



2013-2014

Accomplishments

Submitted to:

Mr. Jonathan R. Alger, President

August 15, 2014



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James Madison University Accomplishments 2012-2013

1) Academic Programs

a. High need and STEM programs

Academic Affairs

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

- In response to the Top Jobs for the 21st Century legislation priorities, JMU has increased the number of STEM graduates by 50% over the last six years (555 in 2008-09 to 835 in 2013-14).

Year	Actual ¹	Target, non-Engineering	Target Engineering	Total Target	Threshold @ .95
2008-09	555	543 ²		543	516
2009-10	581	550		550	523
2010-11	703	560		560	532
2011-12	813	570	40	610	580
2012-13	847	580 (863)	45 (52)	625	594
2013-14	835	590	45	635	603

¹ Includes annual undergraduate and graduate 1st and 2nd STEM majors (from Degrees Conferred File) plus IDLS graduates (who graduated in each year and were enrolled in the STEM concentration in math/science/technology in the fall term).

² Average number of STEM graduates in 0607 to 0809 academic years.

- In response to the Top Jobs for the 21st Century higher education legislation priorities JMU has increased the number of Health graduates by 34% over the last six years (567 in 2008-09 to 760 in 2013-14).

College of Education

- Dr. Slykhuis directed the 2013-14 (15th annual) SOL-focused Content/Teaching Academy (C/TA) which attracted over 400 teachers and other professional educators from throughout the Commonwealth.
- Mr. Nick Swayne collaborated with JMU physics faculty on a NASA Space Grant Consortium proposal to provide professional development for 32 pre-service teachers helping them use engaging robotics activities in their classrooms to teach math.
- VA-DC FIRST Lego League, coordinated by Mr. Nick Swayne conducted outreach activities at STEM fairs, regional conferences, and World/International competitions. During the 2013-2014 season, 611 teams in the Virginia-DC region with 4,300 school-age team members participated 24 regional qualifying tournaments held all over the state of Virginia and the District of Columbia.
- Drs. Almarode and Higdon collaborated with colleagues in CSM to pursue a new Noyce grant: James Madison University EPIC Science Education: Expanding Pathways, Identity, and Capacity. (Total Funding Requested: \$299,774, pending). In addition to the NOYCE project, CoE faculty members have collaborated with CSM colleagues on half a dozen other grant proposals totaling over \$2.6 million for which approval and funding are pending.

College of Health and Behavioral Studies

- The BSN program continued its phased-in program expansion with the admission of 90 students to the program in Fall 2013 and 86 students in Spring 2014, bringing the total enrollment to 326 students.
- We launched the Doctor of Nursing program in January 2014 with an inaugural class of ten students. Of these, three are Nurse Practitioners, three are Clinical Nurse Specialists, and four are Nurse Executives.

College of Integrated Science and Engineering

- Computer Science planned and offered a wide range of K-12 outreach activities including: the Hour of Code, programming workshops at the First Lego League State Tournament, Expanding Youth Horizons, and College for Kids, a Content Teaching Academy strand on Computer Science, mentoring of high school students for CyberPatriots, and the D.I.G.I.T.A.L. workshop for middle school girls. These efforts targeted women and underrepresented students.

College of Science and Mathematics

- The College of Science and Mathematics launched the new Biophysical Chemistry major. Presently we are the only university in the State of Virginia to offer a B.S. degree in biophysical chemistry. During the Fall of 2013 an advanced seminar in biophysical chemistry was offered for the first time.
- In March the Mathematics and Statistics department hosted the annual Virginia Council of Teachers of Mathematics conference. The event was attended by nearly 1000 elementary, middle, secondary, and university level mathematics educators.
- In April, the department was host to the spring meeting of the MAA MD/DC/VA Section, with a record attendance and highly successful program.

Included on this page...

- The College of Science and Mathematics launched the new Biophysical Chemistry major. Presently we are the only university in the State of Virginia to offer a B.S. degree in biophysical chemistry.
- The Career Boot Camp was created to prepare students in CISE for Career Fair Participation.

University Studies

- **Interdisciplinary Liberal Studies (IdLS)**—the number of IdLS majors has increased from 114 in Fall 2000 to 889 in Fall 2012, making it the fourth largest major at JMU. IdLS is the content major for future pK-8 and special education teachers. About 36% of IdLS students have selected STEM concentrations. The implementation of a new curriculum allowing students to choose math or science concentrations has led to an increase in the number of students choosing these concentrations. Preliminary data for sophomores indicates STEM concentrators will increase to over 40%.

Student Affairs and University Planning

Student Success

- PASS/Supplemental Instruction expanded services to support 20% more high-risk courses, yielding a 26% growth in usage.
- The Science and Math Learning Center (LC) created instructional podcasts for use on the website.

University Planning and Analysis

Career and Academic Planning (CAP)

- Kristin Sowden, CAP Liaison to College of Integrated Science and Engineering (CISE), has created several initiatives that increase awareness, collaboration with departments and engagement of students.
- Career Boot Camp was created to prepare students in CISE for Career Fair Participation. The Career Advisory Board was created in April 2013, with faculty representation from each academic department in CISE. The goal is to facilitate flow of career related information and increase student engagement in career related programming and opportunities.

b. Liberal Arts programs

Academic Affairs

College of Arts and Letters

- SCOM completed the first year of its Master of Arts in Communication advocacy. That school also assumed leadership of the Sports Communication minor and made it an interdisciplinary program, with courses from SCOM, KIN, and SMAD in the curriculum.

- SMAD transformed its Corporate Communication concentration into an Integrated Advertising and Corporate Communication concentration.
- FLLC submitted its application to the Virginia DOE to offer Teacher Licensure through a four year undergraduate program involving collaboration between the department and the College of Education.

c. Innovation in program development

Academic Affairs

College of Business

- The College of Business sponsored three experiential learning tours for students this year. Finance students visited Wall Street and Boston. Students from various majors visited D.C. Alumni hosted the students at their companies, creating a rich networking and learning environment for the students to explore career opportunities.
- The College signed an agreement with the University of Antwerp to students to complete one of several one-year, reasonably priced globally-focused masters programs.
- The Department of Marketing worked with the Office of International Programs to add a marketing course option to the JMU program in Florence, Italy.

College of Education

- Working collaboratively with the University of Salamanca (Spain) and the Office of International Programs, the College of Education established a Master's of Education – Concentration in Spanish Language and Culture for Education program with a proposed start date of Summer 2015.
- The College of Education Exceptional Education program collaborated with Graduate Psychology to develop a Master's of Education in Special Education – Concentration in Behavior Specialist program.

College of Health and Behavioral Studies

- Programs and activities of the Institute for Innovation in Health and Human Services (IIHHS) involved 721 students from at least 36 undergraduate and graduate degree programs and contributions of 113 faculty members representing 20 academic programs and offices. The Institute's clinical and community services were received by 15,621 clients or individuals, 1,574 families, and 281 area organizations. Programs provided 273 pre-K and K-12 school events or visits for addressing student needs. Student hours of training, services, program support and participation combined to represent 34,705 hours of engagement. Direct services for clients accounted for 10,282 hours and additional hours in support of client services added another 20,785. Another 3,638 hours were directed to participation in community capacity building and essential support for program operations. Client services offered at locations throughout the community and clinical encounters arranged at IIHHS sites combined this year to total 24,999. There were 321 events coordinated for the community through IIHHS program initiatives.
- The James Madison University Inter-Professional Autism Clinic (IPAC) is a program that is operated through the Alvin V. Baird Attention and Learning Disabilities Center (Baird Center) at the Institute for Innovation in Health and Human Services (IIHHS). IPAC has, as its primary purpose, the training of students while providing inter-professional evaluation and intervention services for children who are diagnosed with or suspected to have Autism. All services are provided or supervised by licensed professionals experienced in the assessment and treatment of autism.

Included on this page...

- Working collaboratively with the University of Salamanca (Spain) and the Office of International Programs, the College of Education established a Master's of Education – Concentration in Spanish Language and Culture for Education program with a proposed start date of Summer 2015.
- Physics implemented a research-based approach to teaching the calculus-based introductory physics classes (Phys 240 & 250) supported by the National Science Foundation through a PhysTEC grant.

College of Integrated Science and Engineering

- The Engineering program has revisited its freshman-year coursework to reinstitute ENGR 101 and create a residential Engineering Learning Community to start in Fall 2014.

College of Science and Mathematics

- Physics implemented a research-based approach to teaching the calculus-based introductory physics classes (Phys 240 & 250) supported by the National Science Foundation through a PhysTEC grant. In the first semester course, we are able to assess student progress using a nationally normed exam as both a pre- and post-test. From this we find initial indications of greater learning by the students. In addition, our D-F-W rates have dropped and the retention in the transition from the first to second semester has increased from approximately 78% to 82%.
- JMU's existing M.Ed. in Mathematics, which trains teachers to teach math at the high school level, has been moved entirely online to reach a larger audience in this critical area.

College of Visual and Performing Arts

- The College of Visual and Performing Arts membership in A2RU continued with students from engineering and design attending the "A2RU Emerging Leader's Conference" at Stanford University. Student participation in A2RU helped JMU quickly construct a cross disciplinary team for membership in the NCIIA. IVS, CVPA, and CISE collaborated in a summer intensive course in sustainable design.
- IVS Course titled "Art and Mathematics, through the Lens of Photography" taught by Corinne Diop (Photography) and Elizabeth Brown (Math) explored the interplay of math and visual art through the themes of perspective, randomness and algorithms. IVS Course titled "Writing and Illustrating Literature" taught by Jared Featherstone (Writing) and Richard Hilliard (Illustration) put student writers and student illustrators together to produce graphic novels, children's books, comics and text art.

Included on this page...

- Through the Study Abroad programs, 1,199 students went to locations all around the globe. After the recent economic downturn, numbers continue to rebound in record-setting participation, with applications up by 21%.
- Through collaboration with the Office of International Programs and the Center for Faculty Innovation, JMU had two Fulbright faculty participate in Cyprus and South Korea.

University Studies

Major programmatic initiatives (especially the Honors Seminar Abroad and the Areas of Emphasis programs) grew and were refined. The Honors Seminars Abroad program grew. Nearly 75 first and second year honors students participated in one of the three programs offered in 2014: London, Barcelona, and (for the first time) South Africa.

International Programs

- Through International Student and Scholar Services, international students participated in Conversations Partners (112 students in 56 partnerships) and/or the LIFE programs, which pair international students with domestic students and/or local families (39 international students and 25 families) in an effort to increase satisfaction among international students, in turn increasing retention rates.
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Access and Enrollment Management

- Initiated the Provost Diversity Advisory Committee in cooperation with the Provost to enhance diversity in the curriculum.
- Through collaboration with the Office of International Programs and the Center for Faculty Innovation, JMU had two Fulbright faculty participate in Cyprus and South Korea.

Student Affairs & University Planning

Multicultural Awareness and Student Health

Center for Multicultural Student Services

CMSS sponsored two pre-collegiate summer programs for high school students who are rising 9th through 12th graders. Both the Male Academy for Academic Achievement and Development and the Female Institute for Learning and Development has 38-40 available slots each year and are designed to provide an intense two-week academic and developmental residential experience for participants.

University Recreation

- Twenty-two GHTH 100 Sections (2836 students) were provided a UREC Orientation through a class presentation consisting of a review of UREC policies and procedures, viewing of the UREC video, an overview of the various programs and services available for participation opportunities, a discussion about the role of UREC in the Physical Wellness Assignment and the Wellness Passport Program and a tutorial for the on-line registration process.
- The UREC Programming staff provided 197 Wellness Passport programs for 1937 GHTH 100 students in support of the GHTH Wellness Passport Assignment
- UREC provided 2836 logs in support of the GHTH 100 Physical Wellness Assignment
- 86,485 participation hours were logged at the UREC by GHTH 100 students
- Created Safety Module that all GHTH 100 & KIN 100 students will be required to complete as a course assignment. Collaborative project between UREC, Health Sciences and Kinesiology.

Student Life

Residence Life

- Sponsored and facilitated 325 academic based programs in First-Year Residence Halls.
- Collaborated with School of Engineering to create an Engineering Residential Learning Community to be implemented in Fall of 2014.

Student Success

The Communication Center (LC) developed Digital Communication Consulting via an experimental SMAD/SCOM/WRTC cross-listed class. DigiCom will place peer educators in Communication, Engineering, Hospitality, Reading, and WRTC courses during Fall 2014.

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d. Academic program assessment

Academic Affairs

Academic Program Reviews Completed

- Writing, Rhetoric & Technical Communication (B.A., B.S.—undergraduate)
- Writing, Rhetoric & Technical Communication (M.A., M.S.--graduate)
- Psychology – Assessment and Measurement (Ph.D. - graduate)
- Dietetics (M.S.--graduate)
- Health Science – Nutrition & Physical Activity (M.S. -- graduate)
- Psychology (B.A., B.S.--undergraduate)
- Integrated Science and Technology--SERM (M.S.—graduate)
- Education Support Center (COE)
- Sponsored Programs (Research & Scholarship)
- University Advising (University Studies)
- Center for Instructional Technology (L&ET)
- Libraries and Educational Technologies

Accreditation Reviews Completed

- Integrated Science and Technology (ABET)

Student Affairs & University Planning

Student Success

Communication Center

- The Communication Center assessment results indicate statistically significant increases in student confidence with public speaking. 100% of students who lacked confidence before their consultations felt more confident afterwards.
- PASS participants who participated in five or more sessions showed an average grade improvement of 0.41 in supported courses, compared with non-participants. As a group, participants showed statistically significant improvements; students who participated only a few times had a moderate effect, whereas regular users demonstrated a large effect.

2) Access, Quality and Progression

a. Innovative delivery

Academic Affairs

On-line course delivery (pre-census totals for AY14)

Sections:	386 undergraduate	Overall 19% increase from AY13.
	215 graduate	Overall 8% decrease from AY13.
	1 doctoral	Overall 90% decrease from AY13.
	602 total	6% increase from AY13.
Enrollment:	5689 undergraduate	Overall 12% increase from AY13.
	1549 graduate	Overall 14% increase from AY13.
	1 doctoral	Overall 97% decrease from AY13.
	7044 total	9% increase from AY13.

- 47 new courses redesigned for on-line delivery
- 58 faculty completed institute for on-line course preparation

College of Arts and Letters

Justice Studies offered its JUST 200 course exclusively on line this past year and will assess the results of so doing for student learning. One pragmatic result was that it enabled them to increase their teaching power at the upper level and to offer more choices for their majors.

College of Health and Behavioral Studies

- The RN-BSN program is now available fully online, as of Fall 2013, due to the support of 4VA funds for online course development. Offering this program fully online allows nurses across Virginia to attain their bachelor's degree in nursing, which is quickly becoming the standard across all healthcare settings.
- The inaugural year of the self-sustaining DLVE program (distance learning program to prepare speech language pathologists) within the Department of Communication Sciences and Disorders was extremely successful. We recruited 25 students that represent a highly diverse student population with exceptionally high academic credentials.

International Programs

During the 2013-14 academic year, eleven students studied abroad at Oxford, Cambridge or St. Andrews programs, directed by Fletcher Linder (IdLS). Of these eleven, three were at Cambridge, four at St. Andrews and four at Oxford. St. Andrews and Oxford program coursework was approved this year to fulfill JMU honors course requirements.

Access and Enrollment Management

- Over 3,000 middle school students participated in the Middle School Visitation
- The Professor-in-Residence program now works with six middle schools and seven high schools to foster and encourage the opportunity for higher education for these students. Specific highlights:
 - Dr. George Font (PIR Skyline Middle School) attended the Apple Education Seminar "Enhancing Education with Mobile Technology." George has been an advocator for the use of the new media in helping middle school students to improve reading.
 - Dr. Michelle Kielty, PIR Kate Collins Middle School, has been training teachers and administrator at her PIR School about the effectiveness of the "Mindfulness" program for the past two years.
 - In partnership with faculty at Harrisonburg High School, our Thomas Harrison Middle School PIR faculty, Dr. Carlos Aleman, actively led the Shenandoah Valley Scholars Latino Initiative (SVSLI), which provides partnership and mentorship opportunities for the JMU Centennial Scholars.

- At George Wythe High School in Richmond (9 April 2014), Dr. Kenneth Wright was host to Ms. Regina Adams, the JMU Community College Transfer Advising Coordinator for the Richmond/Tidewater area. Regina shared community college information and answered pertinent questions with Wythe students. The school considered this first ever-direct communication on community transfer information session a very useful exercise.
- At Waynesboro High School, Dr. Tom Benzing conducted the South River water quality project. By his leadership, students learn the research methods of water quality monitoring and present their work.
- Professor Emeriti Chapman “Hood” Frazier served as the PIR faculty to William Fleming High School in Roanoke. A very challenged school in math and science instruction and facing harsh state sanctions, Dr. Frazier liaised a number of visits by JMU faculty specialists
- The College of Visual and Performing Arts, Admissions, and the Community College Transfer Coordinator developed a program with Tidewater Community College to attract transfers to JMU.
- The Centennial Scholars Council, comprised of Centennial Scholars students, was created to represent the university in promoting diversity at events such as Open House, Choices, visitation of special groups, and with alumni.
- Thirty-three percent of JMU in-state freshmen applications were submitted by students from under-represented populations.
- The Fall, 2014 freshmen class will be approximately 20% under-represented populations (in-state will be approximately 23%).
- Admissions from students indicating an interest in the STEM increased 5.2% and matriculated numbers increased 13.5%.
- Recruiters saw 37,208 students at college fairs and high school visits.
- JMU received 26,281 freshmen and transfer applications. Freshmen applications totaled 23,606, a 1.7% increase. JMU’s 13,739 in-state applications was the largest number received by a university in Virginia. 1,241 applications were received from Virginia Community college students.

Included on this page...

- Thirty-three percent of JMU in-state freshmen applications were submitted by students from under-represented populations.
- Information Technology, Payroll, and Human Resources implemented the rollout of the ePAR form.
- Healthy for Life™ - Aramark’s comprehensive health and wellness platform - is a finalist for the National Restaurant Association’s 2014 Operator Innovation Award.

Administration and Finance

- Information Technology, Payroll, and Human Resources implemented the rollout of the ePAR form.
- Information Technology and Public Safety worked to promote the newly developed app for Bus Finder, which provides real-time bus routing/scheduling information to and from any HDPT bus stop.

Business Services

Dining Services

- Healthy for Life™ - Aramark’s comprehensive health and wellness platform - is a finalist for the National Restaurant Association’s 2014 Operator Innovation Award. We designed Healthy for Life to create healthier environments, build healthier communities, and deliver healthier outcomes to everyone on campus.
- The Healthy for Life initiative was launched on campus in Fall 2013 with a variety of programs including a Wellness Center in D-Hall.
- Aramark has prepopulated our residential and proprietary-brand menus in the MyFitnessPal app. This lets students, faculty, and staff at James Madison University find nutritional information and count calories quickly and easily on any smartphone, tablet, or computer.
- Chefs’ cooking demonstrations - teaching how to prepare simple, quick, and nutritious meals in campus kitchens or at home - were given at D-Hall and E-Hall.
- We introduced a new line of “Seriously Good” grab and go products addressing the need for additional healthy, vegetarian, vegan, and gluten free items.

Human Resources, Training and Development

Human Resources

- Hosted 1200 local middle school students as part of HR's Job Shadow Day event in October. This event is designed to help middle school children determine potential future careers and get excited about attending college.
- Implemented a new group onboard session designed to handle increased hiring during summer months for greater efficiency and ease of use for new hires.
- HR reorganized and established the HR consultant concept, which brings together supervisors and employees in a way that helps ameliorate employee relations issues.
- Began offering benefits informational sessions in the evening hours so that employees could bring spouses/significant others to the presentations. The feedback has been positive regarding these sessions.
- HR's Recruitment & Employment and Benefits teams created an online faculty orientation program.
- HR assembled a committee and conducted research including a campus-wide survey designed to determine the feasibility of providing child care (early care and education) for JMU employees.

Training and Development

- Began allowing externally funded employees to access training funds and partnered with Office of Sponsored Programs to create process that complies with unique grant funding constraints.

Information Technology

- The AVP of Information Technology co-chaired the Planning Tool Task Force with Rick Mathieu and made a recommendation to senior leadership to replace the current planning database. Recommendation was accepted and implementation of the new tool is in progress.
- Worked with Festival Conference and Student Center staff to plan, procure, and implement new audio visual equipment and systems for the Festival Conference and Student Center and BOV room.
- Worked with Athletics and Classroom Technologies to plan, procure, and install audio visual equipment and systems as well as sound systems for the APC.
- Procured and began implementation of Mobile MyMadison. Mobile support for current student MyMadison transactions was fully available in August.
- Developed and completed JMU Technology Trends Survey - In Fall 2013, the technology satisfaction survey was split into another questionnaire - The JMU Technology Trends Survey. The trends survey captures technology usage behaviors and expectations of our community.
- Developed and completed JMU Technology Satisfaction Survey
 - Ninety-four percent of faculty and staff are very satisfied/satisfied with technology at JMU.
 - Eighty-eight percent of students are satisfied/very satisfied with technology at JMU.
- Developed and delivered the following training for faculty/staff:
 - CAMMO – Creating Assessable Material using Microsoft Office – Collaborated with Office of Disability Services (ODS)
 - SharePoint 2013
 - Microsoft Office – QuickR – Managing your email quicker
 - eLearning for HR employee Info – provides on-demand training
 - eLearning for Listserv
 - eLearning for "IsItReal?"(security/phishing)
- Provided support and developed interface for an Education Advisory Board student advising project.
- Completed modifications to support VRS modernization and hybrid retirement.
- Supported on-going migrations from Web Manager 2 to Cascade. Migrated over 60 sites including COE/COB/School of Art and Art History, International Programs, Orientation, Office of Residence Life, and many more.

Included on this page...

- HR's Recruitment & Employment and Benefits teams created an online faculty orientation program.
- The AVP of Information Technology co-chaired the Planning Tool Task Force with Rick Mathieu and made a recommendation to senior leadership to replace the current planning database.

- Supported the implementation of Canvas with the CIT by supporting Shibboleth authentication, creating a new interface of student and course information and supported the extraction and upload of grades from Canvas to the student system.
- Implemented HigherOne e-commerce, cashiering, payment, and student reimbursement modules for University Business Office.
- Supported the implementation and integration with iModules (replacement for Harris Alumni system) in support of University Advancement.

Student Affairs & University Planning

Multicultural Awareness and Student Health

The Counseling Center

- During the Spring 2014 semester, the Counseling Center developed two new specialized treatment programs: “You’ve Got This” and “#tacklinganxiety”. Both programs consist of five, one-hour sessions of evidence-based skills and strategies. *You’ve Got This* is designed to reduce symptoms of distress and increase positive coping strategies, and #tacklinganxiety is designed to reduce anxiety, worry, and panic symptoms. The programs were structured such that students could begin within a week of their initial appointment with the Counseling Center.
- During the Spring 2014 semester, 188 students were referred to one of the 24 treatment sections that were offered. Very positive feedback was received from participants including:
 - 93% of participants indicating that they have the skills and information needed to manage their symptoms
 - 83% reporting more confidence in their ability to manage their symptoms
 - 70% indicating that their symptoms have decreased as a result of the treatment program.
- The Counseling Center is moving to implement pre- and post-assessments for each treatment program as well as launching online modules through our website this fall.

Included on this page...

- During the Spring 2014 semester, the Counseling Center developed two new specialized treatment programs: “You’ve Got This” and “#tacklinganxiety”. Both programs consist of five, one-hour sessions of evidence-based skills and strategies.
- Career and Academic Planning set up Career Coach Tables in Carrier and Rose Libraries to bring CAP services to accessible locations frequented by students.

University Recreation

- In partnership with the eFollett Bookstore, held the first Fitness and Wellness Day at the JMU bookstore in February
- Instituted a Pink Gloves Boxing program for women. The program focuses not only on fitness but empowerment and leadership training as part of the curriculum.
- UREC Online Training: Incorporated new CANVAS training system into blended learning for all UREC student employees. (in partnership with CIT)

Student Success

The Accessible Media and Technology (AMT) program has become a crucial component of James Madison University, providing alternative formats for students with disabilities along with leadership and support to other members of the JMU community with the goal of procuring and utilizing technology that is fully accessible to its students, faculty, staff, and general public.

University Planning and Analysis

Career and Academic Planning (CAP)

- Career Coach Tables were set up in Carrier and Rose Libraries to bring CAP services to accessible locations frequented by students. Weekly times were established in both libraries, and tables were staffed by CAP professional and student staff. Over 300 students visited these tables to ask questions or gather

information. Career Coach Tables increased CAP's visibility and helped engage students in more convenient locations they frequent regularly.

- CAP held a Tailgate event on September 14 before the second JMU home football game. With financial support provided by Enterprise, CAP set up a canopy, snacks and pizza, and fun giveaways to introduce our staff to students in a fun setting.
- Co-Sponsored by CAP and Kohl's, a fashion show took place during lunch time in the Festival drum. JMU students were selected to model appropriate wardrobe for different professional settings. All fashions were provided by Kohl's, and each student model kept the outfit worn in the show.

b. Efficient use of resources

Academic Affairs

As a Level II Autonomy academic objective, JMU sought to enhance the efficient use of instructional resources by increasing the success of students in two key Math gateway courses while maintaining the level of rigor. Below is a report on our continuing performance with this objective.

Math 205				Math 220		
Year	Actual ¹	Target	Threshold	Actual ¹	Target	Threshold
2008-09	71.7%	70.7% ²	67.7%	76.4%	75.0% ²	72.0%
2009-10	70.2%	70.7%	67.7%	79.8%	75.0%	72.0%
2010-11	76.0%	70.7%	67.7%	79.1%	75.0%	72.0%
2011-12	80.0%	71.7%	68.7%	84.3%	76.0%	73.0%
2012-13	80.2%	72.7%	69.7%	85.5%	77.0%	74.0%
2013-14 ³	83.0%	73.7%	70.7%	86.0%	78.0%	75.0%

¹ Uses the annual Course Enrollment Data File. Numerator consists of all students earning an A, B, or C grade. The denominator consists of all grades received with the exception of Audit, Incomplete, Pass and Fail.

² Cumulative percentage of 0607, 0708 and 0809 academic years).

³ A conservative estimate as of 7-18-14 that compares summer/spring terms from 2012-13 Annual CE with summer/spring terms from term CE data for 2013-14.

Administration and Finance

Business Services

Facilities Management

- Upgraded the boiler in White Hall with an estimated gas savings of 5%
- Installed over 1000 LED light bulbs across campus in 21 buildings with an estimated energy savings of over \$13,000 per year
- Installed over 1600 low-flow water faucet aerators across campus with an estimated savings of over 1 million gallons of water per year
- In response to increasing waste loads during hall closing, Integrated Waste Management (IWM) implemented a carpet recycling program that resulted in the donation of approximately 2,000 carpets to Goodwill Industries reducing waste management costs and increasing recycling by nearly 5,000 lbs.
- Landscaping added four propane mowers to the operation and converted 13 vehicles from gasoline to propane. This significantly reduces the impact to the environment compared to traditional gas mowers and vehicles, increases operational efficiency with longer run times, and less frequent refueling all while reducing the per unit cost to operate by an estimated 20%.
- Landscape staff recycled over 6,000 yards of sod off the old soccer and softball fields for use in various places on campus resulting in several thousands of dollars in savings.
- Landscape staff salvaged over 520 loads of topsoil from FM Engineering projects for re-use on campus with over \$150,000 in estimated savings for the university.

- Over 2,500 potted flowers were grown in the JMU greenhouse for graduation resulting in significant savings for the institution.
- Building Automation staff upgraded control systems in 15 campus buildings increasing the potential for creating energy savings as part of an overall energy management plan.

Human Resources, Training and Development

- Training and Development transitioned to electronic workshop evaluations to save paper.
- To improve efficiencies and address sustainability, HR established online enrollments for TIAA-CREF for ORP and 403b paperwork and eliminated the paper enrollment process.

Information Technology

- Migrated our existing Emergency Notification System to a new service (RSAN) that allows integration between text, voice, email, speakers, and sirens on campus and created web service-based interfaces to the Student Administration and Human Resources Systems.
- Worked closely with Network Virginia, Virginia Tech, and Internet2 to migrate all National Lambda Rail services over to Internet2.
- Upgraded 10 Labs and 74 Tech Classrooms (398 seats/units).
- Planned and executed the move of the IT Help Desk, Desktop Services, CampusNet, Test Scoring, Director and support staff to Student Success Center (SSC).
- Hosted the Virginia Software Summit. Approximately 70 people attended from 25 institutions and eight vendors.

Included on this page...

- JMU IT hosted the Virginia Software Summit. Approximately 70 people attended from 25 institutions and eight vendors.
- The University Health Center, upon moving into its new location in the Student Success Center, saw more than 25,000 patient visits during the academic year without adding clinical or administrative positions.

Student Affairs & University Planning

Multicultural Awareness and Student Health

The Counseling Center

- The Counseling Center provided individual counseling services to 1,354 clients. Data included:
 - 4% increase in individual counseling appointments
 - 11% increase in crisis appointments
 - 10% increase in case management appointments
 - 32% increase in psychiatric intakes and a 52% increase in psychiatric follow up appointments (made possible by the contributions of two temporary psychiatric residents)
 - 13% increase in consultations with campus community members and affiliates concerned about a JMU student
- Despite the continued high level of demand for clinical and consultative services, the commitment of our staff and the efficiency of our service delivery system resulted in (1) 4.4 days being the average period of time between initial contact with the CSDC and the provision of service (down .3 from the previous year) and (2) 98% of respondents to the CSDC's evaluation survey indicating that they were able to get an initial appointment within a reasonable period of time (up 4% from the previous year). Other notable evaluation results included:
 - 93% indicated that the reception staff was helpful and professional
 - 96% reported that they were able to schedule follow-up appointments within a reasonable period of timeframe
 - 94% reported that their counselor understood their concerns
 - 94% indicated that their counselor seemed skilled and competent
 - 97% reported that they felt that their information would be kept completely confidential
 - 58% reported that counseling helped them to be more successful in school (26% answered "N/A")

University Health Center

- The University Health Center, upon moving into its new location in the Student Success Center, saw more than 25,000 patient visits during the academic year without adding clinical or administrative positions.

University Recreation

- Collaborated with Athletics on light conversion in Godwin gym, utilizing LED lights at much greater efficiency.
- Implemented a new management software (Fusion) to handle program registration (on-line and in person), equipment checkout and access control.
- Re-purposed an underutilized racquet court space to expand fitness programming for 2013-14 with the addition of the TRX training center for walk-in participation and group fitness classes.
- UREC Intramural Sports added an online registration software, including a new APP for smart phones that will enhance student's experience and make it easier for students to receive schedules, rosters, rules, etc.
- Stranrol Impact Analysis installed at the UREC Pool to monitor efficiency of chemicals and pool operations

Student Success

Office of Disability Services (ODS)

- The ODS supports faculty in the provision of accommodations for disability in exams. The number of exams proctored in 2013-14 was 594, representing the highest year-end total to date and a 17% increase over the previous year's total (506).
- Learning Strategies Instruction (LSI) in ODS supports students in accessing their studies as efficient, effective, and engaged learners. In addition to numerous presentations to academic programs, LSI conducted programs for all ROTC, Athletics, the Office of Residence Life, targeted Admissions events, and International students.

University Planning and Analysis

Institutional Research

- Developed an online request tool for internal and external data requests from OIR. Processed more than 150 new information requests that continue to increase in frequency and complexity.

Included on this page...

- Faculty from the Department of Philosophy and Religion (P/R) have been particularly active in the Madison Collaborative. Dr. Bill Hawk is leading the university's efforts in this regard, and other P/R faculty, including Drs. Alan Levinovitz, Bill O' Meara, Andrea Veltman, and Mark Piper have been active in developing the initiative.
- Bob Eliason, Laura LeDuc, and Fernando Pargas developed an exercise to incorporate the Eight Key Questions in the COB 300 Integrated Functional Systems course.

c. Madison Collaborative: Ethical Reasoning in Action

Academic Affairs

College of Arts and Letters

Faculty from the Department of Philosophy and Religion (P/R) have been particularly active in the Madison Collaborative. Dr. Bill Hawk is leading the university's efforts in this regard, and other P/R faculty, including Drs. Alan Levinovitz, Bill O' Meara, Andrea Veltman, and Mark Piper have been active in developing the initiative. Drs. Hawk and Lori Pyle met with 10 GCOM faculty to discuss integrating the Eight Key Questions into the GCOM curriculum. Three faculty from Soc/Anth developed exercises directly related to the Eight Key Questions, mostly focusing on how ethical reasoning can be culturally situated.

College of Business

- Bob Eliason, Laura LeDuc, and Fernando Pargas developed an exercise to incorporate the Eight Key Questions in the COB 300 Integrated Functional Systems course.
- The Gilliam Center for Free Enterprise and Ethical Leadership co-sponsored a presentation on campus by Cynthia Cooper, WorldCom whistleblower and another by Haim Bodek, entitled "Trick of the Trade: How High Frequency Traders Corrupted the National Market System."

College of Health and Behavioral Studies

- Healthy Families Shenandoah County received a Madison Collaborative innovation Grant this year that supported vibrant ethical reasoning discussions about practice concerns commonly faced in community programs.
- The Eight Key Questions were integrated into the undergraduate nursing curriculum in a targeted way. As nursing students enter the program they are reintroduced to the Eight Key Questions and applications specific to nursing are discussed using mini-case studies. After students begin their clinical rotations, in the second semester of the nursing program, they complete case studies aimed at applying the Eight Key Questions to practice. During the final semester of nursing study, students who are preparing to graduate use the Eight Key Questions in direct clinical practice.

Administration and Finance

- Administration and Finance hosted Bill Hawk and Lori Pyle at its December Leader's meeting to introduce the Madison Collaborative concept to senior leaders of the Division.
- Training and Development is incorporating the ethical principles established by the Madison Collaborative into related, existing training programs.

Student Affairs and University Planning

Student Life

Office of Student Accountability & Restorative Practices

A staff member led and trained faculty and staff to deliver It's Complicated: Ethical Reasoning In Action to first year students.

Residence Life

- 15 ORL staff members helped facilitate "It's Complicated" during Orientation in 2013.
- Madison Collaborative Eight Key Questions integrated into HD/RA training as well as hall programming.

University Recreation

- UREC provided 16 certified trainers for the first year of training to all incoming freshmen.
- UREC received a \$5,000 Madison Collaborative Grant for work with student managers. Conducted a mini study with managers interviewing student staff on their encounters with ethical situations and held meetings to discuss and process the results.

Included on this page...

- Orientation facilitated "It's Complicated" as a major component of 1787 Orientation. Over 4,000 new students participated in the program.
- An innovative approach to help students understand the Honor Code by using Madison Collaborative key questions as a reference was conducted for advisor sessions with students at 1787 Orientation.

Student Success

Office of Disability Services (ODS)

ODS supported the Madison Collaborative by participating in the "It's Complicated" and by conducting discussions on the application of ethical reasoning to working with students with disabilities.

Orientation

Facilitated "It's Complicated" as a major component of 1787 Orientation. Over 4,000 new students participated in the program consisting of a video case study, introduction to the Eight Key Questions, and a process that fostered the active engagement of each participant.

University Planning and Analysis

Career and Academic Planning (CAP)

An innovative approach to help students understand the Honor Code by using Madison Collaborative key questions as a reference was conducted for advisor sessions with students at 1787 Orientation. Lori Pyle from Madison Collaborative and Chris Campbell from the Honor Council shared information with freshman advisors during May training to prepare for facilitation of this discussion.

d. Assessment

Student Affairs & University Planning

Multicultural and Student Health

Center for Multicultural Student Services

- CMSS Assistant Director served as co-chair on the Student Affairs and University Planning Assessment Advisory Council.

University Recreation

- Aaron Combs conducted a formal Site Manager Training Assessment of JMU Intramural Site Managers this fall with regional and national presentations on the results.
- Steve Bobbitt conducted a mini study on Play Personalities at JMU (based upon Steward Brown's work) with a National Presentation on the topic
- Presentation at NIRSA National Conference and Exposition, Nashville, TN April 2014. Collaborative project between UREC and Sport and Recreation Management Faculty.

University Health Center

- Dukes Step Up! - Notable findings include:
 - 84% of students correctly identified the "bystander effect" after attending the program, which is 23% higher than the pretest level.
 - 60% of students correctly identified the "Five-Step Decision-Making Model" after attending the program, which is 25% higher than the pretest level.
 - 80% of students correctly identified the S.E.E. Model after attending the program, which is a 10% increase over the pretest level.

Student Life

Fraternity and Sorority Life

- Began to track our students' service and philanthropic contributions, which helped us demonstrate that our organizations are committed to community success. In the 2013-2014 academic year, we completed almost 70,000 hours of community service and raised over \$200,000 for philanthropy. In addition, our Greek Week and Greek Sing activities raised about \$12,500 for the Harrisonburg/Rockingham ARC, an organization that works with the intellectually disabled.
- Finalized the rubric by which our organizations are evaluated, which confirmed our office's expectations for what constitutes a quality chapter that is in good standing.

Student Success

Learning Center

- Learning Center assessment results indicate statistically significant increases in student confidence with public speaking. 100% of students who lacked confidence before their consultations felt more confident afterward.
- Learning Centers provided instruction to support 2639 students in 25 courses (50 sections), representing 20% growth in course coverage and 26% growth in usage. Participants in five or more sessions showed an average grade improvement of 0.41 in supported courses, compared with non-participants.
- The Communication Center and the University Writing Center (LC) co-created the Presentation Series to assist tutors in giving more effective presentations; 43 introductory presentations and 41 tailored workshops were offered for 2,095 students.

Included on this page...

- In December, 2013 the Southern Association of Colleges and Schools – Commission on Colleges Board of Trustees voted to approve the reaffirmation of JMU's accreditation. It marked the successful conclusion of a reaffirmation process in which the onsite visiting team had no recommendations for the university, a very unique distinction.
- Fraternity and Sorority Life began to track our students' service and philanthropic contributions, which helped us demonstrate that our organizations are committed to community success. In 2013-2014 school year, we completed almost 70,000 hours of community service and raised over \$200,000 for philanthropy.

University Planning and Analysis

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Institutional Research

The associate director co-chaired the new Student Affairs Assessment Advisory Council with accomplishments of several annual objectives to include Mission, Vision and Values and renewed Assessment and Planning Report Template.

Judicial Affairs

Performed fidelity testing on "By the Numbers" workshop and revamped survey based on CARS analysis.

3) Athletics

Administration and Finance

- Women's Basketball won 2013-14 CAA Regular Season and Tournament Championships and defeated Gonzaga in the opening round of the 2014 NCAA Tournament.
- Softball won 2014 CAA Regular Season and Tournament Championships, advancing to the NCAA Lexington Regional where it defeated DePaul in the opening game.
- Women's soccer won 2013 CAA Regular Season Title outright for the first time in program history.
- Football and men's and women's basketball led the CAA in attendance per game. Men's basketball led the CAA for the first time in school history, while the women's basketball program outdrew all but two CAA men's teams as well.
- Women's basketball broke the team's single-game attendance record in the home finale win over William & Mary (6,590).
- Softball defeated #2 Oregon in Hawaii for win over highest-ranked team in program history, part of the team's school-record 45 wins on the season
- Football's Stephon Robertson was named Buck Buchanan Award runner-up (nation's top FCS defensive player) and consensus All-American.
- Women's swimmer Shannon Dubay became just the second JMU female to qualify for the NCAA Swimming Championships.
- Stephon Robertson (football), Kirby Burkholder (women's basketball) and Jailyn Ford (softball-pitcher) were named State Players of the Year with each also receiving All-American honors.
- Ten Conference (CAA) Players of the Year – Stephon Robertson (football), Amy Goldstein (field hockey-defensive), Becky Sparks (women's soccer-defensive), Kirby Burkholder (women's basketball), Nikki Newman (women's basketball-defensive), Taryn McLaughlin (diving), Jailyn Ford (softball-pitcher), Caitlyn Sandy (softball-player), Erica Field (softball-co-defensive), Stephanie Finley (lacrosse-co-player).
- Three JMU Conference (CAA) Coaches of the Year – Dave Lombardo (women's soccer), Kenny Brooks (women's basketball) and Mickey Dean (softball).
- Men's soccer head coach Tom Martin became the winningest active coach and fifth all-time in the NCAA with 468 career victories (349 at JMU).
- Softball coaching staff (Head Coach Mickey Dean, Assistant Coaches Jennifer Herzig and Loren LaPorte) named National Fastpitch Coaches Association Regional Coaching Staff of the Year
- Lacrosse Assistant Coach Emily Garrity, current player Stephanie Finley and Alumna Kelly (Berger) Rabil were selected to the 2014-15 U.S. National Team roster.

Included on this page...

- Football and men's and women's basketball led the CAA in attendance per game. Men's basketball led the CAA for the first time in school history, while the women's basketball program outdrew all but two CAA men's teams as well.
- Ten Conference (CAA) Players of the Year – Stephon Robertson (football), Amy Goldstein (field hockey-defensive), Becky Sparks (women's soccer-defensive), Kirby Burkholder (women's basketball), Nikki Newman (women's basketball-defensive), Taryn McLaughlin (diving), Jailyn Ford (softball-pitcher), Caitlyn Sandy (softball-player), Erica Field (softball-co-defensive), Stephanie Finley (lacrosse-co-player).

Football (6-6, 3-5 CAA (t-8th))

- Stephon Robertson - Buck Buchanan Watch List and Finalist (Runner-Up), First Team Sports Network All-American, First Team AFCA All-American, FCS ADA National Linebacker of the Year, CAA Defensive Player of the Year, Richmond Touchdown Club Dudley Award Winner (Top Division I Player in Virginia), Roanoke Times Player of the Year, First Team All-CAA (LB), Preseason CAA Defensive Player of the Year, Preseason All-CAA, Preseason All-American, CAA Defensive Player of the Week (9/23; 9/30, 10/26), College Football Performance Awards National Defensive Player of the Week (9/30), Beyond Sports Network Defensive Player of the Week (9/30), CAA Leader in tackles.

- Jordan Stanton - First Team All-CAA (DL).
- Dae'Quan Scott - First Team All-CAA (RB), CAA Special Teams Player of the Week (9/2), College Football Performance Awards National Punt Returner of the Week (9/2).
- Dean Marlowe - Second Team All-CAA (S), Third Team All-CAA (PR), Preseason All-CAA, Preseason All-American.
- Josh Wells - Second Team All-CAA (OL).
- Tyler Snow - Capitol One CoSIDA Academic All-District, Second Team All-CAA (DL), CAA All-Academic Team.
- Gage Steele - Third Team All-CAA (LB), CAA Rookie of the Week (10/7), Sports Network National Rookie of the Week (10/7), Beyond Sports Network Defensive Player of the Week (10/7).
- Cameron Starke - Preseason All-CAA.
- Taylor Reynolds - CAA Rookie of the Week (9/2).
- Sage Harold - College Football Performance Awards National Defensive Player of the Week (9/15).
- Connor Arnone - CAA Special Teams Player of the Week (10/7).
- Dejour Simmons - CAA Special Teams Player of the Week (10/14).
- Kwe'shon Williams - CAA Rookie of the Week (10/14).

Cross Country (2nd place - CAA Championships; 2nd place - ECAC Championships; 15th place - NCAA Southeast Regional).

- Meghan Malloy - All-CAA w/ 11th-place finish at CAA Championships.
- Tessa Mundell - All-CAA w/ 12th-place finish at CAA Championships.
- Jenna Flickinger - CAA All-Academic Team.

Field Hockey (10-8 overall, 3-3 CAA; regular season - tied for 3rd, tiebreaker rules prevented advancement to CAA tournament).

- Amy Goldstein - CAA Defensive Player of the Year, All-CAA First Team; NFHCA All-South Region Second Team; VaSID All-State Second Team.
- Lena Wimmert - Preseason All-CAA.
- Loes Stijntjes - Preseason All-CAA; All-CAA Second Team.
- Taylor West - CAA Player of the Week (9/3, 9/24); All-CAA First Team; NFHCA All-South Region Second Team; VaSID All-State Second Team.
- Rosalie Becker - CAA All-Rookie Team.
- Bethany Ashworth - CAA All-Academic Team.

Volleyball (13-15 overall, 8-6 in the CAA, regular season - tied for 3rd, lost to Hofstra in CAA Quarterfinals)

- Lizzy Briones - First Team All-CAA, Preseason All-CAA Honorable Mention, Jefferson Cup All-Tournament, AVCA All-Region Honorable Mention; VaSID First Team All-State.
- Meghan Niski - Preseason All-CAA Honorable Mention.
- Janey Goodman - Second Team All-CAA, CAA All-Rookie Team, CAA Rookie of the Week (9/3; 9/9; 10/14), JMU Classic All-Tournament Team, Carolina Classic All-Tournament, JMU Invitational All-Tournament.
- Kristi Richardson - Carolina Classic All-Tournament, CAA Defensive Player of the Week (11/11).
- Kate Whitmire - CAA All-Rookie Team.

Men's Soccer (6-10-1 overall, 1-6 CAA (8th))

- Josh Grant - VaSID Second Team All-State, Second Team All-CAA, CAA Offensive Player of the Week (10/28), JMU Invitational All-Tournament Team .
- Adam Bastidas - CAA All-Academic Team, Third Team All-CAA, JMU Invitational All-Tournament Team
- Daniel Roppert - JMU Invitational All-Tournament Team.
- Bjarki Aðalsteinsson - Second Team All-CAA, JMU Invitational All-Tournament Team.

Women's Soccer (15-5-1 overall, 6-1-1 CAA (1st), CAA Tournament runner-up).

- Won CAA regular season title outright for the first time in program history.
- Lauren Wilson - All-CAA Second Team, Preseason All-CAA, CAA Player of the Week (10/21).
- Becky Sparks - CAA Defensive Player of the Year, ECAC Division I First Team, First Team All-Mid-Atlantic Region, First Team All-CAA, VaSID First Team All-State, Preseason All-CAA Honorable Mention.
- Meghan Cox - CAA All-Rookie Team, CAA Rookie of the Week (8/26), JMU Invitational All-Tournament Team.
- Shannon Rano - All-CAA Second Team, JMU Invitational All-Tournament Team.
- Ellen Forrest - JMU Invitational All-Tournament Team.
- Ashley Herndon - CAA Rookie of the Year, Third Team All-Mid-Atlantic Region, All-CAA Second Team, VaSID Second Team All-State, CAA All-Rookie Team, College Soccer 360 National Honor Roll (10/30), CAA Rookie of the Week (9/16, 10/7, 10/28).
- Sam Lofton - CAA All-Academic Team.
- Sydney Braun-McLeod - CAA All-Rookie Team.
- Coach Dave Lombardo - CAA Coach of the Year (third time).

Men's Golf (Fifth at CAA Championship)

- Team champion - Joe Agee Invitational (9/30-10/1).
- Trey Smith - CAA Golfer of the Week (10/17, 10/24), Second Team All-CAA.
- Jon Weiss - CAA Golfer of the Week (10/17).
- Ryan Cole - CAA Golfer of the Week (3/12), Second Team All-CAA.
- Chris Kapsak - CAA All-Academic Team.

Women's Golf (Fifth at CAA Championship).

- Ginger Mak - CAA Golfer of the Week (9/11).
- Shabril Brewer - CAA Golfer of the Week (3/12, 4/9), CAA All-Tournament Team, First Team All-CAA.
- Nikola Wessels - CAA All-Academic Team.

Men's Basketball (11-20, 6-10 CAA (7th)

- Andrey Semenov, Ron Curry - NIU Invitational All-Tournament Team.
- Charles Cooke - E-Tech Lumberjack Classic All-Tournament Team.
- Jackson Kent - CAA Rookie of the Week (12/9, 1/27).
- Ron Curry - CAA Player of the Week (12/23).
- Andrey Semenov reached the 1,000-point career plateau & became the first player in program history with 1,000 points, 500 rebounds, 100 assists and 100 blocks.
- Yohanny Dalembert - CAA Rookie of the Week (2/17).
- Charles Cooke and Andre Nation - Third Team All-CAA.
- Led CAA in attendance for first time in program history.

Student Affairs and University Planning

Multicultural and Student Health

University Recreation

- The Women's Basketball Club won the National Championship for the first time in their history. The club participates in the NIRSA National Championship Series, and in the finals, the Dukes bested Penn State by a score of 40-38
- The Women's Gymnastics Club won the National Championship for the first time in their history. The Club participates in the National Association for Intercollegiate Gymnastics Clubs.
- Stephanie Goetz, Women's Rugby – was selected to the USA Rugby Colligate All American Touring Team – participated in the France Tour & Canada Tour, selected on second team full-back for USA All- Americans

4) Diversity

Academic Affairs

Percentage of Diverse Students

2009-10	11.8%
2010-11	13%
2011-12	13.4%
2012-13	14.8% (with international students 16.6%)
2013-14	15.9% (with international students 18%)

Percentage of Diverse Faculty and Academic Affairs Division Staff*

2009-10	7.6%
2010-11	7.91%
2011-12	8.57%
2012-13	8.96%
2013-14	10%

*greatest increase in under-represented employees was in Academic Affairs – by 16% over 2012, and an 84% increase compared to 2003

- The Furious Flower Poetry Center, in partnership with Center for Multicultural Student Services, the English Department and the Office of Sustainability and Environmental Stewardship, hosted four poets for readings: Camille Dungy, Kyle Dargan, Dawn Lundy, and Nadine Pinede; continued planning for the Furious Flower Poetry Conference – Seeding the Future of African American Poetry; sponsored the Children’s Poetry Camp; and continued development of Furious Flower Poetry Database in Digital Humanities featuring approximately 2,000 entries listing African American poets, their published books and biographical information.

College of Business

The CoB Student Diversity Council held its 2nd Annual Diversity Conference on February 8, 2014. The event included concurrent sessions, lunch, and a keynote address.

Included on this page...

- The greatest increase in under-represented employees was in Academic Affairs – by 16% over 2012, and an 84% increase compared to 2003.
- Throughout the Spring semester, Dean Wishon (College of Education) and V.P. Donna Harper visited P-12 school districts throughout the valley to enlist their support and participation in the Valley Scholars program.
- The CoB Student Diversity Council held its 2nd Annual Diversity Conference on February 8, 2014.

College of Education

Throughout the Spring semester, Dean Wishon (College of Education) and V.P. Donna Harper visited P-12 school districts throughout the valley to enlist their support and participation in the Valley Scholars program—a collaborative, externally-funded initiative that begins to familiarize select low-income, first-generation 8th graders with the college experience.,

The Graduate School

Graduate fairs attended by TGS staff during 2013-2014 for the purpose of recruitment and enhancement of a diverse student body included events held at: JMU, Radford University, Virginia Tech, Virginia Commonwealth University, Old Dominion University, George Mason University, University of Virginia, and The College of William and Mary.

University Studies

- **International Student Center – Study Group:** In 2013-2014, 69 new students began the International Study Center (ISC) program and 71 completed the program and matriculated as undergraduates at JMU during the academic year. Study Group students continued to take advantage of the Biology course options as well as participating in Physics and Engineering courses. Three additional scholarships have been

awarded for fall, spring, and summer matriculates. JMU representatives and representatives of the new ISC university partners (University of Vermont, Weidner University, Roosevelt University, and University of Maine) met at the NAFSA conference for a very productive meeting to share ideas and processes. A decision was made to migrate the current administrative SG process to Outreach & Engagement's Continuing Education admissions process beginning Fall 2014.

- The Honors Program took steps to support the university's desire to diversify its student body by reaching out to Virginia community college honors programs, seeking opportunities to form partnerships that would facilitate the movement of superior community college graduates into and through JMU. A formal agreement between the honors programs at JMU and the NOVA Community College Honors Program was completed in Spring 2014.

International Programs

- This year JMU welcomed to our campus a record 499 international students, who provided perspectives, cultures and beliefs that mirror and differ from our own, and who always enrich our community.

Access and Enrollment Management

- Cultural Connection Artist in Residence Program completed another year in collaboration with the College for Visual and Performing Arts. *Trojan Women*, *Japanese Butoh Dance* and *Lalla Essaydi Arabic and Islamic Photography* were co-sponsored events.
- The Executive Director for Faculty Diversity was also able to co-sponsor the following activities:
 - Diversity partnership for the October 2013 African Conference
 - Diversity support for Caribbean and Latin American Studies culture workshops
 - Foreign Languages and Culture Faculty Exchange program with the University of Martinique
 - School of Communication Studies Diversity Speaker (Spring semester)
 - Justice Studies Spring semester speaker on women and the law in Ghana
 - General Education Cluster 5 Diversity and Health Studies Spring semester speaker
 - Honors Program global studies cultural and social diversity content curricula experience for students.
- Idea Grants were awarded for to the following grant applications:
 - Dr. Joshua Pate (Hospitality, Sports and Recreational Management), and Dr. Tom Moran (Kinesiology), "Empowerment through sport"—a program that allowed 35 youth with disabilities to experience JMU's college environment for a day while participating in basketball, soccer, and volleyball activities designed to meet their different levels of ability.
 - Ms. Maggie McCampbell & Mr. Jeremy Hawkins (Student Wellness & Outreach with LBGTQ & Ally Education Program), "Safe Zone Facilitation Enhancement and Program Growth." Grant was applied to support two individuals who attended the 2014 "Creating Change" conference in Houston. The participants have since organized workshops to spearhead the restructuring of safe zone programs at JMU to meet our changing needs.
 - Ms. Sarah Swanlund, Ms. Kelly Giles, and Mr. Andrew Evans (Libraries and Educational Technology) brought over 40 campus organizations to construct the Rose Library "Mosaic of Diversity."

Included on this page...

- This year JMU welcomed to our campus a record 499 international students, who provided perspectives, cultures and beliefs that mirror and differ from our own, and who always enrich our community.
- An Idea Grant was awarded to Dr. Joshua Pate (Hospitality, Sports and Recreational Management), and Dr. Tom Moran (Kinesiology), "Empowerment through sport"—a program that allowed 35 youth with disabilities to experience JMU's college environment for a day while participating in basketball, soccer, and volleyball activities designed to meet their different levels of ability.

- Associate Director for Dance and Theater Cynthia Thompson and Co-Director of Dance Foundation Kate Trammell were host to the Takuya Muramatsu Cultural Connections Artist in Residence. The Muramatsu group conducted the Japanese Butoh workshop and master classes at JMU. From the grant-supported activities, two JMU dance students spent the summer of 2014 at the Muramatsu Dance Studio in Japan for further training in Butoh dance forms.
- Dr. Kerry Cresawn (Department of Biology) led five IDLS science education students to the Virginia Association of Science Teachers' meeting in November where they presented their Idea Grant-funded fieldwork with ELL 7th and 8th grade students.
- Ms. Katie LaPira and Dr. Carol Fleming (Outreach and Engagement) were funded for their "Montpelier Archaeology: A Lesson in History, Science & Civic Responsibility" project that will be taking students from Orange County Public Schools and the Blue Ridge Governor's School to engage in summer archeological work at the historic Montpelier site.
- JMU academic departments were host to five Preparing Future Faculty fellows.
- Over 700 student leaders were trained and/or engaged in learning about diversity, access and inclusion.

Administration and Finance

- The Administration and Finance Diversity Council spent this year reading a book by Steve Robbins.
- The New Apprentice Program standards were developed so that future apprentice programs could be administered within the Division. A list of new potential resources designed to recruit diverse populations was included as part of this work.

Included on this page...

- The New Apprentice Program standards were developed so that future apprentice programs could be administered within Administration and Finance. A list of new potential resources designed to recruit diverse populations was included as part of this work.
- Thirty-four percent of all Dining Services employees are of an ethnically-diverse background. A 10% increase over the prior year.

Business Services

Dining Services

- Hispanic Heritage Dinner hosted in E-Hall in partnership with the Latino Student Alliance.
- Sous Chef Tim Jopling mentored CSA for a mini Iron Chef competition utilizing Asian flavored ingredients
- In partnership with the Chinese Student Association (CSA), Top Dog held their fourth annual Chinese New Year celebration featuring appropriate food and beverages, CSA crafts and information, and a lion dance performance by CSA students.
- Increased Passover-friendly options in retail locations and based on student feedback modified menus in residential to increase overall satisfaction.
- Updated grab and go options to expand ethnic flavors
- Created a calendar for Student Groups to advertise upcoming events on the coffee sleeves at Carrier and Rose Starbucks to improve awareness of multicultural events held on campus.
- Worked with Hillel to ensure integrity of Passover-friendly foods and catered their Seder.
- Provided pre-packaged Kosher options for summer conference members upon request
- As part of Employee Appreciation Day, a *Breeze* ad was printed with "Thank You" in many of the languages spoken by Dining Services employees .
- Thirty-four percent of all employees are of an ethnically-diverse background. A 10% increase over the prior year.
- Enhanced JMU recruiting strategy focusing on partnership beyond recruiting sessions. Hosted events such as executive leadership series and improved engagement with the National Society of Minorities in Hospitality.
- 100 percent of dining managers completed ARAMARK's Commitment to Diversity training.

Facilities Management

The two positions within Facilities Management that are used for apprentice positions are currently in the recruit stage. The employees who were previously in these positions have been promoted.

Human Resources, Training and Development

- Diane Yerian of HR led a team of campus stakeholders to develop steps and training designed to establish best practices for faculty recruitment. These steps help ensure that JMU receives a diverse set of applications from the very best candidates.
- JMU HR attended nine job fairs that ranged from “Hires Veterans Job Fair” and “Veterans Event at Key Bridge” to “The First Nazarene Community Job Fair” in order to generate a positive and diverse applicant flow.
- HR Recruitment attended the Harrisonburg International Festival to promote career opportunities at JMU to diverse populations.
- JMU HR began posting all classified jobs on the Hero2Hire website designed to reach veterans.
- Employee Resource Groups (ERGs) were established by HR
 - Diversity Conference proposal for session on Employee Resource Groups was accepted.
 - Two articles created for HR Horizon Newsletter about ERGs that informed employees on campus about initiative and upcoming workshop.
 - Cheryl Cofield at Georgia Tech.
 - ERG Program Description/FAQs created.
 - Attended Employee Resource Group Summit in Philadelphia.
 - Facilitated two workshops (through Training and Development during May Symposium) for university employees – Employee Resource Groups: Creating New Avenues for Employee Engagement, Inclusion, and Retention – 22 total participants.
- Training and Development sponsored the following Diversity courses:
 - Managing Generations in the Workplace
 - Wealth, Innovation, and Diversity
 - Ouch! That Hurts: Speaking Up or Staying Silent, the Choice is Yours
 - Not Everyone Gets a Trophy
- Training and Development added two new Diversity Workshops
 - Clown: Accepting Difference (TD1756) was facilitated in November of 2013.
 - Gateways to Inclusion (TD1829) was facilitated in May and June of 2014. The May session was part of the rescheduled 2014 Diversity Conference programming.

Included on this page...

- Training and Development added two new Diversity Workshops: Clown: Accepting Difference (TD1756) was facilitated in November of 2013. Gateways to Inclusion (TD1829) was facilitated in May and June of 2014.
- The Counseling Center conducted web-based needs surveys of three student sub-populations in JMU general student body: military veterans, international students, and underserved domestic students.

Student Affairs & University Planning

Multicultural and Student Health

Center for Multicultural Student Services

- CMSS staff and student organizations’ collaboration and participation in the Rose Library Mozaic for Diversity Project
- JMU Diversity Forum: A Community Dialogue, March 31, 2014- a collaboration with SGA, Office of Diversity and CMSS
- CMSS staff participated in JMU Xi Delta Chapter of Alpha Phi Alpha Male Empowerment Forum
- Annual Dr. Martin Luther King, Jr. Celebration Week including March and Speak Out, Community Service, Formal Program and for the first time a social justice poetry program
- CMSS Director served on the local Harrisonburg MLK, Jr. Way Coalition and assisted with formal ribbon cutting ceremony in celebration of historic street renaming
- “Step Afrika” performance at the Visual and Performing Arts. CMSS collaboration with Encore Series, several I.C.G.C. members attended dance workshops with artist and also performed during the show.

Counseling Center

The Counseling Center conducted web-based needs surveys of three student sub-populations in JMU general student body: military veterans, international students, and underserved domestic students. Each of these

student groups commonly experience a host of transitional, academic, social, and cultural stressors at a much more significant level than traditional college students.

University Recreation

- Recruited a speaker for UREC's Reach Out Climb competition in February that was a member of the first all-African American expedition to Denali the previous summer.
- Collaborated with the International Students Office to develop the World Cup Soccer Event. 585 students formed teams representing the world cup countries, and participated in a three day soccer tournament representing those countries.

Student Life

Residence Life

- Sponsored and facilitated 307 Multicultural programs in the residence halls.
- Student Activities and Involvement - Diversity Dialogue sponsored by SGA and SA&I staff

Student Success

Office of Disability Services

- ODS delivered, hosted, or supported approximately 30 opportunities for the JMU community to engage in building awareness and skills related to disability and diversity. Disability Awareness Week featured a keynote address from President Alger, 2Wheel City (hip-hop motivational speakers in wheelchairs), an adapted sport showcase conducted by faculty member Tom Moran, a panel discussion made up of students with disabilities, a movie night, and several additional programs.

Learning Centers

- English Language Learners (LC) facilitated 59 hours of workshops for 36 students via the Multilingual Writer's Community, Grammar Hour, and English Conversation Club

5) Facilities

Academic Affairs

ICE House: The Division was able to co-locate Outreach and Engagement, the Shenandoah Valley Partnership for Economic Development, the Small Business Development Center, the Shenandoah Valley Technology Council, the Technology Transfer Office, the Madison Center for Community Development, and the Center for Entrepreneurship in the newly renovated Casco Ice Company facilities in the city but near campus.

College of Science and Mathematics

The Geology and Environmental Science department, through a major renovation of Memorial Hall, received new office spaces on the third floor of Memorial Hall, lab and teaching spaces on the first floor in the areas opened by moving faculty offices to the 3rd floor, and two lab spaces and a rock preparation space for the three-room Geology Annex Building.

College of Visual and Performing Arts

The Duke Hall renovation was completed and a \$1million + renovation for the design center is in progress.

Administration and Finance

Telecom, FM Electricians, and Network Services Card Services installed 113 new electronic door access readers in new construction/renovations this past year as well as another gate on Alumnae Drive.

Business Services

Real Property

- Purchased \$4,987,000 in real property including 13 individual parcels/properties:

Facilities Management

- Completed demolition permits on the following:
 - University Health Center
 - Montpelier Hall
- Leased Building renovations completed on the Ice House
- Leased Buildings Under Renovation:
 - Studio Center
 - Lakeview Hall
- The following Education and General (E&G) and auxiliary capital projects were approved by the Governor and the 2014 Virginia General Assembly:
 - University Services Annex - \$8.0 million
 - Maintenance Reserve - \$2.8 million annually
 - Student Success Center Equipment - \$1.3 million
 - Madison Hall Renovation Detail Planning - \$3.8 million
 - \$80.7 million to construct a new dining hall.
- The interim capital plan for the second year of the biennium was authored by Facilities Planning and Construction based upon information from the Office of Budget Management and was submitted after approval by the university administration.
- The design phase is proceeding for the University Services Building Annex, Health and Human Services Facility (East Tower), and Madison Hall. Consultant selection for the new Bluestone campus parking deck is underway.

Included on this page...

- ICE House: Administration and Finance was able to co-locate Outreach and Engagement, the Shenandoah Valley Partnership for Economic Development, the Small Business Development Center, the Shenandoah Valley Technology Council, the Technology Transfer Office, the Madison Center for Community Development, and the Center for Entrepreneurship in the newly renovated Casco Ice Company facilities in the city but near campus.

- Construction has commenced for Grace Street Student Housing, University Recreation Facility addition, event parking on Port Republic Road, and Newman Lake dam repair.
- The Student Success Center and the Student Health Center were completed and move-in has begun.
- Duke Hall renovation and addition was completed on time and within budget. Move in was completed in December and the building was used for classes in January 2014.
- Facilities Planning and Construction capital project expenditures for projects this year totaled \$64,459,117.
- Facilities Management/Engineering non-capital project expenditures for 139 projects totaled \$16,492,665.

Student Affairs & University Planning

Multicultural and Student Health

University Health Center

- The University Health Center relocated to its new 54,000 sq. ft. facility in the Student Success center in the first week of March.

University Recreation

- Completed and opened new TEAM Course (High ropes leadership course) as part of the University Park program. In a partial year, over 1,530 participants from 215 groups used the course in its first year.
- Currently in construction phase of conversion of the Lower field on the East Campus from grass to a multipurpose synthetic infill turf and archery range for intramural and sport club use.
- Completed 100% plans for construction of addition and renovation of the University Recreation Center. Currently under construction and on schedule for completion in two phases, for new construction in December of 2015 and for renovation in June of 2016.

Included on this page...

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Student Life

Residence Life

- Purchased 1,100 adjustable beds to complete the change out in all of the residence halls.
- Replaced kitchen appliances (refrigerators and stoves) for the Village and Hillside areas and several other residence halls.
- ORL special projects include:
 - Bell Hall—Install building automation
 - Huffman Hall—renovate kitchen in hall director apartment
 - Lake D—Replace fan coil units
 - McGraw-Long Hall—Upgrade BAS controls and automate building
 - Potomac Hall—Install motion sensors in halls of B wing
 - Shorts Hall—Install air conditioning in TV lounge
 - Village (Weaver, Ikenberry, Chappelle, and Garber)—Install air conditioning in TV lounges and HD apts.
 - Lake A/D—Install HVAC in Maple hall director apartment
 - Lake F—Replace cooling units
 - Converse Hall—Replace fire alarm system (reserve)
 - White Hall—Replace boilers (reserve)
- In addition, wireless access has been added to the Village and Hillside areas through JMU IT department.

University Unions

- Festival Improvements:
 - A \$440,000 comprehensive Audio-Visual and lighting upgrade to all Festival event/meeting space.
 - Patio project including furniture, information tables, outdoor stage, and sound system.
 - Provided scheduling, event management, and technical support for 2,031 events held in Festival facilities.

- Warren Hall Improvements: Bike Rack Park completed

Student Success

Completion of the 250,000 ft.², five-story Student Success Center was the culmination of six years of planning and development involving 20 departments from four divisions of the university. The relocation of the University Health Center in March was followed by approximately six weeks of moves for the remaining departments. The new facility emphasizes a) challenge, support, and community; b) collaborative learning; c) inquiry and discovery; and d) advising and consulting. This building reflects an excellent example of President Alger's "dream big" concept; this building was originally conceptualized in 1998, but was not a practical consideration until the Rockingham Memorial Hospital facilities became available. With completion of the construction and relocation processes, JMU now has a new environment to support successful transitions and help students become more efficient, effective, and engaged learners.

6) Funding

a. Increased private support

Administration and Finance

Athletics

- For fiscal year 2014 the Duke Club unrestricted dollars totaled \$1,970,944.
- Secured \$1,916,569 in pledges for the new Convocation Center
- Increased sponsor revenue totaled \$942,267 in cash
- Increased football ticket revenue to \$1,943,100
- Increased basketball ticket revenue to \$211,939

Business Services

- Renegotiated the exclusive beverage contract with Pepsi Cola resulting in \$6,060,600 in cash and value to the university over the next ten years.
- The Administration and Finance Scholarship Program awarded 12 students \$21,000 in addition to each recipient receiving a \$400 line of credit to the bookstore to purchase textbooks.
- For the history of the program, we have awarded \$112,600 in scholarships.

Facilities Management

A design grant for \$40,000 was awarded by the National Fish and Wildlife Foundation (NFWF) for a stream restoration project in the Arboretum. This project design will be from Neff Avenue to the main pond at the Arboretum.

Public Safety

Applied for numerous grants from outside funding sources to support equipment needs and program resources. Received awards from Wal-Mart for \$1500 for flashlights and raincoats for cadets, Office Depot for \$1000 for Autism Awareness materials (i.e. roll call training CD's and pocket cards), and Firehouse Subs for \$12,700 for emergency responder equipment.

Included on this page...

- Giving to the annual fund, major gifts, corporations and foundations, and planned giving resulted in a combined total of \$10.9 million dollars in private support.
- Renegotiated the exclusive beverage contract with Pepsi Cola resulting in \$6,060,600 in cash and value to the university over the next ten years .
- In partnership with consultants from Marts & Lundy, Advancement completed the Campaign Planning Study; which included face-to-face interviews, an online survey, a yield analysis, benchmarking and a case prospectus.

University Advancement

- Giving to the annual fund, major gifts, corporations and foundations, and planned giving resulted in a combined total of \$10.9 million dollars in private support.
- Twenty-nine additional Madison Founders Society commitments in FY14.
- Raised \$607,000 in unrestricted dollars via the Parents Fund, Madison Fund and newly established Madison Forever Vision Fund.
- Received \$350,374 in matching gift donations from corporations.
- Launched JMU's first ever Advancement Resources website providing a one-stop shop for campus partners to orient themselves with UA and access useful resources to support their engagement activities.
- Five hundred and three annual endowment letters and reports went out to donors or fund contacts.
- Six hundred and fifty-nine student recipient thank you letters were sent to their donors, an increase of 25 letters.
- One hundred and twenty plus "big ideas" for campaign fundraising consideration was compiled. Work is being done to further vet these ideas.

- In partnership with consultants from Marts & Lundy, completed the Campaign Planning Study; which included face-to-face interviews, an online survey, a yield analysis, benchmarking and a case prospectus.
- Employee Giving Campaign set new participation records at 1,270 donors (41 percent).
- Redesigned the Giving website to catalog more than 300 priority funds from throughout the university. Developed search tool and subject-level organizational structures to aid donors in locating giving opportunities. Initiated testing of the site interface and surveyed key constituents in its use. Eighty percent of respondents rated the interface as either “good” or “very good.”
- A cross disciplinary task force worked to design and implement a new gift reinvestment percentage aimed at generating additional resources to expand the reach of our efforts to engage alumni and other constituents and to increase private giving to the university without further burdening general fund and tuition revenues.
- Developed and implemented communication strategy to position the JMU foundation as the champion of the university’s endowment. Created the new Foundation website and incorporated the Foundation in the programming for the annual stewardship luncheon.
- Positioned and branded new Women for Madison philanthropy driven affinity group for its inaugural year of events and connectivity.
- Alumni Chapter leader giving increased to 72 percent, compared to 54 percent participation in FY13.
- Grew Principal Relationship Development reach from 29 to 41 relationships.

Included on this page...

- Advancement developed and implemented a communication strategy to position the JMU foundation as the champion of the university’s endowment. Created the new Foundation website and incorporated the Foundation in the programming for the annual stewardship luncheon.
- The Aramark Hospitality and Tourism Management (HTM) Externship program reached the largest enrollment to date with 82 externs each semester.

Student Affairs and University Planning

Multicultural and Student Health

The Counseling Center

The Counseling Center solicited and received \$1,800 from a private donor to cover the costs of intake assessments at Rockingham Memorial Hospital’s Partial Hospitalization Program for students who do not possess the financial resources to pay for this service.

University Recreation

- Collaborated with University Advancement staff to develop two new endowments to help fund recreation and fitness at JMU
- Two new sport clubs opened development accounts to solicit donations from alumni and parents.

b. Information-based advancement decision-making

University Advancement

- Advancement invested in three large data acquisition projects and as a result information is helping users be more far-reaching and integrated.
- Completed the installment of Advance Performance’s data warehouse and trained a group of 17 stakeholders/first-adopters on a beta-instance of the business intelligence tool.

c. Progressive engagement of students, volunteers and donors

Administration and Finance

Business Services

Dining Services

The Aramark Hospitality and Tourism Management (HTM) Externship Program reached the largest enrollment to date with 82 externs each semester. The Aramark HTM Prowess 212 Externship Program is an opportunity

for HTM majors to combine their academic experience with the realities of the industry. All sophomores complete this class with classroom and on-the-job labs where they work in the campus dining locations.

Arboretum

- The Arboretum volunteer program increased from 26 to 35 volunteers this fiscal year.
- A new Volunteer Coordinator (wage) was hired in March.

Student Affairs and University Planning

Student Success

Learning Centers

Using Foundation funds, the University Writing Center substantially expanded support for writing across campus by providing course-embedded Writing Fellows for ten courses in Biology, Engineering, Humanities, ISAT, Nursing, Psychology, Social Work, WRTC, and JMU Teach.

University Planning and Analysis

Career and Academic Planning

Staff presented to Parents Council on April 4, 2014, breaking the group up into five different focus groups to gather feedback on ways to provide information to parents and engage parents as a resource to increase internship, job, and career networking opportunities for students.

University Advancement

- Sparked reinstatement of Development Committee of Foundation Board in effort to encourage Foundation to take on a role of philanthropic leadership.
- Enhanced the partnership between the JMU Foundation and JMU by finalizing a comprehensive Strategic Planning effort clarifying board member and committee role and responsibilities, improving governance standards and honing our strategic focus on growing the endowment beyond \$100 million.
- Renamed Development Committee of the Board of Visitors as the new Advancement Committee to allow for critical discussions of brand and national value proposition.
- Partnered with the College of Visual and Performing Arts to host an alumni event at Steinway Hall in New York City.
- Launched the first international alumni chapter in London, England.
- Increase of 82.5 percent in 50th Reunion participation, 73 attendees.
- Through JMU LOVE and in partnership with the Office of Admissions alumni volunteers represented JMU at 90 admissions fairs in 20 states and Uganda this year. Over 200 volunteer hours were completed by 53 alumni or parent volunteers.
- E-mailed electronic version of the Madison Family Connection newsletter to parents of all current students twice during the year. Receiving the newsletter were 20,256 parents in September and 20,138 in March.
- The fifth edition of the Madison Family Handbook for parents and families was updated and produced in April and mailed to 4,926 households in May 2014.
- Hosted first legacy senior luncheon in May 2014 for graduating students of Parents Council members and legacy families in the Bridgeforth Club Level with 225 attendees.
- Hosted 18 first-year sendoffs in July and August 2013 in Massachusetts, New Jersey, Pennsylvania, Maryland, Connecticut, New York, Delaware, Georgia and Virginia. The total number of parents and students registered was 1,500, with 434 students attending.

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- In FY14 the newly-launched Women for Madison affinity group held four committee meetings and created the working structure to kick-off the university structure in FY15.
- Established new Corporate and Foundation giving infrastructure within University Advancement.

Social Media:

- The Social Media Ladder of Engagement process moved constituents through four levels of meaningful interaction with the university in the digital social space. Focusing on moving social media users through this continuum produced the following results this year:
 - a. Facebook baseline users increased 18 percent against a year ago to 52,600 fans.
 - b. Twitter baseline users increased 30 percent against a year ago to 22,146 followers.
 - c. The average number of monthly active Facebook users for 2013-14 was 11,245 or 21.4 percent of the baseline users.
 - d. Average monthly active Twitter followers totaled 1,796 or 8.1 percent of baseline users.
- Increased JMU Alumni Association social media followers:
 - a. Facebook – from 10,414 to 11,836
 - b. Twitter – from 5,773 to 6,874
 - c. LinkedIn – from 12,564 to 14,056

d. Sponsored research

Academic Affairs

- Sponsored Programs reports indicate that university-wide external sponsored funding increased this year for the first time in four years: \$22,596,252 in 2010-11; \$21,450,410 in 2011-12; \$16,088,729 in 2012-13; \$18,744,657. Though the number of proposals submitted and the number of awards have declined slightly since FY13, award funding has increased by 16.5%.
- Together our investigators submitted a total of 338 proposals and received funding for 207 projects, indicating a notable 61% funding success rate. The success rate reflects a slight decline from FY13, for which the U.S. budget sequestration is undoubtedly partly responsible.
- Total funding for FY14 reflects a 16% increase in dollars received or (\$2,581,145). In spite of the sequestration and reportedly expanding administrative workloads, JMU faculty, staff, and students endeavored heartily to promote research, instruction, outreach, and other types of externally funded activities on campus. Due to the hard work of JMU community members and successful collaboration with OSP, the university has seen an inspiring rise in external funding.
- The breakdown by Division or College follows:

College or Division	Total Submissions	Total Awarded	Total Awarded Amount	% of Total
Academic Affairs	14	10	\$523,658	2.79%
Access & Enrollment Management	4	2	\$1,147,890	6.12%
Administration and Finance	1	3	\$63,574	0.34%
College of Arts & Letters	26	17	\$907,436	4.84%
College of Business	20	17	\$1,436,732	7.67%
College of Education	22	18	\$811,109	4.33%
College of Health and Behavioral Studies	85	63	\$4,100,282	21.87%
College of Integrated Science and Engineering	50	18	\$1,399,089	7.46%

College or Division	Total Submissions	Total Awarded	Total Awarded Amount	% of Total
College of Science and Mathematics	69	34	\$2,680,199	14.30%
College of Visual and Performing Arts	4	2	\$71,495	0.38%
Research and Scholarship	26	15	\$3,345,275	17.85%
Science, Technology, Engineering & Mathematics	2	1	\$31,893	0.17%
The Graduate School	6	6	\$2,183,631	11.65%
University Programs/ University Studies	2	1	\$42,394	0.23%
TOTALS:	336	207	\$18,744,657	100%

- Funding Sources:
 - Federal:

Awards from the federal government totaled \$12,581,483, which comprises 67% of the total amount received in FY14; this indicates a 31% increase from federal funding amounts in FY13. As in FY13, the U.S. Department of Education provided JMU with the largest amount of federal funding this year, backing 12 projects and contributing \$3,597,034, or 29% of all federal funding and 19% of all external funding.
 - Private/Non-Profit:

Funding from private/non-profit agencies provided 52 awards totaling \$3,157,320 in FY14—up 35% from the previous year.
 - Industry:

Awards from industry constituted 8% of total external funding, representing a 17% decrease over the previous year.
 - Foundations:

Foundation sponsors funded the same number of proposals this year (19), with a decreased total of \$308,231. This may be because FY13 saw one Foundation award of nearly \$1 million. The 73% decrease in FY14 foundation funding since last year is indicative of slightly lower-than-average levels.
- Awards by Activity Type (2013-14)

Activity Type	Award Amount	% of Total
Research	\$3,220,547	17%
Public Service & Outreach	\$5,461,205	29%
Instruction	\$4,809,463	26%
Continuing Education	\$178,000	1%

e. Restoration of general fund appropriations

Administration and Finance

Budget Office

- The 2014 General Assembly approved additional general funds for the university in the amount of \$2.4 million for the 2014-16 biennium to maintain the commitment already in place for current funding levels for new in-state undergraduate enrollment.

- JMU received interest in the amount of \$680,793 on deposits with the Commonwealth, due to compliance with the Commonwealth Management Standards.
- The Office of Budget Management coordinated updates to the university's Six-Year 2014-2020 Financial Plan with the University Planning Office for approval by state representatives and the Board of Visitors to achieve the university's long-term goals/objectives, while meeting the statewide strategic higher education requirements of the Virginia Higher Education Opportunity Act of 2011

Finance

- Met the Higher Education Financial Management Standards (27th consecutive year). JMU and VMI are the only two schools that have met these standards every year since the standards were required.
- Implemented the differential tuition for the College of Business.

7) Ratings & Recognitions

Academic Affairs

College of Arts and Letters

- M.P.A. (public administration) program ranked **104** by *U.S. News & World Report*
- The university's Debate Team was ranked 9th by the National Debate Tournament and Cross Examination Debate Association. *This is the fifth consecutive year the team has been ranked in the top 10.* It was named the top public debate team in the country, the sixth time it has won. No other program in the country has won more than twice.
- Dr. Mike Davis, who heads the Debate Team, won the George Zeigelmuller Award, given by the National Debate Tournament. The award is a prestigious lifetime achievement award. Dr. Davis won their other such award, the Don Brownlee Award, last year.
- Dr. Mark Rankin (ENG) was selected to co-direct an NEH Summer Seminar, one of less than 10 seminars the NEH now sponsors.
- Dr. Lili Peaslee (POSC) was one of seven national finalists for the 2013 Ernest A. Lynton Award for the Scholarship of Engagement for Early Career Faculty.
- Dr. Mary Gayne (HIST) won a residential postdoctoral fellowship from the University of Texas--Austin's Institute for Historical Studies.
- Dr. Maria Galmarini held a residential postdoctoral fellowship at the Davis Center for Russian and Eurasian Studies at Harvard University.
- Dr. Charles Bolyard (P/R) won a Fulbright Core Scholar Award and taught in Cyprus during the fall.
- Dr. Sushil Mittal was the Shivdasani Visiting Fellow for Hindu Studies at Oxford University, England.
- Dr. Sallie King was Visiting Professor at the Academy of World Religions, Dialogue and Education at the University of Hamburg, Germany.
- Dr. Paul Bogard's book, *The End of Night* (Little Brown), received significant media attention and is short-listed for the PEN Science Writing Award. The book won a Nautilus Silver Award in the ecology/environmental writing category. Dr. Bogard is a faculty member in English.
- Dr. Hilary Holladay's book, *American Hipster*, is a finalist for the Lambda Literary Award in the category of gay memoir/biography. Dr. Holladay is a faculty member in English.

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- Dr. Lili Peaslee (POSC) was one of seven national finalists for the 2013 Ernest A. Lynton Award for the Scholarship of Engagement for Early Career Faculty.

College of Business

- The College of Business was once again ranked in the Top 40 undergraduate business programs nationally and in the top 20 public universities by Bloomberg BusinessWeek.
- The Infosec MBA was ranked #9 in the nation for best online graduate business programs by U.S. News & World Report.
- Dr. Theresa Clarke's students were the global winners of the Google+ Social Media Marketing Award, which highlights the integration of AdWords with effective social media strategies. Over 12,000 students from 80 countries competed in the 2013 Google Online Marketing Challenge, which is in its sixth year. A JMU team won the Americas region — all of North, Central and South America — in 2009, 2011 and 2012, but this is the first year that Madison has had global winners.
- MBA students enrolled in Dr. Theresa Clarke's MBA 678 Online Search Advertising class received recognition as 2013 First Place Global Winner of the Google Online Marketing Challenge Social Impact Award and the 2013 Third Place Global Winner for their work with two local not-for-profit groups.

- JMU's chapter of the American Marketing Association (AMA) was recognized with the prestigious Silver Chapter Award and ranked 12th out of the 351 chapters that attended. JMU excelled in each of the categories. They received a monetary prize to help support JMU's chapter. The AMA is a professional organization that sponsors marketing-related events and activities in addition to publishing several marketing publications throughout the year. Collegiate chapters of the AMA strive to excel in the categories of community service, professional development, fundraising, social activities, membership activities, and communication activities.
- In a recent peer-reviewed study published in the American Accounting Association's 2014 *Issues in Accounting Education*, JMU's School of Accounting was ranked in the top five producers of accounting education research in the nation and ranked second in the nation in terms of non-case-based research in the last six years, and third in the nation across the entire 22-year study period. Additionally, JMU also appeared in the top eight producers of case-based research in all time periods, and was the fifth-highest across the entire 22-year period. In terms of individual performance from among approximately 15,000 accounting faculty in the country, David Fordham was ranked 11th, David Hayes was ranked 21st, and Tim Louwers was tied for 41st in terms of publication productivity in accounting education research.
- Hospitality Management professor Dr. Reginald Foucar-Szocki won the Howard B. Meet Award from the International Council on Hotel, Restaurant, and Institutional Education (ICHRIE). The Meek award is the highest individual honor that a member of ICHRIE can receive. This award recognizes the recipient's outstanding service and lifetime contribution to the hospitality and tourism education.
- Dr. Luis Betancourt served as Academic Accounting Fellow in the Office of the Chief Accountant of the U.S. Securities and Exchange Commission.

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- The Au.D. (audiology) program ranked **17** by *U.S. News & World Report*

College of Health and Behavioral Studies

- Au.D. (audiology) program ranked **17** by *U.S. News & World Report*.
- M.S. in Nursing program ranked **234** by *U.S. News & World Report*.
- M.O.T. (occupational therapy) program ranked **116** by *U.S. News & World Report*.
- M.P.A.S. (physician assistant studies) program ranked **38** by *U.S. News & World Report*.
- M.A. and Ed.S. programs in psychology ranked **141** by *U.S. News & World Report*.
- M.S. in Speech Pathology ranked **35** by *U.S. News & World Report*.
- Matthew Lee received recognition for his diversity work from *Diverse Issues in Higher Education* magazine. He was profiled in the May 2014 issue.
- Erica Metzler-Sawin was the recipient of a Fulbright U.S. Scholar Grant to India for 2014-2015.
- Cindy Rubenstein received the AACN Excellence and Innovation in Teaching Award from the American Association of Colleges of Nursing.

College of Integrated Science and Engineering

- Dr. Heather Watson (ENGR) was named an American Association for the Advancement of Science and Technology Policy Fellow and will spend next year in Washington, DC.
- ISAT's Virginia Center for Wind Energy was recognized for outstanding service at the Windpower 2013 Conference.
- The BSISAT program had a successful ABET reaccreditation visit in Fall 2013. Their ABET self-study is being used as an exemplar for other Applied Science programs.

College of Science and Mathematics

- The American Physical Society's Committee on Education selected the JMU Physics department as a 2014-2017 Department of Distinction.
- Dr. Marta Bechtel, Dr. Kerry Cresawn and Dr. Patrice Ludwig (Biology) were named National Academies Education Fellows in the Life Sciences.
- Dr. Steve Whitmeyer (Geology and Environmental Science) was named a Fellow of the Geological Society of America.
- Dr. Linette Watkins (new Academic Unit Head in Chemistry) was named a Fellow of American Chemical Society (ACS).
- Dr. Deborah Warnaar (Chemistry) was honored by the National Academic Advising Association (NACADA) with the Faculty Advisor Award

College of Visual and Performing Arts

- M.F.A. program (art/art history) ranked **93** by *U.S. News & World Report*.
- Dr. Steve Bolstad was inducted into the American Bandmaster's Association

University Studies

The Association for General and Liberal Studies (AGLS) named Dr. Linda Cabe Halpern as the recipient of the Joseph Katz Award. The award honors a person whose commitment and activity has contributed greatly to the improvement of the educational experience of students and to the understanding of the theory and practice of general and liberal education at the national level.

International Programs

In the most recent edition of Open Doors, JMU, as a master's level institution, placed 12th in students studying abroad in long-term programs and 7th in semester-long programs, and once again ranked second in total number of students studying abroad and second in the number of students studying abroad for a short-term period.

Access and Enrollment Management

- JMU received the following recognitions:
 - Silver award by the Governor's Environmental Excellence Awards
 - Inclusion in the Princeton Review guide to green colleges
 - Acceptance as a Virginia Environmental Excellence Program Sustainability Partner

Included on this page...

- AGLS named Dr. Linda Cabe Halpern as the recipient of the Joseph Katz Award.
- Dining Services was ranked #2 for Great Food on a College Campus in the 2014 Princeton Review rankings.
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Administration and Finance

- Dining Services was ranked #2 for Great Food on a College Campus in the 2014 Princeton Review rankings.
- Received National Recognition for Marine Stewardship Certification – through industry articles in *Seafood Source* and *On Campus Hospitality Magazine*.
- Featured in *Men's Health Magazine's* April 12, 2014 edition with an article on "The Best College Dining Halls in America."
- Awarded a Student Government Association "resolution" in April 2014 for Dining Services engagement in excellent customer service to the campus community and to recognize our achievement in the Princeton Review.
- Featured in both *Daily News Record* and *WHSV* for ARAMARK's Global Volunteer Day. As part of this event the JMU Dining Services team visited the Boys and Girls Club of Harrisonburg and Rockingham County, providing healthy snacks and soup mix to more than 200 children. A program was held "Inspiring Kids to be Healthy for Life" and a monetary donation was given to use for future snack programs.

- James Madison University was listed as part of the Princeton Review's 322 Green Colleges Edition with the initiatives from dining services and facilities management playing a key part in this achievement.
- Featured at University of Massachusetts "Best Food on Campus" event with Princeton Review Ranked Top 5 Colleges and Universities.
- Friendship Industries annual report listed JMU and ARAMARK as "partners in hiring."
- Facilities Management won the Harrisonburg Regional Office award at the Champions of Disability Employment Awards held by the Virginia Department for Aging and Rehabilitative Services.
- Received the silver level award for the Virginia Governor's Environmental Excellence Award for the East Campus Hillside Naturalization Project.
- Received bronze level designation as a Bicycle-Friendly University by The League of American Bicyclists.
- Received LEED silver certification for the Bioscience Building and the University Park project.
- JMU was listed in **The Princeton Review's "The Best Value Colleges: 2013 Edition,"** subtitled "The 150 Best Buy Colleges and What It Takes to Get In."
- JMU was listed on the **Kiplinger's Personal Finance's Top 100 "Best Values in Public Colleges" for 2014.** JMU placed 22nd on the list of four-year public schools that combine outstanding education with economic value.

Student Affairs & University Planning

Multicultural Awareness and Student Health

The Counseling Center

- Following an extensive self-study and a site visit, the Counseling Center's Doctoral Internship in Psychology Program was awarded full, 7-year accreditation by the American Psychological Association.

University Recreation

- JMU Intramural Sports was rated the #19 Intramural Program in the country according to Niche.com.
- JMU's Madipalooza was recognized as the Student Affairs Program of the Year, chaired by Steve Bobbitt with Aaron Combs and Holly Bailey as committee members, all of UREC.
- JMU was selected as one of 10 universities nationwide to participate in the Outdoor Nation Campus Challenge. It received a \$5,000 grant to support outdoor recreation programming.
- Erica Estes, an undergraduate student operations supervisor was awarded the 2013-2014 JMU Student Employee of the Year Award.
- Jason Darby of UREC, a graduate assistant was elected NIRSA Virginia Student Representative.
- Megan Flosdorf, Jason Darby & Brad Burgess were selected as national winners of the NIRSA William Wasson Academic and Student Leadership Award.

Student Life

- Kevin Meaney - All Together One Award.
- Pam Steele - SEAHO Service Award.
- Patty Long - VSSC Service Award.
- Student Activities and Involvement - Three presentations at the National Association of Campus Activities South Eastern Regional Conference by Executive Council members, one receiving an award for the best presentation at the conference from UPB.
- Conference Services - One of only three Virginia universities to be certified "One-Stop Shop" by the Association of College Conference and Event Directors.

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- CS-L Alternative Break Program (ABP) was recognized by Break Away as the fifth largest program in the nation for number of trips (49) and the sixth largest by participants (619).

Student Success

CS-L Alternative Break Program (ABP) was recognized by Break Away as the fifth largest program in the nation for number of trips (49) and the sixth largest by participants (619). JMU was recognized by the Corporation for National and Community Service as a 2013 recipient of the President's Higher Education Community Service Honor Roll with Distinction.

University Planning and Analysis

Career and Academic Planning (CAP)

- Dr. Deborah Warnaar was selected for the Outstanding Advising Award by the National Academic Advising Association (NACADA), and will receive her award at the NACADA Annual Conference in Minneapolis in October 2014. Deb was nominated by CAP for her work as an outstanding freshman advisor. Deb is the 4th recipient of this national award from JMU in the past seven years.
- Dr. Robert McKown and Mr. Frank Ameka received the 2014 Make Your Next Move Award sponsored by CAP. The Make Your Next Move Award, established in 2012, recognizes faculty and staff members each year for their outstanding work helping students move forward with their career goals and plans.

Institutional Research

- Enrollment projections were again within one percent of the actual enrollment.

8) Stewardship of the Natural World

Academic Affairs

College of Arts and Letters

- The Department of English is working on a cross-disciplinary minor in Environmental Humanities. The department recently added courses in the ecological imagination and Native American literature to their curriculum.
- SMAD again sponsored the Reel Change Film Festival. Five films on environmental issues, sustainability and health, human rights, social justice and diversity were shown. This year, its student-shot documentaries featured a short on light pollution in the local community.

College of Education

- Drs. Teresa Harris and Tim Thomas collaborated with Dr. Craig Shealy and others in planning a summit series, "Cultivating the Globally Sustainable Self", based on UNESCO's Education for Sustainable Development focused on transformative teaching, training and learning in research and practice. The initial summit meeting is planned for March 25-28, 2015. One of the areas of focus is on education for sustainable development (ESD).

International Programs

- OIP is currently phasing in Terra Dotta – an online application system for study abroad and international students.

Access and Enrollment Management

- The Office of Environmental Stewardship and Sustainability (OESS) completed the first benchmarking of campus sustainability in the Sustainability Tracking, Assessment and Rating System (STARS). After a review of peer institutions, an improved campus sustainability data tracking mechanisms and improved emissions inventory methodologies were implemented.
- OESS led a community partnership in hosting nine programs called "A Book for the 'Burg" with over 325 participants.
- OESS revised their mission statement to read: *Facilitate sustainability by advocating for environmental stewardship priorities; coordinating, reporting and recognition of the sustainability-related efforts of the JMU community; and encouraging engagement of all members of the JMU community in sustainability education and environmental stewardship.*
- OESS identified six faculty members to represent JMU at three national meetings. Also co-sponsored seven competitively selected students to represent JMU at the Virginia Energy and Sustainability Conference.
- JMU diverted approximately 66% of waste from the landfill: 32% to recycling, 22% to incineration, and 12% to composting. Diversion to composting from landfill increased from 9% in 2012 and 9% in 2009.
- The OESS Awareness and Programming Committee facilitated five "Think Green, It's Friday" speaker series that included: Bicycling 101, Green Energy Challenge, Biking, Busing & Boarding, UMD Sustainability Peer Educators, and Wind Energy Tour.
- CJ Hartman was competitively selected as a Technical Advisor for the Association for the Advancement of Sustainability in Higher Education's (AASHE's) Sustainability Tracing, Assessment & Rating System (STARS).

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Administration and Finance

Three members of Administration and Finance continue to chair or co-chair one of the four service committees of the Office of Environmental Stewardship and Sustainability.

Business Services

Dining Services

- Hosted four Farmers Markets on campus, where local farmers are invited to sell their produce to students, faculty, and staff, thus educating the campus community on what the Shenandoah Valley has to offer.
- The Fall Festival dinner showcases seasonality, gives students the opportunity to understand food sourcing, and demonstrates sustainability.
- Expanded pre-consumer composting to football games and collected 1,000 lbs. of additional food waste for compost.
- Created a local foods map showcasing sourcing from local farms.
- Our Dining Styles survey score focusing on sustainability and environmental impact increased by 6.6% over prior year.
- James Madison University's current AASHE score for Dining Services is silver rating.
- Twenty percent of food and beverage expenditures are local and community-based and/or third party verified.
- 376 tons of waste were recycled/composted this year.
- 12,370 pounds of food have been donated to the Food Donation Connection's (FDC) Harvest Program since 2011. Even as we continue to focus on reducing food waste, donating through FDC provides an environmental and socially responsible alternative to sending food waste to landfills.
- Over 600 hourly employees were trained to expand their knowledge of sustainable practices.
- JMU became one of two Aramark contracted universities in the country to receive Marine Stewardship Council Chain of Custody Certification for both residential dining locations.
- Fall 2014 Dining Services expanded composting program to post-consumer materials. To educate students on sorting trash, Dining Services partnered with student classes and organizations as part of the "Man the Bin" program
- Featured several Low Waste Events in the Catering Department.
- Education Campaign for composting was launched "Know Before You Throw" and reusable water bottles and pocket guides were developed as giveaways to our students as well as our dining services staff.
- Actively partnered with JMU in 2014 season of Recyclemania.
- Celebrated Earth Week with a variety of earth-friendly giveaway opportunities including games, food waste weighing event, and Farm-to-Folk dinner.

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- Two Facilities Management sustainability staff earned certification as LEED Accredited Professionals in Building Design and Construction and became Certified Energy Auditors by the Association for Energy Engineering (AEE).
- Completed the Association for Advancement of Sustainability in Higher Education (AASHE) Sustainability Tracking, Assessment and Rating System (STARS). JMU achieved the silver rating in this system.

Facilities Management

- Upgraded the boiler in White Hall with an estimated gas savings of 5%
- Installed a new, higher efficiency, variable frequency drive (motor) in the Greek Row area
- Installed over 1000 LED light bulbs across campus in 21 buildings with an estimated energy savings of over \$13,000 per year
- Installed over 1600 low-flow water faucet aerators across campus with an estimated savings of over 1 million gallons of water per year
- Two Facilities Management sustainability staff earned certification as LEED Accredited Professionals in Building Design and Construction and became Certified Energy Auditors by the Association for Energy Engineering (AEE)

- Completed the Association for Advancement of Sustainability in Higher Education (AASHE) Sustainability Tracking, Assessment and Rating System (STARS). JMU achieved the silver rating in this system
- Completed the Greenhouse Gas Emissions Inventory through FY2012
- Received the silver level award for the Virginia Governor's Environmental Excellence Award for the East Campus Hillside Naturalization Project
- Received bronze level designation as a Bicycle-Friendly University by The League of American Bicyclists
- Received LEED silver certification for the Bioscience Building and the University Park project
- Began the first phase of a project to install energy and water sub-meters across 68 campus buildings and procure a software system to track and benchmark campus utility data. This is a critical step for furthering the energy management program for the university.
- Four new storm water best management practice (BMP) facilities were completed this year. Three bio-retention basins at the following projects: Student Success Center, Duke Hall, and the former Rockingham Cooperative property. One Filterra unit "tree in box" was also installed at the Student Success Center.
- A design grant for \$40,000 was awarded by the National Fish and Wildlife Foundation (NFWF) for a stream restoration project in the Arboretum.
- The Department of Environmental Quality (DEQ) has approved annual standards and specifications for storm water management.
- Two facilities management storm water related policies have been updated - Land-Disturbing Activities and Storm Water Management Facilities. Also, a campus-wide Illicit Discharge Detection and Elimination (IDDE) Policy has been put into place.
- Performed inspections on 68 storm water BMPs, 89 outfalls, and routine ESC inspections for 17 construction projects
- Performed annual storm water training for 572 facilities management employees over 12 sessions, and 15 sessions for new employee orientation over the fiscal year.
- In response to increasing waste loads during hall closing, Integrated Waste Management (IWM) implemented a carpet recycling program that resulted in the donation of approximately 2,000 carpets to Goodwill Industries reducing waste management costs and increasing recycling by nearly 5,000 lbs.
- IWM has been recycling waste above 40% for the third year in a row.
- IWM implemented a composting program at both Starbucks locations.
- Landscaping added four propane mowers to the operation and converted 13 vehicles from gasoline to propane.
- Landscape staff recycled over 6,000 yards of sod off the old soccer and softball fields for use in various places on campus resulting in several thousands of dollars in savings.
- Landscape staff salvaged over 520 loads of topsoil from FM Engineering projects for re-use on campus with over \$150,000 in estimated savings for the University.
- Grounds Maintenance constructed a dozen rain gardens throughout campus designed to improve storm water quality.
- Grounds Maintenance installed environmentally sustainable designed landscapes at six building locations on campus.
- Over 2,500 potted flowers were grown in the JMU greenhouse for graduation resulting in significant savings for the institution.
- Building Automation staff upgraded controls systems in 15 campus buildings increasing the potential for creating energy savings as part of an overall energy management plan.

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- Building Automation has initiated research in to automating the data collection for all campus metering as part of a larger effort to retrieve real-time data and trending information from all campus buildings to facilitate the optimization and efficient use of energy.
- The FM team has implemented a program to track storm water management assets through AiM that will automatically track and schedule preventive maintenance work orders and costs associated with this relatively new sector of grounds maintenance for use in environmental stewardship planning.
- Paint Shop now uses low VOC paint for interior painting.

Parking Services

- Eliminated paper notices for overdue parking fines. Emails are now sent when the fines are 45 and 90 days overdue.

Human Resources, Training and Development

- Training and Development partnered with Office of Environmental Stewardship and Sustainability on Professional Book Club selection, which was linked to the QEP related to ethical decision making, sustainability, and community service. This book was included as the April 2014 selection to support the “Book for the ‘Burg” events.

Public Safety

- Bus ridership increased by 8% this year.
- Converted two police cars to the alternative fuel systems. This was done through a grant from Virginia Clean Cities at a cost of about \$5,500 per car. We used 2408 gallons of propane at \$1.85 per gallon as opposed to regular gas at \$3.40 per gallon for a savings of \$3,733.30 to the department.
- Created the BPAC (Bicycle and Pedestrian Advisory Committee) to develop the Bike Ped Master Plan. Helped to select the consulting firm and oversaw the one-year project.
- Assisted with marketing and promoting Zimride ridesharing. Zimride membership at JMU now exceeds 13,300 riders and grew 5.3% over last year. Of the 95 colleges and universities served by Zimride, JMU ranks No. 1 in membership and No. 2 in rides posted. Planned and oversaw shuttle bus operations for special events including football games, Commencement, and Orientation.

Included on this page...

- Public Safety Created the BPAC (Bicycle and Pedestrian Advisory Committee) to develop the Bike Ped Master Plan. Helped to select the consulting firm and oversaw the one-year project. The consulting contract was completed on time and on budget.
- The FM team has implemented a program to track storm water management assets through AiM that will automatically track and schedule preventive maintenance work orders and costs associated with this relatively new sector of grounds maintenance for use in environmental stewardship planning.

Student Affairs & University Planning

Multicultural Awareness and Student Health

University Recreation

Assumed administrative and program responsibility for the JMU Bike Share program (from Cycle Share, the student organization that previously managed it).

Student Life

Residence Life

- Installed low flow sink faucets in residential facilities with an estimated savings of one million gallons of water per year (FM calculation).
- Partnered with Facilities Management to identify LED light fixtures for testing in several of the resident rooms. With student feedback, we have now selected a new LED fixture as our preference for new construction/renovation and a LED insert for replacement fixtures in the halls.
- Purchased Hybrid Prius for ORL usage.

Student Success

Rich Harris chaired the Harrisonburg and Rockingham Bicycle and Pedestrian Summit held at JMU on September 20, 2013, bringing together over 60 community leaders and advocates to develop better ways incorporate biking and walking into community planning.

9) Transforming Alcohol Culture

Administration and Finance

Public Safety assisted the Rockingham County Sheriff's Department in outreach to the Aspen Heights community by developing and printing handout material and providing personnel to go door to door in the complex.

Student Affairs & University Planning

Multicultural Awareness and Student Health

University Health Center

- REACH Peers - The Reach peer educators offered 23 programs reaching 1,237 students. Programs ranged from guest lecturing in GKIN 100, offering residential hall programs, to wellness passport programs. Topics addressed included alcohol education, safer sex, positive body image, and healthy relationships.
- The REACH alcohol education program, BeWiser, was selected for presentation at the BACCHUS General Assembly. Three peers facilitated the program and it was an opportunity for them to present at a national conference.
- Lindsay Rossum, REACH peer educator, was awarded the Coca-Cola Award for Substance Education (Dolley Award).
- Dukes Step Up! was implemented for the entire incoming first-year class (over 4,200 students) during orientation. This is a bystander intervention program designed to increase students' motivation to act when an unhealthy or unsafe situation occurs.
- GAMMA (Greeks Advocating Mature Management of Alcohol) - GAMMA, a student peer education group, presented 18 programs that reached 1,239 students.
- AlcoholEdu
 - 2,960 freshmen completed the program
 - After completing Alcohol Edu, of the students who identified as high-risk drinkers, 41% indicated a readiness to change their drinking
- JMU True Life - More than 4,000 incoming freshmen who attended Summer Springboard participated in the 45 minute session which is a partnership between Office of Student Accountability and Restorative Practices and the University Health Center. The session outlines university policies and sanctions while using social norming to disrupt false beliefs about alcohol consumption and the college experience.
- Campus Coalition on Alcohol Abuse 2013-14 -The Coalition, numbering 16 representatives, accomplished the following:
 - Developed an info-graphic of alcohol related data and statistics to share with upper administration
 - Provided \$3,500 in funding for community events
 - Provided \$21,000 in funding for Orientation, UPB, Libraries, and faculty professional development

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Center for Multicultural Student Services

- Annual Kode Red Back-to-school weekend sponsored by Delta Sigma Theta Sorority, Inc. and Kappa Alpha Psi Fraternity, Inc. - activities on campus included a cookout.
- CMSS guidelines encouraged student organizations to host dry-parties on campus
- CMSS Homecoming Step Show After-Party provided alternative alcohol-free entertainment on campus

University Recreation

- Developed new special events to offer alternative programs: six events (three fall events and three spring events). The programs offered are geared to provide students with alternatives during targeted times of the year that unhealthy drinking behaviors have typically occurred, including:
 - Nightmare at UREC - Halloween based event, which increased to 787 participants this year.
 - Piloted “Moonlight Movies” at park as an alternative to drinking on Thursday nights- 147 participants
- Total number of participants: 2,692 students in all six events

Student Life

Office of Student Accountability and Restorative Practices

- Began work with Harrisonburg Police Department and community members to bring restorative justice to criminal process.
- Led group of student affairs staff to create plan to address alcohol in the future. Resulting in restoring respectful citizens committee.

Residence Life

- Provided significant funding and staff for the Madipalooza event
- Sponsored and facilitated 54 Alcohol/Drug education programs in the residence halls.
- Seven Alternative Break trips had Learning Partners from Residence Life
- Three Residence Life staff members participated on the SAUP Restoring Respectful Citizens Committee.

10) Other Noteworthy Accomplishments

Academic Affairs

College Outstanding Teacher, Madison Scholar, and Outstanding Service Award Recipients

College/Unit	Outstanding Teacher	Madison Scholar	Outstanding Service
Arts and Letters	Corey Hickerson Communication Studies	Bernd Kaussler Political Science	Bethany Bryson Sociology & Anthropology
College of Business	Matt Rutherford Management	Jason Fink Finance	Robert Jerome Economics and International Business
College of Education	Ruth Bosch Educational Foundations and Exceptionalities	Kristina Doubet Middle, Secondary & Mathematics Education	Eric Carbaugh Middle, Secondary, and Mathematics Education
College of Health and Behavioral studies	Carol Dudding Communication Sciences & Disorders	Lennis Echterling Graduate Psychology	Brenda Ryals Communication Sciences & Disorders
College of Integrated Science and Engineering	Xunhua (Steve) Wang Computer Science	Robert McKown ISAT	Zachary Bortolot ISAT
College of Science and Mathematics	Kristen St. John Geology & Environmental Science	Mark Gabriele Biology	Michael Renfro Biology
College of Visual and Performing Arts	William Tate II Interior and Industrial Design	Cynthia Thompson Dance	John Little Music
General Education	David Daniel Psychology		

Provost Award for Excellence – 2013-14 recipients:

Hak-Seon Lee

Assistant Professor, Political Science
Academic Advising

Social Work Department

Assessment

Deborah Warnaar

Lecturer, Chemistry and Biochemistry
Freshman Advising

Michael Deaton

Professor, Integrated Science and Technology
Graduate Advising

Mark Gabriele

Associate Professor, Biology
Honors Teaching and Advising

John Scherpereel

Associate Professor, Political Science
International Education

Merle Mast

Professor, Nursing
Outreach and Engagement

Charlotte Saufley

Adjunct, Mathematics and Statistics
Part-time Teaching

Louise Temple

Professor, Integrated Science and Technology

Research and Scholarship

Visiting Scholars series:

Fall 2013:

- James Cargile, Professor of Philosophy, University of Virginia - *"The Authority of Logic"*
- Judy Bowers, Professor of Choral Music Education, Florida State University
- "Creating Community Service Through University Partnerships"
- Kendra Stewart, Professor and Director of the Joseph P. Riley Center for Livable Communities, College of Charleston - *"Engagement: What, How, Why and Should?"*
- Vladlena Lisenco, National Legal Adviser, OSCE Mission to Moldova - *"Human Trafficking in Eastern Europe"*
- Kelly Coblenz-Bautch, Associate Professor, St. Edward's University - *"Escaping from Lusty Angels: Early Jewish and Early Christian Portrayals of Women and the Divine"*
- Modhumita Roy, Associate Professor of English, Tufts University - *"Immaculate Conceptions: Making Families in the Age of Surrogacy and Globalization"*
- Barry Long, Assistant Professor of Music, Bucknell University - *"Black Blowers of the Now: Jazz, and Activism from King's Birmingham to Coltrane's Alabama"*
- Chitja Twala, Senior Lecturer, Department of History, University of Free State, Bloemfontein, South Africa - *"The Strategy and Tactics Document of the ANC as its ideological footprint: A Historiographical Analysis"*
- Achola Pala, Global Advisor on Women's Rights in Governance, Land and Livelihoods
- "Women and Power: Perspectives from African Indigenous Knowledge"

Spring 2014

- Paul Finkelman, President William McKinley Distinguished Professor of Law and Public Policy, Albany Law School - *"James Madison and the Bill of Rights: A Reluctant Paternity"*
- Diana Wagner, Associate Professor of Education, Salisbury University - *"Voices of the Holocaust [Shoah]: Joining the Conversation as Engaged Citizens"*
- Donald Hodges, Covington Distinguished Professor of Music Education and Director, Music Research Institute, UNC-Greensboro - *"Music, The Brain, Brain Research and Healing"*
- Wendy Newstetter, Director of Educational Research and Innovation, Georgia Institute of Technology - *"The Future of Technology-Enabled Learning: the possibilities and the pitfalls"*
- Keith Clark, Associate Professor of English and African American Studies, George Mason University - *"The Fire This Time: The Radical Visions of James Baldwin and Ann Petry"*
- Jonathan Haynes, Professor of English, Long Island University, Brooklyn
- "Introducing Nollywood: The rise of the Nigerian film industry from a failing economy and a brutal dictatorship"
- Laura Stachowski, Professor of International Education and Executive Director of Global Gateway for Teachers, Indiana University - *"Transforming Learning through Structured Cultural Immersion: Engaging the University in Global Education"*
- Angharad Valdivia, Department Head of Media and Cinema Studies and Interim Director of Institute of Communications Research, University of Illinois - *"Cheetah Girls, Dora, and American Girl: Girls, Products, and Popular Culture"*
- Bryan McCann, Associate Professor of History, Georgetown University - *"Violence, Inequality and the Olympics in Rio de Janeiro"*

College of Arts and Letters

- Dr. Lori Britt and Dr. Rob Alexander (POSC) piloted a two-weekend seminar in the Spring of 2014 that focused on building public dialogue and small-group facilitation skills among undergraduate and graduate students in the SCOM and MPA programs, and the workshops were open as well to community members and employees of the university.

- Students in one of Dr. Tim Ball's SCOM classes joined with Spotswood Elementary School and the Harrisonburg community to launch an anti-bullying campaign that, over the course of four years, will address bullying behavior and raise awareness about actions children can take when they are bullied or see bullying.
- Students in Dr. Heather Carmack's Health Communication Campaigns course partnered with the university's Counseling Center to create campaigns addressing depression and anxiety among JMU students.

College of Business

- Dr. J. Barkley Rosser, Jr., Professor of Economics and Kirby L. Cramer, Jr., Professor of Business Administration, is the editor-in-chief of the newly created and released *Research of Behavioral Economics (ROBE)*, a quarterly publication focused on educating people about the role of behavioral economics in today's world.
- Dr. Nancy Nichols was the elected President of the American Taxation Association.

College of Integrated Science and Engineering

- Dr. Timothy Walton (ISAT-IA) organized a JMU-hosted international conference entitled "Intelligence and the Transition from War to Peace" focused on the Dayton Peace Accords and the conflict in Bosnia.
- ISAT and Engineering worked together with NASA to sponsor a workshop on Engineering/STEM Careers for middle and high school counselors and teachers. The event drew 150 participants.

College of Science and Mathematics

- This year was a banner year for the John C. Wells Planetarium (College of Science and Mathematics). We reached a new record of 24, 669 visitors attending a total of 533 events hosted. This averages over 1 1/2 events/day with the available space in the facility averaging approximately 3/4 full. Fifteen undergraduates were employed as operators this year to run the planetarium equipment, present the star talk at the end of the full-dome show, work with visitors to view the sun with the solar telescopes, and, now, operate the Science on a Sphere (SoS). We expect this number to increase in the coming year as the SoS usage increases.
- Shanil Virani and the Planetarium hosted the first JMU Science Camp in the summer of 2013 with 81 middle-school students attending (32% female). Among other activities, these students hosted a videoconference visit from NASA astronaut Dr. Franklin Chang-Diaz and Mars Rover Curiosity engineer Dr. Jill Prince. This year, the program is expanded and renamed the JMU Space Explorers Camp.

Included on this page...

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- The Marching Royal Dukes led the Macy's Day Thanksgiving Parade.
- Shanil Virani and the Planetarium hosted the first JMU Science Camp in the summer of 2013 with 81 middle-school students attending (32% female).

College of Visual and Performing Arts

- Marching Royal Dukes led the Macy's Day Thanksgiving Parade.
- Madison Singers were invited to perform at Spoleto.
- School of Music presented a concert of a variety of ensembles at the Washington, D.C. National Presbyterian Church.
- School of Music was recognized by the Carnegie Hall Foundation for contributions to music education through the Carnegie Youth Music Concerts in West Virginia.

University Studies

A record number (42) of students applied for national scholarships in 2013-2014. These scholarships included the Amgen, Boren, Carnegie Junior Fellows, Critical Language Scholarship, Fulbright, Gilman, Goldwater, Mitchell, NSF GRFP, Truman, and Udall scholarships.

- Joseph Balsamo, a junior biology major and Honors student, received a Goldwater scholarship.

- Joshua Temple, a junior chemistry major and Honors student, was selected as an Amgen Scholar at the University of California, San Diego.
- Jillian (Jill) Myers, a 2011 JMU graduate and Honors student, received a National Science Foundation (NSF) Graduate Research Fellowship Program (GRFP) pre-doctoral fellowship to study chytrid fungi at the University of Michigan.
- We had two Fulbright recipients: Kelsey Nestel, a 2013 JMU graduate and a M.A.T. student, received a Fulbright English Teaching Assistantship (ETA) for South Korea and Kalikolehua Kellett-Forsyth, a 2014 JMU graduate majoring in international affairs, was awarded a Fulbright ETA to Argentina.
- Sarah Cochran, also a 2013 JMU graduate and a M.A.T. student, was selected for the Teaching Assistant Program in France (TAPIF).
- Andrew Reese, a senior international affairs student, received a Critical Language Scholarship to study Urdu in Lucknow, India.
- John Wilder, a sophomore international affairs student, also received a Critical Language Scholarship to study Arabic this summer.
- Kathleen Bryant received a Gilman Scholarship to study abroad in London during the Spring 2014 semester.
- Angelmary Gyamfi was granted a Gilman Scholarship to study abroad in the South Africa during the summer of 2014.
- Carolyn Payne and John Wilder were both selected as alternates for Boren Scholarships.
- Adam White, a junior international affairs student and Honors student, was selected as a Truman finalist. He was one of eight students chosen from Virginia to participate in final interviews in Washington, D.C.

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- This year, the OIP contributed \$84,834 for faculty to undertake research and attend or present at conferences around the world.

Office of International Programs

- The OIP International Development Grant (IDG) program is now in its 11th year. This year, the OIP contributed \$84,834 for faculty to undertake research and attend or present at conferences around the world.
- The International Network of Universities Staff Shadowing Program remains a unique and popular staff development opportunity for INU member universities. In the past year, JMU staff members Hunter Swanson (OIP) and Jen Klotz (Libraries) shadowed at Malmö University in Sweden. Lee Ward (CAP), Kurt Schick (Learning Centers), and Lisa Schick (College of Education) were able to spend productive time at Hiroshima University. From Ritsumeikan University, Katsumi Nakagawa visited Stephen Rodgers in the JMU Health Center.

Administration and Finance

Community Engagement

Business Services

Dining Services

- As part of Aramark's Global Volunteer Day held March 19, employees visited the Boys and Girls Club of Harrisonburg and Rockingham County, providing healthy snacks and soup mix to more than 200 children. Duke Dog hugged and "high-fived," JMU nutrition major, Erin McCleary, who provided tips on "Inspiring Kids to be Healthy for Life," and Aramark Regional Vice President Tony Parnigoni presented a monetary donation.
- Participated in Lee Denim Day on October 11, 2013 and JMU's Relay for Life event April 12, 2014 - both fundraising opportunities for the Cancer Society.
- Participated in Virginia STAR team events on June 20 and December 19, 2013 at the Friends Association Childcare Center in Richmond.

Customer Service

Information Technology, Human Resources, and Payroll collaborated on the rollout of the ePAR form.

Business Services

Bookstore Rented 43,044 textbooks resulting in a 6.5% increase over last fiscal year and a savings of \$1,273,000 to our students.

Card Services

- New freshman students can now upload their photo for the JACard on line, which sped up the process of distributing ID's and provided higher satisfaction among the students because they were choosing their own photo.
- Classroom building access was updated to provide more timely door access

Copy Centers

- Increased course packs (printed course materials chosen by instructor) for Fall 2013 by 18% - \$23,000
- Increased course packs for Spring 2014 by 15% - \$15,000
- Developed a new marketing plan for distribution to departments on campus
- Purchased splitter, creaser, and cutter to better print color brochures

Dining Services

- Healthy for Life™ - Aramark's comprehensive health and wellness platform - is a finalist for the National Restaurant Association's 2014 Operator Innovation Award.
- Launched MyFitness Pal app on campus. Dining Services menus are included in this app.
- Conducted surveys using iPads to assist us with engaging students in their non-stop lives. We can survey students anywhere on campus. We surveyed over 500 students using this technology last year.
- Hours were expanded at Top Dog, Festival, and Rose Library Starbucks to provide additional service times.
- Dining Styles student satisfaction scores increased fall and spring over prior year with notable increases in food quality, freshness of food, food variety, price/value, comfortable and fun dining location, and place to socialize.
- Special Events department realized a 6% increase in customer satisfaction.
- Our Dining Styles survey scores increased in the following areas:
Welcoming/friendly dining staff 6.17 Fall 2013 vs. 5.99 Fall 2012
Knowledgeable/helpful dining staff 5.95 Fall 2013 vs. 5.77 Fall 2012

Included on this page...

- Healthy for Life™ - Aramark's comprehensive health and wellness platform - is a finalist for the National Restaurant Association's 2014 Operator Innovation Award. This year, the OIP contributed \$84,834 for faculty to undertake research and attend or present at conferences around the world.
- Human Resources established the Career, Community, Connection (C3) Program designed to provide outreach to employment candidates, new hires and their partners.

Mail Services

- Increased bulk mail services by over 200%
- Outsourced jobs decreased by 22%
- Fourth straight year for increase in packages received by 5%, which was 85,000 and no reported loss
- Savings to the university was a top priority and this year we saved \$12,000 in postage alone
- Brought back the freshman and transfer One Book that goes through the mail to new students with 30% savings to the department. We also bagged and labeled the books.
- Sharing of mail boxes is down to .16%

Human Resources, Training and Development

Human Resources

- Administered, analyzed, and presented *Great Colleges to Work For* survey.
- Met with stakeholder groups regarding the Affordable Care Act to ensure on-campus understanding (especially in Academic Affairs).

- Helped ensure a successful relationship with Stuart Hall School to promote their JMU scholarship as a benefit to employees.
- Transitioned to a new background check vendor, Truescreen, in August 2013. With our previous vendor, HireRight, the base cost was \$37.17/background check. With Truescreen we were able to add the National Criminal Database search to our package and lower the cost of our searches to \$19.75/background check.
- Implemented group onboard sessions to handle increased hiring during the summer.
- Established the Career, Community, Connection (C3) Program designed to provide outreach to employment candidates, new hires and their partners.
- Established Employee Resources Groups (ERG) designed to enhance employee engagement, inclusion, and retention.
- Compiled a library of JMU and community resources that can be utilized by new or potential employees and their partners.
- Created a Community Guide pamphlet for new JMU employees.
- Established a new Roth 403b program to enhance savings options for employees.
- Rolled out the Total Compensation Estimator on the HR webpage.
- HR successfully revived the department's social media accounts in order to reach a larger employee population and enhance communication.
- Setup and completed implementation of the new VRS Hybrid plan.

Training and Development

- Added 17 new workshops and five new Learning Series for employees.

Information Technology

- Wireless service was installed in all nine Village residence halls during the summer of 2013.
- The Internet 2 research bandwidth was upgraded from 250mb to 500mb in the Fall of 2013 to stay ahead of the growth and support the 4VA TelePresence service.
- The JMU commodity Internet Bandwidth was upgraded from 2 GB to 4 GB.

Included on this page...

- The Internet 2 research bandwidth was upgraded from 250mb to 500mb in the fall of 2013 to stay ahead of the growth and support the 4VA TelePresence service.
- The CMSS Associate Director received the JMU NAACP Image Award for Best Advisor and was nominated for the Bluestone Award for Outstanding Advising.

Student Affairs & University Planning

Multicultural Awareness and Student Health

Center for Multicultural Student Services

- CMSS Associate Director received the JMU NAACP Image Award for Best Advisor and was nominated for the Bluestone Award for Outstanding Advising.

The Counseling Center

- For the second consecutive year, the Counseling Center provided leadership for JMU's Commonwealth of Virginia Campaign. This year's Campaign generated \$60,232 in contributions to local charities, a 17% increase from last year's previous record for donations. As a result, JMU earned the "Shining Star" award level from the CVC.

University Recreation

- Awarded an SAUP Innovation Grant for Women of Change Leadership Program - \$5300; Very good assessment results for this program; awarded grant for 2nd year.
- Submitted and awarded a General Education Summer Grant - \$4000 for Pedestrian, Skateboard and Bicycle use on campus.
- UREC students and staff provided **SPARK** (The Science of Exercise and the Brain) training at three local elementary schools on Family Fun Nights.
- Guy deBrun, Assistant Director for Adventure and TEAM Programs is currently serving as the president of the Association of Outdoor Recreation (AORE) and Drake Cary, undergraduate Operations Supervisor, received the ISAT Community Impact Award.

Student Life

Office of Student Accountability and Restorative Practices

- The director attended meetings in Richmond related to potential legislation for the addition of attorneys to the judicial process at universities in VA (House Bill 113). Bill was ultimately defeated.
- Held Restorative Practices Conference for Internal Stakeholders and HPD based on the Innovation Grant received.
- Increased numbers for restorative practices: 21 contacts in 2011-2012; 32 contacts in 2012-2013; 51 contacts in 2013-2014.

Residence Life

- Sponsored and presented 54 Sexual Assault Education programs.
- ORL - Sponsored and presented 1,075 weekend (Thurs-Sun) programs in the residence halls this year, providing social and educational alternatives to alcohol for residence hall students.
- ORL - Provided residence hall students with 2000 total programs in 2013-14.

University Unions

Fraternity and Sorority Life-

- We successfully opened our Panhellenic Community for extension and will be bringing Gamma Phi Beta to campus in the Fall of 2014 and Phi Sigma Sigma in the Fall of 2017. Our Panhellenic community has grown exponentially in the last few years, and this extension will help (to some extent) ease the challenge to our sorority presidents that is created by the size of our organizations.
- The Panhellenic Council offered, once again, the "Be Beautiful" campaign, and provided programs, speakers, and events that engaged Panhellenic women in dialogue about healthy body image and strategies for helping other women who do not have a healthy body image.

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Off-Campus Life-

- Piloted the Community Assistant program in two properties. This educational outreach program fosters responsible citizenship in the community and will be fully implemented at three properties beginning Fall 2014.

Conference Services-

- 71 camps/conferences hosted
- 5,596 youth participants
- 3,307 adult participants
- 8,903 total participants
- Three new groups brought to campus
- Eight camps focused on young students currently underrepresented in the higher education
- Developed a comprehensive guide to hosting minors on campus

Student Activities and Involvement-

- Two sold out shows (UPB Presents...Sammy Adams concert and UPB Presents...Girl Code comedians)
- 25 new clubs were added to JMU's campus (12 in the fall; 13 in spring), raising us to 338 active clubs supported through Student Activities & Involvement
- 289 students registered for LeadershipU
- 125 individuals / clubs / advisors were nominated for a Dolley Leadership Award
- Outriggers organized & executed 35 individual programs for clubs; 1,199 total students were present at those programs
- Outriggers held three open workshops for clubs
- 10,614 student-visits were recorded in the Clubhouse

- First "New Advisor Training" was held for advisors of clubs going through the CEO process
- Awarded a \$13,000 innovation grant for hazing prevention
- GetDown at SunDown was created in response to assessment taking the place of "Live at the Drum"
- Presented two sessions Mindfulness 101 to SAUP Opening Meeting, as well as six other sessions across campus including Moody Hall, Eagle Hall, Wampler Hall, Chesapeake and UPB twice, all by invitation
- Mindful Experience Retreat Day is a resounding success as illustrated through on line assessment
- Created and facilitated professional development session called "Listening 101"

Student Success

Community Service-Learning worked with 23 JMU faculty to support 40 service-learning courses placing over 1,536 students in 80 community agencies. The Federal Work Study and America Reads programs placed 84 students in local schools and community agencies.

University Planning and Analysis

In January, 2014, the University's Board of Visitors culminated the work of the Madison Future Commission by approving the outline of the new university strategic plan, which included a new vision statement and values elements along with 11 core qualities to guide JMU through 2020. As of June 30, over 800 objectives had been entered into the university's planning database in support of the plan.

Institutional Research

- Submitted all required SCHEV and IPEDS (federal) reports accurately and in a timely manner.
- Provided extensive peer comparisons to the Senior Leadership Team through the creation of a "mega data" file, using federal IPEDS data, for comparisons with over 320 peers and 150 data points.

Student Affairs Technical Services

- Created and/or redesigned seven departmental web sites via Cascade
- Created a Key Inventory Management database for IT Lab Services
- Collaborated with IT Security to implement remote access to the Counseling Center electronic records system

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University Advancement

- JMU news items appeared in 163 different media markets including 47 of the top 50 media markets nationally.
- 10,271 news items in all 50 states mentioned or featured James Madison University. This represents an increase of 3.2 percent (317 news items) over 2012-13.
- Of the non-alumni related news items about James Madison University this past year, 35 percent can be classified as academic in nature (up from 28 percent in 2012-13 and 42 percent can be categorized as news about the academic experience.
- The "Be the Change" website views tallied in 132 countries, including: U.S., followed by United Kingdom, Canada, France, Germany, India, Japan, Ukraine, Spain, Philippines, Netherlands, in order of visits.
- Greater Madison and JMU president's office sponsored a grand opening reception and tour of the Ice House featuring Governor Terry McAuliffe, which was well attended by approximately 100 key university stakeholders and community leaders.
- Greater Madison, Student Greater Madison and JMU Student Government Association planned another successful Big Event with more than 900 faculty, staff, students, and community members participating.
- Nineteen alumni chapters participated in the "Big Event", including London, with 290 alumni and family volunteers participating.