

To: President Alger
Senior Leadership Team

From: The University Planning Team

Via: Brian Charette

Date: February 8, 2013

Subj: **Vision and Values Report & Recommendations**



Introduction

This document provides a summary of the research and discussions related to the university vision and values statements and makes recommendations for your consideration regarding those statements. It is expected that, as a result of this work, you will choose a university vision statement and values matrix that will, along with the mission statement, provide the foundation for the 2014-2020 strategic plan.

Once you choose the final vision and values, I will begin the process of communicating those results. The information will go first to the chairs of the Madison Future Commission (MFC) committees, who need that information as soon as possible to continue their important work, and then to the campus community through University Advancement.

This report is structured as follows:

- Section 1A: Key recommendations from the Madison Future Commission Internal Analysis Prep Team regarding the university vision.
- Section 1B : Responses and recommendations to the report about the vision from the University Planning Team.
- Section 1C: Options for your consideration for the 2014-2020 vision.
- Section 2A: Key recommendations from the Madison Future Commission Internal Analysis Prep Team regarding the university values.
- Section 2B: Responses and recommendations to the report about the values from the University Planning Team.
- Section 2C: Options for your consideration for the 2014-2020 values.
- Appendix A: The full Internal Analysis Prep Team Vision Values Report. I recommend that you read that report carefully in preparation for your deliberations.
- Appendix B: A draft email for President Alger to consider sending to the campus community once you have made your decisions regarding vision and values.

Vision

Section 1A

Internal Analysis Prep Team Vision-Related Recommendations

Three hundred eighty-eight individuals responded to the item asking for vision-related comments. The majority of responses reflected individuals' opinions of the current vision statement rather than their suggestions:

- A number of respondents (109) questioned the meaning of a “comprehensive” university. The collective opinion is that people will not know what a comprehensive university means without the inclusion of JMU’s definition.
- Seventy-seven respondents noted the difficulty in measuring “leading” as in a “leading comprehensive university.”
- Fifty-two respondents commented that the vision statement should be more student-oriented.
- Forty-seven respondents commented that the current vision statement lacks inspiration.
- Forty-three respondents indicated that the current vision statement is too vague.

Other important considerations from that report include:

- Fifty-six percent of survey respondents would endorse the current vision statement; 44% would not.
- Thirty-nine percent of faculty, 39% of AP faculty, 64% of staff, and 67% of students would endorse the current vision statement.
- Among responses that included suggestions for the vision statement, the following words appeared most often:
 - Engaged (28 respondents)
 - Community (25 respondents)
 - Excellence (24 respondents)
 - Innovative (19 respondents)
 - Diversity (11 respondents)
- Key words chosen when asked about words/terms related to the future success of the university
 - academic quality (72% of respondents)
 - student-centered (36%)
 - successful graduates (33%)
 - community-engaged (31%)
 - diverse and inclusive (31%)
 - excellence (31%)
 - integrity (30%)
 - welcoming environment (29%)
- Notes from vision focus groups:
 - Over 90% of respondents could not recite or were unaware of the JMU Vision Statement.

- More than 75% of the respondents indicated that they feel the existing vision statement is unclear. Most cited not knowing the definition of “comprehensive” as the main reason for the lack of clarity.
- In excess of 90% of focus group participants feel that the JMU Vision Statement is uninspiring.

Section 1B

In reviewing the Internal Analysis Prep Team Report and through discussion, the University Planning Team notes the following considerations regarding vision:

Notes/Comments

- While goals and objectives should be empirically measurable, the vision statement need not necessarily be.
- It is important to locate JMU in a global context.
- The vision statement should be aspirational and inspiring.
- Vision needs to define us as a university or institution of higher education, not just any organization.
- It’s possible that our vision may not necessarily focus on exterior “perceptions” of the university (i.e.: “leading” or “national model”), but instead focus an intrinsic vision that would enhance perception or increase awareness of the university *as a by-product* of achieving that vision. (See options D, F, I, J and K.)

Key words or terms for consideration in vision:

- Engaged
- Innovative/Innovation
- Global

Other noteworthy words/terms

- Aspiration
- Academic quality
- Experience
- National model or, simply, “a model”
- Delivering the next generation
- A national model for the engaged university

Section 1C

Options for a new university vision statement for 2014-2020 (in alphabetical order)

Option A

A national model for the engaged university.

Option B

A national model for the engaged university: Learning, Service, Innovation.

Option C

Building a global reputation for engagement and innovation.

Option D

Building a national reputation for engagement, innovation, and learning.

Option E

Fully engaged: Locally, regionally, nationally, globally.

Option F

Fully engaged to make a nationally recognized difference locally, regionally, nationally, globally.

Option G

Fully engaged to make a powerful difference locally, regionally, nationally, globally.

Option H

Known nationally as deeply engaged in our community and consistently innovative in the pursuit of academic quality.

Option I

Regarded as engaged in our society and innovative in creating the strongest student learning experience.

Option J

To engage every student in the total Madison Experience.

Option K

To be fully engaged academically and with the world.

Option L

To be fully engaged with learning and with the world.

Option M

We will be regarded nationally as deeply engaged in our society and consistently innovative in the pursuit of the highest student learning experience.

Values

Section 2A

Internal Analysis Prep Team Values-Related Recommendations

- Include "diversity" as a value.
- We should add an academic and/or learning reference.
- Retain excellence and integrity. Retain the concepts of respect and a focus on students.
- Worthy of consideration are: community, engagement, collaboration.
- The values must be explicit. If included in a statement, the reader must be able to clearly identify the values.
- Use the values in strategic planning, decision-making, discussion, and public relations.

Important considerations from the report include:

- The majority of individuals (123) who responded to the question concerning values favored including an academic or learning reference, such as academic rigor or academic achievement. Related suggestions included:
 - Place the word "academic" before the word "excellence" in the current values statement to read "our student-centered community values academic excellence..."
 - Replace the word "student" with "learning" in the current values statement to read "our learning-centered community values excellence..."

Notes from the values focus groups:

- Most respondents felt that JMU should be known for "excellence," "integrity," a focus on students, and "respect" or "mutual respect." Some felt that JMU's internal reputation (how JMU is known by members of the JMU community) differs from JMU's public reputation (how JMU is known by the local, regional and national community). The most frequently mentioned values that respondents believe JMU is known for are "excellence" and "student-centeredness."
- Over 95% of focus group participants felt that utilizing the existing JMU values would help them make difficult decisions at work.
- The majority of respondents suggested the inclusion of academics or related academic values such as "learning-centered," "learning," "academics," "education," "student research" and/or "undergraduate student research".

Section 2B

In reviewing the Internal Analysis Prep Team Report and through discussion, the University Planning Team notes the following considerations regarding values:

Notes/Comments

- Diversity should be a valuing of different ideas, experiences and people. It should be more than simply an EEO statement.
- The difficulty in the term “student-centered” is that it is perceived differently by different groups, everything from “a focus on student growth and learning” to “student coddling.”
- The focus should be on student learning or success, not “centeredness”
- Values should be defined/articulated through values descriptors.

Key values words or terms (alphabetically):

- Academic Quality/Excellence
 - Community
 - Diversity
 - Integrity
 - Student-centered/focused
-

Section 2C

Options for university values for 2014-2020 (in alphabetical order)

Option A

At JMU, we value:

Integrity – A commitment to honesty and ethics are key factors in being trustworthy.

Academic Quality - We believe that it is the first step in learning.

Community – A spirit of unity and collaboration are hallmarks of The JMU Way.

Diversity – There is great beauty, richness and learning found in valuing the differences among us.

Option B

At JMU, we value:

Integrity – because a commitment to honesty and ethical decision making help make us worthy of trust.

Academic Quality – because it is the foundation of learning.

Community – because a spirit of unity and collaboration are hallmarks of The JMU Way.

Diversity – because there is great beauty, richness and learning found in valuing the uniqueness in each of us.

Option C

At JMU, we value:

Integrity – because ethical reasoning is essential to citizenship.

Academic Quality – because it must be the foundation of everything we do.

Community – because all humanity is interconnected.

Diversity – because it enhances learning and the global competitiveness of our students.

Option D

At JMU, we value:

Integrity – because ethical reasoning is essential to citizenship.

Academic Quality - because it must be the foundation of everything we do.

Community – because all humanity is interconnected.

Diversity – because it enhances learning and the global competitiveness of our students.

Student-focus - because challenging and supporting students provides a framework for learning and enlightenment.

Option E

Our student-centered community values Integrity, Diversity and Academic Excellence.

Student centered – because challenging and supporting students provides a framework for learning and enlightenment.

Community – because a spirit of unity and collaboration are hallmarks of the JMU culture.

Integrity – because being honest and ethical are key components of trust.

Diversity – because there is great beauty, richness and learning found in valuing the differences among us.

Academic Excellence – because the concepts of academic quality, rigor, and achievement are at the center of the pursuit of learning.

Option F

Our student-focused community values Integrity, Academic Quality, Diversity and Respect.

Student focused – because challenging, supporting, and developing students provides a framework for education and enlightenment.

Community – because a spirit of oneness and collaboration are hallmarks of the JMU culture.

Integrity – because being honest, forthright, and ethical are key building blocks of trust.

Academic Quality – because we believe it is at the center of the pursuit of learning.

Diversity – because there is great beauty, richness and learning found in valuing the differences among us.

Respect – because it is at the heart of great working relationships.

Option G

We value:

Integrity – because a commitment to honesty and care for ethical decision making are key factors in being trustworthy.

Academic Excellence – because we believe that it is at the center of the pursuit of learning.

Students – because challenging, supporting, and developing students provides a framework for education and enlightenment.

Community – because a spirit of oneness and collaboration are hallmarks of The JMU Way.

Diversity – because there is great beauty, richness and learning found in valuing the uniqueness of each of us.

Option H

We value:

Integrity – It builds trust.

Academic Excellence – The first step in learning.

Community – It is truly The JMU Way.

Students – Their learning is the focus of our mission.

Diversity – Valuing difference makes a difference

Appendix A
Vision and Values Report
Internal Analysis Prep Team

Vision and Values Report
Internal Analysis Team (IAT)
February 1, 2013

The Internal Analysis team (IAT) surveyed key university stakeholders to gather perceptions and feedback related to the JMU vision and values to determine their perception and understanding of the vision and values and the perceived appropriateness of the vision and values for the future of the university. Based on the survey results, the IAT was asked to make recommendations regarding the vision and values to the president, senior leadership team and the University Planning Team (UPT).

This report describes the methodology and recommendations associated with the request.

The JMU Vision Statement reads,

“To be the leading comprehensive university”

According to the Madison Future Commission Glossary/Description of Key Terms, “At its essence, vision is what we will cause to happen in pursuit of our mission during a designated period of time. In that sense, vision serves mission. Some see vision as a broad overarching goal to accomplish in achieving the mission. It should be an idea that is memorable, exciting and engaging to our community. While mission is a description of enduring purpose, vision addresses more what we want to become in support of that mission. A vision can be time bound, as is the case with our current strategic plan and its 2020 target. Vision is often reflected in a vision statement.” In addition, vision statements should be inspiring, memorable, engaging and realistic. They should also “paint a clear and vivid picture” of a bright future for the organization.

The JMU Values Statement reads,

“Our student-centered community values excellence, integrity and mutual respect”

The Madison Future Commission Glossary/Description of Key Terms describes values as “the non-negotiable for JMU, reflecting our most important ideals – the “rules of the road” as far as we’re concerned. Values can be considered our central beliefs, or the heart of JMU. It also helps to think of values as a list of ideas by which we most desire to be known.”

SURVEY

The Internal Analysis Team (IAT) developed a survey designed to gather perceptions and feedback from the campus community related to the university’s current vision and values statements. The survey also sought recommendations for changes to those statements. An e-mail message requesting participation in the survey was sent to

faculty, staff, students, and alumni on December 17, 2012, with a follow-up reminder sent on January 10, 2013. Responses were accepted through January 18, 2013.

One thousand thirty-eight (1,038) individuals responded to the survey. Of those, 428 (42%) were students. Two hundred thirty-six (23%) of the respondents identified themselves as faculty, and 119 (12%) as AP faculty. One hundred ninety-six (196) staff members participated in the survey, representing 19% of the respondents. Twenty-seven respondents (3%) indicated they were administrators, and 11 (1%) identified as alumni.

Results of the survey are presented after each of the survey questions, which appear in bold.

We ask that you evaluate JMU's vision statement – "To be the leading comprehensive university" on 5 criteria. This vision statement:

- **is easily understandable to me** – 56% agreed; 32% disagreed; 12% were neutral
- **is inspiring to me** – 38% agreed; 34% disagreed; 27% were neutral
- **is memorable** – 37% agreed; 38% disagreed; 24% were neutral
- **describes where we want to be** – 60% agreed; 21% disagreed; 19% were neutral
- **helps me make decisions and create priorities** – 26% agreed; 43% disagreed; 31% were neutral

(There was a five-point response scale for these items: Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, Strongly Agree. For the purpose of reporting results, responses of "Strongly Disagree" and "Disagree" were treated as disagreement with the item. Similarly, responses of "Strongly Agree" and "Agree" were treated as agreement with the item.)

Of note is the difference in patterns of agreement for faculty and AP faculty compared to staff and students. Respondents who identified themselves as faculty or AP faculty were split in their perception of the extent to which the current vision statement is easily understandable; 41% of faculty and 53% of AP faculty disagreed that the statement is understandable, while 26% of staff and 23% of students disagreed that the statement is easily understandable. Forty percent (40%) of faculty and 36% of AP faculty indicated that the statement is easily understandable, while 64% of staff and 68% of students indicated that it is easily understandable.

Similarly, 46% of faculty and 52% of AP faculty indicated that the vision statement is not inspiring to them, but only 25% of staff and 26% of students disagreed that it is inspiring. Twenty-seven percent (27%) of faculty and 22% of AP faculty responded that the statement is inspiring to them, while 47% of staff and 47% of students indicated that it is inspirational.

Faculty and AP faculty were fairly evenly split in their responses to the item, "The vision statement describes where we want to be" with 32% and 39% of faculty and AP faculty, respectively, disagreeing and 41% and 41%, respectively, agreeing. A large percentage of both staff and students, however, indicated agreement with this item. Only 18% of staff and 11% of students indicated that the vision statement does not describe where we want to be; 68% of staff and 74% of students agreed with this item.

There were also significant differences in agreement with the item “The vision statement helps me make decisions and create priorities,” with larger percentages of faculty and AP faculty disagreeing. Fifty-three percent (53%) of faculty and 55% of AP faculty surveyed believe the vision statement does not help them make decisions and create priorities; only 28% of staff and 39% of students indicated it is not helpful in decision-making and priority-setting. Only 22% of faculty and 16% of faculty find it helpful, and approximately a third of staff and a third of students believe it helps them.

JMU’s vision statement is “To be the leading comprehensive university.” I would endorse this as a vision statement for JMU.

Yes – 56%

No – 44%

Thirty-nine percent (39%) of faculty, 39% of AP faculty, 64% of staff, and 67% of students would endorse this as a vision statement.

Please share either phrases or words describing your suggested vision statement for James Madison University.

Three hundred eighty-eight (388) individuals responded to this item. The majority of responses reflected individuals’ opinions of the current vision statement rather than their suggestions:

- A number of respondents (109) questioned the meaning of a “comprehensive” university. The collective opinion is that people will not know what a comprehensive university means without the inclusion of JMU's definition.
- Seventy-seven respondents noted the difficulty in measuring “leading” as in a “leading comprehensive university.”
- Fifty-two respondents commented that the vision statement should be more student-oriented.
- Forty-seven respondents commented that the current vision statement lacks inspiration.
- The need for clarification and definition of our goals/direction/future was noted by 45 respondents, with an accompanying recognition that the goals should be measurable.
- Forty-three respondents indicated that the current vision statement is too vague.

Among responses that included suggestions for the vision statement, the following words appeared most often:

- Engaged (28 respondents)
- Community (25 respondents)
- Excellence (24 respondents)
- Innovative (19 respondents)
- Diversity (11 respondents)

Please choose up to 7 words/phrases from the following list that you feel JMU should be known for and that you feel are critical to the future success of JMU:

The most often-selected item was “academic quality” (72% of respondents)

The percentage of survey respondents who selected other words/phrases is indicated below:

Student-centered	(36%)
Successful graduates	(33%)
Community-engaged	(31%)
Diverse and inclusive	(31%)
Excellence	(31%)
Integrity	(30%)
Welcoming environment	(29%)
Beautiful, well-maintained campus	(27%)
Nationally-recognized	(27%)
Academic rigor	(26%)
Innovative	(25%)
Critical and analytical thinking	(23%)
Engaged	(23%)
Student involvement	(22%)
Ethical	(20%)
Learning centered	(20%)
Student academic support	(16%)
Mutual respect	(15%)
Collaborative	(14%)
Financially accessible	(14%)
Globally connected	(14%)
Civic-oriented	(13%)
Liberal arts foundation	(13%)
Scholarship and creative activity	(12%)
Environmental stewardship	(11%)
Health and wellness	(10%)
Technology infrastructure	(9%)
Athletically competitive	(9%)
Selective admissions	(8%)
Broad-based financial support	(4%)

Fifty individuals offered other words or phrases in response to this question.

The university values statement is as follows: “Our student-centered community values excellence, integrity and mutual respect.” What should be added to our university’s values statement?

Four hundred thirty-nine (439) individuals responded to this item. The majority of individuals (123) who responded to this item favored including an academic or learning reference, such as academic rigor or academic achievement. Related suggestions included:

- Place the word “academic” before the word “excellence” in the current values statement to read “our student-centered community values academic excellence...”
- Replace the word “student” with “learning” in the current values statement to read “our learning-centered community values excellence...”

A number of individuals who responded to this item (75) responded that they like the values statement as is and/or would not change anything about the statement.

Sixty-one respondents indicated that the current values statement does not note the connection between the university and the larger community (with community identified as both local and global).

Several (38 respondents) noted that including “student-centered” in the values statement does not encompass the university community as a whole.

A few individuals (19) posed the question, “excellence in what?”

Among responses that included suggestions for the values statement, the following words appeared most often:

- Diversity (47 respondents)
- Engagement (27 respondents)
- Innovation (19 respondents)
- Collaboration (16 respondents)

FOCUS GROUPS

The IAT supplemented the survey results with data gathered from seven focus groups that included 64 participants. Twenty-one (21) faculty members participated in three of the sessions and 43 staff, representing all employment classifications, participated in the other four.

Focus group sessions allowed all participants to respond to each question asked by the facilitator, with all responses recorded by a note taker. In each session the charge to the IAT and the purpose of the focus group were explained. Facilitators emphasized that the questions asked were designed to elicit opinions, with no expectations that responses would be “right” or “wrong.” As the facilitator for each session proceeded in asking questions of participants, copies of the JMU Vision Statement, attributes of a

good vision statement, and the JMU Values Statement were distributed at appropriate points in the session.

Responses are presented after each of the focus group questions, which appear in bold.

Can you recite the JMU Vision Statement?

Over 90% of respondents could not recite or were unaware of the JMU Vision Statement.

Do you feel that the current JMU Vision Statement clearly describes a future state for JMU? If so, why? If not, why not?

More than 75% of the respondents indicated that they feel the existing vision statement is unclear. Most cited not knowing the definition of “comprehensive” as the main reason for the lack of clarity. In addition, the concept of being “a leader” or “leading” was unclear since the statement does not elaborate on factors that might contribute to leadership, nor does it indicate how JMU’s leadership might be measured. Respondents recommended that JMU describe an area in which the university should excel or “be best at” and articulate that in the vision statement.

Do you find the current JMU Vision Statement to be inspiring? If so, why? If not, why not?

In excess of 90% of focus group participants feel that the JMU Vision Statement is uninspiring. The primary reasons indicated include the absence of a definition of “comprehensive” and a specific description of how JMU might “lead” or measure “leadership”. Respondents feel that if the JMU community understands the definition of comprehensive and how the institution might measure its leadership, the statement could be quite inspiring.

Vision statements should paint a clear and vivid picture, describe a bright future, be memorable, engaging, and realistic. If you had the power to improve the JMU Vision Statement so that it could better meet these criteria, how would you change it?

The focus group participants’ most frequent response was that, if given the power, they would include “academic quality” in the vision statement. Specific suggested wording included “learning centeredness”, “academic excellence” and/or an allusion to the “new American university” that has been described by Mr. Alger.

Additional suggestions included aligning the vision statement with the existing mission statement by adding “engagement”. Students, faculty, staff and other key stakeholders must be able to relate to the vision statement or derive guidance from the statement.

List the values you see described in the JMU Values Statement.

A substantial number of respondents (approximately 30%) reported that between three and six values are implicitly or explicitly stated in the JMU Values Statement. These include community, student-centered, mutual respect, integrity, excellence, and hard work. After being asked the question, some respondents described the vision statement as confusing.

Values statements should describe what an organization wants to be known for and should help the members of the organization make decisions. Would you say that the values listed in the JMU Values Statement describe what JMU is known for?

Focus group participants' opinions varied regarding whether JMU is currently known for the values listed in the statement. Most respondents felt that JMU should be known for "excellence", "integrity", a focus on students, and "respect" or "mutual respect". Some felt that JMU's internal reputation (how JMU is known by members of the JMU community) differs from JMU's public reputation (how JMU is known by the local, regional and national community). The most frequently mentioned values that respondents believe JMU is known for are "excellence" and "student-centeredness".

Could you use the values described in the JMU Values Statement to help you make decisions at work?

Over 95% of focus group participants felt that utilizing the existing JMU values would help them make difficult decisions at work.

Well-written values should influence organizational culture and describe what the organization is known for. In the context of JMU's future, what values would you include to positively influence the JMU culture and reputation?

The majority of respondents suggested the inclusion of academics or related academic values such as "learning-centered", "learning", "academics", "education", "student research" and/or "undergraduate student research". Less requested, but related, values were "curiosity", "discovery", "critical thinking", "intellectual inquiry", "scholarship" and "academic discovery".

"Diversity", "mutual respect", "ethics" and/ or "integrity" were very frequently requested values that respondents felt should be added in order to positively influence the future culture and reputation of JMU. The least mentioned values included "excellence", "collaboration" and "community".

RECOMMENDATIONS

Vision-related:

1. Remove the term "comprehensive" from the vision statement.
2. The vision statement should include a focus on academic quality/excellence.
3. The vision statement should retain a focus on students while distinguishing student-centered (the student as consumer) from learning-centered (learning as the primary outcome).
4. If "leading" remains in the vision statement, we must have a way to measure it. Alternatively, the vision statement could be revised to communicate excellence and uniqueness.

Values-related:

1. Include "diversity" as a value.
2. We should add an academic and/or learning reference.
3. Retain excellence and integrity. Retain the concepts of respect and a focus on students.
4. Worthy of consideration are: community, engagement, collaboration.
5. The values must be explicit. If included in a statement, the reader must be able to clearly identify the values.
6. Use the values in strategic planning, decision-making, discussion, and public relations.

Vision- and Values-related:

1. Make the statements of vision and values more prominent.
2. Make the purposes, relationships, and relevance of mission, vision, and values clear.

Internal Analysis Team:

David Barnes
Christy Bradburn
David Brakke
Art Dean
Don Egle
Scott Gallagher
Bob Jerome
John Knight
Rick Larson, Co-chair

Sharon Lovell, Co-chair
Howard Lubert
Marsha Mays-Bernard
Michael McCleve
Meg Mulrooney
J.W. Myers
Jennifer Phillips
Roger Soenksen
Jennifer Testa

Appendix B
Draft of Bulk Email from President Alger

From: President Jon Alger

To: All faculty, staff, students, alumni, and those community members who are on the Madison Future Commission committees

Subject: Madison Future Commission Strategic Planning Update

I promised that I would keep you up to date with the progress of The Madison Future Commission, the group of 160 or so faculty, staff, students, and community members who are hard at work preparing proposals related to our strategic plan for 2014-2020.

First, I want to thank those who have taken the time to be a part of this process. In addition to those serving on committees, the number of people who have provided input into the process is now in the thousands. This counts feedback gathered through the listening tour sessions and town hall meetings, responses to surveys, and feedback gathered through the website and on Facebook. The input has not just been helpful, but inspiring.

With this email, I am announcing that an important step in the process has been reached. Thanks to the work of the Internal Analysis Prep Team and University Planning Team (and, again, the input of many), we have developed a new university vision statement and values descriptions.

Our new vision statement is:

[Vision statement]

We believe this concise description truly gets to the heart of how we want to fulfill our mission through 2020. While our primary mission and purpose remains to be a community preparing students to be educated and enlightened citizens who lead productive and meaningful lives, our vision to [vision] will inspire us every day to remain true to our purpose.

Our new values descriptors are:

[Values descriptors]

While we make our daily decisions based on many worthwhile values, these are the non-negotiables for JMU, the core values that will guide us into our future together.

At this stage, the two Madison Future Commission Prep Teams have completed their work and the five committees – Academics, Faculty & Staff Success, Fundraising, Resources, and Student Life and Success – are now well into their work with a final report deadline of September 3.

At the end of this email, I've included important links so you can continue to stay up to date and involved.

With the inauguration week on the horizon and the work of planning well underway, I find myself deeply grateful for the opportunity I've had to become a part of the JMU family. Our future together is indeed very bright.

Key Links

You'll find the Madison Future Commission website:

www.jmu.edu/madisonfuture

Click on the purple "Submit Your Feedback" box to the left on the home page to provide your input.

The MFC is also on Facebook and Twitter. Those two resources allow you to keep up with the latest on the strategic planning efforts as well as to provide comments to support the process.

<http://www.facebook.com/madisonfuturecommission>

<https://twitter.com/jmufuture>

Finally, the Why Madison? website also provides you the opportunity to keep up and stay involved. I hope you'll check it regularly.

<http://www.jmu.edu/whymadison/>