



2015-2016

University Accomplishments to be Recognized and Celebrated

Submitted to

Mr. Jonathan R. Alger, President

August 2016



Table of Contents

The report is organized by the 9 categories determined by President Alger and his senior leadership team for the creation of this report. In the electronic version of this document, click on the section title to go directly to that section.

Section 1 – Quality Programs – Academic & Non-Academic	1
Section 2 – Madison Collaborative	15
Section 3 – Community Engagement	21
Section 4 – Civic Engagement	31
Section 5 – Engaged Learning	35
Section 6 – Diversity	43
Section 7 – Efficiencies	56
Section 8 – Rankings and Recognitions	62
Section 9 – Comprehensive Campaign	66
Section 10 – Other Noteworthy Accomplishments	69

Direct Links to Report Content by Division

Click on the link to go directly to the particular division’s content by section.

Academic Affairs	Access & Enrollment	Admin & Finance	Student Affairs & University Planning	University Advancement
Section 1	Section 1	Section 1	Section 1	Section 1
Section 2	Section 2	Section 2	Section 2	Section 2
Section 3	Section 3	Section 3	Section 3	Section 3
Section 4	Section 4	Section 4	Section 4	Section 4
Section 5	Section 5	Section 5	Section 5	Section 5
Section 6	Section 6	Section 6	Section 6	Section 6
Section 7	Section 7	Section 7	Section 7	Section 7
Section 8	Section 8	Section 8	Section 8	Section 8
Section 9	Section 9	Section 9	Section 9	Section 9
Section 10	Section 10	Section 10	Section 10	Section 10

James Madison University Accomplishments 2015-2016

7 University Accomplishments to be Recognized and Celebrated

7.1 Quality Programs (Academic and Non-academic)

Academic Affairs

College of Arts and Letters

- The Department of Sociology and Anthropology organized and administered the SPIA Fall 2015 Symposium: Sexual Violence: Community, National, and Global Dimensions in the 2015-16 academic year.
- For more than three decades, the Department of History has partnered with local and regional public schools to sponsor the regional History Day, which brings together middle school and high school students from several counties to receive recognition, encouragement, and guidance in pursuing historical research while still in school. This spring the event attracted 275 entries and 400 middle and secondary students to the JMU campus.
- The five-year partnership between JMU and Big Brothers Big Sisters, funded by federal grants earned by MPA faculty members Dr. Amanda Cleveland Teye and Dr. Lili Peaslee, received the Governor's Award for Volunteerism in spring 2015.

College of Business

- International Business - The IB program continued with full membership in the Consortium for Undergraduate International Business Education (CUIBE). Only 25 schools have achieved full membership in CUIBE and they are among the top international business departments in the country.

College of Education

- The department of Early, Elementary, and Reading Education and Harrisonburg City Public Schools worked to design and implement a set of high-impact immersive experiences that provide for more significant and robust preparation of elementary school candidates. Beginning in the junior year, the program includes a series of scaffolded, complementary experiences that better bridge candidates' preparation at JMU with the real-world experience only authentic field-based placements can provide.
- Another major initiative underway in EERE is the expansion of the YCP program to include a full school-day class to serve tuition-based and Virginia Preschool Initiative-eligible (VPI) children from HCPS.
- ED Leadership grew to 250+ students in 50 school districts and continues to maintain a 100% pass rate on the State Leaders Licensure Assessment (SLLA) examination that allows graduate students (who are practicing teachers) to become licensed in the state of Virginia.
- ELED faculty have worked with HCPS staff to develop and pilot a yearlong residency program that will be implemented in 2016-17. The CoE, the EERE Department, and HCPS have entered into an agreement whereby members of a small cohort of candidates with select skills (e.g. bilingual, TEOSL concentration) will be paid to work as teacher apprentices for one year after which they enter into a 3-year contract as a licensed teacher in HCPS.

Included on this page...

- The five-year partnership between JMU and Big Brothers Big Sisters, funded by federal grants earned by MPA faculty members Dr. Amanda Cleveland Teye and Dr. Lili Peaslee, received the Governor's Award for Volunteerism in spring 2015.
- The department of Early, Elementary, and Reading Education and Harrisonburg City Public Schools worked to design and implement a set of high-impact immersive experiences that provide for more significant and robust preparation of elementary school candidates.

College of Health and Behavioral Studies

- The DNP Program received accreditation from AACN in May 2016, and the first cohort of students will graduate in December 2016.

College of Integrated Science and Engineering

- The Engineering program has been invited to join the KEEN Entrepreneurial Network. The network is comprised of 24 of the best engineering programs in the country. KEEN aims to generate engineers with an entrepreneurial mindset founded in curiosity, connections, and creating value.
- The Apps4Va Challenge is a collaboration with Virginia's Center for Innovative Technology and the Virginia Department of Education (VDoE). This is the third year that the Apps4Va program has been embedded in the CS474 Database Systems course. This year each team of students interacted with an assigned mentor from the following state agencies: VDHP, VDOE, VDSS, SCHEV, VCCS VEC and CIT.

College of Visual and Performing Arts

- Student Recruitment and Retention: CVPA put together a new and exciting event for incoming recruits, called Choices Plus. CVPA constructed two over-night-stay events around the April Choices.
- CVPA continued its membership and leadership role in the Alliance for Arts in Research Universities (A2RU) as the only comprehensive university member. The college has submitted a bid to host the 2019 A2RU "Emerging Creatives" National Conference in Harrisonburg.

University Programs

- The Honors Program, under the new director Bradley Newcomer, moved quickly to build a plan for transition to an Honors College. Dr. Newcomer led the efforts to win approval from the Board of Visitors and SCHEV for a college that would offer more support and more coherent pathways to Honors students, but would maintain the current program curricular structure.
- Major achievements in national visibility by the Center for Assessment and Research Studies:
 - Over a dozen leaders in higher education were contacted via one or more of the following strategies: interview for website, JMU visit, co-presenting, partnership on project.
 - Three keynotes, two international conferences, three webinars, ten workshops, and two consulting booths reaching approximately 1,600 total attendees; approximately 1,000 more than last year.
 - Materially strengthened relationships with eleven regional and national organizations via board memberships, joint research, webinars, internships or learning improvement projects.
 - Twenty-three publications (23)
 - CARS created a new website that is more externally focused. Three months before reboot we had 1401 hits and 5198 hits the three months following reboot.
 - Five institutions making progress on learning improvement initiative, influenced by JMU (CARS and CFI)
- General Education—JMU continues to be one of the few institutions in the country to demonstrate consistently that students make gains in general education. One of the continuing issues in the assessment literature – nationally and locally – is how to pragmatically share results. To this end, Cluster 1 Coordinator Gretchen Hazard and CARS liaison Jeanne Horst continue experimenting with displaying general education results graphically. Their work is a major step forward in making JMU's assessment reports more accessible to various internal and external audiences.
- 88.9% of our graduating Honors students are heading to Graduate/Professional School placements are employed, performing national or community service or engaging in an intentional gap year program. Furthermore, the 2016 Honors graduates have won admission to more than 40 graduate institutions, including the University of London, Georgetown School of Law, the Elliott School of International Affairs, and the Royal Conservatoire of Scotland.

Included on this page...

- CVPA continued its membership and leadership role in the Alliance for Arts in Research Universities (A2RU) as the only comprehensive university member. The college has submitted a bid to host the 2019 A2RU "Emerging Creatives" National Conference in Harrisonburg.
- The Honors Program, under the new director Bradley Newcomer, moved quickly to build a plan for transition to an Honors College.

Office of International Programs

- OIP has more than 60 JMU programs in more than 50 countries with opportunities available for students from all majors.

Libraries and Educational Technologies

- LET developed new mission, vision, and value statements, along with a first-ever statement of aspirational culture. These new statements help us chart our evolving role as a partner to JMU's many diverse academic needs, while clearly stating the type of organizational culture we desire to operate within.

Academic Development

- The Vice Provost worked with the coordinator of Academic Program Reviews to complete six academic program reviews. At least three other programs completed external accreditation. The coordinator of APR worked with a committee in summer 2016 to revise the APR guidelines and the new version will be implemented in fall 2016.
- A new minor in Environmental Humanities was approved, opening the door for humanities and arts students to contribute their critical and imaginative passion for environmental health and justice to the larger environmental movement by participating in this area of study alongside STEM peers.

Access and Enrollment Management

Student Access and Inclusion

Centennial Scholars Program

- Retention
 - All GA mentors hold weekly small group meetings
 - Ninety-nine percent (99%) of GA mentors contact their mentees in person, group meet, phone text, etc.
 - Eighty-eight percent (88%) of GA Mentors meet with mentees one-on-one
 - Ninety-three percent (93%) of GA Mentors keep their mentees informed of events and resources on campus
 - Ninety-eight percent (98%) of centennials feel that their GA Mentor is approachable and accessible
 - Ninety-three percent (93%) of centennials feel comfortable going to their GA Mentor for a personal problem
 - Ninety-six percent (96%) of centennials feel comfortable going to their GA Mentor for an academic problem
 - Ninety-eight percent (98%) of centennials feel that their GA Mentor is a good role model
 - Over fifty percent (50%) of centennials feel that their Mentor is compassionate
 - All these factors assist centennials in feeling comfortable, supported and listed to which aids in student retention and well-being
- Assessment Belonging Results for Spring 2016
 - Ninety-one percent (91%) of centennials feel a sense of belonging to JMU
 - Eighty-nine percent (89%) of centennials feel that CSP assists them in developing leadership skills while attending JMU
 - Ninety-six percent (96%) of centennials feel that CSP helps them develop a sense of social responsibility while at JMU
 - Ninety-three percent (93%) of centennials feel that CSP helps them succeed academically at JMU
 - Ninety-percent (90%) of centennials feel that CSP helps prepare them for life after JMU (career, job search, graduate school, etc.)
- Alumni Impact Program
 - Match 10 AIP mentors with 10 undergraduate centennials
 - Communication was via Skype, text, and phone calls
 - More and more CSP alumni are hearing about AIP and have signed up (several over the summer)

Included on this page...

- A new minor in Environmental Humanities was approved, opening the door for humanities and arts students to contribute their critical and imaginative passion for environmental health and justice to the larger environmental movement by participating in this area of study alongside STEM peers.

Valley Scholars

- The 2015-2016 academic year resulted in the addition of programming for Cohort 1 - Valley Scholars - study skills and time management, biology lab, and SAT prep were three new programs added for year two. These programs were designed to support their high school transition.
- Cohort 2 - year one programs built upon previously implemented activities, but also included new programs. New programs included a Geology lab aligned to the Earth Science curriculum, a shark tank style pitch activity designed to improve design, debate, and presentation skills and a self-identity and career exploration day.
- Valley Scholars worked with Blue Ridge Community College to design and implement an introductory program to study pathways available at the community college. Continuing programs included community service and the final projects day the Valley Scholars Academic Showcase. Students completed community service at area nursing home, the SPCA, and a food pantry, local schools, and a daycare. Families were also engaged in these activities along with mentors and Valley Scholars staff.
- The Academic Showcase program was expanded to include 9th grade presentations on the topic of transitioning to high school, while 8th grade students conducted poster board presentations. The April 30th, 2016 program included invited guests, donors, counselors/school administrators. The program was very successful with plans to further expand for the 2016-2017 academic year.
- Mentoring for the Valley Scholars program was successfully implemented for the fall of 2015 and the spring of 2016. For fall, 2015, 27 mentors from across majors served in 14 middle and high schools. For spring 2016, 41 mentors served 16 schools. For the first cohort of mentors 21 continued into the 2nd semester with the program out of 26 total for an 80% progression rate. For the second cohort of mentors 11 of 21 have committed to continue into fall of 2016 for a 52% progression rate. This was impacted by high number of graduating seniors, as well as class scheduling for major purposes. It is important to note that 5 Cohort 1 mentors are continuing into a third semester of service.

Faculty Access and Inclusion

Middle School Visit Program

- Bev Walker coordinates the Middle School Visit program. Mandated by the Virginia Department of Education that post-secondary education and academic career plans be inculcated to pupils earlier at the middle school level, the JMU Middle School Visit Program provides opportunities to 7th and 8th Grade students up to four hours on campus to participate in planned academic and career activities.
- To effectively conduct the MSVP, the program coordinator partners with a number of student organizations to attract student campus tour volunteers; and also collaborates with a number of campus academic units and programs.
- For the 2015/16 academic year, the Middle School Visit Program was host to 3,168 students from the following schools: Kate Collins, Wilbur Pence, page County, Montevideo, Loudoun County, J. Frank Hillyard, Breckinridge, Buford, Skyline, Stonewall Jackson, Kempsville, Kilmer High School and Marshall High School, Old Mill, Thomas Harrison, Brooklyn Park, Michal Lunsford, Francis C. Hammond, Shelburne, William Monroe Academy, Great Neck, Lucille Brown, Walton, Stewart, Robert Frost, Magothy, Amelia County, and Poe. Schools such as J. Frank Hillyard and Kate Collins middle schools made more than one visit to campus.

Included on this page...

- The academic year resulted in the addition of programming for Cohort 1 - Valley Scholars - study skills and time management, biology lab, and SAT prep were three new programs added for year two.
- Mentoring for the Valley Scholars program was successfully implemented for the fall of 2015 and the spring of 2016. For fall, 2015, 27 mentors from across majors served in 14 middle and high schools.
- Since the introduction of the Preparing Future Faculty program a little over a decade ago, this reporting period represents the first academic year that the program was host to two postdoctoral fellows.

Preparing Future Faculty

- To effectively recruit Preparing Future Faculty (PFF) fellows, The Office of the Executive Director for Faculty Access & Inclusion maintained contacts with Howard University and Morgan State University as well as Tuskegee University

to build and sustain partnership with these historic black universities and colleges. The purpose of such engagement is to enhance faculty diversity at JMU--an institutional core value.

- The PFF program provides access and path into the academy for underrepresented and diversity scholars.
- Since the introduction of the PFF program a little over a decade ago, this reporting period represents the first academic year that the program was host to two postdoctoral fellows. Howard University Dr. Maleka Brown was postdoctoral fellow at the Department of Undergraduate Psychology through joint funding from the Office of the Provost and Dr. Shannon Lovell (Dean of CHBS). Morgan State University postdoctoral fellow Dr. Barbara Franklin worked with the Math Education Department and the PFF program with funding support from Dean Phil Wishon of the College of Education and the Office for Faculty Access and Inclusion.
- Additionally, the PFF program was host to three ABD fellows--Ms. Bridgette Robinson from Morgan State University was History Department PFF; Ms. Shaunte Montgomery (Howard University) was PFF at WRTC Department; and the Math and Stats Department at JMU was host to Mr. Genesis Alberto from Howard University. All PFFs taught classes, engaged in research, and made public presentations while at JMU. JMU Faculty members at the respective departments provided mentorship. The Office for Faculty Access and Inclusion provided funding to support PFF travels to conduct research, to meet with dissertation advisers/committee members and or to attend conferences.
- Two former PFFs from Howard University, Dr. Uche Onuzulike and Dr. Anta Sane, received visiting teaching positions at the School for Media, Art and Design (SMAD) and Political Science respectively during the 2015/16 academic year. This is indicative that the PFF program ensures a diversity faculty pipeline to our academic units.
- Conversation with Tuskegee University that began two years ago about developing some form of partnership with JMU moved in a more positive direction following my October 2015 visit to that historic black university. Though no formal institutional partnership agreement has yet been signed, there is a tacit understanding that an appropriately nurtured partnership will yield PFFs to JMU from newly established Tuskegee Public Policy doctoral program. In the meantime faculty from Tuskegee have attended the JMU Africana conference in the past and we look forward in the future to having Tuskegee undergraduate students attend the JMU October conferences.
- This year, 14-17 October 2016, Dr. Steve Reich of the JMU Department of History, led two students (Renzo Olivari and Julian Cuffy) to participate the Tuskegee Undergraduate Research Conference held on 16 April. Dr. David Jeffery (Dean for CAL) and Dr. Lanier (Chair, Department of History) funded the JMU faculty and students' participation in the Tuskegee History and Political Science Undergraduate Research Conference.

Administration and Finance

Business Services

Arboretum

- The Arboretum received private unrestricted gift from Frank and Aimee Batten Foundation for \$500K (\$465K directly to the Arboretum.) Approx. one-half of gift has been spent as of June 2016. This gift has provided for the de-silting and relining of the Arboretum pond, rechanneling and planting stabilization of the stream outlet off of the pond, waterfall repair, boulder installations, raising a low sidewalk and site restoration; design for the new herb garden (for a future donor); Phase2 of Sycamore Flat area garden design and trail system (underway); installation of new irrigation system at pond and various locations (one new bank of irrigation is in and additional installations underway); new succulent garden area at Frances Plecker Education Center and a new Explore Corner for children in the Center.
- The Virginia Department of Forestry (VDOF) grant for riparian plantings was spent and stabilization plantings were planted at Sycamore Flat/Stream Restoration site.
- The Arboretum Endowment was established in early 2016, an important milestone in the history of the Arboretum. An anonymous gift of \$20K was given towards this endeavor. A second gift of \$5K brought the endowment into vested status.

Included on this page...

- The conversation with Tuskegee University that began two years ago about developing some form of partnership with JMU moved in a more positive direction following a visit in October 2015 visit to that historic black university.
- The Arboretum Endowment was established in early 2016; an important milestone in the history of the Arboretum. An anonymous gift of \$20K was given towards this endeavor. A second gift of \$5K brought the endowment into vested status.

- The trail from the original parking lot to the Pavilion is now fully accessible and connects with the accessible trail at Pavilion and around the Children's Garden.
- A student internship program (unpaid) for children's tour docents was established. Two JMU student interns leading guided tours to schoolchildren this spring and summer.
- The Arboretum is now an official site on the Harrisonburg Rockingham Artisan Trail Network due to the art gallery and other recreational opportunities provided.

Tours & Children's/General programming

- A new Explore Corner was added to the Education Center where children can have hands-on exploration with stones and minerals, bones, feathers, skins, books and puppets. Families come in daily/weekly and spend time here. Some families report that they are returning to the Ed. Ctr. just for this reason.
- 5 Arboretum staff/student intern volunteers conducted 43 children's tours reaching 1,780 grade-schoolers and parents (1195 children and 585 adults). 7 children's educational programs/workshops reached 565 people (373 children and 192 adults). Youth programming totals were up reaching 1,983 children.
- 5 Arboretum staff/volunteers conducted 16 educational tours reaching 370 adults
- Total tours: 59 tours conducted reaching 2150 visitors
- Total non-guided tours: 17 self-guided tours reached 984 visitors and students. Of the JMU classes reporting 12 classes used the Arboretum for an outdoor classroom with 381 students participating in non-guided tours.
- 18 lectures, workshops, field trips, wine and cheese offered (free or paid educational events reached over 1000 participants).
- 6 JMU student groups used the Arboretum grounds for community events, fundraisers, and ceremonies reaching 805 students/community members.
- 27 JMU Dept./Orgs. used an Arboretum facility with 1,560 staff/faculty/students in attendance
- Community groups used an Arboretum facility with 481 participants. 8 Wedding groups used a facility with 487 in attendance. Both numbers are down due to disruption of the site while under construction.
- Total recorded use of Arboretum grounds/facilities/event participation=5,875 people (all activity that is recorded) participating in Arboretum events in 2015-2016.
- Estimated visitorship = 18K-21K annually

Volunteer Program

- Totals: 89 volunteers served 1,672 hrs.; 25(285 people) service groups served 747 hrs. Grand Total=414 volunteers (includes misc. volunteers who serve irregularly but annually, and board members) served 2,609 hrs.
- State rate of \$23.07/hr. for value of volunteer time= \$60,190 value for the Arboretum volunteers.
- 2016 DNR's Best Place in the valley winner: Best Place to Relax and Best Place to Propose

Bookstore

- Collaborated with JMU in support of ESPN College Gameday. A sales increase of 166% over last year's Homecoming Game.

Card Services

- Successful roll out of the Mobile ID App for Door Access, ID verification as well as meal plan and debit account purchases.
- JACard Photo uploads for new students increased from 25% to 50% this year thus saving time during orientations for students to focus on the programming aspects of JMU.

Included on this page...

- The Arboretum won the 2016 Daily News Record *Best Place in the Valley, Best Place to Relax* and *Best Place to Propose* honors.

Dining Services

- We currently have 578 student workers and 28 student managers.
 - The Aramark Externship Program is a unique program that has assisted the JMU HTM Program in expanding resources without additional funding as well as differentiates the JMU HTM program from all others. It has enriched the students' campus experience and increased placement rates for graduates.
 - In addition, many of the Externs extend their employment with Aramark past their Externship and are eligible for promotional opportunities within JMU Dining Services. To date, 146 Externs have extended their employment past the initial Externship and remained as Student Employees in our Locations, a 20% retention rate.

Employee Training

- 538 Associates were trained in Food Safety/Handler training
- 713 Associates were trained in OSHA's GHS training
- 635 Associates participated in Diversity and Inclusion training
- 445 Associates trained in Allergy training
- 888 Associates trained in kitchen equipment operations and sanitation
- Sustainability
 - To minimize waste and maximize freshness, food is batch cooked in smaller amounts throughout meal periods instead of cooking everything at the beginning of the period. We are able to provide a continuous supply of fresh-cooked food while minimizing over-production.
 - In all-you-care-to-eat residential venues, many portions are single-serve sizes to reduce consumption waste and allow customers to return for a second serving rather than throw unconsumed food away.
 - Our chefs have been trained on different techniques to monitor and reduce food waste. We make every effort to minimize waste in our operations by keeping accurate production and consumption records.
 - We also utilize a computerized menu management system to accurately calculate the amount of food required for a particular menu and make adjustments accordingly.
 - Since 2008, JMU Dining has hosted Farmers Markets on campus—six in 2015—where local farmers have been invited to sell their produce to students, faculty, and staff, thus educating the campus community on what the Shenandoah Valley has to offer. Annual events like the Fall Festival and Farm-2-Fork meals also showcase seasonality and local products, which give students the opportunity to understand food sourcing and demonstrate sustainability.
 - JMU Dining services kicked off 2016 Earth Week with Fair Trade Coffee sampling and a MSC Themed dinner. The following day concluded with giving away 200 Bell Pepper seedlings to students, with Friendly City Food Co-op there giving away prizes. The highlight of the week was the Farm-2-Fork meal, which highlighted local farmers and their food throughout the dining hall.
 - Each semester we conducted weeklong Weigh the Waste events at two different dining locations to raise awareness to students about the amount of food thrown away. During the events, we ask students to assist us in throwing all leftover food into bins to be weighed at the end of the lunch period to track how much they threw away. The results were quite promising. During the fall semester at Mrs. Greens: 47% decrease in leftover food and Spring Semester at E-Hall: 29% decrease in leftover food
- Student Satisfaction
 - We introduced a new residential menu based on student preferences, highlighted more healthy options, and added flavors from around the globe
 - We installed 2 new brands: Auntie Anne's® in T.D.U. and Subway® in the Apartments on Grace Street.
 - Carrier Starbucks® expanded their menu to include the warming program.
 - A new residential menu was implemented in D-Hall and E-Hall. These recipes were designed at Aramark's Innovation Center, which includes a 3,500 square-foot test kitchen where 24 research and development chefs collaborate on new menu items. The recipes are designed to be flexible to accommodate customers' needs and desires.
 - Enabled healthy eating throughout campus by providing nutrition information online for all residential and retail establishment. Launched Healthy Duke Deals at all retail locations to call out healthy options.
 - Held health and wellness events weekly across campus. Each week at residential dining we had two events, Fit Friday and Meatless Monday. These events highlighted healthy options on the residential menu. Educational tabling on nutrition was provided based on seasonal topics.
- Special Needs
 - Our comprehensive Gluten Solutions program enables dining to more easily accommodate students with celiac disease or varying levels of gluten intolerance.
 - Student and parent-facing allergen guidelines were published in our Guide to Managing Food Allergies communication booklet to support our dining customers who are managing food allergies, and to help them make informed food choices within campus dining locations. Students with food allergies also work directly

Included on this page...

- JMU Dining chefs have been trained on different techniques to monitor and reduce food waste. We make every effort to minimize waste in our operations by keeping accurate production and consumption records.

with our residential dining director or dietitian to help identify foods they can eat safely in both residential and retail establishments.

- University Collaboration to Accommodating Food Allergies - Providing accommodations to students with dietary restrictions is a university-wide collaborative effort. Our dietitian worked with Office of Disability Services and University Health Center to make sure the student with special dietary restrictions were taken care of throughout the university. Each department refers students to the other. This collaborative effort makes sure the student's dietary restriction is being accommodated within dining services, residential life, class rooms, and is documented on their electronic health records at the health center
- Goodbye to D-Hall
 - For D-Hall's final year, Dining Services launched an informational campaign called *D-Hall Mad for Change!*
 - We shared artist renderings of D-Hub, the temporary facility, and of the new D-Hall to give our students, faculty, staff and alumni a glimpse into what is coming in the future.
 - During Homecoming week we invited the JMU Nation to chalk their favorite D-Hall memory on the Commons and brought in a photographer to take photos from the roof of D-Hall.
 - We also hosted a group of D-Hall alumni who enjoyed dinner at D-Hall and a photo booth and received a cutting board engraved with "Celebrating the Past...Continuing the Legacy" to commemorate the evening.
 - A variety of other events occurred throughout the school year including the Last Late Night Breakfast, D-Hop, Senior Send-off and a final Alumni Dinner, which was held in partnership with the JMU Alumni Association. There was great demand for the photos and signs from D-Hall and Market One so they were awarded to students who requested them.
 - The "Bricks for Scholarships" campaign is currently underway, with 1,000 bricks from D-Hall being set aside. For a \$100 donation, the donor will receive a brick from the demolition of the building. Dining Services is working with Administration and Finance and the Office of Annual Giving. Proceeds will go toward the Administration and Finance Scholarship.

Madison Print Services

- 17% increase in number of Coursepacks printed this year for faculty that were sold to students in the JMU Bookstore.

Parking

- With assistance from Facilities Management, Parking Services replaced the signage at the entrances to more than 70 parking facilities across the campus during the summer of 2015 as part of a larger effort to simplify parking restrictions for the university's students.
- With the assistance of Card Services and the University Business Office, Parking Services introduced JACard as a form of payment at the university's multi-space parking meters. During the 2015-2016 academic year, nearly 9,000 JACard transactions occurred at the three pay stations, accounting for more than 20 percent of the total transactions.
- With the assistance of Facilities Management and Engineering, Parking Services was able to create more than 700 additional parking spaces during the summer of 2015. Enough parking to offset the impact of three major projects that occurred during the 2015-2016 academic year, the construction of the Mason Street Parking Deck, the construction of the D-Hub Temporary Dining Facility and the renovation of Madison Hall.
- With assistance from Information Technology, Parking Services began sending notices to registered customers via e-mail one day after a vehicle associated with their account received a parking citation. The notice serves as a reminder to the customer regarding receipt of the citation, the deadline for appealing the citation and the application of a late fee.

Included on this page...

- Providing accommodations to students with dietary restrictions is a university-wide collaborative effort. Our dietitian worked with Office of Disability Services and University Health Center to make sure the student with special dietary restrictions were taken care of throughout the university.
- For D-Hall's final year, Dining Services launched an informational campaign called *D-Hall Mad for Change!*
- With the assistance of Facilities Management and Engineering, Parking Services was able to create more than 700 additional parking spaces during the summer of 2015.

Procurement Services

- Expected achievement of identified SWaM Goals.
- Implementation of Single Sign-On Process for eVA System.
- Satisfactory compliance to TSRC mandatory contract allowing \$250K in savings for university.
- Implementation of new/renegotiated Grainger, Fisher, and Enterprise agreements.
- Implementation of expedited process for ordering up to 10k from eVA Self-Registered/SWaM Certified Vendors.
- Notable Procurements: Outside Plant Infrastructure Management System for Telecom, 10 year contract with CBORD for JACard System, Voluntary Benefits Contracts, Curriculum and Catalog Management System, Integrated Encrypted Payment System, Study Group Contract, FF&E Projects for UREC and CHBS, multiple non-capital and capital construction and A/E contracts (Dining Hall, USB Annex)
- Procurement Services issued 45 RFPS, 33 IFBs, 2 RFOs, and 1 RFI from July 1, 2015 - June 6, 2016. Procurement personnel entered 274 individual orders for campus and participated in the appropriate processing of an additional 2110 orders (from July 1, 2015 - April 26, 2016). We also worked through 200+ Sole Source and other contractual agreements. We managed/renewed over 300 individual JMU Term Contracts.
- Procurement participated in monitoring/approvals on a total of 24,726 orders processed in eVA by campus. 22,835 were 5k or less, 1,530 were 5-50K and 361 were over 50k. This data is for the period July 1, 2015 - June 6, 2016.

Real Property & Space Management

- The following accomplishments were completed by the Office of Real Property and Space Management:
 - Completion of RFP Process, renovation and opening of leased space in Washington DC for the Washington Center that supports and promotes JMU Political Science Department and provides academic and administrative space in Washington DC for the entire university.
 - Completion of lease and purchase agreement for the Resource Recovery Facility
 - Completion of lease for Galway House and Bluff Pointe on the Chesapeake Bay
 - Acquired 3 properties including:712 Hickory Hill, Hunters Road property and 1001 Forest Hill for a total of \$1.3 million and 3.73 acres
 - Drafted and executed 11 easements for projects including HBS building, WVPT, construction on South Main Street and Martin Luther King Jr., Way
 - Completed demolition permits for 1001 Forest Hill, North Campus Power Plant, Gibbons Hall, Rockingham Hall
 - Continue to work with VDHR on potential listing of historic Bluestone Quad buildings for Historic Registration
 - Oversaw completion of \$1.7 million renovation to Studio Center and \$1.9 million renovation to Lakeview Hall
 - Coordination of major moves including UREC, Gibbons, HBS and moves involved in major renovations including Miller Hall, Maury Hall, A1 and A2
 - Oversaw renovations associated with large turnover of rental properties due to the change in coaching staff.

Included on this page...

- Notable Procurements: Outside Plant Infrastructure Management System for Telecom, 10 year contract with CBORD for JACard System, Voluntary Benefits Contracts, Curriculum and Catalog Management System, Integrated Encrypted Payment System, Study Group Contract, FF&E Projects for UREC and CHBS, multiple non-capital and capital construction and A/E contracts (Dining Hall, USB Annex)
- Human resources initiated JMU's CommonHealth programs with the roll out of several wellness focus challenges such as Take a Ride, Move It, Let's Kick Butt, Biggest Loser, and Step It Up. Application has been submitted to become CommonHealth Workplace Certified.

Human Resources, Training and Performance

Human Resources

- Initiated JMU's CommonHealth programs with the roll out of several wellness focus challenges such as Take a Ride, Move It, Let's Kick Butt, Biggest Loser, and Step It Up. Application has been submitted to become CommonHealth Workplace Certified.

Talent Department

- TD provided the JMU community with 10,827 documented hours of professional development including workshops, series and departmental retreats (See Appendix A for detailed monthly summaries).
- Training was provided to 1630 unique employees during the 2015-16 fiscal year.
- TD disbursed \$164,421.24 of Training Funds for professional

development activities for employees across the university.

- TD developed and partnered to offer 48 new workshops and series for 2016.
- TD continued to partner with over 130 Volunteer Facilitators from across the JMU campus and in the Harrisonburg community in order to provide high quality, relevant and timely training to AP faculty, Classified staff and Wage employees.
- We are in the second year of offering *Facilitators' Lunch and Learn*. These workshops provide our Volunteer Facilitators with a unique opportunity for their own professional development in a stimulating learning environment with lunch provided. This is a small way for Talent Development to thank our Volunteer Facilitators while helping them maintain or grow their facilitation skills while networking with other facilitators.

Information Technology

Censeo Efficiency study

- Worked with the Censeo consultants to perform a review of areas within Information Technology. Overall IT received high marks. Censeo was brought back in to do a deeper dive review of technology personnel within IT and across campus. Results were evaluated and Adam Murray, Dean of Libraries and Educational Technologies and Dale Hulvey, AVP of IT are working with their staffs to perform additional research and reviews to see if we can be more efficient.
- Removal of Windows Administration Rights for people with access to Highly Confidential Data in PeopleSoft to address an APA audit point. The Auditor of Public Accounts recommended we remove Administrative Rights from users of Windows computers. We worked with them to reach a compromise of removing the rights of users that also had access to highly confidential information in PeopleSoft.

Information Systems

- IS successfully completed the full Administration and Finance Program Review. Numerous objectives will be generated from the review, but overall it was positive and reflected appreciation from customers for the support they receive.
- Supported the successful transition to the new state reporting application, Cardinal. JMU was a leader in the implementation and testing of Cardinal interfaces, and the rollout in February was very smooth.
- The IT Service Management system is requiring significant resource commitment from IS. The team has successfully laid the groundwork for the rest of the system by establishing the infrastructure and implementing small applications to support Card Services, Buildings and Rooms and Room Safety.
- Although the IdM R2 upgrade project is still in progress, the loss of key personnel and the great effort by the remaining team to pick up support for the current system and for the upgrade effort is worthy of note.
- IS staff provided technology support to the successful JMU "Day of Giving".
- The Application Security team took on additional responsibility for supporting workstation admin removal monitoring and remote access support.

Computing Support

- Supported the move to utilizing Apogee for residence hall connectivity. Eliminated the CampusNet service, and created and communicated support changes. Transitioned loaners and basic troubleshooting to the IT Help Desk
- Made dedicated effort to work with numerous areas (Libraries, CISAT, CSM, CISE, Card Services) to begin transferring at least portions of their desktop management to central SCCM and Casper services for patching, software deployment, and inventory
- Working with 4VA and Cisco, completed pre-rollout work for a campus launch of WebEx fall 2016
- Completed engagement with Dell to upgrade and test the Dell Data Protection (encryption) environment
- Provided support for a significant increase in e-ID-related support contacts in response to increased security measures

Included on this page...

- IT worked with the Censeo consultants to perform a review of areas within Information Technology. Overall IT received high marks.
- IT worked with Athletics to connect a new LTN media service to the JMU network to televise basketball games and eliminate the need for satellite trucks

Technical Services

- Migrated our network DHCP and DNS services over to a new IP administration service to enhance our IP administration and improve service.
- Migrated network connections at 220 and 380 University Blvd to wireless bridges. This improved services and saved thousands of dollars a month.
- Worked with Athletics to connect a new LTN media service to the JMU network to televise basketball games and eliminate the need for satellite trucks
- Migrated the JMU Shibboleth Authentication services to the latest platform and included InCommon eduGain federation services.
- Replaced UPS Capacitors, Fans and Batteries in Massanutten Data Center.

Telecommunications

- Capital Projects - Completed Outside Plant and Infrastructure wiring, performed all voice and data service activations for the following:
 - UREC Expansion
 - Health and Behavioral Science
 - Temporary Dining Facility
 - Temporary Chic Filet
- Non-Capital Projects (Buildings and Renovations)
 - Completed infrastructure wiring and performed all voice and data service activations.
 - Warren Taylor Renovation Phase2
 - Anthony Seeger Renovation
 - Removed Equipment and Services from Gibbons Hall
- General Infrastructure Projects- Installed infrastructure and provided services to support the following:
 - 220 and 380 Wireless Bridges
 - ESPN Game Day
 - Wireless Network Access expansion for (13) Academic/Administration Buildings
- Engineering and Maintenance
 - Performed annual "Dorm Sweeps" and "Emergency Phone" testing
 - Balanced the CATV system
 - AM1610 Maintenance and Testing
- Telecom Work Control received 566 incidents and 2,860 Service Requests for a total of 3,436 orders processed.

Intercollegiate Athletics

- JMU wins 66 percent of its athletics contests in all sports, best in the CAA, best in Virginia & best at JMU in over 30 years
- JMU Athletics was honored with the "Youth in Philanthropy Award" from the Association of Fundraising Professionals. The award recognizes the work of young people (JMU's student-athletes) in service and making a difference in the community.
- JMU finished 97th in the country & second in the CAA in the Learfield Director's Cup standings. Best finish and first top-100 finish since 94th in 2008-09
- JMU won eight of the 23 total Player of the Year awards handed out by the CAA, eight of 18 if discounting the sports not offered at JMU
- JMU had 11 All-Americans compared to four the previous year
- Lacrosse's Brooks Lawler was named an Academic All-American (Second Team)
- 15 of 16 programs exceeded the JMU Engaged in Excellence benchmark of 960 in the APR while 14 of 16 improved their mark from the previous year
- NCAA Appearances:
 - Women's soccer
 - football

Included on this page...

- Telecommunication installed infrastructure and provided services to support the very popular ESPN Game Day visit.
- JMU wins 66 percent of its athletics contests in all sports, best in the CAA, best in Virginia & best at JMU in over 30 years
- JMU had 11 All-Americans compared to four the previous year

- women's basketball
- lacrosse
- softball
- cross country (regional)
- Individuals in NCAA
 - Men's golf
 - swimming & diving
 - track & field
- CAA Championships:
 - Women's soccer
 - football
 - women's basketball
 - softball
- CAA Regular Season Champions:
 - Field hockey
 - volleyball
 - football
 - women's basketball
 - softball
 - lacrosse
- Additionally, JMU was runner up in the CAA in swimming & diving, cross country, track & field, men's golf and women's tennis
- All-Americans
 - Andrew Ankrah – Football; Ryan Cole – Men's Golf; Megan Good – Softball; Benito Felice – Cheerleading; Jailyn Ford – Softball; Mitchell Kirsch – Football; Vad Lee – Football; Amber Monroe – Track & Field; Loes Stijntjes – Field Hockey; Becca Wells – Cheerleading; Taylor West – Field Hockey
- CAA Players of the Year
 - Vad Lee – Football; Taylor West – Field Hockey; Janey Goodman – Volleyball; Olivia Lehman – Diving; Jazmon Gwathmey – Women's Basketball; Ryan Cole – Men's Golf; Jaci Gordon – Lacrosse; Jailyn Ford - Softball
- CAA Coaches of the Year
 - Kenny Brooks – Women's Basketball; Mickey Dean – Softball; Christy Morgan – Field Hockey, Lauren Steinbrecher – Volleyball; Shelley Klaes-Bawcombe - Lacrosse
- CAA Rookies of the Year
 - Kayla Cooper-Williams – Women's Basketball; Melissa Wilken – Field Hockey; Olivia Vigarina – Track & Field; Alex Henderson – Men's Golf
- Other Major CAA Honors
 - Megan Good – Softball Pitcher of the Year; Erica Field – CAA Defensive Player of the Year; Loes Stijntjes – Field Hockey Defensive Player of the Year
- CAA Scholar-Athletes of the Year
 - Kathleen Stewart – Cross Country, Camilla Czulada – Swimming & Diving, Brooks Lawler - Lacrosse

Included on this page...

- CAA Players of the Year **included**
Vad Lee – Football; Taylor West – Field Hockey; Janey Goodman – Volleyball; Olivia Lehman – Diving; Jazmon Gwathmey – Women's Basketball; Ryan Cole – Men's Golf; Jaci Gordon – Lacrosse; Jailyn Ford - Softball

Public Safety

Police Support Services

- Successfully achieved Virginia Law Enforcement Professional Standards Commission Re-Accreditation in August 2015.

Student Affairs and University Planning

Multicultural Awareness & Student Health

Counseling Center (CC)

- Launched in spring 2013, *You've Got This!* and *Tackling Anxiety* are two specialized treatment programs designed to assist JMU students in increasing resiliency skills & reducing anxiety symptoms. Since their implementation, these programs have been instrumental in providing JMU students with access to high-quality, effective and efficient clinical services. *You've Got This!* was designed to improve emotional regulation and distress tolerance and *Tackling Anxiety* was designed to reduce anxiety, worry, and panic.
- Building on the success of the two previous treatment programs, an additional treatment program was created. In fall 2015, *Tackling Society*, was implemented to assist JMU students in treating symptoms of social anxiety.
- The Counseling Center has referred approximately 1,000 students to in-person or online treatment programs. Each participant is invited to complete a feedback survey and request an exit interview to assess whether or not additional clinical services are necessary. Student responses have been overwhelmingly positive and constructive feedback is utilized to inform modifications to the programs. On average, over 90% of participants believe they have the skills & information they need to manage their symptoms, 83% are more confident in their abilities to manage their symptoms, and over 70% of the participants report that their symptoms have decreased because of participating in the programs.

University Health Center (UHC)

- UHC successfully designed and implemented a clinical Shared Decision-making Program that is aimed at increasing students' self-efficacy with respect to basic medical decisions. For most of our students, this is their first experience of interacting with medical professionals without being prompted or accompanied by their parents; thus, it is important that students know how to interact with medical providers and be good self-advocates. The Shared Decision-making Program engages students in discussions with medical providers about care options, including the importance of self-care and the role of pharmaceuticals in primary care.

Included on this page...

- The Student Success Center (SSC) partnered with Orientation, CMSS, & Disability Services to offer a program called, "Dear World" in March 2016 during Disability Services Week. Dear World is a renowned, interactive storytelling experience that unites people through pictures in its distinct message-on-skin style and has been used by the world's leading companies and universities to learn about their employees and students.

University Recreation (UREC)

- JMU's Adventure Program was recognized by the Association of Outdoor Recreation and Education with the David J. Webb Program Excellence Award.
- Club Softball team repeated as national champions for 2016.
- The opening of the University Recreation Center addition in January 2016 started a new era in regard to student health and wellness. This new addition provided over 130,000 sq. ft. of new fitness, sport and recreation space for the University Community.

Student Life & Dean of Students

University Unions

- DUX Leadership Center - is one of the outstanding areas of leadership education offered to students. The uniqueness of this program is that it focuses on students who have not had previous leadership experiences - but want to develop some.

Student Success

- The Student Success Center (SSC) partnered with Orientation, CMSS, & Disability Services to offer a program called, "Dear World" in March 2016 during Disability Services Week. Dear World is a renowned, interactive storytelling experience that unites people through pictures in its distinct message-on-skin style and has been used by the world's leading companies and universities to learn about their employees and students.
- The SSC received Gold Leadership in Energy & Environmental Design (LEED) Certification.

Community Service-Learning

- The Madison Community Scholars completed its first pilot year with two students. Thomas Family Community Scholarship was developed and funded this year. David ('93) and Becky Smith ('93) Thomas funded two \$2,500 yearly scholarships for two students to work directly with a community agency to benefit both the students' civic development and the agencies mission and services.

Orientation Office

- Orientation continues to be a hallmark program to welcome new students into the JMU community. The three phases of Orientation have been highlighted by Dr. George Kuh at national conferences and have been established as the standard of excellence in Orientation programs.

University Planning and Analysis

Career and Academic Planning (CAP)

- Career & Academic Planning launched the Experience Profile module on Recruit-A-Duke as a way to gather data on the first destination pursuits of JMU graduates. We achieved a 55% knowledge rate for May and Summer 2015 graduates and are able to report that 81% of JMU graduates were either employed, attending graduate school or engaged in an internship experience within 6 months of graduation. The average salary for May 2015 graduates was \$45,700.

Included on this page...

- Career & Academic Planning launched the Experience Profile module on Recruit-A-Duke as a way to gather data on the first destination pursuits of JMU graduates.

Institutional Research

- University Planning, in conjunction with the Performance Measures Review Team and the Office of Institutional Research, oversaw the first major review of the Strategic Plan Performance Measures. As a result, several improvements were made to the measures.

University Advancement

- Overall since the introduction of the Madison Forever Scholarship fund in FY13, 236 JMU students have received support totaling nearly \$1.8 million.
- Advancement engagement grants - received 15 completed proposals seeking approximately \$21,700. Awards \$7,150 to 11 proposals.
- Debuted our alumni webinar series - once a month, hosted by alumni experts on topics ranging from "Modern Job Hunting & Career Advancement in a Networked Age: Advice from a LinkedIn Insider" to "Strategies for Living File-Free with Evernote." For the eight webinars we hoped in FY16, we had an average registration of 167 people per event.
- Developed and executed a new alumni awards program in partnership with JMU's academic colleges. Distinguished alumni from each college were honored, in addition to the presentation of the JMU Alumni Associations traditional Carrier (for career achievement) and Roop (for alumni service) Awards.

7.2 Madison Collaborative

Academic Affairs

College of Business

- Joe Derby, Assistant Professor of Marketing, is a Faculty Fellow for the Madison Collaborative; he is conducting research in sales ethics education closely aligned with the Madison Collaborative
- Nine faculty in the Department of Management have incorporated the Madison Collaborative 8 KQs in their CoB and/or management courses

College of Education

- Holly McCartney and Kara Kavanagh presented their work in ethics at the Reconceptualizing Early Childhood Education Conference in Dublin, Ireland in October, 2015.
- Senior ROTC Cadets were challenged in conjunction with the US Army Ethic found in ADRP 1-0, to use the eight Key Questions to develop their decision-making and problem solving skills found in FM 6-0.
- Students in Dr. Stephanie Wasta's sections of EDUC 300 spent two class periods examining the ethical principles. They used these guidelines to analyze 2 real-world classroom situations, formulated responses within their 4-5 member table groups, and made specific connections to the ethical principles.

Included on this page...

- Senior ROTC Cadets were challenged in conjunction with the US Army Ethic found in ADRP 1-0, to use the eight Key Questions to develop their decision-making and problem solving skills found in FM 6-0.
- Biology professor Marta Bechtel presented assessment results from Ethical Reasoning case studies she developed focused on vaccine and drug development issues in biomedical R&D.

College of Health and Behavioral Studies

- Graduate Psychology: Dr. Hart used the 8KQ framework to engage CSPA students enrolled in PSYC 649 (Spring 2016) in ethical considerations through case studies and discussion of their practicum experiences relevant to multicultural issues. Dr. Marcopulos incorporated the Madison Collaborative 8 Key Questions in the new Law and Neuroscience course. This process asked students to describe and reflect on the ethical dilemmas that arise for psychologists involved in legal cases.
- Nursing faculty incorporate the Madison Collaborative principles and 8 Key Questions extensively throughout the BSN, RN/BSN, MSN and DNP programs.
- Psychology:
 - Harris, C. M., Jakobsen, K. V., & Lyons, C. (2014, October). The Madison Collaborative: Ethical reasoning in action. Presentation at the Annual Conference on Teaching of Psychology, Atlanta, GA.
 - Harris, C. M. & Zha, S. (2015, October). Ethical Reasoning as an Instructional Objective. Presentation at the Mid-Atlantic Teaching of Psychology Conference, Co-sponsored by APA, Division 2 Society for the Teaching of Psychology, Largo, MD

College of Integrated Science and Engineering

- CS has developed an elective course, Societal and Ethical Issues in Computing. The goal is to require the course once staffing allows.
- ISAT faculty are heavily engaged with the Madison Collaborative either directly or by incorporating the pedagogical and curricular recommendations of the collaborative into their teaching.

College of Science and Mathematics

- Biology professor Marta Bechtel presented assessment results from Ethical Reasoning case studies she developed focused on vaccine and drug development issues in biomedical R&D.
- The Madison Collaborative goal of Ethical Reasoning in Action is directly supported by a writing project Geology professor Kristen St. John uses in her general education class, Earth Systems and Climate Change, in which students are tasked with writing an Editorial to persuade a general audience about a climate change topic important to them and support it with a scientifically sound argument.

College of Visual and Performing Arts

- The College plan for the Madison Collaborative now incorporates the 8 Key Questions and their use in a sufficient number of classes and initiatives that all students in CVPA should have access and exposure to the QEP.

University Programs

- The Center for Assessment and Research Studies (CARS) helped document incremental gains in ethical reasoning as the Madison Collaborative became more pervasive in academic and student affairs programming.

Office of International Programs

- The OIP and the International Network of Universities (INU) received \$3,950 from Madison Collaborative's Program Innovation initiative to take Ethical Reasoning and the 8 Key Questions to the INU Global Seminar for Citizenship and Peace in Hiroshima, Japan in August, 2016. The grant will enable Vesna Hart, the INU Coordinator, to work with other OIP staff to develop a cross-culturally sensitive curriculum, *Ethical Reasoning across Cultures*, and pilot-test it with a group of international students during the Global Seminar.

Libraries and Educational Technologies

- Collaborated with colleagues across LET to build ongoing Ethical Reasoning programming, including quarterly brown bags and an LET Hub site in support of the Madison Collaborative.

Madison Collaborative Office

- Increased faculty and staff interest and participation in the MC
 - Offered four brown bag "Food for Thought" events as an informal venue to connect faculty and staff interested in ethical reasoning. Each event was co-hosted by an MC faculty fellow along with a college- or unit-specific faculty member.
 - Increased number of 2015 It's Complicated faculty facilitators
 - Delivered custom workshops for Finance department staff, IMPACT3, College of Business faculty, and the College of Business Board of Advisors
 - Hosted Core Introduction to the Eight Key Questions workshop for faculty and staff; faculty and staff helped facilitate the session.
 - Participated in New Faculty Orientation
 - Collaborated with Human Resources and Talent Development: Introduced ethical reasoning to new employees via "Connections Day" (two sessions); facilitated a Professional Book Club discussion; added "Ethical Reasoning for Everyone" course (2016-2017); and added an ethical reasoning focus to the Leadership for Supervisors series (2016-2017).
 - Offered three new faculty fellowships (Joe Derby, Susan Ferguson, Kara Kavanagh) and one Student Affairs fellowship (Anna Lehnen) for the 2016-2017 academic year
 - Hosted nine It's Complicated preparation sessions for facilitators
 - Collaborated with IMPACT3 group assigned to an MC-related project
 - Faculty in the Libraries initiated their own series of ethical reasoning brown bag lunches, which continues to grow and be very well received.
 - Solicited submissions for new It's Complicated case scenarios and requested 10-15 faculty and staff evaluators. Four similar submissions were integrated into "Contagion."
 - Co-hosted with the Cohen Center scholar/speaker/author Joshua Greene from Harvard University
 - Offered three workshops during CFI's May Symposium conference day
- Increased student awareness of the Eight Key Questions and ethical reasoning
 - Increased active participation in the MC peer educator group to eight students who helped facilitate three Wellness passport workshops for more than 200 students.

Included on this page...

- The OIP and the International Network of Universities (INU) received \$3,950 from Madison Collaborative's Program Innovation initiative to take Ethical Reasoning and the 8 Key Questions to the INU Global Seminar for Citizenship and Peace in Hiroshima, Japan in August, 2016.
- The Madison Collaborative solicited submissions for new It's Complicated case scenarios and requested 10-15 faculty and staff evaluators. Four similar submissions were integrated into "Contagion."

- Student employee wrote weekly ethical reasoning blog posts.
- It's Complicated delivery to 4000+ first-year students featuring 150 faculty and staff facilitators and a few student co-facilitators
- Conducted FROG training and enlisted their assistance facilitating It's Complicated (250+ students)
- Co-hosted with JMU Debate a student public debate "Resolved: Ethical reasoning is a process of rationalizing existing moral biases"; attended by 80+ students
- Facilitated workshop for graduate student orientation (100 + students)
- Students reviewed/provided feedback on new It's Complicated case scenarios
- Student video participation in Phi Kappa Phi award portfolio
- Provided guest lectures or workshops in honors Leadership seminar, hospitality management ethics course, honors Global Studies seminar, and a psychology outreach internship class (these students incorporate 8KQ into their Wellness Passport events as appropriate).
- PHIL 150 Ethical Reasoning course (80+) students created [8KQ-related videos](#) or cartoons
- Placed series of nine ads in *The Breeze* student newspaper, focusing on one of the 8KQ every week around a central theme of refugees
- Provided two workshops for College of Business Experiential Learning program on "Shaping your Future."
- The Student Government Association independently took initiative to propose and pass a resolution encouraging widespread adoption of the Eight Key Question ethical reasoning framework by the General Education program. A second resolution proposed relates to Title IX recommendations to "Uniformly educate all students about their Title IX rights and resources. We recommend the incorporation of the '8 Key Questions' and the 'Madison Collaborative' to advance students' understanding of how to approach such situations."
- Conducted and supported ethical reasoning related assessment, research and scholarship
 - Kristen Smith, Keston Fulcher, and Elizabeth Hawk Sanchez's article, "Ethical Reasoning in Action: Validity Evidence for the Ethical Reasoning Identification Test (ERIT)," was published in the September 2015 issue of the *Journal of Business Ethics*.
 - Conducted pre- and post-assessments according to MC assessment plan
 - Consulted with individual faculty
 - Awarded research grant financial support to faculty in Nursing and Management
 - Awarded innovation grant financial support for a program on prison art – "Can Art Encourage Ethical Reasoning—and Create Change?"
 - Awarded innovation grant to pilot an 8KQ workshop during the INU Student Seminar for Global Citizenship and Peace in Hiroshima; also included consultation with Japanese JMU faculty to test for cross-cultural applicability.
 - Supported financially faculty and staff ethical reasoning presentations at national and international conferences
 - Kristen Smith initiated dissertation research on implementation fidelity of ethical reasoning pedagogy involving six faculty members.
 - Faculty and staff who wrote and conducted research on the Madison Collaborative Interactive are preparing articles for submission.
 - Delivered workshop at the Southern Association of Colleges and Schools Commission on Colleges annual meeting
 - Accepted pre-conference and concurrent session workshops at 2016 SACSCOC annual meeting and for a concurrent session at AAC&U Global Learning conference, Association of General and Liberal Studies annual meeting, and International Leadership Association annual meeting.
- Increased community involvement in and awareness of ethical reasoning and related activities
 - Selected as one of six finalists for Phi Kappa Phi's [Excellence in Innovation Award](#).
 - Offered workshop for 90+ alumni
 - Expanded media presence including a robust Facebook and Twitter presence, guest editorials in all issues of *Madison* magazine, NPR's "With Good Reason" (replay), and a nine-ad *Breeze* series.
 - Invited three local community members to observe It's Complicated.

Included on this page...

- PHIL 150 Ethical Reasoning course (80+) students created [8KQ-related videos](#) or cartoons
- The Student Government Association independently took initiative to propose and pass a resolution encouraging widespread adoption of the Eight Key Question ethical reasoning framework by the General Education program. A second resolution proposed relates to Title IX recommendations to "Uniformly educate all students about their Title IX rights and resources."

- Co-hosted a spring “Ethics Slam” with the Rotary Club, Fairfield Center, JMU Graduate Student Association, and the MC with “teams” from JMU and the community including Blue Ridge Community College President John Downey and local United Way Executive Director Laura Toni-Holsinger.
- Conducted EMMES Corporation staff training in Rockville, MD resulting from alumni contact via his interest in a *Madison* magazine article
- Delivered two webinars: the Association for the Assessment of Learning in Higher Education (Bill Hawk and Keston Fulcher) and the American Association of Colleges of Nursing (Bill Hawk and Erica Lewis)
- Produced new It’s Complicated case scenario and supporting materials
 - Promoted call for new case scenario ideas
 - Facilitated blind review by faculty and staff
 - Condensed and integrated four selected scenarios into one
 - Vetted the scenario with students
 - Coordinated with campus partners to film new video on location at JMU including two faculty/staff actors and extras when appropriate.
 - Developing new facilitator guide and presentation

Administration and Finance

Human Resources, Training and Performance

- Talent Department
 - Talent Development co-sponsored a Professional Book Club Discussion with the Madison Collaborative on *Blind Spots: Why We Fail to Do What’s Right and What to Do about It* by Ann E. Tenbrunsel and Max H. Bazerman.
 - Talent Development has also partnered with the Madison Collaborative to incorporate content related to the Eight Key Questions into our workshop offerings. This includes adding an open session of Ethical Reasoning for Everyone (TD2139) to our annual Training Calendar, adding Eight Key Questions content to the final session in the Emerging Leaders series, and adding an Ethical Reasoning for Everyone session to the Leadership for Supervisors series.
 - Our Professional Development Specialist participated in a train-the-trainer session in order to be able to partner with the Madison Collaborative to facilitate sessions on the Eight Key Questions.

Included on this page...

- Talent Development has also partnered with the Madison Collaborative to incorporate content related to the Eight Key Questions into our workshop offerings.
- The Eight Key Questions have been embedded into the D.E.E.P. Impact staff meetings for the purposes of teambuilding and conflict resolution.

Student Affairs and University Planning

Multicultural Awareness & Student Health

Center for Multicultural Student Services (CMSS)

- Def Poetry Jam is an annual event that takes place at the start of the academic year. Def Poetry Jam based on HBO’s hit series and in collaboration with Urbintel, Inc. is a thought-provoking program packed full with entertainment and artistic expression for all audiences. Through the spoken word format the poets and artist who perform have been able to incorporate the Madison Collaborative, Eight Key Questions into their performances.
- The Eight Key Questions have been embedded into the D.E.E.P. Impact staff meetings for the purposes of teambuilding and conflict resolution.
- CMSS Assistant Director facilitated “8KQ, Diversity, and Service Learning” during the Community Service Learning Staff Retreat (Fall 2015).

Counseling Center (CC)

- During the 2015-2016 academic year, the Counseling Center's Psych 402 Program Assistants completed 96 workshops on mental health and interpersonal skill topics. In each workshop, the 8KQ were presented in a way that connected with the workshop topic. Participants were specifically given the opportunity to consider and apply at least one of the Key Questions to the topic of the workshop.

University Health Center (UHC)

- The Eight Key Questions are incorporated into two training programs in UHC. First, we reinforce the ethical reasoning principles with student volunteers who work in our clinics. Second, we use it when training students to work with our "Duke Step Up" bystander intervention program.

University Recreation (UREC)

- UREC had 12 faculty/staff members participate as facilitators in the Madison Collaborative 'It's Complicated' program in 2015.

Student Life and Dean of Students

Residence Life (ORL)

- Continues to support the Madison Collaborative through its programming and staff involvement.
- More than 2/3 of the ORL full-time staff served as "It's Complicated" facilitators in August of 2015.
- We continue to produce Madison Collaborative themed bulletin boards throughout the school year.
- We use the 8 KQs in some of our decision making programs and provide representation to the Collaborative steering committee.

Judicial Affairs / Student Accountability and Restorative Practices (OSARP)

- Conducted restorative justice circle process for students who stole bricks from the quad. As part of the process students discussed their actions related to the eight key questions.

University Unions

- Our department has developed a number of programs and awards that support the Madison Collaborative and ethical decision making. The 8 key questions are used in training our 160 student employees, and Fraternity and Sorority Life has developed an Ethical Reasoning Award to recognize our Greek chapters in their efforts.

Included on this page...

- The Eight Key Questions are incorporated into two training programs in UHC. First, we reinforce the ethical reasoning principles with student volunteers who work in our clinics. Second, we use it when training students to work with our "Duke Step Up" bystander intervention program.
- OSARP conducted restorative justice circle process for students who stole bricks from the quad. As part of the process students discussed their actions related to the eight key questions.

Student Success

- The SSC & Student Success Programs received an Innovation Grant from the Student Affairs and University Planning. Large plaques of the Eight Key Questions have been duplicated and permanently displayed on the 1st and 3rd Floors of the SSC. While the Eight Key Questions serve as a conceptual frame for Madison Collaborative, a visual display serves as a constant reminder of JMU's commitment to ethical reasoning.

Community Service-Learning (CS-L)

- The 8 Key Questions of Madison Collaborative were incorporated into Alternative Break Program (ABP) Leader Training. Leaders were required to include ways to use the 8KQ in their educational pre-trip packets to look at the social issues through each of the questions. The 8KQ were used in group reflection time during the community meetings at JMU upon the trips' return. Service coordinators for Academic Service-Learning used the 8KQ in classroom reflection sessions and online reflection questions sent to service learners throughout the semester. The 8KQ were used in reflection sessions and CARS assessment instruments for all participants in Federal Work Study programs.

Orientation

- Orientation partners with Madison Collaborative to expose, educate, and engage all new first year students in an ethical reasoning scenario. First Year students receive materials to prepare them for the It's Complicated session during 1787 August Orientation.

7.3 Community Engagement

Academic Affairs

College of Arts and Letters

- The 5th Annual Reel Change Film Festival – This collaboration brings together SMAD faculty and students with people from the JMU campus and the local community. The goal of the festival is to educate and engage audiences on relevant issues of the day while celebrating the documentary as a tool for creating awareness, advocacy and change.
- Sociologist, Dr. Lisa Porter received a grant from the Virginia Foundation for the Humanities, which helped, support her Journeying Together Project. She worked with officials from the Harrisonburg City Schools, Dual Immersion parents at Keister Elementary, JMU faculty, and leaders from various nonprofit organizations, on a five week "intercultural communication seminar" that created a space where the socio-economic barriers between families within the DI program, which at the time reflected the stratification seen within the community-at-large, could be reduced.
- Dr. Kevin Borg and Mr. Bradley Andrick in Facilities Management partnered this year with well-known local historian and former president of the Harrisonburg-Rockingham Historical Society Mr. Dale MacAllister and Ms. Robin Lytle, creator of the Shenandoah Valley Black Heritage website on a project entitled "Spatial History in the Public Square: Images, Maps, & Archives in the Community." The SHPS, which links particular places in the Harrisonburg community to textual, photographic, and other resources held by regional libraries and museums, holds real potential as an affordable and easily used spatial history resource for communities with modest resources. available.

Included on this page...

- With support of the Virginia Council on Economic Education, the Center for Economic Education held a five-day institute in July 2015 to prepare high school teachers for the new required Economics and Personal Finance course
- The Young Children's Program is partnering with HCPS to add a full school day classroom that will serve 50% tuition-paying children and 50% VPI-eligible children.

College of Business

- Text Co-sponsored BizBlitz 2016 with the Shenandoah Valley Innovation Coalition on March 18-20; this 40-hour startup competition provided an opportunity for students and local entrepreneurs to pitch their ideas and receive feedback
- With support of the Virginia Council on Economic Education, the Center for Economic Education held a five-day institute in July 2015 to prepare high school teachers for the new required Economics and Personal Finance course
- Finance and Business Law co-sponsored with The Harrisonburg-Rockingham Community Foundation Fall 2015, Estate and Charitable Gift Planning
- SSLS participated in the development of the Alliance for Nonprofit Partnerships and continues to support its work through membership on the steering committee and provision of a PhD student serving as the program administrator

College of Education

- The 2015-16 (17th annual) SOL-focused Content/Teaching Academy (C/TA) directed by Dr. Slykhuis was very successful with an enrollment of 478 teachers. This year's sessions featured 15 week-long academies including Adapted Physical Education; Augmenting Mathematics and Special Educator Teams; Augmenting Science and Special Educator Teams – Biology; Augmenting Science and Special Educator Teams – Earth Science; Augmenting Science and Special Educator Teams – Physical Science; Dual Language;
- Dr. Rich Ingram supervised development of a video-based application (Touchcast) by LTLE 625 video students in support of marketing efforts by Harrisonburg Downtown Renaissance (Demonstration of Augmented Reality to Support Tourism Marketing and Promotion in Historic Harrisonburg).
- The Young Children's Program is partnering with HCPS to add a full school day classroom that will serve 50% tuition-paying children and 50% VPI-eligible children. The *JIVE* program (Jobs in Vocational Education) is a partnership between Rockingham County Public Schools and JMU to develop community-based work. The purpose of this SPED program is to transition special needs students from the classroom to a work environment.

- Drs. Carbaugh and Doubet conducted extensive professional development workshops focused on differentiation and assessment with school districts across the country (* denotes collaborative work): Jefferson County PS (KY)*, C. E. Smith Jewish Day School (MD), Moffat County PS (CO), Fort Worth SD (TX), Franklin County PS (VA)*, Abraham Lincoln HS and (Los Angeles, CA), Broward County PS (FL), PS 030 Westerleigh School (NY), Clarke County PS (VA), Conroe SD (TX). Drs. Carbaugh and Doubet also conducted professional in-services for Los Angeles PS (CA), the Islamic Schools of North America, Wellman SD (IA), Aspira Charter Schools (IL), New York City PS 270 Q, Associated Talmud Torahs of Chicago (IL), Virginia Beach PS, and Lander County SD (NV).

College of Health and Behavioral Studies

- Clinics supporting Graduate Psychology programs served 488 clients while training 102 students, interns, and residents in the three semesters for a total of 19,596 education/training hours.
- From the Empowerment3 Center (Kinesiology):
 - Overcoming Barriers Physical Activity Mentoring Programs (Fall Spring & Summer) 14 programs each semester serving children ages two -young adults with disabilities. Eight community based and four on campus.
 - Ability Olympics Event (local families – fall; statewide – spring) Fall is the culminating event for our Overcoming Barriers Programs Two Day Statewide Olympic style event for participants with virtually any disability ages 3-30. 150 participants from across the state came and participated in 18 different sports and physical activity opportunities.
- IIHHS: reported the involvement of 900 students, amplifying their studies from 32 undergraduate and graduate degree programs. Indicating the broad appeal of IIHHS opportunities, these students represented programs in CHBS, COE, CVPA, CALS, COB, CSM and University Studies. Importantly, the active contributions of 64 faculty members representing 20 academic programs gave direction and depth to the community engagement and services at IIHHS this year.

Included on this page...

- Computer Science planned and hosted the CAPWIC (Capital Women in Computing Conference) at JMU, bringing together 120 female high school and college students and computing professionals.
- ISAT and Engineering again worked together with the JMU Center for STEM Education and Outreach to sponsor a workshop on STEM Education for K-12 counselors and teachers. The event drew 180 participants from 40 school districts across the region and was again a big success.

College of Integrated Science and Engineering

- Computer Science planned and hosted the CAPWIC (Capital Women in Computing Conference) at JMU, bringing together 120 female high school and college students and computing professionals.
- Computer Science offered a wide range of K-12 outreach activities including: Programming workshops at the First Lego League State Tournament, Expanding Your Horizons, and College for Kids, mentoring of high school students for CyberPatriots, and the D.I.G.I.T.A.L. workshop for middle school girls.
- ISAT and Engineering again worked together with the JMU Center for STEM Education and Outreach to sponsor a workshop on STEM Education for K-12 counselors and teachers. The event drew 180 participants from 40 school districts across the region and was again a big success.
- CISE faculty continued to work with international partners on economic and technological development efforts in Kenya/Tanzania, Costa Rica, and Malta.

College of Science and Mathematics

- The John C. Wells Planetarium continues to be a significant draw for local community, with an estimated 26,000+ visitors attending a program of over 600 events in AY15-16.
- Other CSM regular outreach activities included the Saturday Morning Physics program, Expanding your Horizons Mathematics/Statistics conference for middle grade girls, and hosting the local section of ChemOlympiad extent the university's community engagement and visibility.
- The Mathematics department drew participants from around the Southeast region again this year for the Shenandoah Undergraduate Mathematics and Statistics conference.
- The Physics department continued the Shenandoah Valley Nanoscience Outreach Collaboration (SVNOC), which assists K-12 teachers in incorporating nanoscience concepts into their classes aligned with the framework of Virginia's Standards of Learning for Science.

- Physics partnered with the Boys and Girls Club of Harrisonburg and Rockingham County to procure funding support for a weekly Space Explorers Afterschool program at Lucy Simms Center in downtown Harrisonburg. This provides the Planetarium an opportunity to have members of our community, whom otherwise may not have the opportunity, to visit us. As part of the AREA grant, 10 Boys and Girls Club participants will receive a tuition scholarship to attend the 2017 Space Explorers camp.
- NSF-funded IUSE and MSI-REaCH projects in Geology support connections between the JMU community and faculty and students at 2-year and minority-serving institutions.

College of Visual and Performing Arts

- As part of the Music and Human Services minor, three students interned in the *Arc*, an organization that helps adults with intellectual and developmental disabilities by emotionally supporting them, training them for jobs, assisting them with activities of daily living, and seeking inclusive recreation activities for them.
- The Art Education Center, in collaboration with UREC's Adventure program, offered nature painting to 35 students. JMU art education students provided the instruction at Hone Quarry. The Madison Chapter of the National Art Education Association also provided substantial outreach to local schools and the community.
- CVPA engages almost nightly with the Harrisonburg community in the Forbes Center. Our patrons not only come to see a performance, but also come to see the educational process of turning talented youth into tomorrow's professional artists. The Forbes Center for the Performing Arts sold over 45,000 tickets to performances last year.

University Programs

- In the General Education Program, Professor Mary Gayne's HIST 150: Recent Issues in World History (two sections) partnered with the local Church World Services offices to host a public discussion of the global migrant crisis. The students designed and executed the entire event, so it is also a good example of engaged learning; in the sense that it informed students' understanding of global policies affecting migrants, it also advanced civic knowledge.
- Honors courses with community based projects: Amelia Underwood's Leadership II Area of Emphasis Honors class completed a stellar Oral History Project for the Army Women's Museum at Fort Lee. Walt Ghant's Service & Civic Engagement II Area of Emphasis course (HON 352) focused on elements of community engagement with ~15 different community partners in the Harrisonburg area. Cindy Klevickis' Service and Civic Engagement I Area of Emphasis course placed 13 honors students at 6 community partners in the Harrisonburg area. President Jon Alger and Dr. Brian Charette's Leadership Course (HON 321) includes a community service component.

Included on this page...

- CVPA engages almost nightly with the Harrisonburg community in the Forbes Center. Our patrons not only come to see a performance, but also come to see the educational process of turning talented youth into tomorrow's professional artists. The Forbes Center for the Performing Arts sold over 45,000 tickets to performances last year.
- CIT collaborated with IVS and the Planetarium to integrate 3D printing components into the curriculum to enhance their critical thinking and problem solving skills of middle and high school students.

Office of International Programs

- Each year the International Student Leadership Conference brings to JMU international students from across the country – in 2016 attracting 163 students from 53 countries studying at 15 U.S. institutions.
- In concert with April's Big Event effort on and off campus and in alumni chapters around the country, students in four of our semester programs – Antwerp, Florence, London, and Salamanca – and in our EUPS graduate program in Florence participated in service to their local communities.

Libraries and Educational Technologies

- Space Camp in 3SPACE: CIT collaborated with IVS and the Planetarium to integrate 3D printing components into the curriculum to enhance their critical thinking and problem solving skills of middle and high school students.
- Shakespeare in Shenandoah: Helped promote the campus-wide celebration of "Shakespeare in Shenandoah: Celebrating 100 Years of the Bard in the Valley," especially the physical and virtual exhibits hosted by LET. This program involved multiple units of the College of Visual & Performing Arts, the American Shakespeare Center in Staunton, and the Virginia Shakespeare Initiative in Richmond. Our department worked with the American

Shakespeare Center (ASC) to have the JMU-based celebrations featured in the ASC's social media. – Outreach & Partnerships.

Research and Scholarship

- CISR hosted 10th Senior Managers' Course in ERW and Mine Action (SMC) at JMU, as well as its second regional SMC abroad. To date, CISR has trained over 300 senior managers representing 48 conflict-affected countries through its various management training courses;
- Commemorated 20 years of work on post-conflict issues, in conjunction with JMU on the Hill event in Washington, D.C.; and
- Marked the release of the 20th edition of CISR's international journal on explosive remnants of war, and unveiled its new name as The Journal of Conventional Weapons Destruction.
- Virginia Clean Cities (VCC) worked with fleets and stakeholders to increase its annual displacement impact to more than 19.7 million gallons of petroleum and an offset of nearly 118,000 tons of greenhouse gases through the use of efficient vehicles and cleaner fuels. The Virginia coalition now has over 90 green fleets, more than 26,000 alternative fuel vehicles, and 600 alternative fuel stations. The Commonwealth now has more than 117,000 hybrids and 5,000 registered electric vehicles operating on the roads.
- JMU hosted a Biotechnology Showcase in partnership with Virginia Bio and the Shenandoah Valley Partnership on October 12. The event highlighted the exciting biotechnology achievements of regional educators and businesses, and included 60 participants.

Access and Enrollment Management

Campus and Community Inclusion

Partnership with School Districts:

- Key Visits to regional organizations that support under-represented to explore partnerships and opportunities (especially low socio-economic students)
 - District of Columbia Public Schools and Office of the State Superintendent of Education for DC
 - Access Tidewater Foundation
 - Advancement Via Individual Determination: AVID (Alexandria, Fairfax)
 - Fairfax County Public Schools (College Partnership Program)
- Admissions was able to bring students from TC Williams High School to visit JMU
- JMU Admissions officers attended OSSE and District of Columbia college fairs and programs
- OSSE students applied to participate in JMU Summer programs
- Deans from CISE and COB are looking to assign departmental partnership with the District of Columbia STEM and Hospitality Academies
- Advancement Via Individual Determination is looking to host an AVID weekend at JMU (October 5-6, 8, 2016)

Included on this page...

- JMU hosted a Biotechnology Showcase in partnership with Virginia Bio and the Shenandoah Valley Partnership on October 12. The event highlighted the exciting biotechnology achievements of regional educators and businesses, and included 60 participants.
- Dr. Ed Brantmier has hosted a number of undergraduate classes at the Simms Community Center in Harrisonburg: research, exploration and working with the Boys and Girls Club.

Recruitment of Faculty and Staff to serve on boards and agencies

- Partnered with faculty to host classes, have students mentor or shadow or conduct research within the local community. A few examples are: Dr. Ed Brantmier has hosted a number of undergraduate classes at the Simms Center: research, exploration and working with the Boys and Girls Club; Dr. Molly Godfrey and Sean McCarthy on the Celebrating Simms: Story of the Lucy F. Simms School (JMU Students researched and learned of the history to the Simms school. They worked with local historians and photographers and interviewed residents to create a living legacy that will be housed in the Simms building).
- Dr's Amanda Cleveland and Liliokanalo Peaslee has been the main assessment leaders for Big Brothers Big Sisters, Boys and Girls Club, and other community projects.

- Kevin White, Carol Fleming, Carlos Aleman, and Valarie Ghant are a few of the faculty that have served on various boards and agencies with the Harrisonburg and Rockingham Community.

Faculty Access and Inclusion

- The Middle School Visit Program (MSVP) serves the State of Virginia as a resource to promote college as an option for all. The MSVP has an innovative design to capture Middle School students' interests in multiple career fields and college majors by exposing them through fun and educational activities on JMU campus. The main objective of the MSVP is to educate Middle School students on the college and career opportunities available. Professor-in-Residence Program (PIR)
- The university maintained the Professor-in-Residence (PIR) program. Established in the Fall semester of 2004 with five high schools, the PIR now partners with seven (7) High Schools, six (6) Middle Schools, and three (3) affiliate High School.

Student Access and Inclusion

Centennial Scholars Program

- The graduate students are a vital component of the mission of CSP because they are on the front lines connecting (mentoring) the undergraduate centennials. Creating a supportive environment for them to assimilate to the JMU environment and community.
 - All GA mentors (100%) hold weekly small group meetings
 - Ninety-nine percent (99%) of GA mentors contact their mentees in person, group meet, phone text, etc.
 - Eighty-eight percent (88%) of GA Mentors meet with mentees one-on-one
 - Ninety-three percent (93%) of GA Mentors keep their mentees informed of events and resources on campus
 - Ninety-eight percent (98%) of centennials feel that their GA Mentor is approachable and accessible
 - Ninety-three percent (93%) of centennials feel comfortable going to their GA Mentor for a personal problem
 - Ninety-six percent (96%) of centennials feel comfortable going to their GA Mentor for an academic problem
 - Ninety-eight percent (98%) of centennials feel that their GA Mentor is a good role model
 - Over fifty percent (50%) of centennials feel that their Mentor is compassionate
 - All these factors assist centennials in feeling comfortable, supported and listed to which aids in student retention and well-being

Included on this page...

- Valley Scholars worked with Blue Ridge Community College to design and implement an introductory program to study pathways available at the community college.
- The Arboretum Stream Restoration Project has provided a regional case project to be studied, observed, and learned from by stormwater professionals and JMU and EMU students in 2015, and beyond as the project matures.

Valley Scholars

- The 2015-2016 academic year resulted in the addition of programming for Cohort 1 Valley Scholars. Study skills and time Management, biology Lab, and SAT prep were three new programs added for year two. These programs were designed to support the high school academic transition.
- Cohort 2 year one programs built upon previously implemented activities, but also included new programs. New programs included a Geology lab aligned to the Earth Science curriculum, a shark tank style pitch activity designed to improve design, debate and presentation skills, and a self-identity and career exploration day.
- Valley Scholars worked with Blue Ridge Community College to design and implement an introductory program to study pathways available at the community college.

Administration and Finance

Business Services

Arboretum

- The Arboretum Stream Restoration Project has provided a regional case project to be studied, observed, and learned from by stormwater professionals and JMU and EMU students in 2015, and beyond as the project matures. It has also been a learning opportunity for anyone involved in the Arboretum (students, board members, volunteers, friends-

of, visitors, etc.) to watch, read, and volunteer learning more about why the stream project is so important for water quality, stream and water table health, and a clean Chesapeake Bay.

- The Children's Garden is 85% complete and continues to draw in families with children to play and explore the different features offered there. The accessible trail at Pavilion and through the children's garden was connected to a newly accessible trail from the Pavilion to the Parking lot.
- 5 Arboretum staff/JMU student intern volunteers conducted 43 children's tours this fiscal year reaching 1,195 children and 525 adults. Children's educational programs/workshops reached 373 children and 192 parents. Total youth programming reached 1,983 children.
- 36 adult volunteers served 1,031 hrs. Total volunteer hours served in all programs: 89 individual volunteers served 1,672 hrs. with a grand total of 414 volunteers serving 2,609 hrs. State rate of \$23.07/hr. gives a \$60,190 value for Arboretum volunteers.
- Total recorded use of Arboretum facilities/event participation-5,875 people.
- Estimated Arboretum visitorship is 18K-21K annually
- An Arboretum Endowment was established in early 2016. In 4 months \$25K was donated by friends-of-the-Arboretum and now the endowment is vested and ready for the community to further support for longevity and a sustainable financial future for the EJC Arboretum: a milestone in the history of the EJC Arboretum.

Facilities Management

- FM Employees contributed nearly 3,000 (2,955) hours for community service during the fiscal year for various non-profit, religious, civic and local school groups.

Procurement Services

- Procurement Services continued this fiscal year to be highly involved in the VASCUPP organization. With staff members participating on the Board of Directors, SWaM Committee, CUCPG committee, as well as a VASCUPP website sub-committee.
- Procurement Services participated with the Commonwealth Small Business Task Force Committee.
- Procurement Services continued to attend outreach sessions to engage SWaM and majority suppliers with a desire to do business with the university.
- Procurement Services University Contract Administrator implemented a one-on-one Department CA training program for enhanced learning.
- Procurement Services Technology Coordinator implemented a one-on-one on-site service to end users for enhanced customer service.
- Procurement Services staff members sought to engage with specific departments/end users through one or more personalized meetings (Athletics, IT, Facilities, and Lab areas) to discuss current contract, upcoming needs, current issues, and meet face-to-face.
- Procurement Services Senior Buyer, LeeAnne Beatty Smith participates on VAGP committee assisting as the Editor of the VAGP Newsletter.

Included on this page...

- Rick Larson facilitated the development of the strategic plan for the local United Way agency.
- Human Resources welcomed 200 local middle school students to campus for Job Shadow Day in October 2015.
- FM HR continues to partner with Woodrow Wilson Workforce Center, Department of Aging and Rehabilitative Services and Friendship Industries to provide "work experiences" and internships for their students and residents.

Human Resources, Training and Performance

AVP

- Rick Larson facilitated the development of the strategic plan for the local United Way agency.

Human Resources

- Welcomed 200 local middle school students to campus for Job Shadow Day in October 2015.
- Participated in several community job fairs to promote JMU.
- FM HR continues to partner with Woodrow Wilson Workforce Center, Department of Aging and Rehabilitative Services and Friendship Industries to provide "work experiences" and internships for their students and residents. This has proven to be successful and beneficial for JMU but also for the agencies.

Talent Department

- Talent Development partnered with several individuals and organizations in the community to provide workshops for our employees this year. Workshops facilitated by our community partners are on a volunteer basis and include:

- TD1558 Digital Ethics & Reputation Damage in a Social Media Culture (Joe Showker of Showker Enterprises and Consulting)
- TD1637 Basic Finance & Budgeting II (Stephan Hess of Hess Financial)
- TD1372 Pre-Retirement Planning (Stephan Hess of Hess Financial)
- TD1962: Remaining CALM®: Anywhere, Anytime (Dawn Miller Sander of Conflict Transformation Associates)
- TD2086 Self-Care: Massage, Mindfulness & Traditional Medicine (Jodi Sattva of Wholistic Wisdom Healing Arts Center)
- TD1373 Basic Finance and Budgeting: Getting Your Financial Ducks in a Row (Stephan Hess of Hess Financial)
- TD2098 Create a Legacy with Life Insurance (TIAA)
- TD2103 Behavioral Finance (TIAA)
- TD1372 Pre-Retirement Planning (Stephan Hess of Hess Financial)
- TD2106 Income Options in Retirement (TIAA)
- TD1506 Community Emergency Response Team I (CERT I) - (8 sessions led by various Community Partners)
- TD1999 Leading While Speaking (Dawn Miller Sander of Conflict Transformation Associates)
- TD hosted a student group for Job Shadow Day to give local middle school students the opportunity to learn more about the field of Human Resource Development (HRD) and what employment in the HRD field can be like.

Intercollegiate Athletics

- JMU Athletics was honored with the “Youth in Philanthropy Award” from the Association of Fundraising Professionals. The award recognizes the work of young people (JMU’s student-athletes) in service and making a difference in the community.
- Additionally, JMU Student-Athletes, coaches and staff supported the local community through thousands of hours of community service.

Student Affairs and University Planning

Multicultural Awareness & Student Health

University Health Center (UHC)

- UHC secured an app for use within the SafeRides program that improves the process of receiving ride requests and dispatching drivers to students in need. The SafeRides program, which is managed by JMU students, provides safe, late-night transportation for JMU students who need rides locally to their residence. This new app streamlines the request/dispatch process and allows SafeRides to more quickly respond to students in need, thus significantly reducing the wait time that students endure.

University Recreation (UREC)

- Received an Outdoor Nation Campus Challenge Grant from the Outdoor Foundation, which allowed us to offer the Shenandoah River Festival free of charge. This program impacted 55 students, brought new students to the Shenandoah River in Page County and showcased our program on a national scale.

Included on this page...

- UHC secured an app for use within the SafeRides program that improves the process of receiving ride requests and dispatching drivers to students in need.
- OSARP is part of a group that has created a Harrisonburg City restorative justice program. Includes collaboration with City Police, City Schools, Commonwealth Attorney's office, Probation and Parole, Fairfield Mediation Center, EMU, Local attorneys, local NAACP, and Rockingham County Sheriff's office.

Student Life

Residence Life

- Staff sponsored 39 community involvement programs and worked with faculty on 53 faculty involvement programs.

Office of Student Accountability and Restorative Practice (OSARP)

- Part of a group that has created a Harrisonburg City restorative justice program. Includes collaboration with City Police, City Schools, Commonwealth Attorney's office, Probation and Parole, Fairfield Mediation Center, EMU, Local attorneys, local NAACP, and Rockingham County Sheriff's office. Trained over a hundred participants in the basics of restorative justice, including City police officers and City school personnel. Completed first case this past year.

University Unions:

- The Dux Leadership Center supported the local Harrisonburg program, On the Road Collaborative, by providing trained and certified JMU student facilitators to serve as Community Teachers, leading weekly leadership activities, modules, and experiences for the middle school students at Skyline Middle School for 10 weeks during the Spring 2016 semester. The On the Road Collaborative is a non-profit youth empowerment organization that sets middle school youth on the road to college and career. It connects low-income middle school youth to educational experiences and caring adult mentors during the out-of-school hours.
- JMU students from the Dux Leadership Center who were involved included LEAD Team Consultants Dion Gray, Zachariah Karp, Amy Lebrecht, and Carrisa Jeffers. Carson Rader-Bell of the Dux Leadership Center professional staff was also involved.

Student Success

Student Success Center (SSC)

- On Saturday, April 2nd, the Student Success Center and Godwin Hall hosted the 5th annual Walk for Hope, an event that encourages students from JMU, BRCC, Bridgewater College, and EMU to raise awareness about depression and suicide.

Learning Centers (LC)

- The Communication Center collaborated with JMU Debate and the Discovery Museum to support community TED Talk speeches, and worked with Valley Scholars to help community students with communication, leadership and teamwork.
- DigiComm partnered with Dr. Wiley's Political Science course to assist her 90 students create websites showcasing their community service learning experience. They also partnered with Dr. McCarthy's IVS course (a collaboration between English, WRTC, and community stakeholders) to create a permanent exhibition, booklet, and interactive website (<https://omeka.jmu.edu/simms/>) celebrating the history of Lucy Simms and her legacy in Harrisonburg.
- The University Writing Center collaborated with Harrison Immigration and Refugee Services to offer tutoring to local high school students.

Community Service-Learning (CS-L)

- The CS-L Alternative Break Program (ABP) was recognized by Break Away as the fifth largest program in the nation with a total of 44 trips, 518 JMU students, and 44 faculty and staff learning partners. Trips were offered at Thanksgiving, Winter, Spring and May breaks and on weekends. These JMU service teams partnered with 41 different communities in the US, Caribbean and Central and South America
- The Madison Community Scholars completed its first pilot year with two students. Thomas Family Community Scholarship was developed and funded this year. David ('93) and Becky Smith ('93) Thomas funded two \$2,500 yearly scholarships for two students to work directly with a community agency to benefit both the students civic development and the agencies mission and services. Daisy Hancock Byrd ('80) and Thomas Byrd, gave additional funding for five scholarships for 2016-17 and eight scholarships after that.

Included on this page...

- The CS-L Alternative Break Program (ABP) was recognized by Break Away as the fifth largest program in the nation with a total of 44 trips, 518 JMU students, and 44 faculty and staff learning partners. Trips were offered at Thanksgiving, Winter, Spring and May breaks and on weekends.

Office of Disability Services (ODS)

- The Office of Disability Services hosted students from Thomas Harrison middle school and from Turner Ashby high school in tours of ODS and tutorials on how to use "Smart pen" technology for note taking. ODS welcomed the Harrisonburg community to the Keynote event with Josh Sundquist, a former Harrisonburg resident, during Disability Awareness Week.

Orientation Office

- Block Party in the 'Burg is held annually as a partnership between JMU Orientation and Harrisonburg Downtown Renaissance. This is the fifth year of the event and the most successful year yet. Block Party exposes, educates and engages students in their local community to help them recognize they are a JMU student and a Harrisonburg citizen.
- During student staff training, students engage with the community through intentionally scheduled time and programming in Downtown Harrisonburg. Through these opportunities students interact with local businesses and community members to learn about what the community has to offer and to inform community members about the orientation program(s).

University Planning and Analysis

Institutional Research

- OIR Research Analyst Jacob Loorimirim, guided and participated in ERAMAT gaming sessions with Shenandoah Valley Regional Governor's School. After three years of pilot studies among pastoralists in East Africa and students in U.S. classrooms, ERAMAT project team members are ready to expand operations. They will scale up U.S. classroom testing to evaluate the potential for ERAMAT to help U.S. students learn about life in other cultures and to themselves develop a systems view of human-environment interactions.

University Advancement

- Coordinated and managed 26 Advancement events, a 73% increase from FY15.
- August 2015, March 2016, e-mailed electronic version of the *Madison Family Newsletter* to parents of all current students. On August 24, 2015, 24,686 parents and on March 8, 2016, 24,419 parents received the newsletter. The June version was mailed to all freshman and transfer parents (7,680) on June 14, 2016.
- Hosted 20 first-year sendoffs in July and August 2015 in Massachusetts, Connecticut, New Jersey, Pennsylvania, Maryland, New York, and Virginia. The total number of parents, students and volunteers registered was 1,612, with 408 students attending.
- Overall visitation numbers increased by 7% over last year to just under 60,000 visitors. The previous year realized a slight increase of 3.5% (just over 56,000 visitors), preceded by two years of flat visitation numbers. July's website launch heavily emphasized visitation on all main sites trafficked by prospective families.
- Executed a targeted marketing campaign with in-person and digital components to increase year-over-year yield of students in Henrico, Chesterfield and Hanover counties.
- Developed Graduate Viewbook and other print materials to take to recruitment fairs.
- Launched responsive webpages tailored to prospective students and was featured in *The Chronicle of Higher Education*.
- Created and launched "Extend Your Reach. Touch More Lives" messaging, highlighting the extended reach of donors gifts that produce positive results in eight public interest sectors. In the spring, published a "How far did your gift reach?" report, demonstrating the pervasive impact of donor contributions throughout the university.
- Provided multi-channel messaging about JMU's growing momentum among external constituents, linking the Why Madison? Presidential Listening Tour, the Madison Plan, the Presidential Vision Tour, and the fundraising successes of FY15, FY16 and Giving Day.
- Launched the GOLD network, a peer-to-peer effort aimed at improving young alumni giving among graduates of the last decade.
- Coverage of the university appeared in 182 of the 210 media markets across the United States including 96 of the top 100 media markets and in all 50 states. Total potential audience included more than 67.8 million broadcast viewers and 570.6 million print and online viewers.

Included on this page...

- Block Party in the 'Burg is held annually as a partnership between JMU Orientation and Harrisonburg Downtown Renaissance. This is the fifth year of the event and the most successful year yet.
- Overall visitation numbers increased by 7% over last year to just under 60,000 visitors. The previous year realized a slight increase of 3.5% (just over 56,000 visitors), preceded by two years of flat visitation numbers. July's website launch heavily emphasized visitation on all main sites trafficked by prospective families.

- During the 2015-16 academic cycle, University Communications disseminated hometown news releases on 17 different topics award 22,335 badges. 375 of badge recipients actively engaged with their Merit page by adding content to their page or promoting their achievement through their social media accounts.
- Hometown news releases awarded during FY16 were received by 10,500 local media outlets.
- College GameDay: The university helped to fuel more than 85,000 mentions on social media of JMU in relation to College GameDay. Most importantly the team took the opportunity to showcase the JMU brand by producing original video content with JMU leadership, shots of campus and footage that showcased our campus culture. Because we tied these video assets to the GameDay experience, they were shared by ESPN and other media outlets, singing light on our brand and campus beyond the athletic component of the event.
- Grew JMU's social media following by 37,748 people across Facebook, Twitter and Instagram. This is a 74% increase from the 20,882 followers gained in FY15. About half of all new followers were gained on Facebook, with the remainder split between Instagram and Twitter.
- Earned 42 million impressions (measured as views on JMU-published content). This is a 77% increase from the 23.7 million impressions earned in FY15. This growth can be attributed to an increase in the number of photo and video assets shared.
- There were 625,093 posts about JMU on social media. 248,216 of those were original posts (the others were retweets, shares and comments on content about JMU). 198,192 unique people posted about JMU on social media.
- 84,897 of all posts were classified as positive, 4,253 were classified as negative.
- Conducted four focus groups involving COB alumni in preparation for a FY17 public launch of the COB Learning Complex campaign.
- Tested our Dinner with 12 Strangers concept in the Fall - members of the alumni board hosted student dinners over Thanksgiving break.
- Debuted the alumni birthday email, an email that is generated automatically each day and sent to alumni celebrating birthdays (this was very well-received).
- Expanded the Madison Update E-newsletter from a monthly newsletter to a weekly newsletter and shifted the mailing list from subscribers-only to all alumni. Maintained an average open rate of 16+%.

Included on this page...

- College GameDay: The university helped to fuel more than 85,000 mentions on social media of JMU in relation to College GameDay. Most importantly the team took the opportunity to showcase the JMU brand by producing original video content with JMU leadership, shots of campus and footage that showcased our campus culture.
- There were 625,093 posts about JMU on social media. 248,216 of those were original posts (the others were retweets, shares and comments on content about JMU). 198,192 unique people posted about JMU on social media.

7.4 Civic Engagement

Academic Affairs

College of Arts and Letters

- Led by Mike Davis in the School of Communication Studies, the debate program advances James Madison's belief that a republican democracy is healthy only when informed and civil debate thrives. Annual projects include the Madison Commemorative Debate and Citizen's Forum, a public event that features the Madison Cup national competition. This year's Madison Cup debate topic was: 'This house believes that militarization of police in the United States is necessary to protect and serve.' The event took place on April 18 in Wilson Hall and attracted an audience of about 400 people. Davis also coordinated a high school invitational, held on campus in December, and summer Debate Institutes for area schoolchildren in July. A special project involved local middle schoolers in the Valley Scholars Program; Davis and JMU students in his debate class prepared the youth for a Shark-tank style simulation in which they pitched ideas for improving school policies.
- Thirty-one students were trained as impartial facilitators of dialogue and deliberation to increase capacity of productive dialogue about challenging community issues (campus and the broader community). Trained student facilitators, working with Institute of Constructive Advocacy and Dialogue (ICAD) directors Lori Britt and Rob Alexander designed and facilitated this type of talk for 4 community and 3 campus events.

College of Business

- CIS students in the CIS 484 Capstone classes worked with representatives from KPMG on projects that gave the students hands-on experience. In the fall, students worked with the Chief Magistrate of the Virginia Court System of the 25th District as their client. The students (33 students in 9 groups) developed a system to provide a mechanized way for the court to determine the next available hearing date for multiple jurisdictions, replacing a manual system.
- Two SSLS students are externing with the State Council on Higher Education in Virginia (SCHEV); working with SCHEV provides students with the opportunity to be involved with issues seen in the national press and to develop skills to effect policy change in a variety of venues

College of Education

- The college co-sponsored the second in a series of international sustainability summits: *Cultivating the Globally Sustainable Self*- a series on Transformative Teaching, Training, and Learning in Research and Practice.
- As site coordinator for the AERA off-site performance research presentation, *Response Abilities: Generating Arts-based Research with Franklin Delano Roosevelt and Martin Luther King*, Aaron Bodle supported a critical public dialogue between education researchers and visitors to the National Mall in Washington D.C. during the AERA annual meeting.
- Drs. Michelle Cude and Taylor Jaffee continued their partnership with Lisa Schick in JMU's Career Development Academy in which JMU secondary social studies candidates work with CDA clientele as part of their MSSE 571H practicum experience. Drs. Cude, Taylor Jaffee, and Schick presented and published on this work during this academic year:
 - Taylor Jaffee, A., Cude, M. D., & Schick, L. C. (2015). Transforming Social Studies Teacher Education: Teaching Civics to Adult English Language Learners. Presented at College and University Faculty Association, NCSS, Annual Conference. New Orleans, LA.
 - Taylor Jaffee, A., Cude, M. D., & Schick, L. C. (in press). Transforming Social Studies Teacher Education: Teaching Civics to Adult English Language Learners. *Journal of Research in Curriculum and Instruction*.

Included on this page...

- CIS students in the CIS 484 Capstone classes worked with representatives from KPMG on projects that gave the students hands-on experience. In the fall, students worked with the Chief Magistrate of the Virginia Court System of the 25th District as their client.

College of Health and Behavioral Studies

- SOWK 335 Social Policy course Advocacy Day trips - in the fall, students visit Washington, DC and in the spring, Richmond. During these trips, they make appointments to meet with legislators and participate in advocacy education

from national and statewide advocacy groups such as the National Association of Social Workers and the Human Rights Campaign.

- Nursing; Students participate in civic engagement through the Health Policy Summit. This interdisciplinary event analyzes a complex health care systems issue and students work together to propose innovative solutions to community stakeholders.

College of Integrated Science and Engineering

- NSF CyberCorps: Scholarship for Service grant totaling \$1,817,324 supports students in the study of Digital Forensics and Information Security. The Scholarship For Service (SFS) program is designed to increase and strengthen the cadre of federal information assurance professionals that protect the government's critical information infrastructure.

University Programs

- Knowledge of American political traditions and systems has been essential to the GenEd program since 1998. Information from ACTA confirms that JMU is one of only 3 public institutions of higher education in Virginia that requires civic knowledge.
- This year, the Gen Ed program and the Honors Program agreed to partner with SCOM to develop a civic engagement sequence consisting of a unique SCOM 123 (focused on advocacy) and an American Experience option.
- The Civic Engagement Committee Much focused on developing, refining, and disseminating the Madison Legacy framework, which is a set of seven affirmative statements that encapsulates the essential civic qualities we aspire to promote. Created in partnership with colleagues at Montpelier, the framework emerged out of a retreat that identified traits associated with James Madison, the historic person.
- Effective August 2015, the JMU campus now comprises a voting precinct in the City of Harrisonburg. The new polling place at Convocation Center opened for the first time for the Presidential Primary on March 1, 2016. The project was coordinated via DukesVote. A unique body, DukesVote is comprised of the chairs of the major political student organizations (Carter Black, College Democrats; Olivia Gibson, College Republicans, Madison Liberty; Helen Land, VA21), the SGA's Legislative Action Committee chair (Matt Mueller), faculty from the Civic Engagement Committee (Marshall Pattie, Meg Mulrooney), and the Director of Student Activities (Kristin Muncy). Dr. Hyong Yeom and students from SOWK 467: Social Work Process, a class that annually incorporates a voter registration project, also participated: Tamarus Crutchfield; Alison Cohan; Amanda Bresnahan; and Ashley Balamuta. The group also:
 - Updated deadlines and procedures for voter registration in Virginia
 - Expanded information about absentee registration and balloting for non—Virginia residents
 - Coordinated outreach to citizen and Turbovote (JMU ranked 18th on Turbovote leaderboards with 455 users by Nov.; 200+ more in January)
- In support of The Citizenship Project, an E&G budget initiative for AY2016-17 went forward as part of the six year plan. It proposes to repurpose and rename the existing Madison Institutes, which already has one fulltime employee, Bill Wilson, and a modest budget. It calls for the addition of two new positions, a full-time executive director and a full-time administrative assistant. It is expected that an advisory board of faculty, alumni, and others with appropriate expertise would be established to provide additional support and guidance. While the name of the future office remains undetermined, its core functions would be to:
 - advance the academic focus of The Citizenship Project
 - manage essential operations (voter registration drives, precinct procedures, marketing & communications)
 - coordinate events like Constitution Day, Madison Vision Series, Madison week

Included on this page...

- Nursing; Students participate in civic engagement through the Health Policy Summit. This interdisciplinary event analyzes a complex health care systems issue and students work together to propose innovative solutions to community stakeholders.
- Effective August 2015, the JMU campus now comprises a voting precinct in the City of Harrisonburg. The new polling place at Convocation Center opened for the first time for the Presidential Primary on March 1, 2016. The project was coordinated via DukesVote.
- In support of The Citizenship Project, a budget initiative went forward proposing to repurpose and rename the existing Madison Institutes. It calls for the addition of two new positions, a full-time executive director and a full-time administrative assistant.

- oversee civic engagement measurement efforts
- foster partnerships with affiliated offices and organizations (e.g., 4C, Montpelier, Turbovote)
- serve as chief point of contact for external parties.
- Ryne Skytta, the graduate student assigned to the Engagement Council, worked with Meg Mulrooney and Keston Fulcher to identify instruments that are currently in use at JMU and that contain items with a clear relationship to civic engagement outcomes. These instruments included the National Survey of Student Engagement, the Cluster Four assessment test, which measures knowledge of American political traditions, and the Continuing Student Survey, among others. Skytta entered each item into a table and mapped it to one of the three kinds of engagement (community, civic, or engaged learning).
- Working with Tina Grace in OIR, Meg Mulrooney and Jessica Adolino added new civic engagement items to the Continuing Student Survey for 2015-16 specifically to establish a baseline.
- As the only national higher education association dedicated solely to campus-based civic engagement, Campus Compact enables campuses to develop students' citizenship skills and forge effective community partnerships. President Alger signed the 30th Anniversary Action Statement, joining over a thousand other presidents and chancellors in making a public commitment both to Campus Compact's principles and to developing a plan to put those principles into action. Jessica Adolino and Rich Harris attended the Boston meeting in March. Harris completed the member survey for JMU.
- JMU is a participating member of the American Democracy Project, a multi-campus initiative focused on public higher education's role in preparing the next generation of informed, engaged citizens for our democracy.

Office of International Programs

- Last August the International Network of Universities' Student Seminar for Global Citizenship and Peace celebrated its 10th anniversary. Working on a different theme each summer, students come together in Hiroshima in this unique immersion program to gain a working knowledge of global citizenship and peace with a focus on cross-disciplinary problem solving of real-world political, economic, social and cultural problems.

Libraries and Educational Technologies

- Media Production Services produced a video tutorial on voter registration for Dukes Vote, which is a student-led initiative at JMU that strives to enhance the mission of civic engagement.

Outreach and Engagement

- Madison Institutes Director Bill Wilson continued several broad reaching efforts with regards to civic engagement. Most notably, he worked with the Office of the President to coordinate the Madison Vision Series (MVS). The six speakers this year were: Professor Stewart Harris, host of radio show *Your Weekly Constitutional* (which had a segment recorded here as part of the Constitution Day events); Dr. George Kuh, Director of the National Institute for Learning Outcomes Assessment; Dr. Danielle Allen, Director, Edmond J. Safra Center for Ethics, Harvard University; Russ Reeder, CEO of icitizen; Dr. Margaret Hu, assistant professor of law at Washington and Lee and cyber surveillance expert; and Dr. Sylvia Hurtado, UCLA professor of education and diversity expert.

Included on this page...

- President Alger signed the 30th Anniversary Campus Compact Action Statement, joining over a thousand other presidents and chancellors in making a public commitment both to Campus Compact's principles.
- LET Media Production Services produced a video tutorial on voter registration for Dukes Vote, which is a student-led initiative at JMU that strives to enhance the mission of civic engagement.

Administration and Finance

Business Services

Arboretum

- 25 Community Service groups (23 of them student groups) served 747 hrs. this fiscal year at the EJC Arboretum.
- 53 JMU student volunteers served 641 hrs. at the Arboretum

Student Affairs and University Planning

Student Life

Judicial Affairs / Office of Student Accountability and Restorative Practice (OSARP)

- Part of a group that has created a Harrisonburg City restorative justice program. Includes collaboration with City Police, City Schools, Commonwealth Attorney's office, Probation and Parole, Fairfield Mediation Center, EMU, Local attorneys, local NAACP, and Rockingham County Sheriff's office. Trained over a hundred participants in the basics of restorative justice, including City police officers and City school personnel. Completed first case this past year.

University Unions

- Our department has played a large role in this area as we have worked with students as they have proposed and developed a student, on-campus **precinct for elections**. Over 2200 students have registered to vote locally and over 1100 of these students voted in the spring Virginia preliminaries this past spring. It will be telling to see how these efforts continue to pay off with the national general election coming in November.

Student Success

The Office of Disability Services (ODS)

- ODS raises awareness of opportunities for people with disabilities and their allies to create opportunities and improve civic assess for people with disabilities. Stories are featured through the ODS social media presence, and ODS also provides voter registration opportunities with each registration meeting.

Learning Centers (LC)

- The Communication Center co-sponsored a Public Advocacy Contest with the University Health Center and Madison Collaborative. The Center also participated in World Speech Day and collaborated with faculty on communication and debate curriculum to foster dispositions toward civic engagement.

Orientation Office

- Information about Dukes Vote is included in the One-Book.

University Planning and Analysis

Career and Academic Planning (CAP)

- Shelly Laurenzo, Assistant Director of First Year Advising in Career & Academic Planning was elected to the Waynesboro City School Board.

7.5 Engaged Learning

Academic Affairs

Division-wide Innovation, Creativity, Collaboration and Entrepreneurship

- The ICCE Faculty Task Force was established, completed its work and presented their report and recommendations. Based on this work a subgroup of seven Task Force members were funded to participate in the Making Academic Change Happen workshops hosted by Rose-Hulman University.
- CVPA, CISE, XLabs and Libraries have made good progress on developing a distinctive and sustainable, distributed web of maker spaces on the JMU campus. Principals in this development have begun monthly meetings that will continue through 2016 2017.
- The deans of CVPA, COB, CISE, Libraries and the VP for Research have begun regular meetings to keep both the ICC and Entrepreneurship initiatives progressing. The collaborative work between deans and Vice Provosts is most rewarding and most distinctive among universities.

College of Arts and Letters

- "Home on the Range," a student-produced documentary which examines the controversy surrounding a northern Virginia gun shop located next door to an elementary school, won the Best Documentary award at the University of Virginia's 14th Annual Student Film Festival, as well as the Outstanding Social Impact Film Award and Audience Award at the William & Mary Global Film Festival.
- "Won't Pipe Down," a student documentary about the proposed Dominion Power pipeline was named an official selection in The Wild & Scenic Film Festival, the Environmental Festival at the Nation's Capital, The Richmond International Film Festival, and the LA Independent Film Festival.
- The Debate Team finished eighth in the National Debate Tournament's and Cross Examination Debate Association's National Sweepstakes rankings, the eighth consecutive year that the team has finished in the top ten. The team was also named the top debate team in the country for the fourth consecutive year.
- A new SMAD initiative this year was the Smithsonian Marketing/Creative Production Internship. Professor Rustin Greene and Gabe Kosowitz, SMAD Alum and Acting Brand Marketing Manager at Smithsonian Institution, created it. Students go through a rigorous interview process in the fall and selected students work on a project for the Smithsonian during the spring semester.
- Sociology/Anthropology students in Dr. Matt Ezzell's SOC1 480 course (Sociology of Interpersonal Violence) organized a presentation about the realities of campus sexual assault with a particular focus on "the red zone" – the reality that female collegiate students are disproportionately targeted for sexual assault during their first year in college.
- The History department has a course, Internship in History - This year alone, eighteen students interned in settings including the Jamestown-Yorktown Foundation, the National D-Day Memorial, the Virginia Quilt Museum, the Woodrow Wilson Presidential Library, the Suffolk County Historical Society, the 116th Infantry Regiment Museum, the Frontier Culture Museum, and the Lucy Simms Project, a collaboration between a team of JMU students and the Shenandoah Valley Black Heritage Project to create the permanent exhibit "Celebrating Simms" at the local Lucy F. Simms Continuing Education Center.
- WRTC has its own student-run undergraduate journal – Lexia –that publishes innovative student work in The School of Writing, Rhetoric & Technical Communication. Their mission is to publish a range of texts that best represent the work being done in WRTC, as well as the disciplines of writing, rhetoric and technical communication. Lexia publishes every spring and is created and managed by students enrolled in WRTC 328: Practicum.
- WRTC faculty are expanding the reach and strengthening the infrastructure of the James Madison University Undergraduate Research Journal (JMURJ); currently two WRTC faculty work as the advisors to the journal and oversee courses (through Honors) where students learn all aspects of running an online journal.

Included on this page...

- The ICCE Faculty Task Force was established, completed its work and presented their report and recommendations. Based on this work a subgroup of seven Task Force members were funded to participate in the Making Academic Change Happen workshops hosted by Rose-Hulman University.
- The Debate Team finished eighth in the National Debate Tournament's and Cross Examination Debate Association's National Sweepstakes rankings, the eighth consecutive year that the team has finished in the top ten.

College of Business

- The recently created Office of Experiential Learning actively engaged students with alumni and corporations during the past academic year. Experiential Learning Tours (ELT) went to Richmond, NYC, San Francisco, and Washington, DC. In total, 65 companies were involved and over 230 alumni were engaged.
- Named College of Business' First Faculty Fellows in Engaged Learning (Phil Heap, Lecturer in Economics), Civic Engagement (Dr. Marshall Pattie, Associate Professor of Management), and Community Engagement (Dr. Bob Kolodinsky, Professor of Management)
- The CFE launched an Entrepreneurship Faculty Fellow (EFF) program and worked with deans to identify an EFF for each of the colleges plus the library
- In conjunction with the Gilliam Center for Free Enterprise, the Department of Economics sponsored 20 seminars by visiting scholars, including the Nobel Laureate economist George Akerloff
- Financial Management Association awarded JMU's chapter with the Superior Chapter Award for 2016, a recognition earned by less than 10 percent of 175 student chapters nationwide, and rising senior finance major Madison Fazio, President of the JMU chapter, was recognized as a 2016 FMA Collegiate Fellow
- A team of finance and quantitative finance majors participated in the 2015-2016 CFA Investment Research Challenge and ranked in the top 4 teams in the State of Virginia
- Students coached by Dr. Marion White, Associate Professor of International Business, participated in the VITAL (Virginia International Trade Alliance) program sponsored by VDEP by working with four local companies, Hugo Kohl Jewelry (Harrisonburg), White Oak Lavender Farm (Harrisonburg), New Country Organics (Waynesboro), and Suter Furniture (Harrisonburg) to research potential export markets and design an export plan for the company
- The professional sales program was named a top sales program by the Sales Education Foundation
- CIS/BSAN - Twelve consulting firms volunteered to mentor twelve student teams through a consulting project during the fall 2015 semester. Most recently Accenture, Acuity, Booz Allen Hamilton, CapTech, Deloitte, Ernst & Young, KPMG, LMI, NJVC, Protiviti, PricewaterhouseCoopers, and SmartResources served as mentors.
- Hart School - Theresa Lind's Special Events and Meeting Management course (HM 413) collaborates with the Hershey Destinations Services staff at **Hershey Entertainment and Resorts** in order to plan and present a mock event proposal; the top two groups travel to Hershey to present their event proposal and to experience Hershey Entertainment and Resorts
- Both to address a need for research support for faculty and to provide an opportunity for students to gain valuable research skills, the CoB launched the REU program in the summer of 2015 under the leadership of Dr. Andre Neveu. The program provided undergraduate research assistance to 40 student/faculty partnerships working on their own research.
- Arts Entrepreneurship & Professional Development Series: The Center for Entrepreneurship initiated and coordinated the first three-part series to introduce art and design students to entrepreneurship; over 50 students participated in panelist discussions, master classes, and a reception
- Accounting - Eighty percent of undergraduate students have an internship experience and over 90 percent of the MSA class have at least one job offer prior to graduation

Included on this page...

- The COB's recently created Office of Experiential Learning actively engaged students with alumni and corporations during the past academic year. Experiential Learning Tours (ELT) went to Richmond, NYC, San Francisco, and Washington, DC. In total, 65 companies were involved and over 230 alumni were engaged.
- Named College of Business' First Faculty Fellows in Engaged Learning (Phil Heap, Lecturer in Economics), Civic Engagement (Dr. Marshall Pattie, Associate Professor of Management), and Community Engagement (Dr. Bob Kolodinsky, Professor of Management)

College of Education

- Dr. Sawyer collaborated in the design and implementation of four college-wide workshops focused on Engaged Teacher Scholars and the Scholarship of Teaching and Learning.
- Ed Leadership expanded its reach across the Commonwealth by adding additional cohorts in Hanover (Richmond, Henrico and Hanover), Harrisonburg, Madison (Greene, Culpeper and Madison), Manassas (Prince William, Fairfax, Manassas City, Manassas Park), and Winchester (West Virginia, Fauquier, Warren, and Winchester City). The

program has two new cohorts in the Roanoke area. Programming is offered through video conferencing, in weekly blocks and on weekends, all off JMU's campus through Outreach and Engagement Programs.

College of Integrated Science and Engineering

- Partnering university in Stanford University's NSF-funded National Center for Engineering Pathways to Innovation (Epicenter), which helps faculty and administrators, embed innovation and entrepreneurship into undergraduate engineering and computer science education.
- Computer Science, Engineering, and ISAT all emphasize a range of engaged pedagogies, such as POGIL (CS, BSISAT classes), Just In Time learning (Engineering Science classes), undergraduate research (capstone and senior projects in Engineering, BSISAT and IA) and flipped classrooms (a range of classes across all programs). Participating in academic competitions is another form of engaged learning embraced by units in CISE, especially Computer Science through APPS4VA, hackathons, and the CyberDefense competitions.
- Computer Science faculty gave 9 presentations or workshops focused on engaged learning at regional or national conferences.
- An Engineering faculty member again joined with a Nursing and a Biology faculty member to offer a class entitled Interprofessional Innovations. This class culminated in "pitches" for innovative ideas created by the cross-disciplinary student teams.

College of Science and Mathematics

- Curricular revision projects were initiated in lower division courses in all five CSM departments in AY15-16, including a full introductory course redesign in Biology, development of hybrid and technology-infused approaches in Physics and Geology, introduction of modeling approaches in Calculus, and exploration of active learning POGIL strategies in Chemistry.
- Originally supported by a grant from the PhysTEC program, Physics has now institutionalized Teacher-in-Residence and Learning Assistant programs in support of student learning and teacher preparation.
- Faculty-collaborative and grant-supported projects generated opportunities for an estimated 25% of CSM students to engage in discovery research through course-based research, apprentice-based research with JMU faculty throughout the academic year, or participation in various summer programs on campus and at other institutions.
- Chemistry began its 22nd year of funding as a NSF Research Experiences for Undergraduates site. JMU hosts one of the oldest REU programs in the country and the only one with a focus on deaf students.
- Biology professor Patrice Ludwig's Interprofessional Innovation class was featured on the national "Makeschools.org" website.

Included on this page...

- Computer Science faculty gave 9 presentations or workshops focused on engaged learning at regional or national conferences.
- CVPA finished its second year of funding undergraduate research grants. Grants are funded on a competitive basis with applications vetted by the Faculty Advisory Committee of CVPA. Our grant recipients continue to present at national and international conferences.
- School of Music: 100% of students have the opportunity to experience high-impact engaged learning. All music majors receive one-on-on instruction weekly with a faculty member - thus allowing for greater engagement than in most other schools or departments.

College of Visual and Performing Arts

- CVPA finished its second year of funding undergraduate research grants. Grants are funded on a competitive basis with applications vetted by the Faculty Advisory Committee of CVPA. Our grant recipients continue to present at national and international conferences (e.g. Melissa Leider was funded by the conference to present at an Arts and Neuroscience Conference in Cancun, MX, July 24-27).
- School of Music: 100% of students have the opportunity to experience high-impact engaged learning. All music majors receive one-on-on instruction weekly with a faculty member - thus allowing for greater engagement than in most other schools or departments.
- All music majors have a capstone experience (all have a recital requirement; music education students have a student teaching experience and music industry majors complete an internship).

- All music majors have an ensemble requirement, where they perform with students of different levels, instruments and/or voice types
- School of Art, Design, & Art History - 100% of students have the opportunity to experience high- impact, engaged learning. All art majors have opportunities to design, build, create, write, exhibit, and intern during the progress of their degrees.
- Theater and Dance - 100% of students have the opportunity to experience high-impact, engaged learning. All students have opportunities to perform, write, choreograph, design and build during the progress of their degree.

University Programs

- Every student who graduates with the Honors Program distinction completes a Senior Honors Project. The Senior Honors Project is a six-credit mentored experience, which typically begins in the second semester of the junior year. The project culminates in a thesis or creative work. A total of 128 Senior Honors Projects have been or will be completed in 2015-2016.
- Piloted a Winter Intersession during the university winter break with the offering of two online classes, 1 credit hour each, over the winter break.
- The IdLS unit successfully introduced the new Independent Scholars major in 2015-16, with the first four students completing the IND 200 gateway course in fall 2015, and with five students presenting their Independent Scholars projects at the Virginia Collegiate Honors Council meetings in spring 2016.
- The JMU Pre-Med Chapter of the American Medical Student Association (AMSA) received the “Paul R. Wright Chapter Success Award” for 2016. 13 chapter members attended the 66th Annual AMSA Convention & Exposition in Washington DC (March 31-April 3, 2016) and were on hand to receive the award (Saturday April 2). The Paul R. Wright Chapter Success Award recognizes chapters that support AMSA’s mission and are dedicated to inspiring future physician leaders, whether through local events, programming activities, leadership development initiatives, or calls for action.

Included on this page...

- Every student who graduates with the Honors Program distinction completes a Senior Honors Project. The Senior Honors Project is a six-credit mentored experience, which typically begins in the second semester of the junior year. The project culminates in a thesis or creative work.
- During the 2015-16 academic year, the OIP sent 1,382 students abroad – 1,306 undergraduates and 76 graduate students – to more than 50 different countries. This number represents a significant increase from last year’s previous record of 1,218. Based on this past year’s numbers, we can report that the OIP is sending 31% of JMU students to study abroad.

Office of International Programs

- During the 2015-16 academic year, the OIP sent 1,382 students abroad – 1,306 undergraduates and 76 graduate students – to more than 50 different countries. This number represents a significant increase from last year’s previous record of 1,218. Based on this past year’s numbers, we can report that the OIP is sending 31% of JMU students to study abroad.
- During the 2015-16 academic year, 11 students studied abroad as part of the Oxford, Cambridge and St. Andrews programs, directed by Fletcher Linder (IdLS). Of these three, five studied at St. Andrews, five studied at Oxford and one studied at Cambridge.
- The OIP’s 2015 International Week theme, “Food & Food for Thought: Feed Your Global I.Q.,” offered a common thread shared by all cultures and people—food. Food is an essential aspect of our human existence, yet each culture follows its own unique customs.

Libraries and Educational Technologies

- JMU Scholarly Commons continued to expand, adding new JMU-created content (journals, conference proceedings, ETD’s) and library-acquired unique materials. Use of Scholarly Commons also increased exponentially with just under 95,000 downloads in AY2015-16. (Aligns with JMU Goal 2A) Established a Digital Preservation Policy Framework to ensure the preservation and continuing availability of LET’s digital collections. (Aligns with JMU Goal 2B).
- CIT coordinated several noteworthy improvements to Canvas, JMU’s hosted LMS solution. Most significantly, CIT activated Canvas Commons, a services that allows Canvas users to share learning resources with other Canvas users and that allows other users to import shared learning resources into their Canvas courses. CIT also installed

several new LTIs, including three for proctoring tests, two for integrating publishers' resources, and one for enforcing SCORM compliancy.

- Transfer student orientation: Designed and offered a new, interactive game-based session for new Transfer Students to engage them in learning about JMU Libraries' services, spaces, and resources during 1787 August Orientation.

Academic Development

- The Center for Faculty Innovation offered 630 different programs and services, including 75 workshops and 174 individual consultations, serving 805 unique individuals. Signature programs offered this year included the following:
 - Learning Improvement by Design (LID) is a multiyear partnership between CFI, the Center for Assessment and Research (CARS) and two academic programs: Computer Information Systems and Communication Studies. This program focuses on student learning outcomes, facilitating the review and revision of course/program objectives to align with desired learning outcomes.
 - jmUDesign, a course, curriculum, and instructional design institute, is typically a one-week program serving teams from a variety of disciplines. This year, CFI offered special institutes for Madison Collaborative, CIS LID Project and 4-VA Partner Universities.
 - The Furious Flower Poetry Center had an exceptional year highlighted by its collegiate summit, *Mirrors and Windows: Poetry as a Means of Reflection and Engagement*. Approximately 80 students and faculty from nine different institutions joined at least 50 students from JMU for a weekend of workshops and poetry readings presented by five nationally and internationally recognized writers.
- JMU through CFI sent more than 50 representatives to the 2015 Engagement Scholarship Consortium Conference. This effort directly connects to the university's vision to be the national model of the engaged university.

Access and Enrollment Management

Environmental Stewardship

Environmental Stewardship Tour

- "Development of James Madison University's Campus as a Living Laboratory for Energy and Environmental Education" was funded through the Dominion Higher Education Partnership and collaboratively completed by the OESS, FM, faculty and CHBS Creative Services. Additional time and resources beyond the grant were invested by the OESS, FM, and faculty. A tour of campus, with both online and physical components, was created to highlight twenty sites on the JMU campus where facilities, environmental stewardship, and learning are interconnected. The tour supports JMU's emphases on engaged learning and community engagement. As visitors take the tour, they are challenged to consider the interdependence of humans and the environment; the health, socio-economic, and ecological dimensions of environmental stewardship; the way in which environmental problems are explored and solutions are developed and implemented; and how environmental stewardship is and can be integrated into our lives.

Included on this page...

- JMU through CFI sent more than 50 representatives to the 2015 Engagement Scholarship Consortium Conference. This effort directly connects to the university's vision to be the national model of the engaged university.

Student Access and Inclusion

Centennial Scholars Program

- CSP Alumni Program
 - Identified alumni centennials who are working in their career field and pair/match them up with an undergraduate centennial in a similar major/or who has an interest in their respective career field(s)
 - AIP was introduced at CSP's 10th anniversary celebration
 - AIP was actually rolled out Fall 2015 with 10 AIP mentors paired with CSP undergraduates
 - The GA Coordinator created a detailed information sheet that was sent to the Mentor and Mentee from completion
 - Communication is via Skype, text, email, phone, etc.
 - Both AIP mentor and mentee felt that the pairings went well (paired by major, interest and/or career path)
 - Scheduled a meet and greet for April 2016, had to cancel due to poor response
 - Attempting another meet and greet during Homecoming 2016

- Will take time to build program
- Do feel that it is worthwhile
- Created "Tips for Success" document for Mentors and Mentees and emailed to them

Valley Scholars

- Mentoring for the Valley Scholars program was successfully implemented for the fall of 2015 and the spring of 2016. For fall, 2015 27 mentors from across majors served in 14 middle and high schools. For spring 2016, 41 mentors served 16 schools.
- For the first cohort of mentors 21 continued into the 2nd semester with the program out of 26 total for an 80% progression rate.
- For the second cohort of mentors 11 of 21 have committed to continue into the fall of 2016 for a 52% progression rate. This was impacted by a high number of graduating seniors, as well as class scheduling for major programs. It is important to note that 5 Cohort 1 mentors are continuing into a third semester of service. In collaboration with Dr. Doubet, after the first year of implementation the optimal number of mentors has been determined to be between 32-35.
- During the summer of 2016 the Valley Scholars program will work to recruit an additional 20 mentors for the 2016-2017 cycle. This will fill out the mentor program for all 16 public schools. Dr. Kristi Doubet will continue as the faculty member of record and Xavia Gary, Engagement Fellow will be assigned to assist Dr. Doubet with site visits and schedule coordination.
- Dr. Doubet conducted class evaluations, and reported an overall high satisfaction with the experience. Recommendations from students included more structured activities, and the possibility of holding additional meetings to help establish group dynamics.

Administration and Finance

Business Services

Arboretum

- Of the JMU classes reporting 12 academic classes utilized the Arboretum as an outdoor classroom with 381 students participating.
- Both JMU and EMU classes came to observe the streamwater project in fall of 2015 and study it in class. Both JMU and EMU student volunteers were part of the 46 volunteers who helped plant riparian plantings (536 trees, shrubs, and seedlings) to stabilize streambanks from Sycamore Flat to the pond giving 168 hrs. to this project.

Madison Print Services

- Graphic Art Students were given an opportunity to design a Logo and new name for the Copy Centers. They spent time getting to know what all we accomplish in the centers and also wanted to thank us for all that we do for our customers. We appreciated the time and the effort that the students put into their entries. Our new name is MADISON PRINT SERVICES and we hope you will see our new logo around campus in the fall.

Included on this page...

- Mentoring for the Valley Scholars program was successfully implemented for the fall of 2015 and the spring of 2016. For fall, 2015 27 mentors from across majors served in 14 middle and high schools. For spring 2016, 41 mentors served 16 schools.
- Graphic Art Students were given an opportunity to design a Logo and new name for the Copy Centers. They spent time getting to know what all we accomplish in the centers and also wanted to thank us for all that we do for our customers.

Procurement Services

- Procurement Services offered training to departmental staff through Procurement 101, eVA Overview, CA Training, Procurement User Groups, Procurement Newsletters, and individual one-on-one education related to specific topics.

Human Resources, Training and Performance

Talent Department

- Our Training Coordinator and our Professional Development Specialist worked for over 18 months to create the Advanced Administrative Assistant Certificate Program. They conducted a detailed needs assessment that led to the creation of a program designed to provide experienced administrative assistants with the opportunity to increase self-

awareness, expand their skill-sets, and network with other seasoned professionals to enhance individual and organizational performance.

- Our Training Coordinator worked closely with Amy Sirocky-Meck, Associate Director, University Health Center, to facilitate the creation of TD2101 *Doing Well: Stepping up for Students and Colleagues in Need*. This workshop was developed and delivered by Amy Sirocky-Meck; Tia Mann, Assistant Director, Alcohol and Other Drug Abuse Prevention; Liz Howley, Assistant Director, Sexual Violence Prevention and Advocacy; and Kimberly Johnson, Health Educator.

Intercollegiate Athletics

- JMU Athletics has developed, for implementation beginning Fall 2016, a leadership and personal development program for its student-athletes. Areas of emphasis of this new program include the important functions of personal responsibility, leadership, career networking and mentoring.

Student Affairs and University Planning

Multicultural and Student Health

Center for Multicultural Student Services (CMSS)

- NEW COURSE HRD 201: During the fall 2015 semester, 18 students enrolled in HRD 201 Exploring Multicultural Competence for Effective Facilitation (2-credit) course, which was co-taught by Steven Krzanowski, CMSS, Dr. Oris Griffin, Professor, Education Programs, and Kate Bergey, CMSS. This is the first course that has emanated out of CMSS in collaboration with the JMU College of Education. Students who successfully completed the course in the fall semester, later volunteered as trained Diversity Educators in the spring 2016 semester. *Exploring Multicultural Competency for Effective Facilitation* will prepare students enrolled in this course to become a diversity educator in the Diversity Education Empowerment Program.

University Recreation (UREC)

- The Adventure Program supported the Geology Department on nine data gathering trips to Lake Shenandoah.
- UREC Adventure Programs developed and implemented the first JMU Wilderness Therapy Project in collaboration with the Counseling Center.
- UREC developed and implemented Adapted Sports Day with Department of Kinesiology.
- Planned and conducted the UREC Service Trip to Nassau allowing JMU students to work with upwards of 800 Bahamian children through the introduction of physical education and play.

Included on this page...

- The Talent Department Training Coordinator worked closely with Amy Sirocky-Meck, Associate Director, University Health Center, to facilitate the creation of TD2101 *Doing Well: Stepping up for Students and Colleagues in Need*.
- UREC Adventure Programs developed and implemented the first JMU Wilderness Therapy Project in collaboration with the Counseling Center.
- ORL worked with JMU faculty to offer 6 Residential Learning Communities. These six communities represent a variety of academic areas and reflect a High Impact practice as defined by AAC&U.

Student Life

Residence Life

- This year ORL worked with JMU faculty to offer 6 Residential Learning Communities. These six communities represent a variety of academic areas and reflect a High Impact practice as defined by AAC&U.

Student Success

Learning Centers (LC)

- PASS revised its training and mentorship programs to integrate evidence-based "high impact" engaged learning practices.

Orientation Office

- During the HRD100 course and the Orientation Workshop, students (student staff) reflect on and complete projects on their own identity and values and how these factors may influence how they interact with new students and. The HRD100 class is centered on the Social Change Model of Leadership.

University Planning and Analysis

- President Jonathan Alger teamed with Brian Charette to teach the Honors Leadership class, which focuses on high impact learning practices such as an emphasis on writing, debate, reflection and a community service component. The class represents President Alger's true commitment to engaged learning from a "front line" perspective.

Career and Academic Planning (CAP)

- Career and Academic Planning is working with Financial Aid and Scholarships to create an internship scholarship to provide financial support for students getting internship experiences. Funds for this scholarship come from employer career fair fees. The goal is to make internship experiences accessible and economically feasible so more students can participate in this high impact practice. Plans are moving forward to begin awarding scholarships for summer 2017 internships.
- With the help of the Office of Budget Management, the department of Career and Academic Planning has established a full-time Internship Coordinator position. The focus of the position will be to expand student opportunities to a wide range of internships, a recognized high-impact practice in support of engaged learning.
- Within the department of Career and Academic Planning, Freshman Advising is now under new leadership and the program has made significant progress in streamlining processes, increasing use of technology, assessing student learning outcomes, and providing tools and professional development for freshman advisors from across campus. Feedback from students will be collected at various intervals to gain more information on the student advising experience and information will be shared with freshman advisors to facilitate continuous program improvement.

7.6 Diversity

Academic Affairs

Professor in Residence (PIR)

- *William Fleming High School & Lucy Addison Middle school at Roanoke:* PIR Dr. Barbara Franklin highlighted assisting students to meet college application and FAFSA deadlines. Dr. Franklin was host to the 15 member JMU College of Education International Education Leadership Program (ILEP).
- *Harrisonburg: HHS, THMS; Skyline Middle School:* Dr. Carlos Aleman officially extended his PIR work at THMS to include mentoring AVID student program activities. Dr. Aleman continues to find opportunities for JMU SMAD students to make promotional videos as class projects to support the various Harrisonburg High School Latino community activities.
- *City of Richmond Public Schools—Collaborating and in Partnership:* The Professor-in-Residence program is entering an official partnership with the City of Richmond Public School (RPS) system after over a decade of PIR outreach at Huguenot and George Wythe high schools.
- *Huguenot High School, Richmond:* Dr. Klevickis instructed Dual Enrollment Viral Discovery biology class in partnership with Dr. Steve Cresawn. Some students from the class presented their research outcomes at the fall and spring Phage Conferences at VCU, the College of William & Mary as well as at HHMS.

Included on this page...

- The Professor-in-Residence program is entering an official partnership with the City of Richmond Public School system after over a decade of PIR outreach at Huguenot and George Wythe high schools.
- CyberDays involved more than 90 students, including 45+ Valley Scholars in the fall and 45+ underrepresented students from the Lucille Brown Middle School in Richmond in the spring; students learned to develop mobile apps and learned about cybersecurity.

Provost Faculty Diversity Advisory Committee

- \$18,000.00 was established for the Provost Diversity Research and Curriculum Development Grant. Originally planned to fund six proposals at \$3,000.00 each, the Advisory Committee reviewed and approved eight grants recipients from across academic departments: Biology, Justice Studies; Theatre; Graduate Psychology; Nursing; Kinesiology; Communication Studies; and Engineering.

Access & Inclusion; Human Resource (HR) and Diversity Hiring Initiative:

- Development of a new JMU Academic policy pertaining to diversity faculty hiring. This hiring procedure, suggested from the 2012/13 President's Diversity Task Force, was developed into a coherent diversity hiring PowerPoint that was presented to Academic Council, at the Associate Provost's Heads of Department meeting; to all Academic Search Committees across campus since February 2016

College of Arts and Letters

- *7th Annual Africana Studies Conferences, October 29-30, 2015.* The college has been supportive of this annual interdisciplinary conference at JMU, which includes presentations from CAL faculty, among others; this year's topic was *Religion, Ruptures, Race and Global Peace.*

College of Business

- 2015/2016 CyberDays involved more than 90 students, including 45+ Valley Scholars in the fall and 45+ underrepresented students from the Lucille Brown Middle School in Richmond in the spring; students learned to develop mobile apps and learned about cybersecurity.
- MBA 695 - Cultural Awareness Experience: All students in the Innovation MBA Program are required to take MBA 695. This course culminated with a 10-day global experience trip to a destination selected by the cohort (in collaboration with travel partner, WorldStrides). In May 12-22, 2016, 14 students, 2 faculty members and the professional director traveled to Beijing and Shanghai, China.
- The 3rd Annual Student Diversity Conference was once again hosted by the Student Diversity Council in the CoB. The event, "Transitioning Diversity from Campus to Career," provided students a deeper understanding of the importance of diversity in the workplace, helped them gain insight on what diversity brings to a company, discussed

how to be successful in a diverse environment, and provided students with networking opportunities with employers interested in James Madison students.

College of Education

- The College of Education hosted fourteen International Leaders in Education Program (ILEP) Fellows – all middle or secondary teachers from 8 countries around the world – from January to May 2016. The Fellows readily engaged in both college and campus life, and they participated in a range of activities and coursework.
- Katie Dredger serves as the National Chair of the Committee Against Racism and Bias for the National Council of Teachers of English (2015-18).
- Dr. Noorie Brantmeier was tasked by the White House Rural Council, Administration for Children and Families and the American Academy of Pediatrics to serve as a coach and subject matter expert to the Rural IMPACT Initiative, a cross-agency effort to combat poverty and improve upward mobility in rural and tribal places.

College of Health and Behavioral Studies

- Nursing: A new articulation agreement was signed in AY 15-16 with Southside Virginia Community College (SVCC), which will promote seamless progression of associate degree nurses from the rural, underserved area of southern/southeast Virginia.
- Psychology: Madison Matters - Dr. Matt Lee, with a team of research students (PSYC 203/403,) worked on the Madison Matters project. This included a campus-wide climate study on diversity. Dr. Lee and his students demonstrated civic engagement by spreading the results of this important study across campus.
- Social Work: Students of color continue to be overrepresented in the social work department when compared to JMU students as a whole (18.6% to 15.2%). Our department has nearly double the percentage of African American students compared to JMU as a whole (7% to 4.8%).
- IIHHS offers student experiences through programs within the IIHHS that connect students with our global neighbors in our neighborhoods. Programs including the Shenandoah Valley Migrant Education Program, Futuro Latino, the Promotoras de Salud program, Future Forward, the Reading Road Show, and the Community Health Interpreter Service serve persons in our community who are recent immigrants to our community.

Included on this page...

- A new articulation agreement was signed in AY 15-16 with Southside Virginia Community College (SVCC), which will promote seamless progression of associate degree nurses from the rural, underserved area of southern/southeast Virginia.
- Jacqueline E. Lawton – TAD - was named one of the top 30 national leading black playwrights by Arena Stage's American Voices New Play Institute.

College of Science and Mathematics

- The College continues to work on increasing the low percentage of faculty of color (currently in single digits), and while a modest gain overall, 4 of the eight faculty hires made in AY15-16 are faculty from groups underrepresented in STEM.
- The NSF-funded GEOPATH Inclusive Field Experiences project in Geology provides authentic field experiences for students with mobility challenges.

College of Visual and Performing Arts

- Partnership with the National School of the Arts in Havana, Cuba: One of the advantages of serving on the ICFAD board is being on the ground first. The executive director and Dean Sparks managed our way onto the ISA campus and made contact with their Office of International Programs. ISA now has partnership documents from JMU and we anticipate their signing soon.
- The fall theatre season, included the ancient Indian play, *Shakuntala*. This was an extremely important diversity initiative in which TAD partnered with diversity guest artists Snehal Desai and Daniel Phoenix Singh and other academic units on campus to present the production along with panel discussions and talk back sessions.
- Duke Hall Gallery of Fine Art, SADAH and CVPA hosted an exhibition by Maria Magdalena Campos-Pons, an artist who represents her connections to her native Cuba and her life in America.
- Jacqueline E. Lawton – TAD - was named one of the top 30 national leading black playwrights by Arena Stage's American Voices New Play Institute.

- The Warp Trio – SOM - Described in Free Times as, "A talented group that exemplifies the genre-obliterating direction of contemporary classical music."
- The Institute for Visual Studies, working closely with Harrisonburg's African-American community, student writers, researchers, and designers investigated the life of the educator Lucy F. Simms and the role of education for the community.

University Programs

- In the General Education Program, the Cluster Two committee redesigned the guidelines for HUM 252: Cross-cultural perspectives in ways that support diversity and inclusivity. Changes include a new course title, "Global Cultures," and a new course description that better communicates to students the purpose of this course. Newly adopted revised outcomes nicely capture the faculty's shift away from factual knowledge about other cultures to an approach that includes higher order outcomes related to students' own dispositions and behavior.
- The Veteran Scholars Task Force, chaired by Outreach and Engagement, had significant accomplishments in veterans' advocacy this year, including opening the new Student Veteran Center, establishing early registration for qualified veterans to ensure they get access to the courses they need to progress towards graduation, and sponsoring a successful Veterans' Day celebration that included planting thousands of US flags on the quad (which generated significant positive media attention).

Office of International Programs

- International Student and Scholar Services welcomed a record number of international students: 617 on non-immigrant or temporary visas from 71 countries.

Libraries and Educational Technologies

- Title IX resource guide: Deepening LET's partnership with the University Health Center by working with the Health Center's LGBT & Ally Education program on a new LibGuide-based resource guide related to Title IX.
- Modified the public catalog display to "internationalize" the Library's public catalog records by rendering Arabic, Hebrew, Greek, Cyrillic, Chinese, and other non-Roman scripts visible.

Academic Development

- The office of the Vice Provost Academic Development coordinated two women's leadership events for administrators and faculty on campus. The fall event featured a workshop lead by Jeanne Narum from Project Kaleidoscope. The spring event was a discussion of several articles on women's leadership styles.
- The Office of Cross Disciplinary Studies and Diversity Engagement: Highlights of this year include facilitation of five major diversity events: The Dominion Lecture, Africana Studies Conference, SEC/AAS Conference (Asian Studies), Cultura y Comunidad (Latin American and Caribbean Studies conference), and the Feminist Collective Diversity Teach-in (in-part funded through an IDEA grant).

Included on this page...

- In the General Education Program, the Cluster Two committee redesigned the guidelines for HUM 252: Cross-cultural perspectives in ways that support diversity and inclusivity. Changes include a new course title, "Global Cultures," and a new course description that better communicates to students the purpose of this course.
- Thirty-four percent of JMU in-state freshmen applications were submitted by students from under-represented populations. This year's freshman class will be approximately 21 percent under-represented (in state will be 25 percent). JMU has made progress since 2004, when the under-represented portion of the entering class was at eight percent.

Access and Enrollment Management

Office of Admissions:

Increase Multicultural applications:

- James Madison University continues to work to reach out to under-represented students throughout Virginia and the mid-Atlantic regions. Thirty-four percent of JMU in-state freshmen applications were submitted by students from under-represented populations.

- This year's freshman class will be approximately 21 percent under-represented (in state will be 25 percent). JMU has made progress since 2004, when the under-represented portion of the entering class was at eight percent.
- Applications:
 - Black (2009: 1,350, 2010: 1,671, 2011: 1,869, 2012: 2,047, 2013: 2,088, 2014: 2,142, 2015: 2,308, 2016: 2309)
 - Hispanic (2009: 898, 2010: 1,269, 2011: 1,288, 2012: 1,511, 2013: 1,591, 2014: 1,587, 2015:1,654, 2016: 1800)
 - Asian/Pacific Islander (2009: 1,307; 2010: 1,978; 2011: 2,041, 2012: 2,189, 2013: 2,045, 2014: 2,091, 2015:1,996, 2016: 2182)
- Matriculated numbers of under-represented students are rising: For 2016, the percentage of under-represented in-state students stands at 25.5 percent (.5 percent above 2015). Overall, the percentage of the freshman class that are under-represented is 21 percent (1 percent above 2014).
 Black (2009: 121, 2010: 164, 2011: 191, 2012: 232, 2013: 229, 2014: 266, 2015: 321, 2016: 337))
 Hispanic (2009: 98, 2010: 148, 2011: 150, 2012: 234, 2013: 237, 2014: 288, 2015: 296, 2016: 324)
 Asian/Pacific Islander (2009: 171; 2010: 249; 2011: 299, 2012: 299, 2013: 286, 2014: 372, 2015: 343, 2016: 474)
- More than 60 percent of Hispanic/Latino applicants, 22 percent of Black applicants and 23 percent of Asian/Pacific Islander applicants mark multi-ethnic on the application.
- Students for Minority Outreach continued the Duke for a Day events.
 - The NOVA Duke for a Days have been holding consistent numbers with over 40 students participating each year.
 - The Richmond Duke for a Day events have also been steady at close to 15 students each year.
 - The partnership with CMSS and the Office of Admissions has been effective in guiding SMO in the right path with their Recruitment and Retention efforts.
 - In the fall semester, SMO excelled with their responsibilities as hosts for all groups who visited during the Academic Open Houses. There was an increased amount of volunteers to assist with these Open Houses.
 - The Duke-For-A-Day program continues to be a program, which is very effective and requested by schools and districts within the Richmond area efforts. The fall 2015 Duke-For-A-Day was a huge success and the students who attended had very positive feedback and responses of the day.
 - In the spring, SMO hosted their annual Prospective Students' Weekend. The Yield from attendees was 50%. This year the SMO hosts contacted their student to introduce themselves and helped the students prepared for their overnight stay. Tele Center continued to reach out to a larger audience of prospective students to promote this event while SMO worked with the JMU student body to accommodate everyone.
- On January 29, 2016 a meeting was held in Richmond, VA to begin discussion with Tidewater Community College(TCC) and key constituents from JMU Academic Affairs and Student Affairs about ways in which a partnership and possible expansion of the community college advising initiative of JMU could be implemented to support the university's diversity initiatives, especially in the Tidewater/VA Beach/Norfolk areas. A proposal was submitted for consideration of a program designed to partner and work collaboratively with TCC and several targeted high schools in the Norfolk/Tidewater region, specifically Lake Taylor High School and Booker T. Washington High School.
- In June 2015, a group of like-minded admissions professionals with common interests and needs met to begin conversation about the challenges and successes of our diversity recruitment within various regions of the state. The "We Are Coming to You", college admissions series was pitched to targeted school districts and regions with the hope of learning from counselors and administrators how we might be able to and better reach their diverse student populations, demystify the myths of the college admission process and create awareness of our respective colleges and universities.

Included on this page...

- Matriculated numbers of under-represented students are rising: For 2016, the percentage of under-represented in-state students stands at 25.5 percent (.5 percent above 2015). Overall, the percentage of the freshman class that are under-represented is 21 percent (1 percent above 2014).
- A meeting was held in Richmond to begin discussion with Tidewater Community College(TCC) and key constituents from JMU Academic Affairs and Student Affairs about ways in which a partnership and possible expansion of the community college advising initiative of JMU could be implemented.

- College Panel events were held in the fall 2015 and spring 2016 in Radford (Southwest VA), Richmond City Public Schools (Center City), and CNU (Tidewater to include Hampton, Newport News, Norfolk, Portsmouth, etc.)
- The Future Foundation Directors (Richmond Public Schools)
 - The group closed out the year meeting on Monday, June 6, 2016 at Longwood University to discuss successes and challenges of events held, new initiatives/programs for 2016 – 2017, a group name, who we are, our mission, and our three and five year goals for the group.
 - The official name was adopted and approved as “Diversity Initiatives for Collaborative Education, (D.I.C.E)
 - Who We Are: D.I.C.E is a group of representatives from colleges and universities who identified the need to serve diverse populations in the Commonwealth of VA.
Mission: The purpose of D.I.C.E is to foster opportunities, alliances and partnerships in order to increase awareness of the college preparation process for underserved and underrepresented regions in the Commonwealth of VA.
 - Presented on D.I.C.E at the 46th Annual PCACAC Conference April 17th – April 19th in Ocean City, MD
- JMU admissions officers met with two administrators of Petersburg Public Schools, LaTonia Anderson and Dr. Kim Allen along with a PPS retired community leader, Ernestine Wilson. The purpose of this meeting was to listen and hear from Petersburg Public Schools what are the greatest needs of their students, how we might partner with the district to meet their needs and experience of and exposure to JMU.
 - Conversations and ideas have begun on how JMU could help Petersburg Public Schools in the course area of English (Writing and Rhetoric)
 - The district is receiving a new superintendent, Dr. Marcus Newsome (formerly of Chesterfield County Public Schools)
 - Once the district meets in early to mid-July 2016, Ms. Anderson and Dr. Allen will be re-connecting with us to discuss initiatives, programs and partnerships for 2016 – 2017 and beyond. (mlfm)

Increase the geographic diversity of the student body

- The Early Action process continues to experience a higher yield than the Regular Decision process. This year experienced a slight increase in the yield from New York and Pennsylvania and New York.
- Overall, the yield from out-of-state offers was 18.5 percent, a .3% decrease from 2015.
- The yield for Early Action 20.9 percent, matches the Early Action yield for 2015. The yield from Regular Decision was 16.7 percent, a .3 percent decrease from 2015.
- This year, JMU hosted receptions in Hartford, Connecticut, and Boston, Massachusetts, in late October of 2014. In addition to representatives from Admissions, Drs. Skip Hyser (History-CAL) and Laura Leduc (Management-COB), Parent Council Members and JMU alumni represented JMU. One hundred fourteen students (98 were seniors) and their families attended. Ninety-one of the students who attended applied, 77 were admitted and 32 matriculated. This is a 42 percent yield rate, while the overall yield for New England was 25 percent. Due to this success, JMU will continue to host these receptions and will be expanding to host one in New York. These receptions attract students who are truly interested in JMU and allow guests to interact with faculty, staff, alumni and parents of current students.
- JMU is dialoguing with Virginia Tech and Villanova concerning hosting joint receptions in metropolitan areas west of the Mississippi. These three schools do not compete against each other for students west of the Mississippi, but the combined name recognition of the three schools should provide for a good draw in this populated areas,
- This year, the Office of Admissions conducted two recruitment trips to California and one to Texas. This year JMU will enroll 8 new freshmen from Texas and 10 new freshmen from California. The staff will continue to visit these two states and the working with alumni, the Alumni Recruitment Network will have an increase presence in both states.
- JMU continues to work on improving scholarships and Transportation is looking at ways of running a reasonable priced shuttle to Charlottesville airport and train station.

Included on this page...

- Admissions officers met with administrators of Petersburg Public Schools. The purpose of this meeting was to listen and hear from Petersburg Public Schools what are the greatest needs of their students, how we might partner with the district to meet their needs and experience of and exposure to JMU.
- This year, the Office of Admissions conducted two recruitment trips to California and one to Texas. This year JMU will enroll 8 new freshmen from Texas and 10 new freshmen from California. The staff will continue to visit these two states and the working with alumni, the Alumni Recruitment Network will have an increase presence in both states.

Continue to refine and develop assessment strategies

- This year the office took the recommendation made last year from the teams that looked at out-of-state recruitment and implemented many of their recommendations and made plans to introduce additional recommendations in future years. The goal was to develop a game plan to increase JMU's success with: reaching potential out-of-state prospects and increasing the yield rates of admits. The recommendations by the teams showed that a significant amount of thought and research went into their work. Several recommendations have been implemented:
 - A special event (Forum) the night before CHOICES for out-of-state families who usually arrive the night before. The Forums were attended by more than 300 families of the three nights. Feedback from families was very positive.
 - Adjustments to the presentation to be more outcome focused continue to be made.
 - Introduced an Admissions Blog in the fall and prospective students received it well.
 - Business cards with the university's mission statement were distributed by the staff this year.
 - Inquiry cards for our out-of-state students had the regional recruiters information on a tear-off

Conduct Research and Development a Plan to Begin to Address the Increasing Need for Merit and Need Based Aid.

- The award amounts for scholarships drawn from the Madison Achievement fund were altered and ranged from 4K to 10K. The higher amounts were offered to the out of state students.
- A thorough analysis was completed on the 2016 out-of-state admits. The analysis looked at each out-of-state admit by income level, whether they visited JMU and whether a scholarship was offered. The results are being analyzed and adjustments will be made to award amounts.
- For 2016, JMU students accepted 40 percent of the Madison Achievements and 58 Percent of the Second Century awards.

Campus and Community Programs for Access and Inclusion:

- The Diversity Task Force Report was submitted in May of 2014. The report has been condensed into the top eighteen initiatives. The first set was reviewed and presented to the Senior Leadership Team during the 2014-2015 academic year. This objective is to complete the second set.

Included on this page...

- Dean of Admissions Michal Walsh made a presentation to Fleming High School students in Roanoke on how to write an effective college essay.
- Graduate Assistant Ms. Nicole Yoder also visited Lucy Addison Middle School in Roanoke and worked with the counseling department to assist students.

Faculty Access and Inclusion

Middle School Visit Program

- The Middle School Visit Program (MSVP) exists to educate Middle School students on the college and career opportunities available. The program was started in 2010 by the Virginia Board of Education's mandate for Academic Career Plans (ACP) to be completed in the 7th grade.

Professor-in-Residence Program (PIR)

- Each PIR visited assigned partner school at least once weekly. Several made more frequent visits over and above the basic. All PIRs were great JMU ambassadors to the partner schools as they maintained professional consultations with teachers, principals and counselors and had direct access to students to promote the benefits of postsecondary education, especially to underrepresented and underserved students. Students from PIR schools that are admitted to JMU qualified to be nominated for consideration as one of the seven JMU First Generation Scholarship Awardees. Below is a select highlight list of PIR accomplishments for the 2015/16 academic year:
 - **William Fleming High School & Lucy Addison Middle school at Roanoke:** PIR Dr. Barbara Franklin highlighted assisting students to meet college application and FAFSA deadlines. In addition, Dr. Franklin was host to the 15 member JMU College of Education International Education Leadership Program (ILEP). This cohort of secondary school teachers from several developing countries were introduced to our PIR School where they interacted with school administrators and students.
 - Additionally, to increase opportunities for Fleming to enhance college applications, Dr. Franklin invited Michal Walsh (Dean of JMU Admissions) to make a presentation to Fleming students on how to write an effective college essay. Our Graduate Assistant Ms. Nicole Yoder also visited Lucy Addison Middle School in Roanoke and worked with the counseling department to assist students.
 - **Waynesboro PIR Schools (WHS and Kate Collins Middle School):** With our Waynesboro High School PIR faculty Dr. Tom Benzing on leave the fall 2015 academic year and Kate Collins Middle School PIR Dr.

Michelle Kiely planning to return to full time teaching at JMU effective fall 2016, we took the opportunity to restructure the PIR program within the Waynesboro school system. For the 2015/16 academic year, Dr. Kiely was moved to WHS as PIR and Associate Director and Coordinator for Education and Outreach at the School for Integrated Science and Technology (ISAT) was recruited as PIR for Kate Collins.

- **Harrisonburg: HHS, THMS; Skyline Middle School:** Three faculty members Dr. William O'Meara (HHS), Dr. George Font (Skyline), and Dr. Carlos Aleman (THMS) serve as PIRs to our Harrisonburg public schools. Effective fall 2015, Dr. Carlos Aleman officially extended his PIR work at THMS to include mentoring AVID student program activities at both HHS and HHS. Dr. William (Bill) O'Meara's PIR work at HHS, while advocating the values for post secondary, specifically concentrates on the innovative ways students may fund college education by providing instructions on FAFSA completion to students and parents, providing Pell Grant qualification information, and even by making students and parents aware of those special grants that are available to Virginia residents attending both four year and Community Colleges. At Skyline Middle School, Dr. George Font in consultation with Principal Kirwan has identified a group of underrepresented students for whom the PIR program is adopting "enjoyable and practical ways to capture their attention for reading through the use of digital technology."
- City of Richmond Public Schools—Collaborating and in Partnership:
 - The JMU Professor-in-Residence program is entering an official partnership with the City of Richmond Public School (RPS) system after over a decade of PIR outreach at Huguenot and George Wythe high schools, as well as at Thompson and Lucille Brown middle schools.
 - **George Wythe High School, Richmond:** Throughout the academic year, Dr. Ken Wright (JMU IDLS) assisted students to register for the SAT/ACT, helped students to understand the processes necessary to reach career goals as most students in the PIR schools are underserved and underrepresented first generations who are not aware of the college path and the viable post secondary options. Working with the Richmond Virginia Futures program, Dr. Wright assisted to complete the FAFSA and also apply for scholarships.
 - **Huguenot High School, Richmond:** One student from Huguenot High School received the JMU Centennial scholarship for the fall and another was approved for the JMU First Generation scholarship. The attraction of good students from this Richmond PIR school is reflective of the wonderful PIR leadership provided through Dr. Cindy Klevickis.
- PIR Partner Middle Schools—Lucille Brown & Elkhardt Thompson
 - Dr. Chapman (Hood) Frazier, our PIR faculty for Lucille Brown Middle (LBMS) provided support for teachers by becoming an in-house resource person—in the building and, by acting in a capacity that contributed to the needs of the students and teachers.
 - Also at LBMS, Dr. Frazier developed a writing assessment instrument for the English language instructional faculty. This was prior to conducting an informal needs assessment with several of the English faculty at LBMS to discuss the writing assessments required by both Richmond City Schools and the IB program. The development of an English language assessment strategy was part of a larger curriculum design that LBMS Principal Morris assigned Dr. Frazier.
- PIR Affiliates: Partner schools listed as affiliates are those to which PIR faculty or graduate assistants were assigned and visited regularly in the past. Our current affiliate schools are Wakefield High School and Washington Lee High School (both in Arlington, VA). Affiliate schools no longer have specific faculty members assigned but continue to be linked through the Office for Faculty Access and Inclusion and may request JMU visitors to support specific temporary needs.
- Middle School Leadership Academy (MSLA): Bev Walker coordinates the Summer Middle School Leadership Academy of the PIR program.
 - In the spirit of inculcating desire and value in students for post secondary education, a select number of students from our PIR underrepresented and underserved middle schools participate in the week-long leadership academy (MSLA) to experience campus life.

Included on this page...

- Dr. Ken Wright (JMU IDLS) assisted students at Wythe High School in Richmond to register for the SAT/ACT, helped students to understand the processes necessary to reach career goals as most students in the PIR schools are underserved and underrepresented first.
- Dr. Chapman Frazier provided a writing assessment instrument for English language instructional faculty at Lucille Brown Middle School in Richmond.

- To effectively conduct the MSLA, our office collaborates with a number of campus academic units and programs.
- 21-27 June 2015 were the dates for the summer MSLA was conducted for 23 PIR Middle School students and others from the Valley Scholars program. For June 2016, 24 PIR students have been confirmed to spend a week as MSLA participants.

Preparing Future Faculty

- The Office of the Executive Director for Faculty Access & Inclusion maintained contacts with Howard University and Morgan State University as well as Tuskegee University to build and sustain partnership with these historic black universities and colleges. The purpose of such engagement is to enhance faculty diversity at JMU--an institutional core value.
- Since the introduction of the PFF program a little over a decade ago, this reporting period represents the first academic year that the program was host to two postdoctoral fellows. Howard University Dr. Maleka Brown was postdoctoral fellow at the Department of Undergraduate Psychology through joint funding from the Office of the Provost and Dr. Shannon Lovell (Dean of CHBS). Morgan State University postdoctoral fellow Dr. Barbara Franklin worked with the Math Education Department and the PFF program with funding support from Dean Phil Wishon of the College of Education and the Office for Faculty Access and Inclusion.
- The Office for Faculty Access and Inclusion provided funding to support PFF travels to conduct research, to meet with dissertation advisers/committee members and or to attend conferences.
- Conversation with Tuskegee University that began two years ago about developing some form of partnership with JMU moved in a more positive direction following my October 2015 visit to that historic black university.
- This year, 14-17 October 2016, Dr. Steve Reich of the JMU Department of History, led two students (Renzo Olivari and Julian Cuffy) to participate the Tuskegee Undergraduate Research Conference held on 16 April. Dr. David Jeffery (Dean for CAL) and Dr. Lanier (Chair, Department of History) funded the JMU faculty and students' participation in the Tuskegee History and Political Science Undergraduate Research Conference.

Incorporate The Tenets of Diversity

- Faculty Access and Inclusion collaborated with Dean Phil Wishon to support a PFF postdoctoral fellow, Dr. Sharon Lovell (CBHS) in collaboration with the Office of the Provost supported funding a PFF postdoctoral fellows for placement at the Department of Undergraduate Psychology, Dr. David Brakke (Dean of College of Science and Math) reported greater efforts to increase faculty diversity, and Dr. David Jeffrey (Dean, CAL) joined the Department of History to fund faculty and students' participation in a Tuskegee University Undergraduate Research Conference.
- Specific program achievements for the reporting period under review include the following:
 - College of Visual and Performing Arts (CVPA) Partnership: The Office for Faculty Access and Inclusion contributes to funding the *CVPA Cultural Connections Visiting Scholars Program* in place of CVPA non-participation in the PFF program. The Cultural Connections Artists'-in-Residence Program targets accomplished scholars whose work contributes to diversity and internationalization.
 - Maria Magdalena Compos-Pons was the SADAH Cultural Connection Artist-in-Residence. Her work is an investigation of history and memory, and their roles in the formation of identity.
 - Dr. George Sparks, Dean of CVPA, related the following process by which this exhibition became a part of the JMU Cultural Connection presentation. Originally nominated by SAHAD Professor Ken Szmagaj, Dr. Corinne Diop developed both the Campos-Pons nomination for the CVPA's Cultural Connections program and the proposal for the Campos-Pons exhibit at Duke Fine Arts Gallery. For the development of the essay for the exhibition catalog, Dr. Laura Katzman proposed former JMU African Art Historian Dr. Kris. JMU SADAH professor Dawn McCusker designed the announcement postcard and exhibition catalog. Dr. Bill Wightman attracted additional funding to support Dr. Kris Juncker's role in the artist's talk on April 6, and coordinated the catalog. Gallery Director Gary Freeburg

Included on this page...

- Faculty Access and Inclusion collaborated with Dean Phil Wishon to support a PFF postdoctoral fellow, Dr. Sharon Lovell (CBHS) in collaboration with the Office of the Provost supported funding a PFF postdoctoral fellows for placement at the Department of Undergraduate Psychology, Dr. David Brakke (Dean of College of Science and Math) reported greater efforts to increase faculty diversity, and Dr. David Jeffrey (Dean, CAL) joined the Department of History to fund faculty and students' participation in a Tuskegee University Undergraduate Research Conference.

negotiated the contracts for the art, insurance, artist, and loan agreements. Davion Birdsong traveled to Boston with Gary to pick up much of the work, including the Harvard collection. Davion also interviewed and recorded JMU presentation. Other persons/entities either directly or indirectly involved in the exhibition include the JMU Latin American and Caribbean Studies program to host Dr. Kris Juncker.

- The Warp Trio—School of Music Cultural Connections selection: Described in *Free Times* as, "A talented group that exemplifies the genre-obliterating direction of contemporary classical music, Warp Trio is NOT your typical piano trio. Lying at the intersection of a chamber music ensemble, rock band, and art project, Mikael Darmanie (Piano), Ju Young Lee (Cello), and Josh Henderson (Violin) are pushing the boundaries of music consumption through inter-disciplinary collaborations and eclectic programming that includes electrifying original material, dynamic interpretations of popular music, improvisation, and unique takes on classical repertoire.
- Jacqueline E. Lawton as School of Theatre and Dance Cultural Connections Artists: Reporting on the artist, Dean Sparks wrote as follows: "Jacqueline E. Lawton was named one of the top 30 national leading black playwrights by Arena Stage's American Voices New Play Institute. She received her MFA in Playwriting from the University of Texas at Austin (Hook 'em Horns!), where she was a James A. Michener Fellow.
- Access & Inclusion; Human Resource (HR); and Diversity Hiring Initiative: From late October 2015 through May 2016, an HR team and the Office for Access and Inclusion shared and discussed the new JMU policy pertaining to diversity faculty hiring. This hiring procedure, suggested from the 2012/13 President's Diversity Task Force, was developed into a coherent diversity hiring PowerPoint that was presented to Academic Council, at the Associate Provost's Heads of Department meeting; to all Academic Search Committees across campus since February 2016, and to academic departments on invitation.
- Grants: Executive Director for Faculty Access Dr. Owusu-Ansah was a member of the team that submitted the US Department of Education TRIO Grant (\$236,000.00 x 5 years if approved). Defined as the Harrisonburg Education Opportunity Center Network (HEOCN), the grant seeks to increase the percentage of low income and first generation college adults who successfully pursue post-secondary education opportunities.
- Fulbright Scholars' Program: Faculty Access and Inclusion Executive Director continues to serve with Dr. Lee Sternberger and Dr. Ed Brantimier as leaders of the JMU Fulbright Scholars' Facilitating Team. While Dr. Brantimier provides the application advertisement and training through CFI, Faculty Access and OIP worked with the Office of the Provost to ensure institutional support for the scholars' program. With two JMU faculty members receiving Fulbright awards in 2012, for example, the university was listed in the prestigious category of "Top Fulbright Producing Institution."

Included on this page...

- Executive Director for Faculty Access Dr. Owusu-Ansah was a member of the team that submitted the US Department of Education TRIO Grant (\$236,000.00 x 5 years if approved). Defined as the Harrisonburg Education Opportunity Center Network (HEOCN), the grant seeks to increase the percentage of low income and first generation college adults who successfully pursue post-secondary education opportunities.
- Financial Aid & Scholarships revamped the Madison Achievement Scholarship program, renaming it the Madison Award for Academic Excellence, added a fellowship component and increased award amounts. Retention rates calculated for the Madison Achievement Scholars averaged 94.3%.

Financial Aid and Scholarships

Increase Need and Merit Based Scholarship

- We received permission to roll over approximately \$500,000 in grant funds from 2015-16 to 2016-17 to better allow us to award grant dollars to all on time filers during the summer.
- Revamped the Madison Achievement Scholarship program, renaming it the Madison Award for Academic Excellence, added a fellowship component and increased award amounts. Retention rates calculated for the Madison Achievement Scholars averaged 94.3%.
- Amount of demonstrated need for 2015-16 was \$211,825,420.
- The number of outside scholarships brought to the university by our students was 2,446 and the amount totaled \$5,424,891.

Office of Equal Opportunity

- The Office of Equal Opportunity works with Human Resources to look at hiring statistics for the university. The information also compares the demographics of employees whose employment is terminated from the university as well. This keeps the focus on the needs of the university and determine if there are areas of discrimination.
- The office completed 5 successful audits on hiring searches this past academic year.

Student Access and Inclusion

Centennial Scholars Program

- CSP Alumni Program
 - Identified alumni centennials who are working in their career field and pair/match them up with an undergraduate centennial in a similar major/or who has an interest in their respective career field(s)
 - AIP was introduced at CSP's 10th anniversary celebration
 - AIP was actually rolled out Fall 2015 with 10 AIP mentors paired with CSP undergraduates
 - The GA Coordinator created a detailed information sheet that was sent to the Mentor and Mentee from completion

Valley Scholars

- The 2015-2016 academic year resulted in the addition of programming for Cohort 1 Valley Scholars. Study skills and time Management, biology Lab, and SAT prep were three new programs added for year two. These programs were designed to support the high school academic transition. Cohort 2 year one programs built upon previously implemented activities, but also included new programs. New programs included a Geology lab aligned to the Earth Science curriculum, a shark tank style pitch activity designed to improve design, debate and presentation skills, and a self-identity and career exploration day.
- In addition, Valley Scholars worked with Blue Ridge Community College to design and implement an introductory program to study pathways available at the community college.

University Events

- Accessible Events- Many new services were offered at the May 2016 commencement ceremonies:
 - large video monitors with open captioning,
 - sign language interpreters,
 - large-print versions of the commencement programs (upon request),
 - downloadable versions of the programs,
 - designated "accessible" parking lots,
 - HDPT para-transit buses, and "courtesy" guest hosts/volunteers.
 - The largest addition this year were golf carts to offer assistance to those unable to walk long distances. There was an overwhelming positive response to this one addition.

Administration and Finance

Business Services

Facilities Management

- Facilities Management was awarded the "Champions of Disability Employment" award from the Virginia Department for Aging and Rehabilitative Services.

Procurement Services

- JMU Procurement Services continues to champion Supplier Diversity. This year we are again on track to meet/exceed our 42% Goal.
- JMU participated in SWaMFest as well as multiple other SWaM vendor events.
- The Director of Procurement was requested to participate on the Small Business Task Force Committee led by Secretary Jones. This committee worked together for several months to identify issues and solutions to the current Small Business Definition. While the legislation did not pass, the experience and networking of serving on the committee was valuable.

Included on this page...

- Facilities Management was awarded the "Champions of Disability Employment" award from the Virginia Department for Aging and Rehabilitative Services.

- The Director of Procurement presented at the Governor's SWaM Status Quarterly Meeting on JMU's processes for sub-contractor reporting.
- JMU Procurement Services continues to hold Prime Contractor's accountable for ensuring SWaM sub-contractor's on projects. CM firms are required to host on-site outreach events for large projects. Outreach events were held for both Madison Hall and the new Dining Hall.
- Several staff attended the Supplier Diversity Advocate Institute to receive further training on methods to enhance Supplier Diversity.

Human Resources, Training and Performance

Human Resources

- Partnered with the Office of Access and Inclusion to complete a training PowerPoint and a companion handbook for all Instructional Faculty search committees that outlines the recruitment procedures and strategies designed to help increase diversity.

Talent Department

- TD partnered with the Office of the President and the Office of Access & Inclusion to support the 10th Annual Diversity Conference, *I am Diversity*, on March 16, 2016. There were over 300 attendees.
- TD is offering several new workshops on the topic of diversity:
- TD2070 Breaking New Ground: Respect and Inclusion in the Workplace
- TD2056 LGBTQ 101: Understanding Gender and Sexual Diversity
- TD2067 Women and Leadership: Working Through Barriers and Biases
- The Director serves on the A & F Diversity Council.
- The Director serves on the Diversity Training Committee of the Office of Access and Inclusion.
- The Professional Development Specialist serves on the Employee Resource Group Committee (Human Resources).

Included on this page...

- Human Resources partnered with the Office of Access and Inclusion to complete a training PowerPoint and a companion handbook for all Instructional Faculty search committees that outlines the recruitment procedures and strategies designed to help increase diversity.
- The Center for Multicultural Student Services Diversity Education Empowerment Program (D.E.E.P. Impact) experienced a very impressive second year. A total of 43 programs were executed with a total attendance of 8,141 participants throughout the 2015-2016 academic year resulting in a 358% increase from year 1 to 2.

Student Affairs and University Planning

Multicultural and Student Health

Center for Multicultural Student Services (CMSS)

- The Center for Multicultural Student Services Diversity Education Empowerment Program (D.E.E.P. Impact) experienced a very impressive second year thanks to a team of dedicated student staff and the financial support from an SAUP Innovation Grant. A total of 43 programs were executed with a total attendance of 8,141 participants throughout the 2015-2016 academic year resulting in a 358% increase from year 1 to 2 (Fall programs- 2,878; We are JMU 5,263; and Spring programs- 1,398). Six hired students returned as Diversity Educators to oversee, plan, and execute all programming in collaboration with our Diversity Educator volunteers.
- D.E.E.P. Impact Cultural Series (2015-16):
 - A total of 8 programs were hosted by DEEP Impact during the 2015-16 academic year (3 in fall semester, 5 in spring semester). 997 participants attended our Cultural Series events that is a 28% increase in attendance from year 1 to year 2.
- D.E.E.P. Impact Diversity Dialogues (2015-16):
 - A total of 16 programs were hosted by DEEP Impact during the 2015-16 academic year (8 in fall semester, 8 in spring semester). 1,268 participants attended our bi-weekly dialogues resulting in a 418% increase from year 1 to year 2.

- D.E.E.P. Impact Outreach (2015-16):
 - A total of 18 Outreach programs were hosted by DEEP Impact with 613 participants throughout the year resulting in 295% increase in attendance from year 1 to year 2. Requests and partnerships consisted from 5 Academic Departments, 10 Residence Life, 1 SAUP Department, and 2 student organizations. Topics ranged from general education, intervention based on incident, specific topic within an identity.
- D.E.E.P. Impact Collaboration Events (2015-16):
 - Our largest collaboration was with the Orientation Office. This was the first year that DEEP Impact staff coupled with CMSS professional staff facilitated the We are JMU program to all incoming students during 1787 August Orientation. Attendance was estimated at 5,263.
- CMSS Experiential Learning Trip: Civil Rights Tour (Spring 2016)
 - "Walking in the Footsteps of History-makers"
- ELT Description: The Center for Multicultural Student Services (CMSS) sponsors annual Experiential Learning Trips (ELT) that are designed to immerse students into various cultural and ethnic experiences that support a co-circular learning environment. Each ELT offers a challenging learning atmosphere, promotes understanding, encourages open communication and supports team cohesiveness through small group experiences.

University Recreation (UREC)

- JMU World Cup
 - Collaborated with Jon Kratz in the Office of International Programs
 - Planned, organized, and executed a 16-team soccer tournament in April
 - Presented guest speaker, Art Dean, as our keynote speaker to talk to the participants about the promotion of diversity and intercultural awareness through the game of soccer
- Wheelchair Basketball Initiative
 - Collaborated with Dr. Josh Pate and Dr. Tom Moran
 - Worked all year to promote awareness of/participation in wheelchair basketball
 - Planned, organized, and hosted two wheelchair basketball events
- Received a Campus Ambassador Grant from the Outdoor Foundation that allowed us to collaborate with the Center for Multicultural Student Services to offer free programming to increase diversity in the Adventure Program. This programming impacted over 200 students through its programs.

Included on this page...

- UREC received a Campus Ambassador Grant from the Outdoor Foundation that allowed us to collaborate with the Center for Multicultural Student Services to offer free programming to increase diversity in the Adventure Program. This programming impacted over 200 students through its programs.
- The Alternative Break Program sends JMU students to 41 different communities in the US, Caribbean and Central and South America. These trips engaged with diverse populations addressing a diversity of social issues. The CS-L Academic Service Learning and Federal Work Study programs partner with 80 community agencies and schools in Harrisonburg and surrounding communities.

Student Success

Learning Centers (LC)

- The Communication Center worked with the Center for Multicultural Student Services to sponsor a Campus-Wide Conversation on Diversity and Inclusion.
- DigiComm integrated universal design instruction into its resources, presentations, and workshops on effective digital communication.
- ELLS offered an 8-week seminar in Linguistic Diversity to prepare content area tutors to support multilingual students more effectively.

Office of Residence Life

- ORL presented 330 in hall, multicultural programs this year.

Community Service-Learning

- All CS-L programs work with communities much more diverse than JMU. The Alternative Break Program sends JMU students to 41 different communities in the US, Caribbean and Central and South America. These trips engaged with diverse populations addressing a diversity of social issues. The CS-L Academic Service Learning and Federal Work Study programs partner with 80 community agencies and schools in Harrisonburg and surrounding communities. Students serving in these partner community organizations are exposed to a diversity of people, ideas and social

issues. An example of the diversity students are exposed to is evidenced by the fact that over 50 different languages are spoken in the Harrisonburg city school system.

Office of Disability Services (ODS)

- Harrisonburg native Josh Sundquist was diagnosed with cancer at 9 years old, subsequently losing his leg. He became a comedian and motivational speaker and a member of the 2006 US Paralympic Ski Team in Turin, Italy. Josh gave an engaging, dynamic keynote presentation and participated in several other aspects of Disability Awareness Week.
- To raise disability awareness, ODS has served on or participated in the Veteran Scholar's Task Force, the Behavioral Assessment Team, the CMSS Deep Impact program, the Diversity Teach-in, discussions about a Disability Studies minor, corporate sponsors with Career and Academic Planning, and revisions of academic materials for several departments.
- A special collaboration during Disability Awareness Week was the partnership of ODS, Orientation, and the Center for Multicultural Student Services to host the Dear World Project. To make the conversation about diversity very personal, the program facilitated the sharing of stories between individuals and/or between individuals and their community. The Dear World experience welcomed campus community members of all perspectives and experiences to share their stories and ideals in ways that were not pre-defined to fit a programmed agenda. Students reported feeling as if the space created for them in this event was a particularly inclusive and equitable environment.

Orientation Office

- New students attend and participate in "We Are JMU," a diversity program to expose students to the various facets of diversity at JMU.

Included on this page...

- A special collaboration during Disability Awareness Week was the partnership of ODS, Orientation, and the Center for Multicultural Student Services to host the Dear World Project

University Planning and Analysis

Institutional Research

- As the Office of Institutional Research investigated SCHEV's (The State Council for Higher Education in Virginia) definition of "under-represented populations," OIR added "under-represented localities" to the university's calculations. These are localities with a lower college-going rate than most Virginia localities. By including these "under-represented localities" to the definition of "under-represented populations" we find that 36% of fall 2015 undergraduate students are "under-represented." These refined measurements of diversity are now included in the university Strategic Performance Measures.
- Working with Access & Inclusion, the Office of Institutional Research developed and launched an interactive web-based display to provide a deeper analysis of access and diversity related data. In addition, the OIR website contains multiple views of access, inclusion and diversity data.

Academic Affairs

University Programs

- University Programs led the efforts to build JMU consensus for an external partner for marketing and recruitment for certain online programs, and successfully negotiated a contract with JMH Consulting to market, recruit students, increase enrollment, and retain students through to graduation for five online programs.
- Evaluation of new software advising tools to support student success and degree completion are currently negotiating with AdviseStream to provide advising resources for Pre-Professional Health Advising and Honors, and have recently signed an MOU with EduNav to enable us to test a software advising tool for all students.
- The General Education Program in collaboration with IT developed an online transfer credit appeal process, which will go live in late July 2016. This will save a large amount of student and faculty time and improve accuracy of credit awarded. In addition, awarding students appropriate GenEd credit for courses taken elsewhere frees up seats for others.
- Outreach & Engagement worked with IT to create an e-signature process, using existing campus technology resources (SharePoint) rather than contracting with a third party; this will help streamline the course approval process that involves gathering approval signatures from department heads and deans across campus.

Libraries and Educational Technologies

- LET reorganization phase I: the structure, function, and vision of most of the departments within the Public Services unit. At all times the reorganization was designed to maintain or enhance quality programs provided by the service points, liaisons, and other public-facing services of these units, in a consistent, collaborative, and cohesive way. In so doing, duplicative functions across departmental lines were consolidated, freeing up some staff and faculty lines that were reallocated elsewhere in the unit to support strategic positions including support for the liaison program, a new Science & Math Librarian position, several staff positions to support the service points and the new Outreach & Partnerships department, and the re-creation of a Department of Assessment, Planning, and Reporting.
- Digital Services has decommissioned a long standing web application used for checking out keys to JMU faculty for use in technology classrooms. This function has been handed off to the JMU Lock Shop as they now have a better and more efficient way of managing access to keys and classrooms.
- Digital Services worked with personnel from JMU Information Technology to integrate LET Mac computers into the Casper system, which is the inventory and management suite used for Apple computers and devices. This provides us with an automated and comprehensive inventory of Macs, allowing LET to get more usage statistics and better analyze what percentage of our machines are running software that is not up-to-date.
- Digital Services continues to collaborate with JMU IT to begin implementing our inclusion into the new Cherwell IT Service Management (ITSM, helpdesk) system.
- Implemented two Demand-Driven Acquisitions pilots, JSTOR e-books and Kanopy Streaming Video in support of a “just-in-time” library collections model whereby users are able to access content at the point of need with library funds expended at that time instead of purchasing content which may or may not be used.

Included on this page...

- The General Education Program in collaboration with IT developed an online transfer credit appeal process, which will go live in late July 2016. This will save a large amount of student and faculty time and improve accuracy of credit awarded.
- Outreach & Engagement worked with IT to create an e-signature process, using existing campus technology resources (SharePoint) rather than contracting with a third party; this will help streamline the course approval process that involves gathering approval signatures from department heads and deans across campus.

Academic Development

- The Registrar's Office has been working to transition paper processes to online/digital processes. This year the unit will complete a multi-year project to scan student paper records into a digital storage and retrieval system as well as working on three significant workflow projects that will move grade change forms, major/minor change forms and graduation applications to a digital format, eliminating paper forms.

Access and Enrollment Management

Admissions

- The implementation of the paperless Electronic Admissions System was overwhelmingly successful
 - Not having to alphabetize, file, and pull transcripts to make application packets was a huge time savings. We were able to get completed applications to the recruitment staff faster.
 - Our full-time and part-time processing staff were healthier this year because we were not passing around germs on documents.
 - Electronic documents were easier to track between PeopleSoft and NoliJ.
 - There was a significant cost savings by not printing documents received in electronic format.
 - Gained efficiency by not looking for misplaced applications at the end of the evaluation period – increased accuracy of the process.

University Events

Created a Commencement App. The Commencement App was a huge success, receiving much positive feedback and recognition. Current market trends indicate that social media is THE way to get information out to graduates and families as it is real time information and easily accessible on smartphones and tablets. The app was especially beneficial when we needed to send out "push notifications" related to inclement weather.

Administration and Finance

Budget Management

- With continued operating constraints and a focus on efficiency, the university's executive management team was able to reallocate \$1.3 million for mandatory expenditures, prioritized strategies and the university's Strategic Plan

Business Services

Arboretum

- New irrigation systems have and will continue to be installed in the Arboretum pond and entrance areas to reduce staff workload during dry and hot periods when watering is essential. Staff are excited to have water available so much more readily and efficiently when needed.
- Three floating wetland gardens are installed each summer-fall on the Arboretum pond to assist with uptake of excess nutrients found in the pond water and to increase water clarity and reduce algae growth.

Engineering & Construction

- The department has had numerous accomplishments during the 2015-2016 planning year. One notable accomplishment was meeting the requirements of the Chesapeake Bay TMDL in the University's MS4 Permit. It was estimated that meeting this permit requirement would cost the University between \$10-15 million over 15 years utilizing traditional stormwater management measures. Utilizing a combination of \$250,000 in grant funding and \$100,000 of University funds the department was able to meet the goal by completing a stream restoration project in the Arboretum.

Facilities Management

- Procured, installed, tested and implemented a new utility module in AiM which will allow better tracking of electric, gas, steam, water, etc. through the use of existing and virtual meters (many of which are part of the campus-wide meter installation initiative). This will facilitate better forecasting of utility needs, allocation of utility costs for buildings

Included on this page...

- The implementation of the paperless Electronic Admissions System was overwhelmingly successful
- With continued operating constraints and a focus on efficiency, the university's executive management team was able to reallocate \$1.3 million for mandatory expenditures, prioritized strategies and the university's Strategic Plan
- Facilities Management procured, installed, tested and implemented a new utility module in AiM which will allow better tracking of electric, gas, steam, water, etc. through the use of existing and virtual meters (many of which are part of the campus-wide meter installation initiative).

and create actual data for use in benchmarking for measuring the impact of energy savings projects and initiatives which will ultimately result in cost savings in utilities over the next several years.

- Initiated a contract for a call center contract for work control that will result in the avoidance/reduction of 1.5 FTE. The contract is in award status and should be in place by Fall Semester 2016.
- Implemented a web-based payroll that does calculations (eliminating manual calculations) resulting in more accurate results and less effort.
- Made operational changes to reduce the FM costs associated with Football games by 18%.
- Began the development of a revised snow removal operations plan, including utilization of GIS mapping and enhanced weather prediction to reduce the use of salt and more effectively allocate human resources during weather events.
- Enhanced efforts to capture stormwater for irrigation purposes and expanded the area covered by Lake Newman.
- Began research on co-generation as a means of reducing campus-wide electrical consumption and electrical costs.
- Implemented a campus-wide exterior light LED replacement campaign to reduce energy costs and contain light pollution as well as continued LED replacements throughout campus.
- Performed the first ROI study for wholesale lighting replacement as an energy efficiency project for the Cantrell Avenue Parking Deck with a seven year return based on 71% overall energy savings.
- Increased the stock of hybrid vehicles by two bringing the total hybrid count in the motor pool to 14 total.
- Purchased dual fuel kits for four FM vehicles and initiated a training program for the FM Garage on the installation and troubleshooting of DF kits for future expansion.
- Initiated a campaign to redesign campus landscaping for the multi-purposes of environmental stewardship, improved aesthetics and economic benefit resulting in strategic reduction of annual planting beds throughout campus reducing negative impact on stormwater quality while saving labor and material costs.
- As part of a plan to reduce costs through the reduction of annual plantings throughout campus, began the strategic in-house cultivation of annuals in FM owned greenhouse.
- Began research on the cost impact of University owned vehicles across campus and development of a strategy to reduce the costs associated.
- Through partnership with a third party manufacturer, began diverting organic waste from landscaping activities from landfill to recycle as mulch. To date, over 300 tons of waste have been diverted from the landfill and used as raw material for the manufacture of mulch, resulting in cost savings in excess of \$30,000 to date.
- Developed the JMU FM Sustainability Action Plan that, along with the accompanying document "101 ways to save" documents both current and future plans to help lessen the negative environmental and financial impact of our operations in four core areas: Energy, Land Use, Water and Waste.

Included on this page...

- FM initiated a campaign to redesign campus landscaping for the multi-purposes of environmental stewardship, improved aesthetics and economic benefit resulting in strategic reduction of annual planting beds throughout campus reducing negative impact on stormwater quality while saving labor and material costs.
- JMU implemented the TSRC mandatory office supply contract, reducing vendor fragmentation and ensuring volume savings.

Mail Services

- The university saved approximately \$225,000 by using presort and discount mail opportunities.

Procurement Services

- March 1, 2015 JMU implemented the TSRC mandatory office supply contract, reducing vendor fragmentation and ensuring volume savings. This year the university saved \$167,359.26. These savings do not include soft savings like shipping charges. This contract also brings us additional SWaM spend with TSRC being a Small Woman-owned Business and it affords us the ability to fully analyze office supply purchases and seek further savings through standardization of product type/name brand.
- JMU has been utilizing the UVA Fisher Cooperative Contract; however VHEPC (Virginia Higher Education Procurement Cooperative) has negotiated additional discounts based on VASCUPP volume expenditures. We expect a 15% savings rate overall. The total dollar savings is minimal for JMU; however this effort reflects the work to gain volume savings.

- JMU has adopted the new Grainger UVA/E&I Cooperative Contract, another negotiated for VASCUPP volume expenditures. We expect at 10% additional savings rate overall; we are anticipating this equaling approximately \$20k.
- JMU currently holds a cooperative term contract for Air Filters with a Small Business. JMU is working with VHEPC and the vendor in an attempt to apply additional discounts based on the volume from all VASCUPP schools. While we do not expect a large savings from this effort, it will assist in efficiency efforts and presumably consolidate many institution purchases to one contract.
- JMU is in the process of evaluating/awarding a Life Sciences RFP. Estimated annual spend of all VASCUPP institutions is \$43M. JMU is working with VHEPC, VCU, GMU, UVA and VT to avoid duplication of effort and secure the best negotiated rate possible. We know that our work with VHEPC and other institutions has prevented other universities from going out with their own RFP, thus creating efficiency for the VASCUPP Procurement offices.
- Outside of Contracts the Procurement Office also reorganized this year into "commodity" teams. These commodity teams allow for end users to normally speak with one buyer regardless of the procurement method. Previously teams were separated by method so an end user might talk with one buyer about printing if a term contract was needed, but another buyer if they just needed to solicit an individual printing spot purchase. This is a more efficient structure for the end user.

Finance

- In the 2016 General Assembly Session the Legislation voted to provide JMU 2.5 Higher Education delegated authority for Finance and Capital Outlay. Legislation is effective July 1, 2016.
- In Fiscal Year 2016, JMU entered into a consulting agreement with a nationally known firm, Censeo, to conduct an efficiency study. The objectives of the study were:
 - Assess internal JMU processes and operations
 - Benchmark JMU administrative operations against comparative peer schools
 - Document areas in which JMU is performing at or above expectations
 - Identify any opportunities to improve administrative efficiency and effectiveness
- Fourteen performance level topic areas, twelve process and system areas and thirteen organizational effectiveness topic areas were included in the scope of the review. Censeo's review findings noted that JMU has many high performing areas including: JMU practices continuous improvement of processes and systems; JMU administrative activities are centralized and leanly staffed, while providing high quality customer service; JMU's Auxiliary Enterprises are highly efficient and consistently profitable; JMU has an effective and highly functioning leadership team; Customer service permeates the entire division; and SPCC utilization rate is dramatically higher than other Universities. The University has also developed action plans on the opportunities identified in the review and listed below for potential efficiencies:
 - Adopt Strategic Buying Strategy
 - Rebalance Maintenance Team
 - Evaluate Motor Pool
 - Improve Print Management
 - Adjust Health Services Financials
 - Optimize Spans and Layers
 - Optimize IT Assets and Personnel

Included on this page...

- **Conclusions from the university efficiency study completed include: JMU has many high performing areas including: JMU practices continuous improvement of processes and systems; JMU Administrative activities are centralized and leanly staffed, while providing high quality customer service; JMU's Auxiliary Enterprises are highly efficient and consistently profitable; JMU has an effective and highly functioning leadership team; Customer service permeates the entire division; and SPCC utilization rate is dramatically higher than other Universities.**

Upon conclusion of the initial efficiency review JMU engaged Censeo to perform a separate review of University's management spans and layers. The review noted areas where streamlining the organization could increase efficiency and assisted the University in developing an Organizational Span and Control best practices policy.

Human Resources, Training and Performance

Human Resources

- During open enrollment, Benefits Team members worked with JMU Employees to encourage the use of EDirect online enrollment rather than paper enrollment. Out of 1,094 changes, only 64 were done through paper enrollment; this resulted in 95% online participation.

- As a department HR destroyed 7198 pounds of paper, 360.535 cubic feet, 191.51 Banker Box equivalent, or 503,889 pieces of paper.
- Initiated online scheduling for both benefits appointments and onboard sessions. By using employee initiated online scheduling, we expect to save an average of 113 staff hours per year.
- Implemented electronic I-9s through Equifax for both HR and SWEC new hires. The use of electronic I-9s has improved compliance with federal regulations and efficiency. We anticipate saving approximately 3,500 staff hours annually.
- Campus-wide Span of Control practices were developed in response to the JLARC study. These practices will go into effect beginning Fall, 2016.

Talent Department

- Purchased two new coffee stations for our training rooms which having higher energy efficiency ratings.
- As we have the opportunity to update or replace items ranging from office furniture to training materials, we are intentional about trying to identify if there are other departments on campus that could continue to use these items if they are still useful and in good working order. We facilitate the transfer of assets.

Information Technology

- Worked with the Censeo consultants to perform a review of areas within Information Technology. Overall IT received high marks. Censeo was brought back in to do a deeper dive review of technology personnel within IT and across campus. Results were evaluated and Adam Murray, Dean of Libraries and Educational Technologies and Dale Hulvey, AVP of IT are working with their staffs to perform additional research and reviews to see if we can be more efficient.
- The outsourcing of our Residence Hall network has gone extremely well. Move in during August 2015 went very well with very few problems. Resident students were surveyed in spring of 2016 and results were very good. We were able to use over 400 Access Points that we removed from the Residence Halls in Academic Buildings as we continued to build out our wireless network. Wireless in the Residence Halls was completed faster than we could have done it and the students are happier with the product.
- Excellent progress is being made toward the automation of high-intensity processes through workflow. Electronic Personal Action Requests (ePAR) continues to be adjusted to provide additional functionality. Time was spent with major stakeholder offices and solutions are in progress for the following processes:
 - Grade Change - planned go live mid-November 2016.
 - Budget Revision - Requirements gathering is in progress.
 - Major/Minor Changes - Requirements gathering and evaluation of those requirements by major stakeholders is complete. Technical requirements and analysis is in progress.
 - Graduation Application - Requirements gathering is in progress.
 - Travel Authorization and Reimbursement - A third party application, Chrome River, has been procured and implementation begins in July 2016 with a target of July 2017 for go live for campus.
 - Other projects are being evaluated and additional effort will continue in this area.

Police and Public Safety

Police Support Services

- Successfully achieved Virginia Law Enforcement Professional Standards Commission Re-Accreditation in August 2015.

Student Affairs and University Planning

Multicultural and Student Health

University Recreation (UREC)

- The JMU building addition utilized LED and efficient fluorescent lighting in the large gymnasium and fitness spaces, and achieved LEED Silver certification for the new portions.
- Replaced our current pool chemical feeders with more efficient units and added a new UV light unit to disinfect the new pool. Reduced costs for chlorine and Truox®.

Student Success

Orientation Office

- Orientation continues to closely monitor incoming student numbers to have the appropriate number of publications without having an excess number.
- Orientation scans hiring documents into the Noli system to decrease the number of paper files and appropriately recycle paper files when appropriate.
- The One Books are an efficient manner for students to move through steps in the enrollment process to ensure that tasks have been completed in a timely fashion.

Student Success Center (SSC)

- The SSC received Gold Leadership in Energy & Environmental Design (LEED) Certification.

University Planning and Analysis

Career and Academic Planning (CAP)

- In January 2016 Jennifer Litwiller from CAP collaborated with Pete DeSmit and Lisa Kiracoff from IT, and Arin Hawse and Vanessa Breeden in the Registrar's office, to automate the process of reassigning all 4400 first year students from their freshman advisor to their new major advisor in each academic department, a process which takes place in February each year. Through the combined efforts of this team, a process that once took a staff member 4 weeks to complete manually can now be completed in just 2 days. The efficiency created through this use of technology frees significant time that staff can now devote to other projects.

Included on this page...

- The UREC building addition utilized LED and efficient fluorescent lighting in the large gymnasium and fitness spaces, and achieved LEED Silver certification for the new portions.
- Jen Litwiller from Career and Academic Planning collaborated with Pete DeSmit and Lisa Kiracoff from IT, and Arin Hawse and Vanessa Breeden in the Registrar's office, to automate the process of reassigning all 4400 first year students from their freshman advisor to their new major advisor in each academic department, a process which takes place in February each year. Through the combined efforts of this team, a process that once took a staff member 4 weeks to complete manually can now be completed in just 2 days.

Institutional Research

- More with Less: The Office of Institutional Research continued to operate understaffed, while at the same time completing all of its necessary work to its usual standard of excellence. A new position has been granted and will be in place for 2016-2017.
- Other Efficiencies: The Office of Institutional Research expanded the use of Tableau, a business intelligence tool, to share data. This endeavor frees staff time and resources.

7.8 Rankings & Recognitions

Academic Affairs

College of Arts and Letters

- SMAD had several student awards and student media awards: A student documentary "Won't Pipe Down" was named an official selection in The Wild & Scenic Film Festival, the Environmental Festival at the Nation's Capital, the Richmond International Film Festival, and the LA Independent Film Festival.
- *The Breeze* was judged the best all-around non-daily student newspaper in the country by the Society of Professional Journalists.

College of Business

- College of Business Undergraduate Program ranked #18 public university, #41 overall university, and #25 on the employer ranking for the 2016 Bloomberg BusinessWeek Ranking of Undergraduate Programs; JMU had the highest employer ranking of any school in Virginia
- InfoSec MBA ranked #1 by Online MBA Today in their list "Top 10 Online MBA Degrees in Cybersecurity 2016."
- Innovation MBA ranked #55 in the *U. S. News and World Report* 2017 ranking of part-time MBA programs
- Eric Major, JMU alumnus, received a Beta Gamma Sigma (BGS) International Medallion for Entrepreneurship after being nominated by the JMU Chapter; BGS is the honor society for AACSB accredited programs; JMU Chapter received honorable mention recognition by BGS International
- Masters of Accounting (MSA) students had the highest first time pass rate (95.2 percent of parts taken) on the CPA exam among schools with at least 20 candidates; this marks the second time in six years that the MSA program has ranked first in the nation.
- Recognized as the Information and Telecommunications Education and Research Association (ITERA) 2016 Program of the Year
- CoB is a top ranked school for business and management education research

Included on this page...

- *The Breeze* was judged the best all-around non-daily student newspaper in the country by the Society of Professional Journalists.
- The College of Business Undergraduate Program ranked #18 public university, #41 overall university, and #25 on the employer ranking for the 2016 Bloomberg BusinessWeek Ranking of Undergraduate Programs; JMU had the highest employer ranking of any school in Virginia
- BestColleges.com featured the Ed Tech Master's Program in their publication Top Online Education Programs in America.

College of Education

- Dorothy Sluss received the Edgar Klugman Award for lifetime achievement in play research and the International Play Association/USA Outstanding Service as President of IPA/USA 2013-2016 Award.
- Dr. Kindig served on the 2016 Newbery Award Selection Committee.
- BestColleges.com featured the Ed Tech Master's Program in their publication Top Online Education Programs in America.
- The Center for ONLINE EDUCATION ranked the Ed Tech Master's Program at #11 in their assessment of "Best Online Master's in Education Degree Programs.
- US News and World Report rated the Ed Technology program as #73 for best online graduate Education degrees.
- 2LT Andre Racanelli was selected as the top 5% of Cadets in the nation and went to the George C. Marshall Conference at Fort Leavenworth, KS; 2LT Devon Earwood was recognized in the top 10% of all Cadets Nationally; and 2LT Shannon Peebles and 2LT Jesse Sledge were recognized of being in the top 20% of all Cadets Nationally.

College of Health and Behavioral Studies

- RN-BSN Program (online program) ranked 6th in Quality and 13th in Value (Best Value Schools)
- The Health Administration Program received the 2016 American College of Healthcare Executives (ACHE) Higher Education Network Award, in the undergraduate category, for the highest level of ACHE engagement.
- The Clinical Doctorate of Audiology (Au.D.) is 17th of 266 programs nationally

- The M.S. Speech-Language Pathology program is 39th of 266 programs nationally.
- RN-BSN Program (online program) ranked 6th in Quality and 13th in Value (Best Value Schools)
- The C-I program is ranked 3rd out of the top 50 PsyD programs.

College of Integrated Science and Engineering

- The JMU Society of Women Engineers received the Society of Women Engineering Outstanding New Collegiate Section Award for a second year.

College of Science and Mathematics

- Four CSM faculty were named society fellows in their respective disciplinary societies, and physics professor Dr. Chris Hughes received the 2016 Outstanding Faculty Award presented by the State Council of Higher Education for Virginia.

College of Visual and Performing Arts

- The JMU Brass Band received the President's Citation Award from the North American Brass Band Association.
- The Madison Singers performed with Josh Groban on two concerts during his fall 2015 tour (Washington, DC and Philadelphia, PA).
- The JMU Brass Band has been invited to perform at the premier brass band festival in the world: the Royal Northern College of Music Brass Band Festival. The JMU group is the first American group to ever be invited to this prestigious event.
- The School of Art, Design and Art History/JMU Student Chapter of the National Art Education Association received the most Outstanding Student Chapter in the Nation Award
- Theater and Dance continues to reap the benefits of the visibility that was afforded to TAD when the Theatre and Musical Theatre programs were recognized with a top 10 ranking among B.A. programs by the publication onstageblog.com. There are no other publications or organizations that complete comprehensive reviews of programs or provide rankings, so this is an important and valuable for the overall profile of our programs.
- This year the Institute for Visual Studies (IVS) was featured as an example of best practices in the Mellon Research Project's report "Surveying the Landscape: Arts Integration at Research Universities," which examined thirty-five institutions, mostly research high intensive, across the country. The report's author described the institute as an "exemplar of best practice in the fusion approach to curricular integration; it fosters collaborations between disciplines to create balanced, equitable, and synergistic partnerships made possible through visionary academic leadership."

Included on this page...

- The School of Art, Design and Art History/JMU Student Chapter of the National Art Education Association received the most Outstanding Student Chapter in the Nation Award
- In the most recent edition of the Institute of International Education's *Open Doors*, JMU, as a master's level institution, ranked third in the total number of students studying abroad and moved from fourth to first place among our peers in the number of students on short-term programs.

University Programs

- James Madison University ranked 17th nationwide as a "Top Primary Institution Attended by Accepted PTCAS Applicants." JMU tied with the University of North Carolina-Chapel Hill and the University of Pittsburgh by having 48 successful Physical Therapy applicants during the 2014-2015 application cycle.
- National Prestigious Scholarships: In 2015-2016, we had 37 applicants for seven awards and at least eight award recipients. These scholarships included the Boren (2 applicants; 2 alternates), Critical Language (about 8 applicants), Fulbright (8 applicants; 2 recipients, 1 alternate), Gilman (8 applicants; 3 recipients), Goldwater (7 applicants; 1 recipient), Rotary (1 applicant; 1 recipient), and the Udall (3 applicants; 1 recipient).

Office of International Programs

- In the most recent edition of the Institute of International Education's *Open Doors*, JMU, as a master's level institution, ranked third in the total number of students studying abroad and moved from fourth to first place among our peers in the number of students on short-term programs.

Administration and Finance

Business Services

Arboretum

- The EJC Arboretum continues to receive more than one, Best Of the Valley, ratings from annual DNR community voting event. In 2016 the Arboretum was rated as the Best Place to Propose and Best Place to Relax by the surrounding community.

Card Services

- Nathan Gray won the Going Above and Beyond award from among 4 other nominees from across the globe that use the Cbord CS Gold ID card system. He was presented the award at the Cbord Users annual conference in October 2015.

Dining Services

- Nationally Ranked Dining Services Program #6 on the Princeton Review for Great Food on Campus

Madison Print Services

- Connie Fulk was awarded the Excellent Customer Service Award by the JMU Orientation Office

Procurement Services

- LeeAnne Beatty Smith, Buyer Senior was awarded the Virginia Association of Governmental Purchaser's Buyer of the Year Award. LeeAnne has been submitted and is a finalist at the national level. The National Institute of Governmental Purchaser's Awards will be announced in August.

Included on this page...

- Dining Services was ranked #6 on the Princeton Review for Great Food on Campus
- LeeAnne Beatty Smith, Buyer Senior, was awarded the Virginia Association of Governmental Purchaser's Buyer of the Year Award. LeeAnne has been submitted and is a finalist at the national level.
- Public Safety successfully achieved Virginia Law Enforcement Professional Standards Commission Re-Accreditation in August 2015.

Intercollegiate Athletics

- JMU finished 97th in the country & second in the CAA in the Learfield Director's Cup standings. Best finish and first top-100 finish since 94th in 2008-09
- JMU won eight of the 23 total Player of the Year awards handed out by the CAA, eight of 18 if discounting the sports not offered at JMU
- JMU had 11 All-Americans compared to four the previous year
- **NCAA Appearances:**
- Women's soccer, football, women's basketball, lacrosse, softball, cross country (regional)
- **Individuals in NCAA**
- Men's golf, swimming & diving, track & field
- **CAA Championships:**
- Women's soccer, football, women's basketball, softball
- **CAA Regular Season Champions:**
- Field hockey, volleyball, football, women's basketball, softball, lacrosse
- *Additionally, JMU was runner up in the CAA in swimming & diving, cross country, track & field, men's golf and women's tennis

Public Safety

Police Support Services

- Successfully achieved Virginia Law Enforcement Professional Standards Commission Re-Accreditation in August 2015.

Student Affairs and University Planning

Multicultural and Student Health

Counseling Center (CC)

- Accreditation of the Doctoral Internship in Psychology Program by the American Psychological Association.
- Accreditation of the Counseling Center by the International Association of Counseling Services, Inc.

University Recreation (UREC)

- UREC's Humans of UREC social media campaign has garnered national recreation attention as several recreation centers across the country have started their own versions of the campaign.
- Recognized by the Association of Outdoor Recreation and Education with the David J. Webb Program Excellence Award.
- The JMU Club Softball team repeated as National Club Softball Association National Champions for 2016.
- Yasmin Shahkarami, undergraduate student, and Hannah Houston, graduate student, both were honored with the William N. Wasson Student Leadership & Academic award from the NIRSA (Leaders in Collegiate Recreation) at their annual conference in April 2016.

Student Success

Community Service-Learning (CSL)

- The CS-L Alternative Break Program (ABP) was recognized by Break Away as the fifth largest program in the nation with a total of 44 trips, 518 JMU students, and 44 faculty and staff learning partners. Trips were offered at Thanksgiving, Winter, Spring and May breaks and on weekends. These JMU service teams partnered with 41 different communities in the US, Caribbean and Central and South America.

Office of Disability Services (ODS)

- The National Advisory Board on Improving Health Care Services for Seniors and People with Disabilities recognized JMU in July 2015 for working "to achieve the promise" of the Americans with Disabilities Act.

University Planning and Analysis

- Brian Charette was named Special Assistant to the President for Strategic Planning & Engagement.
- Cindy Chiarello serves as a designated mentor in the FACT (Finance and Administration Certificate Training) program, which requires current knowledge of all JMU finance systems, including all modules in PeopleSoft, AiM, and eVA.

Career and Academic Planning (CAP)

- Denise Rudolph was awarded the 2016 Patricia J. Carretta Special Achievement Award from Virginia Association of Colleges and Employers (VACE) in recognition of significant contributions to VACE.
- Denise Rudolph is also President-elect of Virginia Association of Colleges and Employers (VACE) and will serve as president in 2017-18.
- Emma Maynard won the 2016 New Professional Award from VACE.
- Chris Campbell serves on the VACE Board as Director of Finance.

7.9 Comprehensive Campaign

Academic Affairs

College of Business

- According to a report provided by Advancement to the deans on July 10, 2016, the College of Business campaign commitments stood at \$12,472,688, representing 19.9% of the funds committed to date for the comprehensive campaign. Of the \$12.5 million, \$5.7 million is earmarked for the CoB Learning Complex project.
- Hart School of Hospitality, Sport, and Recreation Management - Celebrated naming of the School as the Hart School of Hospitality, Sport, and Recreation Management, the first named academic program on JMU's campus

Administration and Finance

Business Services

AVP Office

- Jini Cook and Towana Moore represented Administration and Finance on the Madison Giving Campaign Committee. They have served in this role since 2006. For the fourth consecutive year, Business Services won the award for "Overall Unit with the Highest Weighted Participation."
- The division of Administration and Finance entered the 12th year of providing the Administration and Finance scholarship for children and relatives of employees in our division. This year 14 recipients received a total of \$28,000 in scholarship dollars. Since the scholarship was created, 38 recipients have received \$163,600 in total gifts. The division continues to take pride in this accomplishment.
- On March 15th, James Madison University hosted our first giving day. The Duke Club (Athletics) had the largest number of donors with 795 donors giving over \$120,000. As a result of that, the Administration and Finance scholarship received over \$8,000 in challenge money due to the support of Athletics. The Duke Club received \$2,000 in challenge money for having the most donors overall.

Arboretum

- The Frank and Amy Batten Foundation gift of \$500K to the EJC Arboretum was the 1st large and unrestricted gift in the history of the Arboretum.

Procurement Services

- Procurement Services Senior Buyer, LeeAnne Beatty Smith worked on the RFP to award the Kimbia contract for the Annual Giving Day Technology & Support Services.

Included on this page...

- The Hart School of Hospitality, Sport, and Recreation Management celebrated its new name as the first named academic program on JMU's campus
- On March 15th, JMU hosted our first giving day. The Duke Club (Athletics) had the largest number of donors with 795 donors giving over \$120,000.

Information Technology

- Information Technology Information Systems staff provided technology support to the successful JMU "Day of Giving".

Intercollegiate Athletics

- Duke Club Unrestricted dollars resulted in \$2.13M
- Pledges to the New Convocation Center are at \$6.4M of \$12M goal

Student Affairs and University Planning

Multicultural and Student Health

University Recreation (UREC)

- UREC staff collaborated with Development staff to design and plan a giving campaign aimed at former UREC employees, to endow \$50,000 for scholarships for current UREC student employees. This program, called the UREC 96'ers will culminate at the 20th Anniversary and Grand Re-Opening of UREC in October 2016.

Student Life

Judicial Affairs / Office of Student Accountability and Restorative Practice (OSARP)

- Created OSARP alumni newsletter and sent to alums. First attempt to engage specifically with all graduates who have worked in the Office of Student Accountability and Restorative Practices formerly known as Judicial Affairs).

University Advancement

- Record year for Matching Gifts. First time ever exceeded \$400K (\$415K) in matching gifts.
- Processed 43,632 transactions, a 13% increase from FY15.
- New gift interface with the Duke Club's Paciolan system eliminates double entry of athletics gifts.
- Expanded institutional capacity by \$6,424,495.
- In a stop of efficiency and sustainability, automated receipt delivery for donations made through iModules. About 4,000 receipts per year are now sent via email and no longer need to be printed.
- Launched the first ever Giving Day, a full day (24 hours) devoted to encourage all constituents to give back to Madison, 3,326 donors gave, including 1,009 new donors and 697 lapsed donors.
 - 2 million impression on JMU Giving Day social media content
 - 24,000 likes, clicks, shares and comments on JMU Giving Day content
 - 108,000 video views on JMU Giving Day videos
 - 3,342 social media posts from others about JMU Giving Day
- University record highs in fundraising:
 - \$18,748,810 committed in FY16
 - 8,610 alumni donors committed in FY16 (17% increase over FY15)
 - 20,859 total donors committed in FY16 (18% increase over FY15)
 - 111 booked major gift commitments in FY16 (18% increase over FY15)
 - 29 additional Madison Founders Society commitments in FY16 (\$20,255,001 in conditional pledges - largest total committed annually at JMU)
 - Raised \$575,000 in unrestricted dollars via the Parents Fund, Madison Fund and Madison Vision Fund
 - 41% participation in the employee giving campaign
- Established the first campaign steering committee to guide planning and advocated as a part of the second comprehensive campaign.
- Steering committee members hosted three consultative gatherings - gatherings of JMU constituents focused on conversations and interactions aimed at accelerating the leadership giving phase of the campaign.
- Drafted, edited and executed 586 presidential gift acknowledgement letters for \$5,000+ gifts. This is an increase from 399 letters in FY15 or a 47% increase.
- 724 student/faculty thank you letters were sent to donors.
- 718 annual stewardship reports were delivered, an increase of 31% from FY15.
- Advancement Resources website - expanded to include JMU Foundation forms and information, site had almost 2,000 page views. A full site launch is planned for FY17.

Included on this page...

- This was a record year for Matching Gifts. This was the first time in our history to exceed \$400K (\$415K) in matching gifts. We processed 43,632 transactions, a 13% increase from FY15.
- This was also a record year for university fundraising overall: \$18,748,810 committed in FY16, 8,610 alumni donors committed in FY16 (17% increase over FY15), 20,859 total donors committed in FY16 (18% increase over FY15), 111 booked major gift commitments in FY16 (18% increase over FY15).

- Developed unique Advancement snapshots for each academic college that can be used to show progress in Advancement areas.
- JMU Alumni Association committed \$500,000 to support the Convocation Center project.
- 1,200 student donors this fiscal year; The Student Alumni Association participated in Giving Day and 322 students made gifts that day (228 were first time donors).

7.10 Other Noteworthy Accomplishments

Academic Affairs

College of Education

- Throughout this evaluation period a workgroup created by Dean Wishon and comprised of Emeriti Faculty members (Drs. Allain, Ross, and Santos), CoE Leadership (Drs. Clemens, Kyger, Purcell, and Wishon), and a representative from the college EAC (Dana Gresham) has been creating guidelines, administrative structure, and operational procedures for the establishment of the College of Education Hall of Distinction.

College of Integrated Science and Engineering

- Facilities: We have worked extensively with the Provost's Office, Facilities Management, and the Department of Geology and Environmental Science to plan for the renovation of the ISAT/CS and HHS buildings after the departure of CHBS. We are in the midst of implementing the first of three summers of renovation.

University Programs

- The Lifelong Learning Institute celebrated its 20th anniversary in May 2016.

Office of International Programs

- International Network of Universities (JMU serves as the President): During the past year, the 20th and 21st Council Meetings (in Frankfurt, Oder, Germany, and Adelaide, Australia, respectively) brought members together. This academic year the INU Council accepted into membership Kingston University London, Kingston-on-Thames, United Kingdom. With a current membership of 13 higher education institutions spanning six continents, the INU is truly a global network represented by a diverse range of institutions and cultures.

Included on this page...

- JMU serves as the president of the International Network of Universities.
- The New Faculty Academy (NFA) launched this year, serving 34 new faculty. New faculty participated in four workshops each semester focused on developing their career plan and learning more about teaching, scholarship and service in the JMU community.

Academic Development

- The New Faculty Academy (NFA) launched this year, serving 34 new faculty. New faculty participated in four workshops each semester focused on developing their career plan and learning more about teaching, scholarship and service in the JMU community. One of the hallmarks of the program was the mentorship aspect.

Administration and Finance

Budget Management

Office of Budget Management Unit Accomplishments

- In collaboration with University Planning, coordinated the completion of the University's Amended 2016 Six-Year Financial Plan for 2016-2022.
- Coordinated the university's 2016-18 state operating and capital requests.
- Coordinated the internal budget development process for FY 2016-17.

Other Financial Information

- The Board of Visitors approved the University's FY 2016-17 \$549.6 million operating budget. (Education & General, Auxiliary Enterprises, Financial Aid and Sponsored Programs) The total change from FY 2015-16 was \$25.8 million or 4.9%.
- The university is estimated to receive additional state general funds of \$6.6 million or an increase of 7% to support access, completion, operations and salary and fringe benefit increases. The approved 2016-18 state biennium budget included a 3% salary increase for faculty, Administrative and Professional (AP) faculty and classified employees dependent upon year-end 2015-16 state revenues.

- With additional general fund support, the university's in-state tuition increased 3%, which is the lowest since fiscal year 2002.
- Continued to remain competitively priced as the total in-state cost of \$19,724 ranks fourth lowest as compared to fourteen Virginia state-supported institutions of higher education.
- A total of \$197.1 million in capital project and equipment funding was approved by the 2016 General Assembly for the 2016-18 biennium. Projects and equipment included the following:

Education & General Projects

- College of Business – \$78.3 million (\$63.3 state supported debt & \$15.0 nongeneral funds)
- Wilson Hall Renovation – \$26.3 million (state supported debt)
- Jackson Hall Renovation Planning – \$10.2 million - construction & planning shown (state supported debt)
- Madison Hall Equipment – \$4.1 million (state supported debt)

Auxiliary Projects

- East Campus Parking Deck – \$40.0 million (institutional debt)
- Phillips Dining Hall Replacement – \$35.0 million (\$26.6 institutional debt and \$8.4 million nongeneral funds)
- Property Acquisition – \$3.0 million (nongeneral funds)

Efficiency & Effectiveness

- With continued operating constraints and a focus on efficiency, the university's executive management team was able to reallocate \$1.3 million for mandatory expenditures, prioritized strategies and the university's Strategic Plan

Business Services

Engineering & Construction

- Meeting the requirements of the Chesapeake Bay TMDL in the University's Stormwater (MS4) Permit using a combination of grant and University funds.

Facilities Management

- JMU was awarded "Best Rehabilitation" for the Newman Lake Restoration Project from the Virginia Lakes and Watershed Association, The Virginia Department for Aging and Rehabilitative Services gave JMU FM the "Champions of Disability Employment" award and our recycling efforts placed JMU in the top 100 nationally of Recyclemania Competition and 3rd for the State of Virginia.

Facilities Planning & Construction

- The department had an unprecedented success in bringing online three difficult projects - the UREC expansion, Health and Behavioral Sciences, and a 1,000 seat temporary dining hall. All three projects were competed within a week of each other in May of 2016, and all three finished on budget despite adhering to the highest standards of quality and design. Thanks to a close working relationship with the Commonwealth's BCOM inspectors, the projects easily passed the stringent final inspections.

Madison Print Services

- Over \$170,000 in profits.
- Contest among graphic art students to give the Copy Centers and name and logo.
- Increase of 17% in number of course-packs printed this year
- Had our biggest walk in customer count in the production center in 8 hr. period- 96

Included on this page...

- JMU was awarded "Best Rehabilitation" for the Newman Lake Restoration Project from the Virginia Lakes and Watershed Association, The Virginia Department for Aging and Rehabilitative Services gave JMU FM the "Champions of Disability Employment" award and our recycling efforts placed JMU in the top 100 nationally of Recyclemania Competition and 3rd for the State of Virginia.
- Facilities Planning and Construction had an unprecedented success in bringing online three difficult projects - the UREC expansion, Health and Behavioral Sciences, and a 1,000 seat temporary dining hall. All three projects were competed within a week of each other in May of 2016, and all three finished on budget despite adhering to the highest standards of quality and design.

Procurement Services

- The university is again on track to exceed the SWaM Goals submitted to the Commonwealth of Virginia. JMU submitted an overall 42% SWaM Goal. As of third quarter reporting we are currently at 46%. While this is down from previous years it remains above our goal and continues to be a very high rate in comparison with other institutions.

Human Resources, Training and Performance

AVP

- 1) The University Policy Committee completed its first full year that included greater transparency and shared governance in vetting updated and new policies by sharing them with key stakeholder groups. A listserv was established that allows campus community members to sign up to receive policy updates throughout the year.
- 2) Many departments external to H RTP were supported through strategic planning facilitation provided by Rick Larson. In addition, Rick provided support to the local United Way agency by facilitating the development of their strategic plan.
- 3) Campus-wide Span of Control practices were developed in response to the JLARC study. These practices will go into effect beginning Fall, 2016.

Human Resources

- Developed and piloted "What Every JMU Supervisor Needs to Know", a collaborative training between the Consulting, Benefits, and Recruitment Teams. Piloted the program with 27 FM Supervisors. Anticipate campus-wide launch in the Fall of 2016.
- In a collaborative effort between Benefits, Communication, Policy and Compliance, and HR Business Services, a uniform process/form for employees that are either separating or transferring to another department has been created and implemented. Phase II, electronic notifications, is currently in the works.
- Collaborated with Procurement in the identification of contingent workers for the state ACA report.
- Conducted a comprehensive preliminary report on the potential cost of the proposed changes to the overtime provisions of the Fair Labor Standards Act and provided a presentation to the President and VPs.
- The unit participated in a number of key initiatives this year, including:
 - Administrative and Finance Diversity Council
 - Veterans Task Force
 - Work Life Balance and Wellness Council
 - Compensation Advisory Committee
 - Faculty Recruitment Task Force
 - Multiple salary studies, recommendations and reports related to JMU salary equity and compression
- Following are some specific team accomplishments worthy of note:
 - Benefit Services
 - Rolled out the new Roth 457 plan.
 - Provided employees with new voluntary benefit options such as LegalShield, FIRM 529 Plan, and New York Life.
 - Collaborated with Talent Development to launch TIAA Workshops.
 - Facilitated communication with faculty members regarding upcoming changes to the ORP plan.
 - Collaborated with IT to streamline the leave year-end processing procedure, archive recognition and compensatory leave transactions, and remove sensitive information from the leave system
 - Communication, Policy and Compliance
 - Collaborated with various HR team members to create and roll out a new HR logo.
 - Worked to develop and disseminate a survey to measure the satisfaction and effectiveness of current HR communication through web and social media. The survey was administered to a web focus group that comprised of representatives from all divisions of the university. The results will help guide future revisions of the website and streamline HR's social media presence.
 - Revisited the Conflict of Interest process to ensure accuracy and compliance.

Included on this page...

- Human Resources developed and piloted "What Every JMU Supervisor Needs to Know", a collaborative training between the Consulting, Benefits, and Recruitment Teams. Piloted the program with 27 FM Supervisors. Anticipate campus-wide launch in the Fall of 2016.

Recruitment & Employment Services

- Launched three Employee Resource Groups (WeCare, Tapestry and Veterans) and have held several organizational meetings and 4 events since February 2016.
- * Implemented the Dukes at Work weekly messages. This program is a Listserv for all new employees where each week for their first year of employment, new employees will receive an email from HR with helpful hints, tips and JMU information.
- Launched the Dukes at Work website which allows new hires to access the new hire documents, benefits enrollment information, required policies and practices learning modules and new employee events and resources relevant to their employment classification.
- Created and implemented a half-day workshop for new employees called "Connections Day". The day is designed to build camaraderie and engage new employees at all levels and classifications in learning more about the university and its mission. Have held two Connections Day events (March and June) with a total of approximately 50 new hires in attendance.
- Implemented an online process to initiate sending Pre-Adverse and Adverse Action Letters through our vendor Truescreen in order to save time and improve tracking and compliance related to requirements for sending the letters.

Business Services

- Integrated Equifax's electronic I9 process for use with JMU onboarding. Integrates with E-Verify to automatically check work authorization of new hires. Enabled JMU to stop internal paper tracking to become a paperless management system. Regulatory changes are automatic which reduces liability and achieves cost savings.
- Implemented Equifax's 'The WorkNumber' solution - an automated service that securely provides instant employment and income verifications. Used when buying a car, leasing an apartment or other instance where proof of employment or income is needed. The Work Number is available 24 hours a day, 7 days a week. Work Number has dramatically reduced the amount of HR personnel time / costs to process manual verifications.

Customer Service/Records Management

- Collaborated with IT to conduct an electronic shred of 81.29GB of data, representing 34,353 electronic personnel files, from NoliJ.

Consulting Services

- 198 IBAs researched, 173 of which were approved. \$349,158 in adjustments made.
- Much time and attention has been given to compensation salaries and studies. Including the IBA process, 6 separate increases were processed and implemented including ATB for faculty and staff, targeted increases for faculty, A&P faculty, and bonuses for adjunct faculty. 2 comprehensive unit salary and position studies were completed for the Counseling and Student Development Center and Procurement. 4 CUPA HR salary surveys were completed, focused on administrators, professional staff, non-exempt staff and adjunct faculty. In addition work was also completed on the AP Faculty 2016 inversion study, the AP faculty market study, and the Higher Education Information Technology (HEITS) Salary Survey.
- Created and completed the A&P Faculty Adjustment Process and form.
- The team completed draft documents for the new position description in Profile Management – a PeopleSoft tool for position management. This is part of the first step for completing an ePerformance system for the university.
- The team participated in 6 mediation sessions – 2 faculty and 4 classified. All had the potential to lead to increased conflict and/or discipline.
- Numerous team trainings were developed and delivered to managers and supervisors.

Included on this page...

- **Recruitment & Employment Services** implemented the Dukes at Work weekly messages. This program is a Listserv for all new employees where each week for their first year of employment, new employees will receive an email from HR with helpful hints, tips and JMU information.
- Much time and attention has been given to compensation salaries and studies. Including the IBA process, 6 separate increases were processed and implemented including ATB for faculty and staff, targeted increases for faculty, A&P faculty, and bonuses for adjunct faculty.

Talent Department

- This has been a productive and energizing year for Talent Development which has included a departmental name change, the launch of a successful new short format workshop type, and the development of a new certificate program, the Advanced Administrative Assistant Certificate Program (Advanced AACCP). Senior Leadership approved our departmental name change from Training and Development to Talent Development in November 2015. The transition to the new name began in May 2016 and will be complete by September of 2016.
- In January of 2016, we launched our Maximizing Minutes workshop format. These workshops are 90-minute workshops designed to offer a brief and meaningful professional development experience when participants' schedules do not allow them to attend our longer 3-4 hour workshops. These shorter format workshops have been well attended, and the initial feedback has indicated that, while the workshops are brief, they are delivering a rich enough professional development experience to be worthwhile for participants.
- The new Advanced Administrative Assistant Certificate Program has been in development for over 18 months. Our development process included a thorough review of the content of the original AACCP (Administrative Assistant Certificate Program) and went on to include surveys and focus groups with supervisors and seasoned administrative assistants. A review of best practices in the development of advanced administrative assistants was conducted as part of our needs assessment. This program is designed to provide experienced administrative assistants with the opportunity to increase self-awareness, expand their skill-sets, and network with other seasoned professionals to enhance individual and organizational performance. The program officially launched July 1, 2016. We already have participants registered to begin the program. The Advanced AACCP is designed to be completed in three years.

Police and Public Safety

Chief of Police

- The Department successfully completed our re-accreditation in August of 2015 by the Virginia Law Enforcement Professional Standards Commission. This is our first re-accreditation since successfully becoming accredited in 2010. The department received no major/minor findings from the Accreditation Review board during the process. This perfect score is very hard to attain
- In the summer of 2015 the Police Department in collaboration with Traffic Demand Management, worked on a video about pedestrian and bicycle safety. This ten minute video was completed in August of 2015. This video was shown to all the incoming freshman in August of 2015 and also posted on the Public Safety website.
- New this year was the ESPN Game Day Show, which came to the Quad at JMU on Homecoming Weekend. Command for those home football games was run out of the Bridgeforth Stadium Command post. The continued use of Dapro CAD in the stadium for the 2015 Season which significantly helped in logging and tracking calls for service between stadium operations and our primary patrol dispatch center at JMUPD HQ.
- Also in support of the special events and incident management, JMUPD has expanded our use of VEOCI interoperability and emergency/incident management software to communicate between command posts (HRECC, JMUPD, STADIUM, TRAFFIC) and to log and track assets and information between users. The software is shared through HFD and Capt. Paul Helmuth.
- JMUPD staff have continued to participating in several regional collaborative Active Shooter and Tactical Response exercises coordinated in conjunction with our Firearms Trainers, to provide realistic scenario based training for area law enforcement officers.
- In the Spring of 2016, JMU awarded a replacement RFP to WeatherBug in the amount of \$92,500 to expand and replace the old Thorguard and WeatherGrid severe weather alert systems across campus. Those systems were brought on line at the end of June 2016. WeatherBug capitalized on an existing weather station already on JMU and

Included on this page...

- The Talent Department launched the Maximizing Minutes workshop format. These workshops are 90-minute workshops designed to offer a brief and meaningful professional development experience when participants' schedules do not allow them to attend our longer 3-4 hour workshops.
- New this year was the ESPN Game Day Show, which came to the Quad at JMU on Homecoming Weekend. Command for those home football games was run out of the Bridgeforth Stadium Command post.
- JMUPD staff have continued to participating in several regional collaborative Active Shooter and Tactical Response exercises coordinated in conjunction with our Firearms Trainers, to provide realistic scenario based training for area law enforcement officers.

expanded notification capabilities to UPARK, Memorial Hall, central campus, and the Harrison St corridor. This contract also included personalized daily meteorological services for the University.

- In the Spring of 2015, JMUPD was able to gain access to another adjoining portion of the top floor of Anthony Seeger Hall and received \$697,000 in funding to perform some basic renovations to the area and expand the JMUPD Headquarters giving increased space to Patrol, Sergeants, Forensics, Support Services, and gaining a Training Room and some much needed storage space both upstairs and also downstairs in the old Breeze areas of the building. Breaches in the hard walls between sections of the building were made to create a new hallway between the existing and expanded PD spaces. A second breach enabled the expansion of the men's locker room by 20 lockers and a reconfiguration of the women's locker room that had to be displaced to create the new corridor. This expansion added about 9,000 square foot to the Police Dept.
- The PD was also able to get a new backup generator and automatic transfer switch as part of this project, necessary to sustain public safety operations during a domestic power failure.
- Implemented a new audit process with electronic registration for hot work, live electrical work and confined space entry.
- The transition of the office of radiation safety from Academic Affairs to Risk Management is complete.
- Provided contract negotiations support for annual transit contract with HDPT. The cost of the contract only increased by 0.73% (less than 1%), while ridership increased by 4%.
- Worked with the City to acquire VDOT 50/50 grant funding for the extension of the Bluestone Trail, which will cost approximately \$732,000 when constructed.
- Revised the Transportation web site (jmu.edu/transportation) – formerly "Navigate JMU". The revised site was re-organized, updated, and contains links to several key JMU departments (e.g. Parking Services). It also enables users to submit questions and comments. Since it was updated the site has received 44,498 hits from 25,397 users.

Click on the link to go directly to the particular division's content by section.

Academic Affairs	Access & Enrollment	Admin & Finance	Student Affairs & University Planning	University Advancement
Section 1	Section 1	Section 1	Section 1	Section 1
Section 2	Section 2	Section 2	Section 2	Section 2
Section 3	Section 3	Section 3	Section 3	Section 3
Section 4	Section 4	Section 4	Section 4	Section 4
Section 5	Section 5	Section 5	Section 5	Section 5
Section 6	Section 6	Section 6	Section 6	Section 6
Section 7	Section 7	Section 7	Section 7	Section 7
Section 8	Section 8	Section 8	Section 8	Section 8
Section 9	Section 9	Section 9	Section 9	Section 9
Section 10	Section 10	Section 10	Section 10	Section 10