



ACADEMIC UNIT HEAD MANUAL AND RESOURCE GUIDE

Office of the Provost and Vice President for Academic Affairs

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I. Statement on Shared Governance at JMU

Shared governance is a form of governance in higher education through which core institutional stakeholders—primarily administrative leadership, faculty, and governing boards—work together to make decisions that impact the institution. Facilitated by structures and processes, shared governance ensures that those with the most relevant expertise have a primary decision-making role in their respective areas.

Shared governance and academic freedom are inextricably linked and essential for fulfilling JMU's academic mission. Bound by the norms of honesty, integrity, and responsibility, academic freedom is the principle that scholars and educators can teach, research, and express ideas related to their scholarly expertise without censorship or fear of retribution. Academic freedom also protects the right of a faculty member to speak freely when participating in institutional governance, as well as to speak freely as a citizen. Shared governance at JMU rests on a commitment to transparent and meaningful collaboration in a framework of academic freedom.

Additional information about shared governance at JMU is available [here](#).

II. Unit Head Responsibilities

The academic unit head (AUH) serves as a leader, administrator, manager, and coach—someone who must grasp the complexities of the role while considering perspectives from above, below, and within. This position provides opportunities to make meaningful, positive change in the daily experiences of faculty, staff, and students at JMU.

Academic units differ in a variety of ways, including, but not limited to the number of faculty, staff, and students; budget allocation and management practices; discipline-specific accreditation requirements; the composition of intra-unit leadership (e.g., assistant and/or associate AUHs, program directors); and advisory board or council responsibilities, and student advisory responsibilities.

Even so, typical responsibilities include the following:

Leadership and Strategic Planning

- Collaborate with faculty and staff to develop and implement strategic and short-term plans aligned with institutional goals.
- Establish clear priorities and actions to fulfill the mission of the academic unit, college, and university.
- Coordinate with advisory boards or councils to inform planning and decision-making.

Academic and Instructional Oversight

- Ensure the delivery of high-quality instruction and academic programs.
- Manage the curriculum process and advocate for instructional resources.
- Supervise course scheduling, registration, and instructor assignments to meet student and institutional needs.

Faculty and Staff Development

- Recruit, support, and evaluate faculty and staff.
- Conduct faculty evaluations (initial, annual, mid-point) and manage tenure and promotion processes in partnership with personnel advisory committees.
- Collaborate with faculty to request new faculty positions.
- Make faculty workload assignments in collaboration with the faculty.
- Maintain confidentiality and foster a collaborative, inclusive environment.

Operations and Resource Management

- Manage the academic unit's operations, including budgeting, resource allocation, and governance.
- Develop and uphold unit policies, procedures, and bylaws in collaboration with faculty.
- Coordinate educational and unpaid faculty leaves.

Internal and External Constituency Engagement

- Address student concerns and support academic success and retention.
- Maintain effective communication with faculty, staff, administration, and external constituencies.
- Facilitate career and professional guidance for faculty, staff, and students.
- Represent and advocate for the academic unit within the university and to external audiences.

Reporting and Professional Contributions

- Prepare annual reports on unit-level accomplishments.
- Serve as the point of contact for Academic Program Reviews (APRs) and accreditation/reaccreditation processes.
- Ensure compliance with institutional and accreditation standards.

III. Organizational Structure

James Madison University is a relatively decentralized institution, meaning that the colleges and their respective academic units may have different procedures, reporting structures, and deadlines. However, the University Organizational Chart and the Academic Affairs Organizational Chart offer a helpful overview of the University's overall structure.

- [University Organizational Chart](#)
- [Accessible Text Version of the University Organizational Chart](#)
- [Academic Affairs Organizational Chart](#)

IV. Policy at JMU

Overview

Our work is informed and governed by university policies, Academic Affairs policies, and the *Faculty Handbook*. University policies take precedence over the *Faculty Handbook* and divisional Academic Affairs policies, all of which supersede college- and unit-level guidelines (e.g., promotion and tenure guidelines).

Faculty Handbook

As described in the introductory message of the *Faculty Handbook*, the *Faculty Handbook* is “essentially an agreement between the faculty and administration that describes the obligations of faculty and guarantees certain rights of faculty.” As a living document, the handbook is revised annually to ensure that the guidelines are clear and relevant and that the procedures are transparent. A PDF version of the handbook is available on the [Faculty Handbook](#) website.

In your role as AUH, you must be familiar with the content of the *Faculty Handbook*, particularly Section III – Faculty Employment Policies and Procedures, which covers such essential topics as:

- Academic Freedom [III.A.2]
- Academic Integrity [III.A.9]
- Faculty Misconduct and Sanctions [III.A.26]
- Search and Appointment Procedures [III.C.]
- Evaluation, Promotion and Tenure [III.E.]
- Employment Benefits [III.J.]
- Grievances [III.K.]

Academic Affairs Policies

A complete listing of Academic Affairs policies and information about the policy process is available [here](#). We encourage you and your faculty to subscribe to the [Academic Affairs Policy Listserv](#) for policy updates. If you or your faculty wish to propose a new policy or suggest a revision to a current Academic Affairs policy, you can do so by completing a form on the [Academic Affairs Policy Procedures Website](#) or by emailing aapolicy@jmu.edu.

University Policies

All university policies can be found on the [University Manual of Policies and Procedures website](#). The manual is searchable and indexed by alphabetical order, policy number, and revision date.

Although you should familiarize yourself with all university policies, the following are especially salient to your work as an AUH (in alphabetical order):

- Classified and Wage (non-student/part-time) Positions – Recruiting, Selecting and Hiring ([Policy 1313](#))
- Classified Employee Performance Evaluation ([Policy 1305](#))
- Closings, Class Cancellations and Exam Postponements Due to Inclement Weather or Emergencies ([Policy 1309](#))
- Conflict of Interests ([Policy 1106](#))
- Disabilities & Reasonable Accommodations ([Policy 1331](#))
- Discrimination and Retaliation Complaint Procedures ([Policy 1324](#)) (Other than Title IX Sexual Harassment ([Policy 1346](#)) and Sexual Misconduct ([Policy 1340](#)))
- Emeritus Faculty ([Policy 2105](#))
- Employee Records – Release of Information ([Policy 1316](#))
- Equal Opportunity and Non-Discrimination ([Policy 1302](#))
- Extra Employment for Faculty & Exempt Staff Members Within the University ([Policy 1306](#))

- Faculty Leave ([Policy 1338](#))
- Faculty Selection and Hiring Procedures ([Policy 2101](#))
- Graduate Assistantships ([Policy 2103](#))
- Institutional Care and Use of Laboratory Animals ([Policy 2202](#))
- Institutional Review Board – Use of Human Subjects in Research ([Policy 1104](#))
- Intellectual Property ([Policy 1107](#))
- New Employee Orientation ([Policy 1323](#))
- Nursing Employees – Break Time ([Policy 1341](#))
- Ordering Textbooks ([Policy 2110](#))
- Outside Employment of Faculty ([Policy 1304](#))
- Part-Time and Adjunct Faculty ([Policy 2104](#))
- Procurement of Goods, Supplies and Services ([Policy 4201](#))
- Program Review Plan and Compliance ([Policy 5002](#))
- Programs, Events, and Camps Involving Minors ([Policy 3118](#))
- Public Expression on Campus ([Policy 1121](#))
- Research and Scholarship Misconduct ([Policy 2205](#))
- Retirement Incentive Plan for Faculty ([Policy 1333](#))
- Sexual Misconduct ([Policy 1340](#))
- Student Complaint Log ([Policy 3110](#))
- Student Privacy ([Policy 2112](#))
- Title IX Sexual Harassment ([Policy 1346](#))
- University Supported Travel ([Policy 4401](#))

v. Catalog Information, Deadlines, and the Academic Calendar

Catalog Information

The undergraduate and graduate [catalogs](#) include practical and procedural information on course governance and evaluation, grade change and grade review procedures, graduation requirements, grievance procedures, and transfer credit information.

Academic Calendar and Deadlines

The Office of the [Registrar's webpage](#) is an essential resource for the current year's [academic calendar](#), dates and deadlines, the exam schedule, and a host of forms that may be useful (e.g., grade review, authorized signature form, credit by exam application, etc.). You will access this information using the "Faculty/Staff" tab on the left-hand navigation.

A "Quick Links" section is also available on the Registrar's Office website (further down under the "Faculty/Staff" link). This section contains links to the Academic Calendar and other important information, like FERPA and Student Privacy.

You should review the [FERPA: Privacy of Academic Records](#) information on the Office of the Registrar's website. You and your faculty will likely encounter situations where FERPA regulations apply throughout the year. A clear understanding of these laws will be beneficial when these situations arise.

VI. Travel Guidelines

Domestic Travel

JMU uses an electronic travel management solution, Chrome River, to enter and approve travel and individual expense reimbursements. Travelers are responsible for the legality, legibility, and completeness of their expense reports for entry into Chrome River. Neglecting to examine and enter necessary information according to this procedure may be cause for the return of the Expense Report to the traveler.

It would be best to ensure that all travelers from your department receive adequate training on travel policies and procedures. The Office of Accounts Payable is available to assist departments with this training. The University Travel Policy, "JMU Supported Travel," [Policy 4401](#) of the JMU Policies and Procedures Manual, is available for reference. A helpful resource that describes travel procedures and processes can be found in the [Finance Procedures Manual](#). The manual will provide information about approval processes, transportation, lodging, meals/food and beverages, travel reimbursements, and expense reports, among other details.

International Travel

The approval process for international travel is different than domestic travel. Before making international travel arrangements, a Pre-Approval Report in Chrome River must be submitted to the appropriate Approving Authority, the appropriate Vice President, and the Vice President of Finance and Administration for their approval.

This approval is required, regardless of the source of funds used to pay travel expenses.

With careful consideration of the reasonableness limitations specified in the General section of these regulations, the Associate Vice President of Finance may grant permission for business class travel under the following circumstances:

- When it does not cost more than the lowest available tourist/coach fare, or
- For travel to Western Europe, if the business meeting is conducted within three hours of landing, or
- For transoceanic, intercontinental trips of more than eight hours, or
- If the traveler pays the difference.

Reimbursement for first-class travel is prohibited.

Important note: Travel to Alaska, Hawaii, and Puerto Rico is considered international travel.

VII. Hiring and Personnel Management

Hiring Overview

All hiring decisions, whether for a new position or replacing an existing faculty or staff member, require approval from the dean and provost. This approval process is required for all appointments, including fixed term (FTA), renewable term (RTA), tenure track, nontenure track,

and special appointments (e.g., visiting professors). Descriptions of each appointment type are available in the [Faculty Handbook](#). Each unit has an assigned "[Recruitment Specialist](#)" in HR who can guide you through the search process.

Hiring Faculty

The recruitment for instructional faculty is guided by the "[Academic Affairs Guidelines for Recruiting and Hiring Instructional Faculty](#)," which is updated annually. To serve on a search committee, all members must complete online training and obtain certification through the [Academic Affairs Search Toolkit](#). Faculty members who are not part of an active search committee but who may interact with candidates during the search process are encouraged to review the materials, though certification is not required for them. As the AUH and unit leader, becoming certified is highly recommended.

JMU utilizes PageUp as its online hiring platform. The [Recruitment at JMU Using PageUp](#) website provides both the *Hiring Manager's Guide to PageUp* and the *Search Committee Member's Guide to PageUp*.

Here are some additional resources to support you in the recruitment and hiring process:

- [Policy 2101 – Faculty Selection and Hiring Procedures](#)
- [Human Resource Recruitment Resources](#)

Moving and Relocation

If your unit can offer your new hire a moving and relocation stipend, remember that these funds require several approvals and must follow specific procedures. Additionally, consult with your dean to determine the typical amounts based on the position you are hiring for.

Here are additional resources regarding moving and relocation:

- [Finance Procedures Manual: 5020 – Moving and Relocation](#)
- [Employee Moving and Relocation Stipend Agreement](#)

Faculty Qualifications and Credentials

The Faculty Qualifications and Credentials [Manual](#) provides information about the credentialing process for JMU faculty members. Both full-time and adjunct/part-time instructors of record (teaching faculty) must possess the appropriate qualifications in their respective teaching discipline and meet or exceed the minimum requirements of JMU policy and the [Southern Association of Colleges and Schools Commission on Colleges](#) (SACSCOC), JMU's regional accrediting body, regardless of the location of the course offering or mode of delivery. While we know that our faculty are well-qualified, this process is required to demonstrate their earned credentials for our accreditor.

Because accreditation determines eligibility for Title IV funds (student financial aid) and qualifies institutions and enrolled students for access to federal funds to support teaching, research, and financial aid, it is important to understand the guidelines outlined in the manual.

Hiring Staff

Along with hiring faculty, you may also be tasked with recruiting administrative assistants and part-time staff. Before recruiting for these positions, you will need approval from your dean. When you receive confirmation to move forward with the hiring process, you will need to create a posting in [PageUp](#), similar to the process for faculty recruitment. However, the recruitment process for administrative assistants or part-time staff may be less extensive than that for faculty. Refer to the following resources to guide you through this process:

- [Hiring Process for Classified and Non-Student Wage Positions](#)
- [Policy 1313: Classified and Wage \(non-student/part-time\) Positions – Recruiting, Selecting and Hiring](#)

After hiring a new administrative assistant, please refer to the [AA Administrative Professional Welcome Program](#), particularly the [Supervisor Checklist](#).

Hiring Student Employees

The university's commitment to educating students is advanced through student employment. Student employment is intended to be a learning experience and a productive activity that supplements a student's academic career. Student employment is intended to provide additional workers for part-time, seasonal or temporary excessive workloads, interim replacements, short-term projects, or jobs that do not necessitate full-time staff. Further information can be found on the [Student Employment at JMU](#) website.

For information on hiring Graduate Assistants, please refer to the Graduate School [Assistantships](#) website.

Evaluating Faculty

Departmental Evaluation Documents

Every academic unit must develop written procedures and criteria for initial, annual, promotion, and tenure evaluations. The academic unit faculty members, AUH, dean, and provost must approve these procedures and criteria. Additionally, colleges may create their own written guidelines, standards, and criteria for these evaluations. If established, these must first be approved by the college faculty before being submitted to the provost for final approval.

A faculty member, the AUPAC, or the unit head can propose new or updated evaluation procedures and criteria to the academic unit. These proposals are generally submitted to the Chair of the AUPAC, although the specific process should be outlined in the unit's evaluation document. Proposals must be approved promptly to ensure they are available for faculty undergoing evaluations.

The official copies of the [Departmental Evaluation Documents](#) for all academic units are available on the Provost's website.

Initial Evaluation

When a new faculty member joins your department, you are responsible for providing them with information about the academic unit's evaluation procedures and criteria during their first semester (the earlier in the semester, the better). Additionally, you must conduct an initial evaluation at the start of their second semester of full-time employment at JMU. This evaluation is due by the end of the third week of the second semester (e.g., for a fall hire, the evaluation must be completed by the third week of the spring semester).

Since this deadline falls early in the second semester, conducting class observations and reviewing scholarly progress during the faculty member's initial semester is advisable. Note that the initial evaluation does not replace the annual review; the new faculty member will also undergo an annual review with other full-time faculty at the end of the academic year. The initial evaluation is part of the college's official records and is stored in the dean's office. Detailed procedures and timelines for the Initial Evaluation are outlined in Section III.E.3. of the [Faculty Handbook](#).

Annual Evaluation

Each year, the AUH is responsible for completing a written evaluation for every full-time faculty member, addressing teaching, scholarly achievement and professional qualifications, and service. Details about the Annual Evaluation process, including critical deadlines, are outlined in Section III.E.4. of the [Faculty Handbook](#). Your department has its specific guidelines and procedures for the Annual Review. You should review your department's guidelines and consult with your Academic Unit Personnel Advisory Committee (AUPAC) chair to understand the process thoroughly.

The Faculty Anticipated Activity Plan (FAAP) is an essential component of the annual evaluation. In this plan, faculty members outline their "anticipated activities" in the three evaluation areas—teaching, scholarly achievement and professional qualifications, and professional service—and assign percentage weights to each performance area. These weights can be adjusted during the year if circumstances warrant. The assigned percentages are important in determining any merit pay awarded for the year. The formula for calculating merit pay should be outlined in your unit's departmental evaluation documents. Additional information about the FAAP is available in Section III.E.4.a. of the [Faculty Handbook](#).

A helpful way to think of this two-step process is that the annual review wraps up the previous academic year while the FAAP looks forward to the upcoming year (and beyond). There is no official FAAP template beyond outlining activities in the three performance areas, so you have the flexibility to customize the process. For example, you may request additional information from faculty members, such as their short-term and long-term goals.

Midpoint Evaluation

The AUPAC and AUH must independently assess the accomplishments of tenure-track faculty at the midpoint of their probationary period, typically during the third year of their candidacy. The AUPAC and AUH will evaluate the candidate's performance in teaching, scholarly achievement and professional qualifications, and professional service (if applicable to the candidate's duties). The written evaluation should highlight areas where improvement is necessary for the candidate

to stay on track for tenure and/or promotion. The evaluations written by the AUPAC and AUH are part of the college's official records and stored in the dean's office.

Promotion and Tenure

The general definition, procedure, and timeline for Promotion and Tenure (P&T) are outlined in Sections III.E.6. and III.E.7. of the [Faculty Handbook](#). Additionally, you should consult with your dean and AUPAC Chair to obtain copies of the college P&T Guidelines (where applicable) and your unit's P&T Guidelines, respectively.

Note: Renewable Term Appoint (RTA) Lecturer track faculty are eligible for promotion, but not eligible for tenure.

Administrative and Professional (A&P) Evaluations

Your academic unit may have an Administrative and Professional (A&P) faculty member in roles such as lab technician, IT specialist, or student advisor, among others. The evaluation process for A&P faculty differs from that of instructional faculty, following a distinct timeline and format. For current A&P faculty positions, Sections 2 and 3 of the Faculty Job Description and Performance Evaluation Form must be completed annually between June 1 and August 31 and submitted to HR by the last working day of September. Section 1 should be updated, signed, and sent to HR if the job description changes.

The [form for A&P Evaluations](#) and more information about completing the sections can be found on the HR site.

Adjunct/Part-Time Faculty Evaluations

Adjunct faculty must receive a written teaching evaluation for at least every other teaching semester, but not more than once per year, from the academic unit to which they are assigned.

Adjunct faculty shall be evaluated as excellent, satisfactory, or unsatisfactory. The academic unit head (AUH) must develop the minimum requirements for each rating. The adjunct faculty member's overall performance must be evaluated as acceptable or unacceptable. The criteria should be shared with the adjunct faculty member.

Evaluating Classified Staff

Probationary Classified Staff

Classified staff undergo a one-year probationary period, which may be extended to 18 months from the hire date. During this introductory period, the employee and JMU evaluate whether the employee is a good fit for the role. The probationary period allows new employees to demonstrate their ability to perform satisfactorily and assess whether the position aligns with their expectations. During this time, the employee or JMU can terminate the employment relationship at any point, with or without cause.

As an AUH, you provide regular feedback to probationary employees at 3-, 6-, 9-, and 12-month intervals using the [Probationary Progress Review Form](#). The final probationary review should be conducted three weeks before the end of the probationary period. You will receive email notifications from Human Resources when these reviews are due.

Additional information can be found on the [Evaluating Probationary Classified Employees](#) website.

Non-Probationary Classified Staff

Non-probationary classified staff are those who have successfully completed their probationary period. The evaluation process for classified staff follows a different timeline and format from faculty evaluations. Classified staff evaluations are due to Human Resources (HR) on the last Friday of September. If you are new to the AUH role and the previous AUH did not complete these evaluations, this may be one of your first tasks to address.

Performance feedback and the relevant evaluation forms for non-probationary classified staff are available on the [Evaluating Non-Probationary Classified Employees](#) website. Further details can be found in [Policy 1305: Classified Employee Performance Evaluation](#).

Non-probationary classified staff may be eligible for an In-Band Adjustment (a pay raise) due to:

- A change in job duties and responsibilities.
- Professional/skill development from job-related training, education, certification, and/or licensure.
- Retention (i.e., responding to salary market changes, labor market fluctuations, etc.)
- Internal alignment, salary compression, and other internal inequities.

More information about this process can be found on the [In-Band Adjustment](#) website.

Human Resources

Each department is assigned a Human Resources (HR) Consultant, who can serve as a valuable resource for addressing personnel matters. Your HR Consultant can be found on the [HR Contact Search](#) website.

Your HR consultant is the primary point of contact for inquiries related to the Family and Medical Leave Act (FMLA), retirement, separation or termination of faculty or staff, disability accommodations, workers' compensation, and benefits. More information regarding FMLA can be found in [Policy 1308](#).

HR also offers additional resources, such as mediation services, which can assist in addressing conflicts that may arise with your faculty or staff. These resources are on the Human Resources ["Our Services"](#) website.

Faculty Ombudsperson

The faculty ombudsperson is an independent and neutral third party on campus for faculty members with questions, disputes, or other concerns. The ombudsperson serves as a confidential consultant and referral agent, using an informal process to assist faculty members with their work-related concerns. More details, including the name of the Faculty Ombudsperson, are available on the Academic Affairs website under [Faculty Ombudsperson](#).

Title IX

JMU is dedicated to maintaining an environment free from sex-based discrimination. Sexual misconduct—including sexual and gender-based harassment, sexual assault, and other forms of interpersonal violence—is considered a form of sex discrimination and is prohibited under Title IX. Compliance and reporting related to Title IX at JMU are managed by the Title IX office, which also oversees campus climate assessments, education, and training on Title IX policies.

If you receive reports of alleged Title IX violations or sexual misconduct, it is crucial to contact the Title IX office immediately to report the incident and discuss the necessary follow-up actions. Below are essential links providing detailed information about Title IX at JMU:

- [Title IX Office](#)
- [Reporting an Incident to Title IX](#)
- [Title IX Officers](#)
- [Title IX Training](#) (Mandatory)
- [JMU Title IX Campus Resources](#)

In addition, [Policy 1340: Sexual Misconduct](#), [Policy 1346: Title IX Sexual Harassment](#), and [Student Handbook Policy J34-100](#) are of particular importance, as they detail the definitions that we adhere to as a community and the processes and procedures the university follows in responding to instances of sexual misconduct.

The [Green Dot bystander intervention workshop](#) is also a valuable way for you and your faculty to participate in addressing power-based violence in our community.

Educational Leave

Educational leave is granted to instructional faculty through a competitive process within each college. Faculty members are eligible if they have been with the university for at least three years and have not received educational leave in the past five years. Each college is responsible for establishing and sharing its selection process for awarding educational leave to its faculty. Coordinate with your dean to clarify your college's specific requirements.

Educational leave allows faculty to engage in full-time independent study, graduate or postgraduate education, research, or creative projects to enhance teaching skills, foster professional development, and support intellectual renewal. Faculty members may choose between an academic year of leave at half salary or one semester at full salary. There are no limitations on additional income earned during educational leave.

Separation from Employment

[Policy 2106: Instructional Faculty Separation from Employment](#) details the procedures to follow when a faculty member departs from the university. The process includes completing various forms and ensuring that university property—such as keys, laptops, and JACard—is returned and accounted for. Additionally, it is crucial to secure the faculty member's grade book from the previous academic year.

VIII. Advisory Councils

Your unit may have (or may wish to have) an advisory council. Although the responsibilities of the advisory council will most likely vary between units, most serve essential roles such as:

- Providing advice and guidance on the unit's strategic direction, program development, and best practices.
- Facilitating connections between the university and external stakeholders, including industry professionals, alums, and community leaders, fostering partnerships that benefit both.
- Acting as a sounding board for new initiatives, programs, and curriculum changes.
- Assisting in securing resources (monetary or otherwise) or support from external entities.
- Identifying faculty and student development opportunities, including internships, mentorships, and professional growth initiatives.
- Promoting the unit's mission in the community, enhancing its reputation, and fostering public support.

A successful advisory council comprises experts from various segments within your discipline. At the academic unit level, members are typically industry professionals and community representatives who may be alumni of your program. It is imperative that the roles and responsibilities of council members are clearly defined and that you establish a regular meeting schedule to facilitate ongoing communication and collaboration. Finally, bylaws should be established specifying voting procedures, term limits, responsibilities, decision-making procedures, meeting guidelines, the frequency of meetings and your quorum, and the process for making amendments.

IX. Curriculum and Instruction

Curriculum and Instruction (C&I)

The University Curriculum and Instruction (C&I) process governs all curriculum changes, including proposing new courses or programs, modifying existing courses or programs, and deleting existing courses or programs. The C&I approval process was developed by the faculty and is outlined in the [Faculty Handbook](#), with additional guidelines promulgated by the Provost's Office.

All curricular proposals originate from faculty members at the academic unit level and follow the same general review process. Depending on the type of proposal, additional review levels may be needed. For instance, if your academic unit offers courses that are part of the General Education program or serve as prerequisites for another major, the C&I proposal will require approvals from external units. Moreover, each college maintains specific procedures for their college's approval step. For more information on your college's C&I process, contact your College C&I Chair.

The basic process involves review by the academic unit, the college where that unit is housed, and the university community. Proposals for new programs must begin with a proposal preview at the provost level. Additionally, sometimes new program proposals are reviewed by the Committee on Academic Programs, the JMU Board of Visitors, the State Council of Higher

Education for Virginia (SCHEV), and the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

More information can be found on the [Curriculum & Instruction](#) website, particularly the “curriculum development process” tab on the left-hand navigation.

Scheduling Courses

The class schedule should meet the needs of James Madison University students and faculty by efficiently and effectively using classroom space and instructional hours. As the AUH, you will either be responsible for creating the class schedule (independently or in collaboration with faculty coordinators in your department) or for approving it. Therefore, being familiar with the policies governing this process is essential. Class scheduling objectives, standard meeting times, meeting patterns, and guiding principles are on the [Class Scheduling](#) website.

In addition, your academic unit may offer courses in the General Education program, for which you are responsible for scheduling and staffing courses. More information can be found on the [General Education program](#) website.

X. Course Evaluations

Each academic department has a course evaluation process. All evaluations are conducted online through a system called BLUE. While all course evaluations include standard questions, individual units and faculty members can add additional questions. Before each semester's BLUE evaluations are released, faculty will be informed of the opportunity and timeframe to add specific questions for their courses. For more details, visit the [Course Evaluations](#) website, where you can also review the [Guiding Principles for Online Course Evaluations](#).

XI. Academic Program Reviews

James Madison University firmly believes that periodic, structured reviews are necessary for thoughtful reflection on program outcomes and external consultation on crucial program issues.

The APR process supports institutional and program accreditation, including the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and the State Council of Higher Education for Virginia (SCHEV). A national movement toward promoting outcome assessment has shaped how faculty members approach the review of their programs, particularly concerning student learning outcomes assessment.

To improve the quality of teaching and learning, an APR should increase faculty members' awareness of their educational goals and practices. It should encourage the identification of successful areas of the program as well as those requiring change.

The [Academic Program Review website](#) is a valuable resource and provides detailed APR information, including:

- APR purpose

- APR schedule
- APR guidelines
- Degree-granting and other academic area APR
- External accreditation APR
- Academic administrative area APR
- Review of independent certificates and embedded certificates

Keep in mind that the APR process is not intended to be viewed in isolation. It is designed to align with the Academic Unit's Annual Report, Strategic Objectives, other unit and college reporting processes, and the Student Outcomes and Assessment Progress Template (APT) reports. The ultimate goal of the APR is to enhance the quality of teaching and learning within the academic unit by identifying its successes and the challenges it faces.

XII. Strategic Planning and Reporting

Strategic Planning

Information related to JMU's strategic plan and the Academic Affairs strategic plan is available from the links below:

- [University Strategic Planning](#)
- [Academic Affairs Strategic Plan](#)

Annual Report – The Strategic Accountability and Reporting Tool (JMU-STAR)

You will utilize the STAR Tool to record unit objectives, report on those objectives, and associate them with the University's Strategic Plan. You will need to complete training on how to use the JMU-STAR tool. To register for training and find additional materials related to the JMU-STAR Reporting Tool (e.g., a complete user guide, templates, and other resources), visit the [JMU-STAR Tool](#) website.

For questions about the STAR Tool, please contact Tina Grace (gracetm@jmu.edu) or Cindy Chiarello (grovecg@jmu.edu) in Planning, Analytics, and Institutional Research (PAIR) at 8-6830.

Assessment

The mission of the Center for Assessment and Research Studies (CARS) at James Madison University is to provide quality assessment service to the university, to provide applied graduate training in both assessment and measurement, to increase the use of innovative technology in assessment practice, to increase the rigor of measurement and statistical techniques used in assessment practice, and to produce quality scholarship in assessment and measurement. More information can be found on the [Center for Assessment & Research Studies](#) website.

Following SACSCOC standards, James Madison University requires each academic degree and certificate program to submit an annual assessment report detailing its assessment activities for the previous academic or calendar year (at the program's discretion). Your unit should have an assessment committee, which may be a standalone group or integrated within another

committee, such as the undergraduate or graduate committee. Typically, someone in your department, such as the chair of the Assessment Committee or a program coordinator (e.g., undergraduate/graduate coordinator), will be responsible for preparing these reports. These reports are due by June 1 each year, and you must approve them.

CARS offers various services that may support you, the chair of your Assessment Committee, or your program coordinator, including professional development workshops, consultations, and focus groups. Additional information is available under the "Professional Development and Resources" tab on the [CARS](#) website.

Assessment Day

James Madison University requires students to take a series of student outcome assessments before their graduation. These assessments are held at three stages of students' academic careers, including:

- as entering students (late August)
- at the mid-undergraduate point when they have earned 45 to 70 credit hours, typically their sophomore year (mid-February)
- as graduating seniors in their academic major(s)

Testing at the first two stages occurs on scheduled Assessment Days in the fall and spring semesters. During these assessments, students are tested on their knowledge in general education areas such as history, science, mathematics, and fine arts. In addition, students may also complete tests measuring critical thinking, cultural knowledge, and intellectual and personal development. Testing of seniors in their major(s) occurs on the spring Assessment Day or is embedded in academic unit courses. The university encourages students to review program requirements for details. For more information, email assessment@jmu.edu or refer to the [Assessment Day FAQ](#).

XIII. Clery Act

The Clery Act mandates that universities share crime statistics with current students and all campus staff. To comply, universities must designate individuals and organizations that qualify as "campus security authorities." Academic unit heads fall under this category due to their significant responsibility for student and campus activities. Each year, you will be asked to report any information on activities covered by the Clery Act. For an overview of this reporting process, refer to the "[Clery Act Compliance Training](#)" PowerPoint.

XIV. Budgeting and Finance

General University Budgeting

To understand the university's overall budget process—including budget types, funding sources, and the Office of Budget Management role—please review this 25-slide PDF on the [Budget Development Process](#).

This PDF mentions two budget processes especially relevant for academic unit heads: the budget initiative and the cost-to-continue. Both processes are now available online, with links for the upcoming fiscal year on the [Budget Planning and Development](#) website.

Budget Initiatives, also known as E&G ("Educational and General Programs") Initiative Forms, are typically due to the dean in late fall or very early spring. These requests allow units to propose new funding needs for expanding existing programs, developing new programs, and covering programming costs for opening new facilities.

Cost-to-Continue Requests are typically due to the dean in late fall or very early spring. These forms allow units to request additional funding to cover cost increases in current programs instead of new programming funding covered by Budget Initiatives. Requests may be for a one-time increase or an ongoing funding need.

It is important to note that all Budget Initiatives and Cost-to-Continue requests must be connected to a Unit Objective (as listed in the JMU-STAR tool) and to a University Core Quality.

Budgeting and the AUH

Your daily view of the budget process is more practical. The critical point to understand about your operating budget is that spending state funds involves specific rules, policies (from university, state, and federal levels), documentation, and approval steps. Fortunately, you probably have an expert on your administrative team (such as an Administrative Assistant or Fiscal Technician) who is well-versed in these processes. Whether new to the role or not, meeting with this resource person to understand the budgeting landscape is helpful. Your Administrative Assistant or Fiscal Technician will likely handle mandatory monthly budget reports and ensure they are filed for audit purposes, so regular discussions about the information you need each month can be very beneficial.

Remember: Before you promise or spend operating budget funds, check with your fiscal person to understand the applicable rules and necessary paperwork. This will help you save time and avoid frustration.

The state has regulations governing all types of spending or reimbursement, whether for international or domestic travel approvals (which require pre-approvals through [Chrome River](#)), food/catering orders (which must be processed through Aramark, unless special approval is granted), moving expenses for new faculty (which involve a specific set of policies and procedures), purchasing office furniture (which must be sourced from Virginia Correctional Enterprise unless special approval is obtained), ordering office supplies (only from approved vendors), supporting projects/events, and understanding spending limits (any expenditure over \$4,999 requires procurement approval, whether for a service or an item). More information can be found in the [Finance Procedures Manual](#).

Finance Office

The [Finance Office](#) manages several areas you'll interact with as an AUH. While your Administrative Assistant will likely be your primary contact for these matters, contact details for some key areas can be found at [Accounts Payable](#).

Accounts Payable offers services in the following areas: vendor payments/disbursements, travel guidelines and procedures, travel charge card program, Chrome River, local funds disbursements, and individual reimbursements.

Information About Travel Guidelines and Procedures: As noted earlier, comprehensive guidelines regulate travel, especially international travel. Your Administrative Assistant should be familiar with the most up-to-date version of these guidelines.

Accounts Payable has a webpage devoted to [guidance about travel](#) and the use of travel (credit) cards. See also [Policy 4215 – Travel](#) in the Finance Procedures Manual.

Accounts Payable Contact Information:

Departmental email: acctspayable@jmu.edu

Main Number: (540) 568-7397

The [Small Purchase Charge Card](#) (SPCC) provides departments with an alternative payment method for small purchases. It allows departments to buy goods and services costing \$10,000 or less unless Cash & Investments and Procurement grant approval for purchases exceeding this amount.

Departments are responsible for keeping a record of their purchases to monitor spending limits and reconcile purchasing activity with monthly card statements. All SPCC records must be retained for three (3) years, plus the current fiscal year, for audit purposes by the Cash & Investments Office.

Cardholders may contact the Small Purchase Charge Card (SPCC) Program Administrators at appa@jmu.edu if they have questions concerning the appropriate use of the card.

JMU Foundation Office

The [JMU Foundation](#) supports the university by managing major and/or planned gifts, as well as gifts of real estate, gifts-in-kind, stocks, and more. All gifts to JMU are managed and stewarded by the JMU Foundation so that funds are disbursed according to the donors' wishes to support JMU students, professors, and programs.

In addition to your operating budget, and due to donations to your department, you may have financial resources at the JMU Foundation through a Foundation account. If so, you will receive monthly reports detailing the balance and types of funds available (such as general fund accounts or endowments). These funds can support various initiatives for your department, such as providing scholarships, funding student travel, supporting retreats, and enhancing your department's activities in ways that operating budgets may not cover. There is an approval process for accessing and spending these funds, so consult with your Administrative Assistant or Fiscal Technician about the necessary forms and approvals.

It is also customary to acknowledge donations, as the foundation reports include contact information for donors who have contributed to your department. Check with your Administrative Assistant to see if a sample letter is available; if not, you should create one to ensure timely acknowledgments are sent.

Fundraising

JMU has established procedures for fundraising, and it is essential to be familiar with [Policy 5101 – Fundraising – Private](#). If a potential donor reaches out, your first step should be to contact your dean, who can guide you on the appropriate next steps.

Equipment Trust Fund (ETF)

The [Equipment Trust Fund](#) Program, administered by SCHEV, provides an additional funding source that allows higher education institutions to purchase equipment needed for instruction and research. Equipment purchased with Trust Fund monies is not immediately owned by the University, but is financed through the issuance of revenue bonds by the Virginia College Building Authority (VCBA) through the Department of the Treasury. Once a revenue bond matures (for a particular allocation), ownership passes to the University. In addition to general rules applicable to all equipment, specific guidelines apply to the acquisition, maintenance, and disposal of ETF equipment. Failure to satisfy these requirements could jeopardize future allocations of ETF monies. Check with your Administrative Assistant or Fiscal Technician to see who oversees ETF equipment. You can also talk with your dean about requesting (additional) funds and rules for expending funds. Please refer to [Section 6005](#) of the Financial Procedures Manual for more information.

Summer and Winter Term Classes

Summer and Winter Term classes are funded by summer/winter tuition, which supports faculty salaries, operating budgets, and university overhead. Each spring, the Provost's Office provides guidance on salaries and course enrollment minimums, or "make-numbers." Salaries are determined based on average college-level salaries by rank. The make-number represents the minimum enrollment needed for a faculty member to receive full pay for a course; it is not an enrollment cap, and course capacity should align with typical semester enrollment for in-person classes (refer to the Provost's Office guidance document for online course capacity). If a course does not reach the make-number, pro-rating the instructor's pay is at the dean's discretion, in consultation with you. Your dean will also advise on offering courses as contingency-based or guaranteed.

xv. Security Access and Signature Authority

Security Access

As an academic unit head, you will need to access various Information Administration systems. To gain access, you must submit an Information Security (IS) Access Request, as your role requires the ability to access data, generate reports, and perform other tasks within one of JMU's Information Systems Applications. You will initiate the IS Access Request through an online form. Depending on the system, multiple authorizations may be required during the request process, and some systems may also require you to complete training before access is granted. Below are details about the primary systems you may need to access.

Finance

Detailed information, including relevant training classes and access instructions, can be found on the [Finance System](#) website.

- A [Signature Authorization form](#) (download) is required to document approved signers for all active DeptIDs. Please see the [instructions](#) for completing the form. NOTE: Signature Authority must be in place before approval of access to the DeptID you request.
- Request access by completing the [IS Access Request form](#).
- Attend the required [IT610 Finance Overview](#) training session.
- Attend the required [Finance Credit Card Reconciliation](#) training session.
- To enroll in the [training course\(s\)](#) in MyMadison, search for the "IT" course number listed above. All classes and available sessions will be displayed.
- Another helpful resource from the Finance Office is their [Frequently Asked Questions](#) website.

Human Resources Management System (HRMS)

Review the [HRMS](#) webpage for additional information, including details on various access categories within the system.

- A [Signature Authorization form](#) for access to ePAR or Time Entry systems must be completed before access can be granted.
- Request access through the [Human Resources Management System](#).
- Completion of the HRMS [ePAR Training Course](#) (IT644) and/or the [JMU Time Entry Training Course](#) (IT648) is required before access to the HRMS system is granted.
- To enroll in the [training course\(s\)](#) in [MyMadison](#), search for the "IT" course numbers listed above. All classes and available sessions will be displayed.

Student Administration System

Review the [Student Administration](#) website for information about this system.

- To access student information on the Student Administration website, complete the Introduction to Student Administration Training (IT671). The Course Management training (IT664) enables you to manage classroom enrollment, generate class rosters, and grant class access using permission numbers. Lastly, the Student Data training (IT672) covers topics such as viewing schedules, transcripts, grades, degree completion reports, and more.
- To enroll in the [training course\(s\)](#) in [MyMadison](#), search for the "IT" course number listed above. All classes and available sessions will be displayed.

Advancement Systems (University Advancement)

There are two different advancement systems – Ellucian Advance (record system for UA) and Advance Performance (reporting and data analysis).

- Information and the ability to request access can be done on the [Advancement Systems](#) website.
- Training on using the systems is required before access to the systems is granted.

AiM (Facilities Management System)

AiM is the Integrated Workplace Management Software (IWMS) utilized on campus to track data related to facilities management business functions.

- Information and the ability to request access can be done on the [AiM](#) website.
- There are two training sessions that you may attend, depending on your needs within the system: Work Order (IT523) and Motor Pool (IT524).
- To enroll in the [training course\(s\)](#) in [MyMadison](#), search for the "IT" course number listed above. All classes and available sessions will be displayed.

OnBase (Web Document Imaging Management)

OnBase is a document imaging and management solution used by departments to electronically collect, store, and manage scanned documents and business files. Information and the ability to request access can be done on the [OnBase](#) website.

- If your office is not currently using OnBase, and you are interested in doing so, submit an [OnBase Implementation Request](#) form, and a representative from IT will follow up to complete an Imaging Project Requirements form.
- To access an existing OnBase implementation, submit an [Access Request](#).
- For more information or support, please get in touch with Information Technology at documentimagingssupport@jmu.edu.

A sample IS Access Request form is available through the [Finance Office](#). Please note that you must complete a separate online form for each system to which you require access.

Signature Authorization

Signature Authorization is required to document approved signatures of individuals authorized to sign financial transaction documents for all active DeptIDs. This includes, but is not limited to: ePAR forms, Human Resources transaction documents for personnel, purchase documents, vendor invoices, travel reimbursements, other payment documents, Agency Transaction Vouchers (ATV), and Student and Wage Employee Time Sheets.

The Finance Office sends Signature Authorization listings to your department each year. You are responsible for reviewing these listings, making any necessary changes, and returning the approved listings to the Finance Office. Academic units should use the Signature Authorization Form to update signature authority throughout the year.

More information about signature authorization can be found in the [Finance Procedures Manual](#). A sample Signature Authorization form is available through the [Finance Office](#).

Instructions for completing the form can be found on the [Signature Authority](#) website.

xvi. Information Management

Records Management

Records management is the administrative term for:

- the maintenance of currently active, administratively useful, public records;
- the disposal of public records that no longer serve administrative, legal, fiscal, or historical purposes; and
- the preservation of those records that have historical value or that must be preserved by law or for other reasons.

At James Madison University, records management is governed both by the state's records management program, [Chapter 7, Public Records Act](#) in the Code of Virginia and by JMU policies and procedures, specifically [Policy 1109](#) – Records Management.

Additional resources, such as records retention schedules, a certificate of records destruction form, and instructions for completing the certificate of records destruction form, can be found on the [Records Management](#) website.

At JMU, you can contact the University Records Officer by email at recordsofficer@jmu.edu if you have any questions.

Personnel Records

As an AUH, it is essential to familiarize yourself with Section III.G of the [Faculty Handbook](#), which outlines the guidelines for accessing and maintaining official personnel files.

University Data Storage

Please refer to the University Data Storage Guide for guidance on storing records or other data.

xvii. Student Related Matters

As AUH, you will likely handle various student matters, such as grade appeals, graduation applications, course directives, and potentially disruptive behaviors. Below are resources to help you manage these types of issues.

Student Support Services

JMU offers a variety of student support services, and you should be familiar with them so you can appropriately refer students when needed. A few of them can be found below.

Center for Multicultural Student Services (CMSS)

The Center for Multicultural Student Services supports an inclusive campus through dialogue, leadership experiences, and cultural celebrations that honor and value multiple identities beyond the classroom. The Center seeks to encourage students to achieve and maintain academic excellence while assisting them in making successful adjustments to university life. More information can be found on the [Center for Multicultural Student Services](#) website.

Counseling Center

The Counseling Center, located on the third floor of the Student Success Center (SSC), provides a range of essential services for students, including, but not limited to, individual counseling, group counseling, sexual trauma counseling, psychiatric services, and wilderness therapy. Other services and a detailed overview of the Counseling Center can be found on the [Counseling Center](#) website. For students to [access services for the first time](#), they should visit the Counseling Center during their walk-in hours of Monday–Friday, 10:00 am – 3:00 pm.

JMU Libraries

With four campus locations, including maker spaces and various online resources, the Libraries provide students a wide range of essential services. The Libraries' staff and faculty assist students with research, publishing, skill development, sourcing materials, fostering creativity, utilizing technology, and more. More information can be found on the main [Libraries](#) webpage.

Learning Centers

Situated in the Student Success Center (SSC), the Learning Centers consist of six specialized centers, each with practices tailored to their respective disciplines and missions. For instance, the Science & Math Learning Center offers walk-in tutoring for specific introductory STEM courses. At the same time, the Communication and Writing Centers primarily provide scheduled individual and group consultations for students across all subjects. In addition to tutoring, the Learning Centers are expanding their academic role to include faculty development and the scholarship of teaching and learning.

The [Learning Centers'](#) website will provide links to each of their individual centers: Communication, Digital Communication, Science and Math Learning Center, University Writing Center, English Language Learner Services, and Peer Assisted Study Sessions.

Office of Dean of Students

The Dean of Students team promotes well-being, interpersonal growth, and learning through advocacy and collaborative partnerships with students, employees, and families.

The office responds to the informational and personal concerns of students, parents, faculty, and staff. Staff in the Dean of Students are committed to helping students and others in the areas of:

- Supporting and advising students and families during challenging situations through the university care program, [Madison Cares](#).
- Normalizing setbacks and obstacles by sharing the stories of our community and getting students connected to a mentor-based Rebound program to create plans for success and to meet wellness goals.
- Notifying faculty of extended absences from class when a student cannot attend due to extenuating circumstances and will be out for more than two days.
- Referring students to resources to increase the likelihood of their success.
- Providing individualized student-centered life skills and learning strategies coaching through the Learning Success Strategies program.

- Consulting with faculty, staff, and students regarding distressed and disruptive students; referrals to appropriate resources.

For additional information, visit the [Dean of Students](#) website.

Office of Disability Services (ODS)

Located in the Student Success Center (SSC), the Office of Disability Services offers a variety of programs and accommodation services for students, including accessible media and technology, exam accommodations, a notetaking program, accessible technology labs, and interpreter services. A complete list of available services can be found on the [Office of Disability Services: Programs and Accommodations](#) website. Additional details are available on the [Office of Disability Services](#) website.

Office of Student Accountability and Restorative Practices (OSARP)

The Office of Student Accountability & Restorative Practices (OSARP) promotes student growth and restoration through a fair process that ensures students are held accountable to community and university standards, supporting both student and community success. OSARP handles reports of alleged misconduct by students, student organizations, and student groups. OSARP also provides programs encouraging students to reflect on situations and explore learning and personal development opportunities. Additionally, OSARP keeps records for recognized student organizations and groups and can verify a student's disciplinary record for graduate school applications, employment, and other needs. Additional information can be found on the [Office of Student Accountability and Restorative Practices](#) website.

University Health Center (UHC)

The University Health Center provides inclusive and confidential care to all enrolled students. The [University Health Center's](#) website offers excellent information about its services for students, including general medicine, urgent care, nutrition, lab, and pharmacy, to name a few.

Veterans (Educational Benefits and Veterans Center)

The Office of the Registrar offers a wealth of information on the JMU VA Benefits website for active-duty personnel, veterans, spouses, and dependents.

Additionally, the University features the [JMU Valor Resource Center](#), located in the Union. This center provides study space, a fridge with complimentary snacks and drinks, an office for JMU VALOR staff, couches, free printing, and even a massage chair for relaxation. It is open 24 hours daily and welcomes all military-connected students, faculty, and staff.

The Pantry

[The Pantry](#) is a joint effort on campus, managed by Off-Campus Life with direction and guidance provided by the University's Basic Needs Advisory Board, comprised of students, faculty, staff, and local community members. The [Blue Ridge Area Food Bank](#) ensures they have a consistent supply of quality, nutritious food options. The Pantry is stocked with shelf-stable goods, some hygiene products, a limited selection of fresh produce from [JMU Dining Services](#) each week, as well as fresh bread. Options continue to grow and expand as they understand the needs of our community.

Dealing with Disruptive Students

While it is uncommon, you may encounter a disruptive student. Therefore, it is essential to familiarize yourself with [Academic Affairs Policy #12: Disruption of Class](#). This policy addresses behavior that interferes with the teaching and learning process and provides guidelines for faculty members (and their AUH) on handling disruptive students in the classroom.

Grade Review Procedures

Grade Change Procedure

The AUH should know the procedures and policies governing formal grade disputes. Detailed information for the [grade change procedure](#) can be found in the Undergraduate Catalog.

Grade Review Process

If a student (graduate, undergraduate, or post-baccalaureate) believes a final course grade was unfairly awarded, that student may initiate the grade review process. Grounds for grade review are limited to two categories.

1. The grade was assigned in a manner other than that listed in the course syllabus or as amended by the faculty member with appropriate notice.
2. The grade was assigned in a manner other than that used for other students in the class.

Detailed information about the [grade review process](#) can be found in the Undergraduate Catalog.

The Family Educational Rights and Privacy Act (FERPA)

The Family Educational Rights and Privacy Act (FERPA) protects the privacy of student education records in higher education by restricting access to this information, allowing students to review and request amendments to their records. This law safeguards sensitive personal details from unauthorized disclosure, giving students control over their educational information.

Detailed information about the University's responsibility (and your own) can be found in the following:

- [University Policy 2112 – Student Privacy](#)
- [Overview of FERPA \(Office of the Registrar\)](#)

xviii. Training and Development

Trainings marked as 'Critical' are mandatory or required for system ACCESS and should be completed as soon as possible. 'Recommended' trainings are less urgent and can be completed as needed, but prior to the end of your first year. 'Optional' trainings are entirely voluntary and may be taken based on your interest.

Relevance	Training Topic	Training Description	Training Website
Critical	Title IX	JMU requires all faculty, staff, and student employees to complete Title IX training.	Title IX Training
Critical	Clery Act	The Clery Act requires all colleges and universities participating in federal financial aid programs to keep and disclose information about crime on and near their respective campuses. As an AUH, you are a Campus Security Authority.	Clery Act Training
Critical ACCESS	Planning at JMU (STAR Tool)	Planning process at JMU and STAR Tool data collection.	STAR Tool Training
Critical ACCESS	Student Administration (SA) System	You must complete this training course to gain access to the Student Administration (SA) system.	Register for training through MyMadison — course number IT671.
Critical ACCESS	Finance System Overview	An overview of the Finance system. Needed for access to Monthly Detail, Summary Financial Report, and nVision reports.	Register for training through MyMadison — course number IT610.
Recommended	Course Management	Enables you to manage classroom enrollment, generate class rosters, and grant class access using permission numbers.	Register for training through MyMadison — course number IT664.
Recommended	Small Purchase Charge Card (SPCC)	Small Purchase Charge Card (SPCC) offers departments an alternate payment method when making small purchases.	Small Purchase Charge Card Program
Recommended	Student Data	Covers topics such as viewing schedules, transcripts, grades, degree completion reports, and more.	Register for training through MyMadison — course number IT672.
Recommended	Finance: Reading Reports	This workshop will assist with reading and understanding the reports generated in the finance system and discuss the steps for running queries. Designed to follow the Finance Overview training (IT610).	Register for training through MyMadison — course number IT612.
Recommended	Academic Affairs Search Toolkit	Required training for those serving on a search committee.	Search Toolkit Training
Recommended	FERPA	To learn more about FERPA.	FERPA Training
Recommended	Title II	Under the updated ADA Title II rule, universities like JMU must meet new web accessibility standards.	Title II Training
Optional	Cascade (JMU's website management system)	Basic technical training for Cascade equips users to input content using content types and introduces the principles of using Cascade to manage and publish your websites.	Register for training through MyMadison — course number IT583.
Optional	ePAR	Covers the use of ePAR for initiating most personnel actions. The session provides an overview of ePAR, including instructions on completion	Register for training through MyMadison — course number IT644.

		and submission. Additionally, it addresses the impact of the Affordable Care Act (ACA) on hiring part-time (1500-hour) employees.	
Optional	JMU Time Entry	Covers how to enter payroll data for wage and student employees in the Human Resources Management System(HRMS), enter exceptions, and approve payroll.	Register for training through MyMadison —course number IT648.

This list is not exhaustive. Several training courses are available at JMU that you might find relevant and helpful, such as a [SafeZone workshop](#). Safe Zone educates JMU faculty, staff, and students about issues affecting lesbian, gay, bisexual, transgender, queer, intersex, and questioning individuals (LGBTQIQ+) and their loved ones.

In addition, JMU's [Center for Faculty Innovation](#) (CFI) provides comprehensive professional development opportunities for JMU faculty at all levels and stages of their careers. CFI initiatives support innovations in teaching, scholarship, career planning, and organizational development.

XIX. Teaching Resources

Teaching Resources

The online [Teaching Toolkit](#) provides faculty with links to some of the most important tools related to teaching. The Toolkit is not an exhaustive list of resources, but rather a first stop. The Toolkit is updated regularly as policies change and better tools and additional resources become available. Aspects of the Toolkit most relevant to the AUH role include the resources listed below.

Teaching Guides

- [CFI Quality Teaching Guide](#)
- [Libraries Guide to Online & Hybrid Teaching at JMU](#)

Additional Opportunities and Resources

- [JMU Libraries Events](#)
- [Center for Faculty Innovation Events](#) (e.g., [jmUDESIGN-Virtual Edition](#), [Teaching Toolboxes](#))
- [Learning Centers](#) (Communication Center, English Language Learning Services, PASS, SMLC, and University Writing Center)

Accessibility in Course Design

- [CAST: About Universal Design for Learning](#)
- [JMU Office of Disability Services](#)
- [Digital Accessibility](#)

Classroom Technology

- [Libraries' Media Production Services](#) (Create media and course content, including video, audio, and graphics)
- [View equipment in classrooms or contact Libraries' Classroom Technology Services for support](#) (Web conferencing and lecture capture software, cameras, and microphones provided in the classroom to record or connect synchronously with remote students)
- [Keep CALM and Caption On](#)
- [Borrow equipment](#), including Hovercam document cameras, microphones for recording lectures, and more.

Course Management

- [Guidelines for Student Attendance](#)
- [Dean of Students](#) (Support for struggling students)
- [Helping a Student in Distress](#) (Counseling Center guidance)

Trauma-Informed Pedagogy

- [The Chronicle of Higher Education: What Does Trauma-Informed Teaching Look Like?](#)
- [JMU Counseling Center: Trauma Self-Help](#)

xx. Additional Resources

List of AUHs

A list of AUHs is [available online](#).

JMU Libraries

[JMU Libraries](#) offers a wide range of [faculty](#) and [staff](#) services and resources—both online and across [four campus locations](#)—to support teaching, learning, research, and creativity. They provide expertise in library services, educational technologies, and instructional design, partnering with you to explore ideas, spark innovation, and meet your scholarly needs. Faculty can access specialized support in digital class projects, research assistance, information literacy, scholarly communications, and classroom technology. Additionally, each major is assigned a [liaison librarian](#) who serves as a dedicated point of contact for research support and other services.

JMU's Center for Faculty Innovation (CFI)

The [Center for Faculty Innovation](#) (CFI) provides comprehensive professional development opportunities for JMU faculty at all levels and stages of their careers. CFI initiatives support innovations in teaching, scholarship, career planning, and organizational development. The CFI is led by instructional faculty, staff, faculty associates, and students.

xxi. JMU Terms and Acronyms

At JMU, you'll encounter various shorthand phrases and acronyms. While this list is not exhaustive, it provides a helpful starting point to interpret and understand commonly used terms.

JMU Terms

Term	Description
Open House	Each fall, the University organizes general "open house" sessions for prospective students and their parents to explore JMU as they consider their college options. AUHs often participate by presenting at these sessions.
CHOICES	These events are a series of Open Houses for admitted students, typically held in February and April, where students and their parents can spend the day learning more about JMU to help them decide whether to attend. AUHs often deliver presentations during these sessions.
Summer Orientation	A program held in June and July where admitted students visit campus to connect with fellow incoming classmates, receive guidance from their Orientation Peer Advisor (OPA), learn about the responsibilities of being part of the campus community, and finalize their fall course schedule.
Weeks of Welcome	This event signifies the official beginning of a first-year student's journey at JMU. Students move into their residence hall, reconnect with their Orientation Peer Advisor (OPA), meet their First-Year Orientation Guide (FROG), and participate in various academic and social programs during the first few weeks to help them adjust to campus life.
It's Complicated	A program for incoming first-year students created by Ethical Reasoning in Action, encouraging students to apply ethical reasoning to a specific case study while developing critical thinking and knowledge. Students are introduced to the program during Summer Orientation and prepare for the Weeks of Welcome discussion. Faculty and staff facilitate these discussions, and you can volunteer to serve as a facilitator.
MyMadison	MyMadison is a self-service platform for students, applicants, employees, instructors, advisors, and graduates. It offers a variety of features, including access to your payroll and banking information, training summary, leave records, approvals, and eID account management, among other features.

Acronyms

Acronym	Explanation
AAPC	Academic Affairs Policy Committee
AP	Accounts Payable
APT	Assessment Progress Template

APR	Academic Program Review
AUBC	Atlantic Union Bank Center
AAUH	Assistant/Associate Academic Unit Head
AUH	Academic Unit Head
AUPAC	Academic Unit Personnel Advisory Committee
AVP	Assistant/Associate Vice President or Assistant/Associate Vice Provost
BOV	Board of Visitors
CAL	College of Arts and Letters
CARS	Center for Assessment and Research Studies
C&I	Curriculum and Instruction
CFI	Center for Faculty Innovation
CGE	Center for Global Engagement
CMSS	Center for Multicultural Student Services
COB	College of Business
COE	College of Education
CHBS	College of Health and Behavioral Studies
CISE	College of Integrated Science and Engineering
CSM	College of Science and Mathematics
CVPA	College of Visual and Performing Arts
eID	Electronic Identification
ePAR	Electronic Personnel Action Request
ESN	Equipment Service Number
ETF	Equipment Trust Fund
eVA	Electronic Virginia (the state's online procurement system)
FAAP	Faculty Anticipated Activity Plan
FAR	Faculty Annual Report/Review
FERPA	Family Educational Rights and Privacy Act
IAF	Internal Approval Form
IBC	Institutional Biosafety Committee
IRB	Institutional Review Board
JACard	James Madison University Access Card
NFW	New Faculty Welcome
ODS	Office of Disability Services
OEO	Office of Equal Opportunity
OSP	Office of Sponsored Programs
OSARP	Office of Student Accountability and Restorative Practices
PA	Pre-Approval
PAR	Personnel Action Request
PASS	Program Assessment Support Service
PAW	Pay Action Worksheet
REDI	Research, Economic Development and Innovation
SACSCOC	Southern Association of Colleges and Schools Commission on Colleges

SCHEV	State Council of Higher Education for Virginia
SLO	Student Learning Outcomes
SPCC	Small Purchase Credit Card
SPCE	School of Professional and Continuing Education
SSC	Student Success Center
STAR	Strategic Accountability and Reporting Tool
TA	Travel Authorization
TERV	Travel Expense Reimbursement Voucher
UBO	University Business Office
UHC	University Health Center
UPC	University Policy Committee
UREC	University Recreation Center