, Visiting ABD students, Writing Workshop, STEM Education, and Ed Leadership issues. In Fall 2012, we will have as a member of our faculty an ABD candidate from Morgan State who will be assigned teaching responsibilities in the MSME department (math) and will also be provided support in the completion of her dissertation.
• Participation of faculty members in activities related to the International Leaders in Education (ILEP) grant provided opportunities for academic, social and personal relationships to be developed. Sixteen teaching fellows representing eight different countries were on campus throughout the 2012 spring semester. ILEP Fellows participated in two courses specifically developed for them—an academic seminar and a technology workshop. In addition, they were fully integrated into two additional courses of their choice offered in the College of Education or across the JMU campus. As part of their requirements, the Fellows also worked as interns in local middle and high schools.
• Through a unique partnership, Dr. Kidd and the JMU Office of Outreach and Engagement responded to a request from the United Arab Emirates (UAE) to bring UAE educational leaders to JMU for the Educational Leadership Master's Program. The first cohort began in spring 2012.
• Our faculty and students traveled to international sites to work with teachers and students. In summer 2011, for example, short-term practicum experiences were sponsored in Italy and South Africa. In summer 2012, we had faculty and students once again in Italy, France and Spain. Two faculty members are deeply involved in partnership with teachers in a middle school in Florence to support their understanding and managing of cyber bullying. One faculty member served as the Faculty Member in Residence in the JMU Semester Abroad program in Belgium during fall 2012. International student teaching continues to be an option for our candidates and in 2011-12 we had students placed in Holland, Spain and Berlin.
• Dr. Cheri Beverly was awarded a grant to support the development of curriculum that leads to licensure of teachers in high need areas, such as Hopewell, Virginia. The Middle Matters grant will ensure that highly qualified teachers will be prepared to serve in these high need schools.
• The Career Development Academy (CDA) continues to serve individuals and families in the local communities who are second language learners with over 500 people taking advantage of the services provided in 2011-12. The efforts of the CDA are complemented by the partnerships of faculty whose candidates participate in practicum experiences in the CDA classrooms. The diversity of the faculty that are hired through CDA funds to support the teaching in the CDA adds to the cultural experience and opportunities of our tenured faculty and staff.
• The Class of 2013 Project, led by Drs. Estes and Thall, is funded for an additional year by the President’s Office for Diversity. It provides programming to support the development of relationships between JMU students who may be first generation college students and area high school students.
• The fifth annual “Voices” series, an initiative supported through our college Diversity Committee providing opportunities for faculty, staff, and students to share in the experiences of others was offered
during this review period. Panel discussions this year facilitated conversations about international student experiences, LGBT issues, and disabilities.

**College of Business**

The College of Business hosted the Annual CyberCity Summer Camp for underrepresented students and teachers seeking to explore today’s world of cutting edge technology.

**Student Success**

- Community Service Learning developed new partnerships with the Fairfield Center, Our Community Place, The Department of Parks and Recreation, and Virginia Organizing. These partnerships connect JMU to the needs and resources of the community.
- The Office of Disability Services prepared over 3550 individualized letters concerning accommodations and proctored 528 exams, reflecting an increase of 21% in the number of exams proctored within ODS space from the previous year.
- The Office of Disability Services and the School of Theater and Dance hosted the Axis Dance Company for a weeklong residency with JMU and the community to explore aspects of diversity in disability and dance. Approximately 1380 people attended the various classes and performances.

**University Health Center**

- Increased programming efforts through the Lesbian, Gay, Bisexual, Transgender (LGBT) & Ally Education program. Efforts include:
  - Lavender Graduation
  - Queer Coffee Hour collaboration with JMU Libraries
  - Creation of a community Gay-Straight Alliance for pre-college students
  - Movie Nights for the Lesbian, Gay, Bisexual, Transgender, Queer, Intersex and Questioning (LGBTQIA) community
- Developed a mission statement and long-term goals for Lesbian, Gay, Bisexual, Transgender, Ally (LGBTA) Advisory Board

**Center for Multicultural Student Services**

- CMSS Director, Valarie Ghant, co-facilitated an eight-week student Intergroup Dialogue training session on the topic of race.
- CMSS Assistant Director, Tenea Lowery, assisted with Intergroup Dialogue training and facilitation on the topic of gender.
- Annual Dr. Martin Luther King, Jr. Celebration Week including March and Speak Out, Community Service and Formal Program.
- CMSS collaborated with the Office of Admissions on “Take-a-Look” and Prospective Students Weekends.
- CMSS staff collaborated with Career and Academic Planning, participating in panel discussions with various company representatives.

**Counseling and Student Development Center**

- The CSDC began to set the foundation for a new outreach program to reduce the barriers to psychological treatment (e.g. heightened stigma surrounding mental health issues, absence of cultural support for counseling as a respected method for addressing personal problems, language) commonly experienced by international students. Dr. Rachel Friendly has been assigned the responsibility of administering this program, and both survey and focus group activities have been developed to identify and understand the needs of international students so as to better inform subsequent program offerings.
5) Facilities

Academic Affairs

- Successfully moved the School of Art, Design and Art History to a temporary location in a quickly renovated Montpelier Hall including the relocation of major labs and the Sawhill Gallery.
- Invested over $450,000 for other renovations and purchase of classroom related furniture supported by Academic Affairs and Administration and Finance.
- Allocated $100,000 to Libraries & Educational Technology to begin planning of Carrier Library renovations.

Student Affairs & University Planning

- Significant planning and completion of projects to improve Student Life facilities, including:
  - UREC chiller system
  - HVAC systems in the residence halls
  - Residence hall roofs, siding, windows, and carpet
  - Repairs and improvements to Walnut Lane and Grace Street apartments
  - Improvements to residence hall bedroom equipment and furnishings
  - Taylor hall chiller
  - Madison Union patio repair and resurfacing

Student Success

Demolition commenced on the 250,000 sq. ft. Student Success Center, preparing the way for construction summer 2012 through spring 2014. The building has been named Constitution Hall (formerly the RMH West and North Towers), and the plaza area to the east of the building has been named Madison Square. Student Success Center stakeholders generated information on furniture, fixtures, and equipment (FFE) as well as audio-visual and noise reduction considerations. A monthly on-line newsletter prepared by Facilities Planning has been circulated for the stakeholders, and initial discussions for a public relations campaign for the project were initiated.

University Health Center

UHC staff participated in the planning and design process for the Student Health and Success Center. All units of the UHC moved into Montpelier Hall in December 2011. This move provided the opportunity for all areas of the Health Center to be physically located in the same space for the first time since 2003. The space available for the Medical Clinics is double the size of the previous space.

Administration and Finance

- Completed construction of the Bioscience Building (Facilities Management and 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).
- Facilities Management/Engineering completed 120 projects totaling $13,700,000.
- Completed the demolition of the South Tower to allow for construction of Constitution Hall.
- Montpelier Hall was renovated in six months to accommodate the Health Center and classes displaced by the Duke Hall renovation.
- Wayland Hall was listed on The 10 Greenest Dorms in the World http://www.studenthousingplanet.com/blog/the-10-greenest-dorms-in-the-world/.
- Wayland Hall is the first LEED Platinum renovation of a residence hall in the United States.
- The Steam Plant expansion was completed.
• The Port Republic Road recreational fields are in construction and progressing according to schedule.
• Duke Hall asbestos abatement was completed and construction will follow according to schedule.
• Constitution Hall is in construction and progressing according to schedule.
• Renovated the Wine-Price basement into a training facility and two temporary labs for the Art Department.
• The Edith J. Carrier Arboretum had several enhancements this year including a stage garden; the Ernst Tree Terrace, which is a hilltop patio and pergola adjacent to the Frances Plecker Education Center; and the Plecker Pond Trail loop, which provides handicapped accessible access to the arboretum.
• Seven properties were purchased for a total of $4,669,120.
• Card Services provided door access to the Forbes Center for the Performing Arts. The Bioscience Building also required access to their building, labs, etc. for over 30 locations.
• Bridgeforth Stadium was completed. The new facility is a beautiful addition to the campus and the grand opening season was celebrated by our campus and the community. The project was completed in two years, over two football seasons, rather than three years (original time line projections). The stadium was a major accomplishment that was achieved due to the extraordinary level of teamwork and commitment among the division.
• All properties of the former Rockingham Memorial Hall were transitioned over to James Madison University to become our North Campus.
6) Funding

Administration and Finance

- Completed budget development for FY 2012-2013 and the University’s total operating budget increased by $25.7 million or six percent.
- JMU received interest in the amount of $507,422 on deposits with the Commonwealth due to compliance with the Commonwealth Management Standards.
- The General Assembly approved the following capital projects and equipment for education and general (E&G) facilities and auxiliary capital projects. The E&G capital projects included $7.7 million in equipment for the Constitution Hall renovation (North Campus), $5.1 million in equipment for Duke Hall renovation, $2.5 million for Boiler Replacement Phase II, $2.5 million for Newman Lake dam repair, and $2.5 million non-general funds for detail planning for the Health and Engineering Academic Facility.
- The following auxiliary capital projects were approved by the General Assembly: $56.9 million for the University Recreation Center addition, $29.6 Parking Deck, $88 million Convocation Center, $50 million Student Housing Phase I, $5 million Blanket Property Acquisition, and $851,000 in Student Health Center equipment.
- The Office of Budget Management coordinated the completion of the University's Six-Year Financial Plan with the University Planning Office to achieve the University's long-term goals/objectives.
- The Division of Administration and Finance Scholarship is in its eighth year. Including this year, the scholarship program has awarded 23 children and family members within the Division of Administration and Finance over $73,000 in tuition assistance.
- Between June 2009 and April 2012, Facilities Management received a total of $122,000 in grant funds from the National Fish and Wildlife Foundation with an additional $10,000 in grant funds from the Department of Conservation and Recreation (DCR) to perform water quality improvement projects on campus. A bio-retention filter was constructed in November 2010 and a total of 3,000 linear feet of stream channel was restored between June 2011 and April 2012 using these grant funds.
- Facilities Management is partnering with the City of Harrisonburg and the Town of Bridgewater in pursuing an additional $150,000 in grant funds to perform a storm water retrofit assessment of the JMU campus. This project will aid the University in meeting the goals set forth by the Chesapeake Bay Total Maximum Daily Load (TMDL) developed by the Environmental Protection Agency (EPA) and Department of Conservation and Recreation (DCR).
- Received appropriation authority/funding for $253 million in equipment and new capital projects as well as $4.7 million in new general funds for E&G operations and financial aid for FY 2011-2012. Funding for Constitution Hall was requested and approved which resulted in construction starting a year earlier than anticipated.
- The University received Level II recertification for five years along with the approval of new language, which allows institutions to apply for a third delegated authority area. Admin & Finance coordinated these efforts with other Level II schools to achieve a united approach to getting this accomplished.
- The Duke Club goal for annual unrestricted fundraising of $1.8 million for 2011-2012 was exceeded with a total of $1.82 million raised.

University Advancement

- University Advancement established new guidelines and completed its first cycle of program reviews. This year with Alumni Relations, Donor Relations, and Annual Giving each successfully completing reviews.
- Partnership with the Office of Annual Giving continues to produce results: developed plans and provided consultation for the rollout of Madison Forever, which engaged more than 6,000 donors and raised nearly...
$400,000 in emergency student aid. Also developed plans and provided consultation for the first Madison Forever Day in November.

- Developed the Social Media Ladder of Engagement. This process sequentially and deliberately moves constituents through four levels of meaningful interaction with the university in the digital social space.
  - Facebook baseline engagement numbers grew by 10,032 users or 43.9%.
  - Facebook passive engagement numbers grew by 201,966 or 552%.
  - Facebook active engagement numbers grew by 8,665 or 637%.
  - Twitter baseline engagement numbers grew by 6,292 or 242%.

- Celebrated the receipt three national CASE Awards:
  - For Excellence with the Centennial Celebration Program (recognizing our Centennial Campaign and the dedication of the Alumni Centennial Park);
  - For Excellence with the 2011 Bluestone Reunions program (showing an increase in the number of 2012 Bluestone Society inductees by 50% over the previous year and the class of 1962 gift was the largest in JMU history for the 50th reunion class gift), and;
  - For an Award of Excellence for the JMU LOVE program – a volunteer program that has increased to hundreds of alumni volunteers engaged in coordinated campus opportunities in admissions, career services, alumni support, and student support, acquiring new volunteers each week.

- Hosted 18 freshmen sendoff picnics throughout the East Coast touching a total of 1600 parents and students with nearly 500 first time students attending.

- Conducted a successful first Parents Council reunion weekend in conjunction with current Parent Council activities. Had 57 former PC members among the 200 attendees. Current Parents Council members had 100% participation in fundraising with the former and current Parents Council members providing a check to President Rose for $318,000.

- Distributed over 425 Annual Endowment Reports to donors or fund contacts, enhancing a closer understanding between the donors and the university activity of managing their endowments/accounts, along with coordinating nearly 525 thank you letters to the donors from student recipients of financial support, a 10% increase from FY 11.

- Fundraising programs at the university generated $8.1M in private gift support.

- Closed 35 planned gift expectancy commitments -- a 292% increase over the previous year – with a documented face value of $3,255,011.

- Raised $438,000 from 6,400 donors through the “Madison Forever” scholarship initiative, funding a “professional judgment pool” of scholarship dollars to be used at the discretion of the Office of Financial Aid.

- Condensed the Employee Giving to a six-week time-frame, which provided for more intense messaging, unit competition, and urgency while reducing volunteer fatigue, while increasing the number of faculty and staff donors by 16%.

- Launched Principal Relationships Development
  - The AVP for Development was re-titled the AVP for Principal Relationship Development and charged with developing the university’s first, dedicated principal giving program, with the administrative dimensions of his former role to be assumed by his two senior directors, as follows:
    - The Senior Director of Major, Corporate and Foundation Giving added Planned Giving to his portfolio, and assumed oversight for all administrative functions relating to these program areas (e.g. the gift agreement system).
    - The Director of Annual Giving was promoted to the Senior Director for Operations and Planning, assuming responsibility for these functional areas in addition to ongoing oversight of the Office of Annual Giving. Capital campaign planning will be a key function in her new role.

- Entered over 13,500 gifts in Advance system of record for donor contributions.
• Expanded functionality of Advance Web by providing Office of Annual Giving ability to run its own appeals, rolling out the Events Module, delivering 33 canned reports, constructing and then tracking the assignment history of prospects over the last 10 years and completing the first ever database screening for cell phones.
• Completed comprehensive process mapping (diagramming all important workflows) for all four departments of Advancement Information Systems (AIS).
• Made strides in SA and HR interfaces with the Advance Data System: student phone numbers, dorm room assignments, expected grad date, majors for seniors, local student address, JMU legacy relationships and much more will be part of the 9.8 upgrade.
• Finalized approval of a comprehensive Fundraising Policy for the institution #5101.

a. Increased private support

Academic Affairs

Employee Giving: 507 full time (37%) and 55 part-time employees donated slightly less than $200,000. The number of full time employee donors was up over 2010-11 by over 20%.

College of Science and Mathematics

Increased external support with Gifts and Pledges at $441,858 for 2011-12 as compared to $309,500 for 2010-11.

College of Business

Increased general support and launch of Interpersonal Effectiveness Institute.

College of Visual and Performing Arts

• Art Auction: CVPA and SADAH worked with the office of event planning in the President’s office to produce the 7th Art Auction. This year’s auction followed a completely new paradigm from previous auctions. The invitation process was more open and inclusive and all information was tracked closely so that future auctions will be easily replicable. Art was solicited from over 100 artists and then juried down to 50 pieces. The auction netted around $120K in scholarship funding for SADAH.
• Lisanby Collection: James, Gladys and Charles Lisanby worked with the Madison Art Collection and JMU’s office of University Advancement to donate over 30,000 objects in the collected works of Charles Lisanby, one of the first set designers in television history and friend and mentor to Andy Warhol (A number of Warhol’s were included in this gift). This gift is not only monetarily valuable, it is a valuable academic resource for research into the works and lives of both Charles Lisanby and Andy Warhol. In addition, Gladys and Jim donated $25K in expendable scholarship funding.
• Board of Advisors Endowed Scholarship: In its third year of existence, the CVPA Board of Advisors has set a goal of developing and helping to develop a one million dollar scholarship endowment.

University Studies

The Honors Advisory Council funded one Research and one Service scholarship.

College of Education

Four new endowments to support faculty and/or students for the College of Education in 2011-12.
College of Integrated Science and Technology

- Science Applications International Corporation (SAIC) partnered with JMU to provide scholarship funding and curricular support to the Computer Science (CS) and Integrated Science and Technology (ISAT) departments.
- Approximately $30,000 in scholarships from industry and private donations were awarded to Computer Science majors. Two CS grant proposals were recently funded that bring significant scholarships to the department. One is The Scholarship for Service Grant from the National Science Foundation for $916,714; it provides four years of scholarship support. The other is for one year of support from the Department of Defense Information Assurance Scholarship Program for $143,691.

Administration & Finance

- This year 10 children and family members within the division were awarded $15,000 in various increments of awards including five $2,000 scholarships. In addition, we awarded one student a laptop computer and each recipient received bookstore scholarships for textbooks.
  - Thirty-two Division of Administration and Finance employees and their family members raised $1,000 by working the concession stand at the JMU vs. Maine football game.
  - 187 employees in the division support the scholarship through monetary donations.
  - Business Services won the weighted Employee Giving Campaign contest for the entire university.
  - Budget Management had the highest participation rate of the division with 87 percent.

b. Sponsored research

Academic Affairs

Research & Public Service

<table>
<thead>
<tr>
<th>College or Division</th>
<th>Total Awards</th>
<th>Total Submissions</th>
<th>Total Award Value</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Affairs</td>
<td>7</td>
<td>11</td>
<td>$602,758</td>
<td>2.81%</td>
</tr>
<tr>
<td>Research &amp; Public Service</td>
<td>24</td>
<td>32</td>
<td>$4,204,873</td>
<td>19.60%</td>
</tr>
<tr>
<td>The Graduate School</td>
<td>7</td>
<td>8</td>
<td>$1,953,433</td>
<td>9.11%</td>
</tr>
<tr>
<td>Admin. &amp; Finance/President’s Office/University Studies</td>
<td>4</td>
<td>8</td>
<td>$50,793</td>
<td>.24%</td>
</tr>
<tr>
<td>College of Arts &amp; Letters</td>
<td>13</td>
<td>27</td>
<td>$1,246,995</td>
<td>5.81%</td>
</tr>
<tr>
<td>College of Science &amp; Mathematics</td>
<td>51</td>
<td>104</td>
<td>$2,413,750</td>
<td>11.25%</td>
</tr>
<tr>
<td>College of Visual &amp; Performing Arts</td>
<td>2</td>
<td>5</td>
<td>$6,100</td>
<td>.03%</td>
</tr>
<tr>
<td>College of Business</td>
<td>10</td>
<td>14</td>
<td>$1,133,485</td>
<td>5.28%</td>
</tr>
<tr>
<td>College of Education</td>
<td>20</td>
<td>23</td>
<td>$2,247,239</td>
<td>10.48%</td>
</tr>
<tr>
<td>College of Integrated Science &amp; Technology</td>
<td>131</td>
<td>176</td>
<td>$7,418,416</td>
<td>34.58%</td>
</tr>
<tr>
<td>Science, Technology, Engineering &amp; Mathematics</td>
<td>8</td>
<td>16</td>
<td>$172,568</td>
<td>.80%</td>
</tr>
<tr>
<td><strong>TOTALS:</strong></td>
<td><strong>277</strong></td>
<td><strong>424</strong></td>
<td><strong>$21,450,410</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
The top five funding sources in terms of total funding received are as follows:

<table>
<thead>
<tr>
<th>Sponsor</th>
<th>Proposals submitted</th>
<th>Awards</th>
<th>Award Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal</td>
<td>28</td>
<td>21</td>
<td>$4,088,503</td>
</tr>
<tr>
<td>US Department of Energy</td>
<td>10</td>
<td>8</td>
<td>$3,266,426</td>
</tr>
<tr>
<td>National Science Foundation</td>
<td>52</td>
<td>18</td>
<td>$2,848,994</td>
</tr>
<tr>
<td>US Department of Health &amp; Human Services</td>
<td>23</td>
<td>18</td>
<td>$2,803,012</td>
</tr>
<tr>
<td>US Department of State</td>
<td>8</td>
<td>3</td>
<td>$843,732</td>
</tr>
</tbody>
</table>

A summary breakdown by funding source follows:

<table>
<thead>
<tr>
<th>Source</th>
<th>Funding</th>
<th>Number of Awards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal</td>
<td>$14,455,998</td>
<td>91</td>
</tr>
<tr>
<td>State</td>
<td>$1,268,261</td>
<td>27</td>
</tr>
<tr>
<td>Private Non-Profit</td>
<td>$2,496,050</td>
<td>66</td>
</tr>
<tr>
<td>Foundation</td>
<td>$924,237</td>
<td>27</td>
</tr>
<tr>
<td>Industry</td>
<td>$1,653,476</td>
<td>21</td>
</tr>
<tr>
<td>Virginia City/County</td>
<td>$161,918</td>
<td>25</td>
</tr>
<tr>
<td>University</td>
<td>$143,705</td>
<td>6</td>
</tr>
<tr>
<td>Non-Virginia Government</td>
<td>$96,562</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>$21,200,207</td>
<td>267</td>
</tr>
</tbody>
</table>
7) Ratings & Recognitions

Office of the President

- 2012 Governor’s Environmental Excellence Award, Honorable Mention, title: “Environmental Project: Food Related Waste Reduction Program.”
- Named to Princeton Review’s “Guide to 322 Green Colleges.”
- Wayland Hall achieved Leadership in Energy and Environmental Design (LEED) Platinum status.

Academic Affairs

Dr. Anne Stewart, Professor, Graduate Psychology, was named a SCHEV Outstanding Faculty Member of the Year. Drs. Teresa Harris and Sallie King were finalists for this award.

College of Business

- Graduates of the Master of Science in Accounting (MSA) program had the highest pass rate in the country among candidates with advanced degrees on the most recent CPA Exam.
- The CoB was once again recognized by Bloomberg BusinessWeek as a top 5% business school. The CoB was ranked 32nd among all US undergraduate business schools and 12th among public business schools. In Bloomberg BusinessWeek’s “Top Undergraduate Business Schools by Specialty” publication the Information Systems program was ranked 9th; the Quantitative Methods program was ranked 18th; Entrepreneurship was ranked 32nd; and International Business was ranked 36th.
- The student managed Madison Investment Fund (MIF) placed first in the international RISE competition in the Value Fund category.
- A CoB student team placed first in the Americas, over 4,000 other collegiate teams, in the Google Online Marketing Challenge.

College of Integrated Science and Technology

- The Audiology (AUD) program further advanced its standing in US News and World Report. The program rank improved from 19 to 17 of all audiology programs in the country. The M.S. Speech-Language Pathology program also advanced in the US News and World Report rankings, moving from 38 to 35 of over 250 programs in the country.

College of Arts and Letters

- SCOM's Debate Team, led by Dr. Michael Davis, was ranked 5th by the National Debate Tournament Sweepstakes, which are the most comprehensive and measure whole season success. This is the highest ranking JMU has achieved since 1991. The team was ranked 11th by the Cross Examination Debate Association (CEDA) and 2nd in the American Debate Association National Rankings. CEDA named the team the 2nd best public debate program in the nation.
- Drs. Raymond Hyser and Steve Guerrier (History) were named to the Princeton Review's list of "300 Best College Faculty for 2012. Dr. Hyser continues as JMU's Mengebier Professor.
- Dr. Kevin Hardwick (History) was Margaret Henry Dabney Penick Scholar in Residence at the Smithsonian Libraries. Dr. Michael Gubser (History) won a Ryskamp Fellowship from the American Council of Learned Societies.
- Dr. Mark Rankin (English) was named Co-Director of an National Endowment for the Humanities Summer Seminar (on Tudor Books and Readers) in London, Oxford, and Antwerp.

Included on this page...
- Graduates of the Master of Science in Accounting (MSA) program had the highest pass rate in the country among candidates with advanced degrees on the most recent CPA Exam.
- Wayland Hall achieved LEED Platinum status.
- The Audiology program national rank in US News and World Report improved from 19 to 17.
• Ms. Julia Cramer, a junior POSC major, was one of 20 students in the nation selected for the Ralph Bunche Summer Institute, sponsored by the American Political Science Association.

• Dr. Chris Blake (POSC) won the JMU Alumni Association Distinguished Faculty Award.

The Graduate School

• M.F.A. program ranked 93 (out of top 228) by U.S. News.
• M.P.A.S. (physician assistant studies) program ranked 38 (out of top 128) by U.S. News.
• M.A. and Ed.S. programs in psychology ranked 161 (out of top 240) by U.S. News.
• M.P.A. (public administration) program ranked 104 (out of top 266) by U.S. News.
• M.F.A. program ranked 93 (out of top 228) by U.S. News.
• Justine Schembri, 2012 Conference of Southern Graduate Schools Thesis Award in Life Sciences and Jason Kopp, 2012 Conference of Southern Graduate Schools Thesis Award in Social Sciences, Business and Education. No other college or university his has ever had more than one student receive one of the research awards in a given year – JMU became the first.
• Jerusha Gerstner and Matthew Swain, 2012 NASPA Grand Gold Excellence Award for their work in Student Affairs assessment at JMU.
• Dr. Sara Finney, 2012 CSGS Outstanding Mentor Award.

College of Visual and Performing Arts

• The School of Music continued its Kennedy Center Concert Series. The multi-faculty performance was included on the Kennedy Center Internet Series, offering international exposure.
• The SADAH graduate program was ranked 93rd in the U.S. by U.S. News and World Report.
• Graphic Design Undergrad Heather Palmateer won 2nd prize in the European & International region of the 2011 “Design Against Fur” competition.
• Kathryn Whitesel, BM ’14, Winner, National Flute Association Collegiate Flute Choir Competition, will perform at NFA Annual Convention, Charlotte, August 2011.
• Katie Rice, BM ’13, Winner, National Flute Association Collegiate Flute Choir Competition, will perform at NFA Annual Convention, Charlotte, August 2011.
• Jamieson Carr won NABBA percussion soloist competition, Cincinnati, OH.
• Jamieson Carr (MM 2012, in percussion performance) had two works, “Shock and Awe" - large percussion ensemble and "Just a Matter of Time" - timpani solo, published by Tapspace, a major publisher of percussion music.
• Katie Rice, BM ’13, Winner, Guest Artist Masterclass with Tadeu Coelho, Flute Society of Washington’s Mid-Atlantic Flute Fair, February 2012.
• Leslie Zapian: Freshman Women First Place, District and Regional NATS; Hannah Harris: Sophomore Women First Place, District and Regional NATS; Audrey Dillon (Graduate Classical) 2nd Place with Honors; Kelly Flick (Junior Classical) 2nd place with Honors; Caroline Yates (Junior/Senior Music Theater) 2nd Place with Honors; Jennie Weyman (Freshman Classical) 3rd place with Honors; Caroline Yates (Junior Classical) 3rd place with Honors; Meagan Sill, Junior, 1st Place Junior Women; Kristina Blemh, Senior, 1st Place, Senior Women; Anne Wick-Manes, 1st place Graduate Women; Meagan Sill, “Best College Female Singer.”
• “PINKY PROMISE,” a one-act play written by Taylor Inge in Dr. Roger Hall’s spring 2011 playwriting class, was selected as KCACTF Region II finalist for the John Cauble short play award.
• Jacob Dickey won the KCACTF Region II Classical Acting Award.

Included on this page...
• The M.P.A.S. (physician assistant studies) program ranked 38 (out of the top 128) by US News and World Report.
• Ms. Julia Cramer, a junior POSC major, was one of 20 students in the nation selected for the Ralph Bunche Summer Institute, sponsored by the American Political Science Association.
Office of International Programs

In the most recent edition of *Open Doors* (published by the Institute of International Education), JMU, as a Master’s level institution, ranked seventh in the number of students studying abroad for an academic year or longer, second in total number of students studying abroad, and first in the number of students studying abroad for a short-term period.

Student Affairs & University Planning

The SAUP Diversity Council received the Diversity Enhancement Award (Group), for its work in the development and implementation of the Building Multicultural Competence Workshop Training Series.

Student Success

- Career and Academic Planning. Ms. Carroll Ward, Freshman Advisor and Instructor of Nursing, received the Provost Award for Excellence in Advising, as well as the JMU All Together One Award in 2012. Dr. Jon Gibson, Freshman Advisor and Professor of Music, received the 2012 National Certificate of Merit as a finalist for the national academic advising award for faculty given by NACADA. Dr. Lee Ward, Director of Career and Academic Planning and Assistant Professor of Integrated Science and Technology, had a book, *First Generation College Students: Improving the Experience from Recruitment to Commencement*, published by Jossey-Bass. Mr. De’Shay Turner and Ms. Shelly Laurenzo, both Academic and Career Advisors, were selected to participate in the New Professionals Institute hosted by the American College Personnel Association. They participated in the four-day leadership development program in June in Washington, DC.
- The Orientation Office won the 2012 National Association of Student Personnel Administrators (NASPA) Grand Gold Medal recipient for program excellence for assessment of Transfer Summer Springboard, besting 138 applications in this national competition.
- The Community Service-Learning Alternative Break Program was recognized by Break Away as the fourth largest program in the nation by number of trips (39) and the second largest in the number of participants (489).

University Health Center

- UHC Director, Cannie Campbell, has been admitted to the HERS Institute for Women in Higher Education for the 2011-2012 academic year.
- Student Wellness Outreach (SWO) staff member Ann Simmons was awarded the American College Health Association’s (ACHA) Ollie B. Moten Award for Outstanding Service to One’s Institution for 2012. This national award honors an ACHA member who has made a significant impact in the field of college health at the institution of higher education in which they work. This ACHA award is one of only a dozen presented annually to members of the college health community in the U.S.

Counseling and Student Development Center

- In pursuit of reaccreditation of the Counseling and Student Development Center’s (CSDC) Doctoral Internship Program by the American Psychological Association, the Center initiated the required self-study process which included:
  - Articulating a model and philosophy of training
  - Demonstrating how the Program’s goals, objectives, and competencies are linked to the model
President’s Report of 2011-2012 University Accomplishments – Office of Institutional Research

- Ensuring that there are adequate resources dedicated to the Program
- Evaluating whether or not the goals, objectives, and competencies have been met by providing outcome data
- The self-study process has confirmed the CSDC's existing belief that we provide a well-sequenced, challenging, and closely supervised training experience for developing psychologists.

Administration and Finance

- Dining Services was ranked No. 5 for Great Food on the Princeton Review.
- Wayland Hall was listed on The 10 Greenest Dorms in the World: http://www.studenthousingplanet.com/blog/the-10-greenest-dorms-in-the-world/.
- Wayland Hall is the first LEED Platinum renovation of a residence hall in the United States.
- JMU was commended by the Commonwealth’s Workers’ Compensation Disability Manager, Michelle Allen, for our continuously improving ‘Return to Work’ statistics. She indicated they are among the best in the state.
- Procurement was recognized by Governor McDonnell and presented the Commonwealth’s “Supplier Diversity Achievement Award” for all state agencies.
- The Edith J. Carrier Arboretum was voted by the Daily News Record “Best of the Valley” as Best Place to Take Visitors, Best Place to Relax, and Best Place to Propose.
- Dining Services was recognized by People for the Ethical Treatment of Animals (PETA) as one of the top 20 schools in the nation for vegan and vegetarian options on a college campus.
8) Stewardship of the Natural World

Office of the President

- The Office of Environmental Stewardship and Sustainability formed to complement the Institute for Stewardship of the Natural World.
- Environmental events were incorporated into the Wellness Passport programs.
- The zero waste program was adopted and divisions will develop strategies to support this goal.
- Emissions per FTE student decreased from 5.01 to 4.90 Metric Tons of Carbon Dioxide per FTE (MTCO2/FTE) and emissions per 1000 square feet have decreased from 18.67 to 14.93 MTCO2/1000 square feet since 2005.

Academic Affairs

- The Division was the first to adopt a specific Environmental Action Plan with objectives focused on reducing waste and enhancing instruction and research. Preliminary development and benchmarking regarding reducing waste have occurred and academic unit level programs are being implemented.
- The Division participated with the Institute for Stewardship of the Natural World on a NCSE review of environment related academic programs.

Office of International Programs

- The OIP continued to implement its “greening” plan that has led to more efficient office use of energy and supplies at home and abroad.
- In another kind of greening, the OIP maintained its sponsorship of the JMU Farm Internship Program. James Madison University’s Local Agriculture and Farm Internship course (ISAT 473) emerged through discussions with local, small-scale farmers interested in working with committed, energetic JMU students, as well as the instructors’ desires to connect JMU undergraduates with local ecology and sustainable farming practices.

College of Visual and Performing Arts

The Virginia Repertory Dance Company continued its work as the stewards of sustainability in the Forbes Center for the Performing Arts. Their class created stewardship poster that were distributed and exhibited throughout the building. They helped to assure that recycling bins were available in all offices.

The Graduate School

- With the implementation of the Applicant Center housed in MyMadison, beginning with Spring 2013 applicants, The Graduate School (TGS) will no longer mail missing applicant material reminders or deny letters to applicants as they will be able to view this information within the applicant center.
- TGS will also eliminate mailing of the waitlist letter as applicants will be able to indicate through the Applicant Center whether they want to be waitlisted. They will subsequently be notified through the Applicant Center when their status changes once waitlisted - accepted or denied.
- Now fully paperless through use of Nolij, TGS has eliminated the creation of hardcopy applicant file folders.
- Beginning with fall 2012 graduation, TGS will have a graduation audit checklist form housed in Nolij for graduation audit staff to use.

College of Education

- The primary undertaking of the College of Education (CoE) Sustainability Committee during 2011-12 was to host Dr. Charles Hopkins during a visit to the CoE. Dr. Hopkins is the United Nations Education,
Scientific, and Cultural Organization (UNESCO) Chair at York University in Toronto, Canada. is an advisor to both UNESCO and United Nations University regarding the United Nations Decade of Education for Sustainable Development.

• Along with colleagues from across campus (Eric Pappas, Robert Nagel, Morgan Benton, and Christopher Hulleman), Dr. Hood Frazier serves as co-P-I of the $431,200 NSF-funded project “A Contextual Approach to Researching and Teaching Sustainability.”

College of Arts and Letters

• The English department hired Dr. Paul Bogard in creative non-fiction, an MFA with a Ph.D. in Environmental Science. He writes and will teach courses about the environment, including a GenEd course.
• SMAD converted to tapeless video cameras. SMAD also hosted a film festival, “Reel Change,” which included discussions with filmmakers, experts, and community members about food as a means to increase awareness about sustainability, health, and community involvement.

Student Affairs & University Planning

• Renovation and opening of Wayland Hall – received LEED Platinum certificate, designed to support the Visual and Performing Arts Residential learning Community.
• Renovation and green-design of the Chandler Courtyard area.
• Completion of the University Park project: UREC staff hirings (4 FT positions + numerous student positions), equipment procurement, project management and design modifications, green features of water management.

University Planning and Analysis

Institutional Research assisted the Institute for the Natural World with a survey on stewardship activities and obtained training in emissions inventory.

Student Success

The Office of Disability Services enhanced the accommodations for note taking assistance for students with disabilities. In the revised program process, capacity to deliver more effective service to recipients has been increased and dependence on paper copies of notes from hundreds of volunteers has been eliminated or reduced and electronic references enhanced, resulting in the elimination of thousands of sheets of paper this year and for the future.

University Health Center

The UHC’s implementation and launch of a new Medicat module, Online Student Health, will eliminate the need for any health and/or immunization records on paper.

• Along with colleagues from across campus, Dr. Hood Frazier serves as co-P-I of the $431,200 NSF-funded project “A Contextual Approach to Researching and Teaching Sustainability.”

Center for Multicultural Student Services

• CMSS staff utilized “green” Forestry Stewardship Council (FSC) certified print companies.
• Program Evaluations were administered electronically.

Administration and Finance

• 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 (ISNW).
• The Copy Center has increased the volume of paper delivery by 70 percent and increased their customer base by 21 percent.
• Expanded composting to Festival Food Court and Gibbons Hall.
- Converted to-go packaging to compostable at all locations in preparation for expanding composting program to the remaining retail locations.
- Partnered with ISNW to develop zero waste events – piloting the program with events like Madipalooza and select events from the Center for Faculty Innovation (CFI) May Symposium.
- Expanded the food donation program to all dining locations on campus including catering. Over 8,500 pounds of viable, wholesome food was donated to the local Salvation Army homeless shelter during the first full year of the program.
- Continued recycling efforts with focus on plastic, aluminum, cardboard, and paper. Converted 19,400 gallons of fryer oil to biodiesel fuel through the Greener Oil Company.
- Four traffic control gates were installed to encourage the University community to find alternatives to driving to campus. Traffic was reduced by 37 percent on Duke Drive and 36 percent on Bluestone Drive. Carrier Drive also saw a significant decrease in traffic. These gates reduced the numbers of cars on campus by approximately 100,000 in October 2011. The gates have also increased the ridership on our transit system by over 20 percent.
- FM completed a water-saving project with University Recreation (UREC) by installing new faucets, flush valves, etc. FM now uses UREC’s successful retrofit as a model for FM to start establishing standards of acceptable products and procedures.
- Purchased two propane-powered mowers to maintain the sports park. FM Operations has begun looking into alternative fuel-powered mowers and document their efficiency and reliability before making a commitment.
- Wayland Hall features a sustainable landscape, including drought-tolerant and perennial plants.
- Lighting renovation completed in the Festival TelePresence room and the Skyline Lounge. Replaced T8 lamps with more energy efficient T5 lamps.
- Lighting renovations were completed in Wine-Price basement. Replaced T12 lamps with more energy efficient T5 lamps.
- A bio-retention filter was constructed by FM adjacent to the tennis courts off Duke Drive. Bio-retention filter strips were also constructed by FM along Duke Drive adjacent to the tennis courts.
- Stream restoration project, on Sibert Creek, beginning at Mr. Chips and continuing to Paul Street. A total of 1,900 linear feet of stream was restored using natural channel design principles. The project is being funded by grants from the National Fish and Wildlife Foundation.
- Stream restoration project, on East Campus Creek, below the East Campus Hillside naturalization meadow. Over 1,000 linear feet of stream was restored using natural channel design principles. This project included a seed mix of native grasses and flowering plants, 800 plugs of sedges and rushes, 72 large trees, and 91 landscape-quality shrubs. The project is being funded by grants from the National Fish and Wildlife Foundation. Design and construction management was provided from a stream restoration biologist at the Virginia Department of Game and Inland Fisheries.
- A number of storm water management practices were installed with the Bioscience Building, including a green roof, two bio-retention filters, and a Filterra drop inlet.
- Facilities Management is developing a campus Geographical Information System (GIS) to track infrastructure and sustainability-related landscape practices on campus.
- Hillside Hall dual temperature piping pumps replaced with more efficient pumps with Variable Frequency Drives (VFDs). Saves electricity in summer months when pumps can be run at 7.5 HP instead of at 15 HP.
- UREC cooling tower replacement. More energy-efficient systems were installed during the replacement of the UREC cooling tower.
- Chiller replacement in Zane Showker Hall. An oil-free centrifugal chiller with magnetic bearings, a particularly energy-efficient chiller from McQuay, was installed in Zane Showker.
- Training and Development provided the following sustainability-focused professional development opportunities:

Included on this page...
- Dining Services continued recycling efforts with a focus on plastic, aluminum, cardboard, and paper. Converted 19,400 gallons of fryer oil to biodiesel fuel through the Greener Oil Company. Dining also expanded the food donation program. Over 8,500 pounds of viable, wholesome food was donated to the local Salvation Army homeless shelter during the first full year of the program.
- Wayland Hall features a sustainable landscape, including drought-tolerant and perennial plants.
President’s Report of 2011-2012 University Accomplishments – Office of Institutional Research

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

- Part-time employee files are now electronic and not paper.
- A new and improved Godwin Transit Center (GTC) bus depot was designed and implemented. A collaborative effort between architects, engineering, Harrisonburg Transit, and our Transportation Demand Manager (TDM) provided a more user friendly and safe transit center. To ensure safety the GTC was designed so there are no reverse movements of bus operations. High-intensity lighting was installed and numerous bus shelters were added.
- A real time GPS driven bus arrival time system, NextBus, was selected by Harrisonburg Transit with inputs from the TDM. The system includes a smart phone app that was tested in fall 2011 to allow the tracking of buses arrival/departure times from specific bus stops in the Harrisonburg/JMU community. Signs were installed at every bus stop on campus to allow users with smart phones to scan QR codes to provide instantaneous bus arrival times. The system also provides text messaging capabilities, and an Interactive Voice Response (IVR) phone system.
- To enable transit system users to obtain bus schedule information by computer or smart phone, the TDM worked with the IT group to develop a bus schedule lookup system that is similar to airline flight lookup systems. Called “Bus Finder” the system includes all routes in the Harrisonburg area and provides easy route/schedule lookups for users. It is anticipated that Bus Finder will replace the hard copy paper bus schedules.
- Bus ridership increased by 23% this year compared to last year. A total of 2.4 million passengers were handled by Harrisonburg Transit. Included in the ridership numbers this year was the use of transit buses to serve the hotels and off-campus apartment complexes during football games and commencement.
- Three floating wetland gardens were installed on the Arboretum pond to assist with uptake of excess nutrients found in the pond water and to increase water clarity and reduce algae growth.
- Timed watering systems in the nursery/greenhouse area have been installed to cover the whole nursery to reduce water loss from hand watering and more efficient use of labor.
9) Transforming Alcohol Culture

Academic Affairs

The Academic Affairs Division continues to work with the Faculty Senate and Student Affairs and University Planning Division to support enhancement of the academic culture of the institution.

Student Affairs & University Planning

Student Life

Student Life departments contributed to the larger divisional and university-wide efforts. Among these contributions were:

- ORL weekend and late night program requirements for RAs.
- 1058 weekend programs offered to residence hall students.
- 56 alcohol education programs offered to residence hall students.
- Madison at Midnight – first weekend of semester late night pizza party and dance to influence the social patterns of new students.
- Nightmare at UREC Halloween party to create positive options for one of the busiest party nights of the year.
- Madipalooza – co-chaired by the University Program Board (UPB) and UREC to create a positive spring tradition.
- UREC Intramural events on weekend evenings, designed to provide positive options for student engagement.
- 190 UPB sponsored programs.
- Judicial Affairs efforts to educate students via apartment visits; sharing information on the sidewalks on the first weekend evenings of the semester; collaborating with JMU Police Department (PD), Harrisonburg Police Department (HPD), Student Government Association (SGA), UHC and other agencies to education and inform students; educational sanction programs; etc.

University Health Center

- The Office of Substance Abuse Prevention (SAP) continued implementation of the “Your Call” marketing campaign for the second year. The program is designed to promote the UHC’s Substance Abuse Prevention unit to the campus at large. During the fall semester, mirror decals were posted weekly in first-year residence halls and 12 new video clips advocating positive bystander behavior were created and played at the JMU football stadium during home games. The later was a part of a partnership with University Athletics to promote “Your Call” initiatives at numerous athletic events throughout the year.
- Coalition Training – Providing a solid foundation for coalition members by having them participate in a training specific to effective prevention strategies, facilitated a national trainer from CADCA (Community Anti-Drug Coalitions of America).
- Dukes in Recovery - For a third year, SAP sponsored the student-led, alcohol and drug recovery group, Dukes in Recovery. This group, which met weekly throughout the year, provided a safe space for students in recovery to connect and support one another in sobriety.
- Club GILTY - Funding and coordination of Club GILTY continued for a third year. This late-night, club-style, dance party, developed and led by two JMU students, was offered on ten Thursday nights throughout the year, thus providing students with an alternative to alcohol related activities.
- BASICS - During the 2011-12 year, 280 students completed the Brief Alcohol Screening and Intervention for College Students (BASICS). This is a 61% increase from the previous year.
accommodate need and stay true to our goal of creating opportunity for early intervention, a group intake model was tested during in the spring semester.

**Center for Multicultural Student Services**
CMSS sponsored its annual back-to-school event - DEF POETRY JAM during the first Thursday night of classes. This event engages hundreds of students in an on campus, alcohol free, alternative social and educational event.

**Administration and Finance**
The JMU Police Department and the Harrisonburg Police Department conducted high visibility and expanded joint patrol operations off-campus during the second Madipalooza. This was an alcohol free alternative to Springfest held on the College of Integrated Science and Technology (CISAT) meadow that featured live bands, games, food, T-shirt giveaways, and other promotional items from area vendors to draw students away from the anticipated Springfest activities and other high-risk social activities in the off-campus housing communities throughout Harrisonburg. The Madipalooza event was very well attended with approximately 7,000-8,000 students, staff, family members, and community members throughout the day.
10) Other Noteworthy Accomplishments

Academic Affairs

College of Integrated Science and Technology

The Institute for Innovation in Health and Human Services reported the involvement of 684 students, bringing and blending their studies from more than 27 majors. Indicating the broad appeal of IIHHS opportunities, these students represented programs in CISAT, CoE, CVPA, CALS, COB, CSM and University Studies. Importantly, the impact of the clinical and community outreach programs was enhanced by the active contributions of 93 faculty members representing 21 academic programs and several additional offices or centers at JMU. This level of faculty involvement has more than doubled since the previous year. The impact of IIHHS was extended to 7,939 clients or individuals, 2,779 families, 171 pre-K and K-12 schools, and 180 other organizations. Students spent 15,706 hours engaged in direct services, 7,026 hours in support of program operations to make the Institute effective, 12,770 hours undergoing clinical training, and 1,536 hours in other activities such as research, outreach and different types of training relevant to community program goals.

College of Visual and Performing Arts

• The School of Theatre and Dance and the Forbes Center for the Performing Arts were the hosts of the regional American College Dance Festival. At that festival, one of JMU’s student dance pieces was selected for performance at the national festival at the Kennedy Center for the Performing Arts.
• The Marching Royal Dukes (MRD) was selected to participate as the featured marching band in the 2013 Macy’s Day Thanksgiving Parade.

Office of International Programs

Presidency of the International Network of Universities - Lee Sternberger, the OIP’s Executive Director, upgraded her active position with the International Network of Universities, assuming the lead role as JMU took on the three-year INU presidency in January. This new responsibility for JMU brought with it additional funding to support INU meetings and conferences and a Project Manager, who has office space in the OIP. As part of the INU’s staff shadowing program, the OIP most recently hosted visitors from three Japanese institutions – Ritsumeikan Asia Pacific University, Ritsumeikan University, and Hiroshima University – and from Malmö University in Sweden.

Research and Public Service

• Research and Public Service remained at the forefront of driving innovation at JMU by spearheading and supporting successful relationships with the Office of the Special Inspector General for Iraq Reconstruction, SRI, Cisco, SAIC, and the Harris Corporation among others.
• The Marching Royal Dukes (MRD) was selected to participate as the featured marching band in the 2013 Macy’s Day Thanksgiving Parade.
Outreach and Engagement

- Outreach & Engagement met and exceeded our goals for enrollments and gross revenue for the sixth year in a row in 2011-12. We set a goal of 10% increase over the past year, and exceeded that goal; our enrollments in 2011-12 were 3158 (an increase of 441 from the previous year), and our gross revenue was over $1,800,000 (up from $1,400,000 in the previous year).
- The Adult Degree Program continues to grow in reach, enrollments, and program offerings. We added new modules again this year in Hospitality and Tourism, and are in the process of developing several more. By connecting ADP to the 4VA efforts towards degree completion, we are poised to further expand our online offerings for this program as that effort continues to develop.
- Outreach & Engagement is pleased to report that we have been able to represent the university on the national level this year. The primary avenue for this was Dr. Shaeffer’s term as President of the University Continuing and Professional Education Association, as well as staff members’ participation in and presentations at regional and national conferences.

Student Affairs & University Planning

Maggie Burkhart Evans – serving as president of SEAHO
Dave Barnes – serving as president of ACUI
Eric Nickel – serving as president of NIRSA Foundation

University Planning and Analysis

- The unit created a new mission statement: Guided by our core values of integrity, accuracy, service, and kindness, University Planning and Analysis supports JMU’s mission and fosters effective decision-making by providing planning, reporting, and analysis tools for leaders.
- Developed new unit core values – integrity, accuracy, service, and kindness.
- Former Associate Vice President Nick Langridge transitioned to his new role as Interim Vice President for University Advancement and was replaced in May by Brian Charette, who came from his previous position as Assistant Vice President for HR, Training, and Performance.
- A university-wide strategic plan proposal was submitted to the President and Senior Vice President of University Planning and Analysis.
- The Six-Year Planning process was completed successfully and submitted to the State Council on Higher Education for Virginia on time.
- The SACSCOC process stayed on course in 11-12, with the working group meeting or beating all of its set deadlines as the Compliance Certification and Quality Enhancement Plan (QEP) proposal neared completion.
- Work was begun on drafting a new divisional strategic plan. A divisional SWOT analysis was conducted in June, 2012.
- OIR published the 38th edition of the Statistical Summary. All physical copies of the Statistical Summary were digitized.
- OIR assisted The Office of Judicial Affairs in studying the impacts of disciplinary activities on graduation, and relationships among variables in the First-Year Student Survey, major, and disciplinary hearings.

Student Success

The Office of Disability Services and the Center for International Stabilization and Recovery welcomed Judith Heumann, Special Advisor for International Disability Rights at the U.S. Department of State, as the Keynote Speaker for JMU/ODS Disability Awareness Week. Ms. Heumann shared some of her story and perspective on the contemporary issues and work that remains to be done in the field of disability rights.
Center for Multicultural Student Services

CMSS staff have taken advantage of numerous opportunities within the university by serving on various committees: SAUP Diversity Council, House of Privilege Steering Committee, Leadership Summit Planning Committee, OSAP Recruitment Committee, Diversity Conference Committee, LGBTQ Advisory Board, Fraternity and Sorority Life Strategic Planning Committee, Take-A-Look Weekend and Perspective Student’s Weekend Committees, 2012 President’s Leadership Academy, Homecoming & Parent’s Weekend Committee, Madison Awards Committee, Hazing Prevention Week.

Counseling and Student Development Center

Given the emotional intensity and instability that characterize many of the clinical and consultative situations experienced by the CSDC, the Center implemented a “panic button” system that enhances the safety of CSDC staff and our clientele in both Varner House and our satellite offices in Roop Hall. Each CSDC clinical office and waiting area in both Varner House and Roop Hall now has a dedicated panic button, and policies and procedures have been established to guide staff response to situations of imminent risk.

Administration and Finance

Customer Service

Bookstore

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

Copy Centers

- The Copy Centers have implemented new services for their customers as a result of requests from departments and students in the Graphic Design Program:
  - Coil Binding
  - Poster mounting on boards
  - Photo printing from files and photographs
  - Added second MAC and updated the PC in the Student Service Center

Dining Services

- Dining Services implemented a new off-campus 50 Block Plan and a Weekly 14 Plan for on- and off-campus students. This addition was at the request of the Student Government Association.
- Launched “Classic Craveables” in the dining halls where customers can order customized creations from a menu.
- Introduced Madison Evenings, a weekly late-night event for great food, students’ fellowship, and relaxation.

Mail Services

- Worked with the Daily News-Record, Washington Post, and The Valley Banner and they have agreed to drop off the papers at the Post Office door, which means our customers receive the daily papers on the same day.
- Changing all departments to street addressing as we did with Federal Express and UPS has shown an 85 percent decrease in departmental researched mail.
- Mail Services has seen a 15 percent increase overall in packages for students. They handled over 75,000 packages this past academic year and no report of packages lost. They re-arranged the packaging area to speed up the customer’s waiting period by not having most packages stored far away from the service window.
• Mail Services has seen a 15 percent increase in customers at the service window as well as a 3 percent increase in served student customers using mailboxes.

Procurement Services

• Successfully implemented a new contract tracking software called “Cobblestone” which includes a public gateway so all term contracts issued are open for review via a searchable gateway. This has provided customer service to our peer VASCUPP schools that frequently use our term contracts as cooperative contracts.
• Highlights of specific contracts issued during FY12 that will enhance the customer service to our employees and university constituents: Automated Transcript Services, Cellular Phone/Marketing for Athletics, Band Uniforms, Surveillance and Intrusion Alarm Systems and Service, and Athletic Apparel.

Information Services

Card Services

• The CS Gold transaction system was expanded to include Radio Frequency Identification’s (RFID) to allow access to campus by authorized departments, staff, and vendors through electronic gate monitoring.
• Worked with Dining Services on the second phase of the Bridgeforth Football Stadium to provide better service and reporting at the concession stands and Club Level activities. Card Services technicians were represented at each home game if any assistance was required.
• Card Services implemented a new training lab on point-of-sale terminals, door access, CS Gold Admin Web, and general CS Gold training for departmental use.
• Card Services completed an extensive program review as well as an Internal Financial Access audit and CS Gold audit with zero findings.
• Pay-for-Print – Chose new pay-for-print software called Paper Cut. IT and Paper Cut worked on a new interface to our CS Gold system so lab printing would not be interrupted for our students when they returned last fall. JMU was the first higher education installation and it has been very successful.

Parking Services

Parking Services upgraded to new handhelds that utilize wireless communications to make parking permit and citation information available in the database within a couple of hours. In the past, handheld files were only updated once per day and parking citations were not available in the system until the following morning.

Information Technology

• Increased mobility and new device offerings used by faculty/staff/students are challenging the University’s remote access policies and procedures. Information Technology is working with University data managers and the administration to develop remote access strategies and policy statements to achieve balance between the innovative goals/activities of the University, new work styles of its faculty/staff/students, and the need for appropriate data management and security controls.
• The University has procured a content management system that provides the functionality needed to enable the University to support the objectives of web publishers. IT has implemented the technology and is supporting web stakeholders in their use of it. In conjunction with Communications and Marketing, IT has provided a new infrastructure capable of supporting a complete revamp of the University’s web presence.
• A yearlong fit analysis process reviewing the Human Resource system’s use and potential for expanded use was completed. Information Technology, along with Human Resources and Payroll, has completed the upgrade to version 9.1. This release lays the groundwork for expansion of electronic services to support the university’s objectives such as electronic personnel transactions.
• Demand for Internet bandwidth continues to double every 18 months. To meet the needs of the JMU community the Internet Border Electronics were upgraded to meet our needs for the next few years. The security and bandwidth shaping electronics were also upgraded.
• Organizations are looking for ways to be more efficient and productive and provide a collaborative infrastructure to enhance information sharing. Providing Microsoft's Lync and SharePoint services will meet both of these objectives. Lync has been implemented and is being piloted by the university faculty and staff.

University Advancement
• Jonathan R. Alger was successfully introduced as the university’s sixth president. Media coverage of the announcement totaled 75 news articles in 11 states and the District of Columbia. All primary constituent groups received real-time information regarding the presidential announcement through the use of web, email, blog, print, social and media channels.
• Successfully celebrated the presidency of Linwood H. Rose with constituents through the Rose Years video, Madison Magazine Rose edition, Stewardship Luncheon, Art Auction, President's Council Events, Rose Library naming, Parents Council Reunion and other events.
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