



2016-2017

University Accomplishments to be Recognized and Celebrated

Submitted to
Mr. Jonathan R. Alger, President
August 2017



Our Mission

We are a community committed to preparing students to be educated and enlightened citizens who lead productive and meaningful lives.

Our Vision

To be the national model for the engaged university: engaged with ideas and the world.

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James Madison University Accomplishments 2016-2017

7.1 Quality Programs (Academic and Non-Academic)

Academic Affairs

Academic Development

- Signed the first ever out-of-state Guaranteed Admissions Agreement with Mercer County Community College in New Jersey.
- The university established three new interdisciplinary minors: Entrepreneurship, Disability Studies and Medical Humanities.

Center for Global Engagement

- New and innovative faculty-led study abroad programming:
 - STEAM (STEM with the Arts) faculty led-study abroad program in Ireland.
 - Study Abroad Service-Learning Program for incoming first-year students.
 - Clinical level undergraduate nursing program in Tanzania.
 - Upper level biology program added in India.
 - Collaborative program built with a university partner in Colombia, where students study together in Part 1 at JMU, Part 2 in Panama and Part 3 at the Colombian University.

Included on this page...

- Signed the first ever out-of-state Guaranteed Admissions Agreement with Mercer County Community College in New Jersey.
- With a university partner in Colombia, built a collaborative program where students study together in Part 1 at JMU, Part 2 in Panama and Part 3 at the Colombian University.

College of Arts and Letters

- The Department of English was ranked by Affordable Colleges Online as 4th after Harvard, UPenn and Berkeley.

College of Business

- CoB ranked #39 in *Money* magazine's "Top 50 Best Colleges for Business Majors"; #7 for public university early career salaries.
- The business and accounting programs were both reaccredited by the Association to Advance Collegiate Schools of Business (AACSB-International).
- The Hart School of Hospitality, Sport and Recreation Management received SCHEV approval for its Masters in Sport and Recreation Leadership.
- Entrepreneurship Faculty Fellows (EFFs): New program launched in Fall 2016; one EFF selected from each college to serve as a liaison between that college and the Center for Entrepreneurship.
- The entrepreneurship minor, open to students campus-wide through an application process, was officially approved in May 2017 and the first cohort will start in Fall 2018.

College of Education

- Sustainability Summit Series. The College of Education co-sponsored the third in a series of international sustainability summits: *Cultivating the Globally Sustainable Self*- a series on Transformative Teaching, Training, and Learning in Research and Practice co-directed by Craig Shealy, Teresa Harris, Lee Sternberger, Michele Estes and Phil Wishon. The 4-day conference brought people together from 19 nations around the world and from different professional areas of interest to explore the possibilities and challenges for transforming local and global educational, self-efficacy, socio-economic, research- and policy-driven sustainable community engagement systems.
- As an outgrowth of the College's work with the Sustainability Summit, poverty studies-related themes were a major focus of the College of Education this year and were explored through multiple and varied endeavors.

- High Impact Immersion Experience (HIIE) and Residency Programs. Led by departmental chair, Dr. Teresa Harris, COE faculty endeavored to meet the Commonwealth's Virginia Department of Education entreaties for new and innovative ways to expedite teacher preparation while not impacting program quality. COE faculty came together to offer two experimental programs-- HIIE and Residency.
 - COE faculty who offered the HIIE program in Spring 2016 evaluated, revised and offered the experience in Fall 2016 for one section of students in the ELED 300-level cohort. Drs. Barnes, Mathur, Keeler and Reish delivered the revised program. Drs. Myers, Almarode, Bodle and Imbrescia collaborated to offer the experience to one section of students in the 400-level cohort.
 - Drs. Harris and Hughes collaborated with Harrisonburg City Public Schools to offer a Residency Program. This pilot program was initiated to help mitigate Harrisonburg's critical teacher shortage. Four JMU Elementary Education graduate students applied and were accepted into the program. The program partnered a JMU graduate student with a Harrisonburg classroom teacher who was being trained as a coach using the VCU model for coaching residents.
- The Educational Leadership Graduate Program continued its expansion across the Commonwealth by adding additional cohorts in Hanover (Richmond, Henrico and Hanover), Harrisonburg, Madison (Orange, Greene, Culpeper, Albemarle and Madison), Manassas (Prince William, Fairfax, Manassas City and Manassas Park) and Winchester (West Virginia, Fauquier, Warren, Shenandoah, Frederick and Winchester City). The program has now grown to 260 graduate students in 20 cohorts and is unique in its design and delivery. The program satisfies a high need in the Commonwealth as fully 70% of school district administrators will turn over in the next five years. To date, the program continues to enjoy a 100% pass rate on the State Leaders Licensure Assessment Examination (SLLA).

Included on this page...

- The Educational Leadership Graduate Program continued its expansion across the Commonwealth by adding additional cohorts in several new locations.
- CISE experienced a growth in STEM majors since 2011 by almost 50%.

College of Health and Behavioral Studies

- The Coaching Education Minor obtained unanimous approval for re-accreditation through the National Council for the Accreditation of Coaching Education.

College of Integrated Science and Engineering

- The College of Science and Engineering (CISE) experienced a growth in Science, Technology, Engineering Math (STEM) majors since 2011 by almost 50%.
- Engineering faculty developed and supported a number of co-curricular activities focused on Innovation and Entrepreneurship, with support from VentureWell, Stanford's Epicenter (Engineering Pathways to Innovation Center), and the KEEN Entrepreneurial Network.

College of Science and Mathematics

- The Department of Biology launched its revised introductory core sequence, Bio 140/150, enrolling more than 1,000 students over the academic year. The revised sequence includes a novel "course-based research experience (CURE)" in which students participate in discovery research as novice investigators, in line with national standards for high impact practices in biology curricula. A faculty team presented preliminary student outcomes at a national meeting to an enthusiastic audience.
- The Department of Chemistry and Biochemistry continued its National Science Foundation (NSF) Research Experience for Undergraduates (REU) summer program, which is distinctive as one of the only programs in the country to provide opportunities for students who are deaf or hard of hearing to participate in bench research.
- The Department of Physics and Astronomy hosted a daylong scientific symposium in recognition of the launch of the new Madison Accelerator Laboratory in Madison Hall. The conference attracted top nuclear physicists in the U.S. and abroad to discuss opportunities to position the accelerator to contribute to the national and global research agenda.
- The Department of Physics and Astronomy remains one of the top ranked undergraduate programs in the country, graduating 23 majors including five women and two students from underrepresented groups. In 2015, the more recent year reported, the department ranked 3rd in the nation among B.S. only programs.

College of Visual and Performing Arts

- The School of Art Design and Art History (SADAH) - The Industrial Design program has partnered with programs across SADAH and the university departments of Sociology and Anthropology, Business, Engineering, and Integrated Science and Technology, to offer students a curriculum where collaboration and exposure to a plethora of ideas and methods is central. For example, Assistant Professor Audrey Barnes led a group of six students to Cartagena, Colombia in January 2017. This was in partnership with the University of Cartagena and the Universidad Tecnologia Bolivar (UTB). The student team came from the VA Drones Project interdisciplinary class. While in Colombia, students tested a drone prototype that uses photogrammetry to create 3D models of an ancient city wall in the city. The wall, built in 1653, is a UNESCO World Heritage Site. It has seen rapid decline due to the effects of climate change and a barrage of pollution. The 3D model will be used to help study these effects and develop a strategic plan to repair and protect this historic structure.
- The School of Theater and Dance (STAD) - The principle learning objective in the School is based around collaboration and the collaborative artist. Our belief is that the artist grounded in the ability to collaborate has the foundation to succeed in a myriad of career paths, supporting the CVPA's stated vision of Arts for the Real World. To this end the School has completed a four year journey towards re-envisioning our core curriculum to introduce a sophomore DANC/THEA 250 - The Collaborative Artist course.

The Graduate School

- Many JMU graduate students presented their scholarship at professional conferences, won awards and engaged with their professional communities.
- Many JMU graduate students received TGS travel grants to present their work at professional conferences.

Libraries and Educational Technologies

- LET and the Center for Faculty Innovation (CFI) formed the Faculty Connect partnership to better communicate and coordinate support for faculty professional development and encourage collaboration.
- JMU Scholarly Commons was implemented as the repository for engagement activities within JMU Community (Aligns with JMU Goals 2B and 7F).
- The Makeries are dedicated spaces in both Carrier and Rose Libraries that serve the entire JMU community with access to cutting-edge technologies, and events to encourage creativity, brainstorming, exploring, rethinking, problem-solving and curiosity.
- Digital assignment and project programs included Citizen21, MADlab, Teaching Mindfulness in a Digital Environment, Customized Art of the Digital Assignment and Multimodal Composition. In addition, Digital Projects staff were directly involved in supporting and coordinating the CAL's Digital Humanities and Social Sciences (DHSS) Institute.
- LET organized and hosted the Pulp Studies Symposium, bringing scholars from across the country together for conversations on scholarship related to pulp magazines.

Madison Collaborative

- Recruited highest number (to date) of volunteers for the It's Complicated program: approximately 170 people including new Counseling Center interns and individuals from every division.
- Delivered custom ethical reasoning workshops for Hart School faculty, IMPACT3 participants, Health Center clinical and professional staff, CoB administrative staff and CVPA administrative staff.
- Participated in and supported dissertation research of Assessment and Measurement doctoral student, Kristen Smith. Smith studied the effects of several ethical reasoning pedagogies on student learning as assessed by the ethical reasoning essay rubric.

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- The Madison Collaborative recruited the highest number of volunteers for the It's Complicated program: approximately 170 people including new Counseling Center interns and individuals from every division.

Research and Scholarship

- The Vice Provost worked with various faculty members from the African American Studies, History and Political Science departments to develop a class in the Africa and Science Course AFST 400/ISAT 480 - and taught a section of that course.

University Programs

- The Honors College was officially approved by The State Council for Higher Education in Virginia (SCHEV) on July 19, 2016. This past academic year saw the soft-rollout of the Honors College with our first class of Honors College students coming in during the Fall 2016 semester. During the Spring 2017 semester, the Honors College had its curriculum approved to become a new minor starting in Fall 2017. Beginning in Fall 2017, all Track I and II Honors College students will be enrolled in the Honors Interdisciplinary Studies Minor, which will be reflected on their official student records and transcripts.
- Independent Scholars—the Interdisciplinary Liberal Studies (IdLS) unit successfully opened its second year of the new Independent Scholars major in 2016-17, with nine students completing the IND 200 gateway course in Fall 2016, and with four students presenting their Independent Scholars projects at the Southern Regional Honors Council conference and the Virginias Collegiate Honors Council conference in Spring 2017. The Independent Scholars 2015-16 Assessment Progress Template (APT) received an "exemplary" rating from the Center for Assessment and Research Studies (CARS) for its proactive approach to assessment.
- Online learning coordination efforts focused on four primary areas in 2016-17:
 - Managing the contract with JMH Consulting.
 - Improving communication regarding online learning at JMU.
 - Articulating the JMU mission for online instruction.
 - Establishing the Online Learning Council (OLC).
- For the second year, University Programs piloted a Winter Intersession during the university winter break. Feedback from instructors and students was very positive.
- Despite the size and scope of the general education program, which serves roughly 19,000 undergraduates, the program continually seeks to improve routine operations, augment student learning gains, and expand faculty and student involvement.
- With support from University Programs, CARS faculty members Jeanne Horst and Allison Ames initiated the inaugural Learning Improvement Summit in JMU's Washington Center in D.C., CARS also enhanced visibility through numerous presentations (86) and publications (17) with respect to other important initiatives including ethical reasoning, well-being, sustainability and engagement. During 2016-17, over 3,000 people from academe attended a CARS' presentation.

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- The Honors College was officially approved by SCHEV on July 19, 2016. This past academic year saw the soft-rollout of the Honors College with our first class of Honors College students coming in during the Fall 2016 semester.
- After the launch of the Instructional Faculty Search Process, a partnership with Human Resources and the Division of Academic Affairs, the next step was to support individual academic unit's adoption of the procedures through the creation of four facilitated dialogues.

Access and Enrollment Management

- After the launch of the Instructional Faculty Search Process, a partnership with Human Resources and the Division of Academic Affairs, the next step was to support each individual academic unit's adoption of the procedures through the creation of four facilitated dialogues. The dialogues were jointly created between CFI, Talent Development, Human Resources, key faculty and staff and the Office of Access and Inclusion.
 - The four dialogues are:
 1. Development of a list of shared values for faculty, staff and students to guide the mission of the department.
 2. Development of the definition of diversity for their Academic Unit.
 3. Determination of scholarship, research and curricular elements that are present, or needed to enhance diversity, access and inclusion.
 4. Discussion to identify the strengths, opportunities and limitations within the unit with regards to diversity, access and inclusion.

- Thirteen dialogues were offered beginning in August 2016-2017. The dialogues have been well received and Access and Enrollment Management has partnered with departments on the next steps on how to move forward and use the information gained from a dialogue. Next steps include greater conversation on values, diversity, impact on faculty, staff and students, what is offered and located in the department, and what are the future accreditation needs that should be addressed both academically and socially within the department.

Faculty Access and Inclusion

- Faculty Access and Inclusion Quality programs include the following:
 - The Professor-in-Residence Program (PIR).
 - The Preparing Future Faculty (PFF) fellowship program with Historically Black Colleges & Universities (HBCUs).
 - The Middle School Leadership Academy (MSLA) program for underrepresented and underserved inner-city students at JMU.
 - The Middle School Visit Program hosts students with the intent of encouraging career planning for post-secondary education.
- By the Provost's initiative, the Executive Director for Faculty Diversity joined four others (Dean of Engineering, Dr. Bob Kolvoord, Associate Provost, Dr. Marilou Johnson, Dr. A.J. Morey of Cross Disciplinary Studies, Dr. Kevin Apple who chairs Undergraduate Psychology) to attend a diversity workshop in Chicago, August 2016. This training has led to an ongoing conversation that informed the content of a Request for Proposal (RFP) to seek a vendor for the purpose of providing long term diversity training to academic department chairs and select champions of diversity at JMU.

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- The Executive Director for Faculty Diversity joined four others to attend a diversity workshop in Chicago. This training has led to an ongoing conversation that informed the content of an RFP to seek a vendor for the purpose of providing long term diversity training to academic department chairs and select champions of diversity at JMU.

Student Access and Inclusion

- Centennial Scholars Program offered a CSP Alumni Impact Program (AIP). The AIP is a new mentorship initiative program with centennial alumni who are matched up with currently enrolled undergraduate students.

Administration and Finance

Business Services

Dining Services:

- Successfully expanded dining locations to include five new services for students and campus dining.
- Food Truck Hub was created to house our three food trucks that include Nacho's Papi's, Fueled and Starbucks Mobile Truck to promote services that were diminished during replacement of D-Hall.
- Fresh Food Café was opened in University Recreation (UREC) and was an instant success with 20,000 in sales per week.
- Temporary Chick Fil A opened to replace the Chick Fil A in Gibbons.
- A temporary dining facility called "D-Hub" was constructed to support the demolition and construction of the new Dining Hall. The 30,484 square foot facility currently serves as a "meal punch" residential dining operation. It will also serve as a retail dining venue when Phillips Hall is demolished and rebuilt beginning in Summer of 2018. This project includes indoor dining seating for approximately 1000 as well as 200 exterior seats.
- Began accepting Meal Punches at UREC Fresh Food Café and this was an instant success.
- Mrs. Greens was converted to an Allergen Free Dining location. This dining location now removes the top 8 allergies from all the food served at this location.

Facilities Management:

- JMU was designated by the Virginia Lakes and Watersheds association as having the "Best Maintained Dam" of those publicly owned in Virginia.

Procurement:

- Procurement Services continues to offer a quality Supplier Diversity Small, Women and Minority Business (SWaM) program as well as an eVA Support Program for campus
- Recognized in FY2017 with the state Xcelerator Award.

HR, Training and Performance

Human Resources:

- The Career, Community, Connection (C3) Program supports recruitment and retention efforts. This program connects dual career partners to the community of JMU and Harrisonburg and assists with employment efforts.

Talent Development:

- TD provided the JMU community with professional development, including workshops, series and departmental retreats. Training was provided to 1,286 unique employees during the 2016-17 fiscal year, and 211 of the unique employees were first-time participants.
- TD disbursed \$159,344.97 of training funds for professional development activities for employees across the university.
- TD developed and partnered to offer 33 new workshops and series for 2017.
- TD continued to partner with over 142 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. This year 22 new Volunteer Facilitators were added to both replace departing facilitators and add new faces to the facilitator pool.

Included on this page...

- Training & Development disbursed \$159,344 of Training Funds for professional development activities for employees across the university.
- JMU Football became 2016 NCAA Division I Football National Champions (2nd title in program history) – 14-1 overall and 14-0 vs. FCS teams. Mike Houston was recognized as the National Coach of the Year.

Intercollegiate Athletics

- 2016 National Collegiate Athletic Association (NCAA) Division I Football National Champions (2nd title in program history) – 14-1 overall and 14-0 vs. FCS teams. Mike Houston was recognized as the National Coach of the Year.
- JMU won 63.2% of its contests in all sports, following a 66% mark in 2015-16 that ranked best in 30 years. The 63.2% still ranks among the best over that same stretch of 30 years.
- JMU finished 87th in the country and 1st among Colonial Athletic Association (CAA) institutions (Delaware 2nd at 111) in the Learfield Director's Cup, which ranks departments according to its entire portfolio of sports offerings. It was JMU's best finish since 85th in 2000-01 and just the fifth time in the 24-year history of the award that JMU led all CAA schools, first since 2008-09.
- JMU finished ninth in the Capital One Cup men's program standings among all NCAA Division I institutions on the strength of its football national title.

Student Affairs

Student Life and Involvement

Career and Academic Planning (CAP)

- With leadership from Nina Stensby-Hurst, CAP successfully encouraged students to update their experience profile on Recruit-A-Duke (RAD) so JMU could learn more about their internship and post-graduation pursuits. This effort resulted in an 87% knowledge rate on post-graduation plans for the Class of 2016.

Community Service Learning (CS-L)

- Misty Newman, Josh Shulruff and Julie Slifer provided leadership for 25 Days of Alternative Breaks. They were awarded an Innovation Grant to commemorate the 25th year of providing Alternative Break Programs.

Office of Residence Life (ORL)

- Presented 1,871 hall programs. Total student attendance at ORL programs: 40,577.

Wellness, Orientation & Multicultural Engagement

Counseling Center

- Tackling Anxiety, Tackling Society, Self Compassion, and You've Got This! are specialized treatment programs designed to assist JMU students in increasing resiliency skills and reducing anxiety symptoms.

- Developed clinical services for first generation college students.
- Center for Multicultural Student Services**
- The Outreach requests for Diversity Education Empowerment Program (D.E.E.P.) Impact from faculty, staff and student organizations increased significantly this year from 16 to 45.
 - D.E.E.P. Impact hosted a total of four programs during the 2016-17 academic year (two in fall semester, two in spring semester). 660 participants attended the Cultural Series events. Programs included: Stories of Struggle Then & Now: Reflections from Selma & the South from the 1960s to Today, featuring guest speakers Joanne Blackmon Bland and Lynda Blackmon Lowery; JMU Diversity Talks with Dr. Yvonne Harris and Dr. Joshua Pate; Documentary "13th" during MLK Week and What Can I Do?: White People for Black Lives Matter Movement featuring Chris Crass.
 - D.E.E.P. Impact Diversity Dialogues (2016-17): A total of 12 programs with 960 participants.
 - 2017 MLK Week Celebration: The JMU Madison Vision Lecture Series in collaboration with the Center for Multicultural Student Services (CMSS) kicked-off the annual Dr. Martin Luther King, Jr. Celebration Week.
- Orientation**
- Block Party in the 'Burg is an annual community event that welcomes students to Harrisonburg during 1787 August Orientation.
- University Health Center**
- The Self-Care program for students was created, providing resources for students who have self-limiting illnesses.
- University Recreation**
- Exercise is Medicine on Campus (EIM-OC) earned National Recognition - Silver Status.
 - Outdoor Nation Campus Ambassador Grant: This grant was used to fund the Bridging the Adventure Gap planning objective. Many of these students came from underrepresented communities and experienced these activities for the first time.

7.2 Madison Collaborative

Academic Affairs

Center for Global Engagement

- During the August 2016 International Network of Universities (INU) Student Seminar for Global Citizenship and Peace in Hiroshima, Vesna Hart and Carol Lena Miller pilot-tested Ethical Reasoning across Cultures, a cross-culturally sensitive curriculum.

College of Arts and Letters

- JMU Debate Team held a caucus-style debate with the Madison Collaborative ethics slam centered around ethics and diversity issues.

College of Business

- Assistant Professor Joe Derby worked with a team of students to participate in the International Business Ethics Case Competition with the team incorporating the 8KQs into their presentation and winning 2nd place.

College of Education

- Dr. Kavanagh participated in the Ethical Reasoning Institute/CARS research project Institute/CARS research project "Integrating Assessment with Pedagogy & Curriculum to Improve Learning" with 5 other faculty to identify pedagogies and strategies to better implement Ethical Reasoning in her courses.

College of Health and Behavioral Studies

- The School Psychology Program faculty held its Inter-professional Education Seminar (IPE) day in the Fall 2016 semester. Students from seven disciplines worked collaboratively on case simulations and utilized ethical decision making models and the Madison Collaborative – Eight Key Questions – as a guiding frame.
- During each of the four semesters of the professional component of the BSN curriculum and throughout the RN-BSN program, the Eight Key Questions ethical reasoning framework is progressively incorporated.
- IPE 415, Ethical Decision-Making in Healthcare: An Interprofessional Approach, enrolls students from several majors within CHBS and incorporates the Eight Key Questions into course experiences.

College of Integrated Science and Engineering

- The engineering program was invited to the National Academy of Engineering's Summit on *Overcoming Challenges to Infusing Ethics into Engineering* in January 2017 to share its approach with a national peer group.
- ISAT, BSISAT faculty continued to be involved in national conferences focusing on ethics instruction in science and technology areas.

College of Science and Mathematics

- Ethics in Action modules were integrated into introductory and elective courses in CSM majors as well as in General Education courses. Notably,
 - Ethics modules were added to the Bio 140 course, which enrolls over 600 students per year, and bioethics is fully integrated into Bio 444 Biotechnology course taught by Biology professor Marta Bechtel.
 - Ethics in Action activities were incorporated into majors and General Education courses in Geology including Earth Systems and Climate Change.
 - A team of Chemistry faculty advanced the use of real world examples of chemistry application to infuse ethics education across the major.

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Libraries and Educational Technologies

- Ethical Reasoning Brownbag: Occasional series for internal professional development and training in the Eight Key Questions, managed by staff and faculty from across LET. The series this year included sessions on microaggressions, a discussion of the book *Tribe*, a discussion about the ethics of naming and renaming campus buildings, and the It's Complicated case study.

Access and Enrollment Management

Faculty Access and Inclusion

- Our PIR faculty members visiting our partner schools have all taken the Title IX survey and are conversant with the Madison Collaborative Eight Key Questions.

Student Access and Inclusion

- Valley Scholars participated with Madison Collaborative for an ethical decision making workshop. 10th grade students attended an hour and a half program.

Included on this page...

- Valley Scholars participated with Madison Collaborative for an ethical decision making workshop. 10th grade students attended an hour and a half program.
- Rick Larson worked with the Madison Collaborative to determine ways that Ethical Reasoning could be incorporated into the Emerging Leaders Training Series sponsored by the Talent Development Department.

Administration and Finance

Business Services:

- Procurement Services works through ethical and integrity issues each day. This past year Procurement Services worked through multiple situations where campus end users had conflicts of interest. Examples include JMU employees who also wish to respond to Requests for Proposals (RFPs) for contracted services and JMU employees wishing to sit on evaluation committees when immediate family members work at potential proposing organizations.

HR, Training and Performance

- Rick Larson worked with the Madison Collaborative to determine ways that Ethical Reasoning could be incorporated into the Emerging Leaders Training Series sponsored by the Talent Development Department.
- Talent Development partnered with the Madison Collaborative to offer an Ethical Reasoning for Everyone session for the College of Business Administrative Assistant team.
- Talent Development partnered with the Madison Collaborative to incorporate an Ethical Reasoning for Everyone session into the Leadership for Supervisors series.

Student Affairs

Dean of Students

OSARP – Office of Student Accountability and Restorative Practices

- The Madison Collaborative was intentionally infused into the curriculum and assessment of our Restorative Practices processes this academic year.

Student Life and Involvement

CSL - Community Service Learning

- Special training on the Eight Key Questions was presented for the 69 Alternative Spring Break leaders to incorporate in their breaks.

UU - University Unions

- Fraternity and Sorority Life - Worked collaboratively with the Madison Collaborative to include the eight key questions in our dialogue with Institute for Constructive Advocacy and Dialogue (ICAD) to discuss ethical decision making with organization relationship building.

Wellness, Orientation & Multicultural Engagement

CC – Counseling Center

- 42 workshops to 1,292 students on mental health and interpersonal skill topics. In each workshop, the Eight Key Questions were presented in a way that connected with the workshop topic.

CMSS – Center for Multicultural Student Services

- The CMSS Inter-Cultural Greek Council (ICGC) in collaboration with the Office of Fraternity and Sorority Life along with several JMU fraternal councils, created and engaged in a Hazing Prevention Program entitled "Built Up or Torn Down". This focused on several hazing scenarios and, using the 8 Key Questions, discussed ethical dilemmas and possible outcomes in each circumstance.

Orientation

- It's Complicated session was held during 1787 August Orientation.

7.3 Community Engagement

Academic Affairs

Center for Global Engagement

- The CGE's goal is that every semester and short-term program will have an internship, community service or research component. The East Africa Field School, for example, incorporates homestays, non-governmental organization (NGO) partnerships and internships. Currently, these high-impact learning practices are available to students in an impressive number of our programs abroad, and program directors are on board with a push toward making that involvement 100%.
- Study Abroad hosted the third annual Virginia Lessons from Abroad Conference on JMU's campus, where 134 study abroad alumni from across Virginia came together to network, share stories and learn how to talk about their newly acquired global skills.
- In Harrisonburg, the Leaders in International Friendship Exchange (LIFE) program has connected 126 students with 88 local families for facilitated friendship and cultural exchange over the past four years.
- The CGE is actively involved in the Sustainable Shenandoah Regional Center of Expertise (RCE) for Education for Sustainable Development (ESD), a collaborative partnership involving JMU, Bridgewater College, Eastern Mennonite University and Mary Baldwin University. The RCE partners work together to promote ESD initiatives at our respective institutions and throughout the Shenandoah Valley.
- The CGE partners with local community organizations on issues related to immigration and refugee resettlement in Harrisonburg.

Included on this page...

- The CGE's goal is that every semester and short-term program will have an internship, community service or research component. The East Africa Field School, for example, incorporates homestays, NGO partnerships and internships.
- The first CoB Alternative Spring Break week involved a work project in Nashville, TN and first service learning weekend involved a project in southwest Virginia.

College of Arts and Letters

- Film festivals and conferences aimed at the community are offered several times per year, including: Cultura y Comunidad: Focus on Immigration in Our Community.
- Faculty in the Department of Justice Studies served as consultants to local projects in need, including second Home (for battered women and families), New Bridges Immigrant Resource Center and the New Community Project.
- Political Science continues its six-year partnership between JMU and Big Brothers Big Sisters. This project won the Governor's Award for Volunteerism in 2015.

College of Business

- The JMU Center for Economic Education had a major initiative in civic engagement through Virginia's "Reading Makes Cent\$" program. Associate Director Lynne F. Stover served statewide as lead presenter for "Reading Makes Cent\$," working on behalf of the Virginia Association of School Librarians and Virginia 529. In addition, she coordinated an area effort with local Rotary clubs to provide an extended "Reading Makes Cent\$" library available to every elementary school in Harrisonburg and Rockingham County. This effort included overall management of the effort and multiple presentations at the schools with visiting Rotarians.
- Second MLK Day of Service involved more than 350 students, faculty, and staff in numerous service projects throughout the community, including collecting over 3,000 household items and 150 coats to donate.
- First CoB Alternative Spring Break week involved a work project in Nashville, TN and first service learning weekend involved a project in southwest Virginia.
- Center for Entrepreneurship hosted Valley Scholars for the third year for an Experiencing Entrepreneurship event; 35 eighth graders participated.
- Two teams of JMU marketing students earned \$20,000 for two Virginia non-profits in the ninth annual Google Online Marketing Challenge.
- Faculty and students regularly engage with community groups participating in activities including: Income Tax Assistance (VITA), Skyline Literacy, Shenandoah Valley Small Business Development Center (SBDC) and more.
- Management faculty continued their leadership role in Senior Managers Courses in conjunction with Center for International Stabilization and Recovery (CISR) and the U.S. State Department, providing training in Croatia.

College of Education

- Drs. Cude and Taylor Jaffee continued their partnership with Lisa Schick in JMU's Career Development Academy (CDA) in which JMU secondary social studies candidates work with CDA clientele as part of their MSSE 571H practicum experience. The purposes of the Career Development Academy include celebrating cultural pluralism, supporting cultural assimilation of immigrant and refugee families, and to enhance the linguistic, cultural, and jobs/workforce-related competencies of participating adult English language learners located throughout the Harrisonburg/Rockingham community.
- The Standards of Learning-focused Content Teaching Academy (CTA) hosted by the college and directed by Dr. Slykhuis provides a week-long residency professional development experience for approximately 500 teachers from across Virginia and beyond. Sessions of late have featured 13-18 weeklong academies exploring a variety of curriculum domains critically needed in schools throughout the Commonwealth.
- Adult/Human Resource Development/Human Resource Development (A/HRD/HRD) continues to engage students in community and regional private sector business partnerships (e.g. Booz, Allen, Hamilton, Dynamic Aviation, RMH, Albemarle Public Schools, PRA, Merck, Deloitte, SRA,C2 Technologies, FMP, Shentel, Accenture, Miller-Coors, Craig Technologies and SNAP Technologies) for the development of instructional materials through consulting and class projects, folio development and critique, summer internships and employment opportunities and networking.
- VA-DC FIRST Lego Robotics League, coordinated by Mr. Nick Swayne, continued to conduct outreach activities at STEM fairs, regional competitions and conferences and world/international competitions. During the 2016-2017 season, over 650 teams in the Virginia/Maryland/DC region with nearly 4,500 school-age team members—the world's largest team completion—participated in regional qualifying tournaments held all over Virginia, Maryland and the District of Columbia.

Included on this page...

- VA-DC FIRST Lego Robotics League, coordinated by Mr. Nick Swayne, continued to conduct outreach activities at STEM fairs, regional competitions and conferences, and world/international competitions.
- A collaborative effort with the Harrisonburg/Rockingham Free Clinic and SRMH, the Healthcare for the Homeless Suitcase Clinic involves transporting supplies in a suitcase on wheels, and the clinic functions in private space within homeless shelters.

College of Health and Behavioral Studies

- Partnered with Sentara Rockingham Memorial Hospital (SRMH) on Collaborative Newborn Hearing Screening.
- Partnered with SRMH for Voice and Swallowing Services.
- The Interprofessional Autism Clinic works collaboratively with Harrisonburg, Rockingham and other surrounding school districts to provide interprofessional therapy services to children with autism.
- The Healthcare for the Homeless Suitcase Clinic is a collaborative effort with the Harrisonburg/Rockingham Free Clinic and SRMH and involves transporting supplies in a suitcase on wheels. The clinic functions in private space within homeless shelters.
- Social Work students provided 38,406 hours of community service to agencies in Harrisonburg, Rockingham County, the Shenandoah Valley, the state of Virginia, other states across the nation and to the Caribbean island nation of Dominica.
- Through the Clinical Mental Health Counseling program and the Counseling and Psychological Services (CAPS) clinic (the on-campus mental health training center), faculty and students worked with community partners to provide integrated behavioral health services within primary care settings: Page Memorial Hospital, The Health Place in Page County and the Harrisonburg Rockingham Free Clinic.

College of Integrated Science and Engineering

- All Engineering first-year students worked with community partners including the Explore-More Children's Museum, local schools and nonprofits.
- Engineering once again partnered with Overcoming Barriers to recruit a local resident with mobility challenges for its unique sophomore "bike" design class.
- The Center for Wind Energy, led by Dr. Jon Miles (ISAT, BSISAT), conducted a variety of projects around the Commonwealth of Virginia relating to renewable energy.

- Students in science education classes for pre-service teachers logged over 1,700 hours of service-learning. Included in this total were “action projects” in a course focused on issues related to the Chesapeake Bay and vernal pools created by members of the Roop Learning Community.
- Faculty from ISAT, GS supervised projects focused on mapping related to Haiti. The work was supported by a Madison Vision grant and was conducted for the Fondation pour la Protection de la Biodiversite Marine (FoProBiM). When fully complete, the results will be shared with the Haitian government and other stakeholders.
- 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

- JMU's John C. Wells Planetarium hosted over 25,000 visitors to daily and weekend planetarium programming, monthly star parties and solar observations.
- Assistant professor of Biology Kerry Cresawn continued her science outreach program Madison Discovery, which has engaged over 3,000 K-12 students across five Virginia school districts in the past three years.
- The Department of Chemistry and Biochemistry outreach activities this year provided engaging science activities for over 2,500 K-12 students, 180 teachers and 600 parents.
- The Department of Mathematics engaged over two dozen campus and local clients, providing consultation through the Statistics Consulting Center.
- The Department of Physics and Astronomy continued hosting the popular campus program, Demystifying the Expert, with support from the CSM Dean's Office. Physics faculty participated in Saturday Morning Physics and hosted programs at the Explore Museum.
- Associate professor of Geology and Environmental Science Shelley Whitmeyer worked with JMU students to develop a Digital Sandbox for the Explore More Children's Museum.
- Assistant professor of Geology and Environmental Science Shane McGary worked with JMU students and local communities in the context of his research project using ground-penetrating radar to analyze slave cemetery sites throughout the state.

Included on this page...

- Associate professor of Geology and Environmental Science Shelley Whitmeyer worked with JMU students to develop a Digital Sandbox for the Explore More Children's Museum.
- The Art Education Center provided 14 summer art classes for 150 youth from five school districts, ages 6-17, during June 19-23.

College of Visual and Performing Arts

- Institute for Visual Studies (IVS) – The “Picturing Harrisonburg” project is the first to trace the history and transformation of this community over the last 190 years. During this academic year the staff of IVS collected \$50,000 in donations for the project. The project consists of a large-scale exhibition, an accompanying book and a series of local events that will examine and celebrate the community. The book, a central focus of this project, contains essays by different scholars and a selection of compelling images that will provide lasting documentation of the historical changes that have shaped the city.
- The Art Education Center provided 14 summer art classes for 150 youth from five school districts, ages 6-17, during June 19-23. The summer art program, bringing art to the community since 1978, inspires students to create, perform, understand and appreciate the arts in their lives, their community and in the world.
- The Music and Human Services minor, students worked with Gemenschaft House (a facility for formerly incarcerated men adjusting to life outside of prison), Ashbury Church, Virginia Mennonite Retirement Center (VMRC) (specifically the low-income housing wing) and the ARC of Harrisonburg (working with those who are developmentally and intellectually challenged). Students teamed with Ashbury Church to fundraise in order to purchase a set of handbells for ARC. They then taught the ARC participants how to play and lead them in their first concert.
- Dr. Van der Vat-Chromy took the Madison Singers to perform at the Augusta County Correctional Facility. The chaplain, responsible for the visit, had this to say at the conclusion: “After a few days of catching my breath, hearing from the staff and offenders about the JMU Madison singers concert I have come to understand a little of the magnitude of what has happened this past week. Many offenders at Augusta heard the group, but most did not. Those who heard the concert came out changed in some way. Many said they did not know such music existed, or that voices could make such a beautiful sound. They were exposed to many forms of music. They were captivated by the music, and the air was palpable. One offender commented that he had never been to a

concert like this in the whole DOC. The best comment I heard, and this sums it up that while the concert took place he said "I closed my eyes and I wasn't in prison anymore." Prison can be a spiritually dark place, where souls can be crushed, despite all our efforts and talk of a healing environment. We can't do it alone. You and the Madison singers have brought light into the dark place, and the prison is better for it. The experience has far exceeded my hopes and expectations. This I believe is what can happen with colleges and universities and their outreach to the correctional community."

Libraries and Educational Technologies

- LET's Special Collections Speaker Series (e.g., Building Archives, Celebrating Local History: The Lucy Simms Project, Exploring "Every Inch of Harrisonburg": The Robert J Sullivan, Jr. Papers (held at Massanutten Regional Library with MRL and Harrisonburg-Rockingham Historical Society), History of Pop-Up and Movable Books with SADAH).

Madison Collaborative

- Delivered pre-conference workshop and concurrent session at the 2016 Southern Association of Colleges and Schools Commission on Colleges annual meeting, a workshop at the Association of American Colleges and Universities (AAC&U) Global Learning conference in partnership with Vesna Hartand Carol Lena Miller from CGE, a workshop at the International Leadership Association annual conference, a workshop at the Association for General and Liberal Studies annual meeting and a workshop at the Conference on Higher Education Pedagogy in collaboration with two Virginia Tech colleagues.
- Conducted three-hour workshop for more than 250 faculty at Vincennes University in Indiana.
- Continued EMMES Corporation staff training in Rockville, MD resulting from alumni contact via his interest in a Madison Magazine article.

Included on this page...

- Ben Delp led the 9th annual Research and Scholarship food drive in support of the Blue Ridge Area Food Bank, collecting 1,051 pounds of food and \$461 in donations.
- The SVAI currently has 24 members and has invested over \$3 million in 9 companies. One of the companies is a JMU student

Research and Scholarship

Research Development and Promotion

- Ben Delp led the 9th annual Research and Scholarship food drive in support of the Blue Ridge Area Food Bank, collecting 1,051 pounds of food and \$461 in donations. In nine years, Research and Scholarship has collected 7,013 pounds of food and \$2,787 in donations, an amount equivalent to 16,969 meals. Hundreds of JMU faculty and students have generously donated their time and dollars to alleviate food insecurity in the Shenandoah Valley.
- Ben Delp continued service on the Planning Committee for the Harrisonburg Walk to End Alzheimer's, and chaired the committee for the 2016 Walk. More than 800 walkers came out to support the effort, which raised in excess of \$151,500 (the largest fundraising total ever for the Harrisonburg Walk to End Alzheimer's).
- Assisting War Paints founder and retired Navy Seal, Rusty Noesner, connected with JMU faculty and students to assist his nonprofit that promotes and encourages veterans in their artistic endeavors.
- Continued service on the Virginia Clean Cities Board of Directors.
- Served on the Rally at the Raceway (annual fundraiser) planning committee.

Technology Innovation and Economic Development (TIED)

- There are two significant Community Engagement initiatives that TIED has played a key role in creating and nurturing relationships for JMU with the community:
 - The Director of TIED has been selected in November 2016 as Chair of Shenandoah Valley Innovation Coalition (SVIC), with a community business leader as co-chair.
 - The Shenandoah Valley Angel Investors (SVAI) was formed in 2015 through a collaborative effort between TIED, the Shenandoah Valley Partnership and local accredited investors to support technology company formation and growth in the Valley. Preparing students to pitch their innovations for funding is part of the training that will sustain and grow the startup community in the Valley.
- The SVAI currently has 24 members and has invested more than \$3 million in nine companies. One of the companies is a JMU student company.

- The TIED Director was selected in March 2017 to serve on the Economic Development Committee for the City of Harrisonburg's Comprehensive Plan update.
- On a state-wide level, the TIED Director is involved in four organizations focused on economic development:
 - University-Based Economic Development Officers of Virginia (UBED): In August 2015, the TIED Director was appointed as Chair-Elect, with the Chair role beginning August 2017. UBED's mission is to enhance the Commonwealth's economic prosperity by providing linkage among Virginia's universities by working in partnership with economic development stakeholders at all levels.
 - UBED is an integral part of the Memorandum of Understanding (MOU) signed in 2014 by state agency heads of The State Council for Higher Education in Virginia (SCHEV), Virginia Economic Development Partnership (VEDP), CIT (Center for Innovative Technology) and higher education presidents on the topic of higher education's role in economic development.
 - Virginia Innovation Ecosystem is a coalition of leaders of the angel groups around the Commonwealth with the goal of building trusted relationships for a referral network of startup company investment opportunities to attract and retain Virginia's entrepreneurs. A website is being created and will be available in late 2017.
 - GO Virginia Advisory Panel - the TIED Director was appointed in February 2017 to a state-wide group of consultants and advisors for the GO Virginia process.
 - Virginia Innovation Alliance - This organization is a 501c3 non-profit incorporated about 20 years ago as Academic Licensing Community of Virginia (ALCOVe). It is composed of technology transfer professionals from Virginia's public universities that meet several times a year to connect on best practices, opportunities for collaboration and state/national issues. The TIED Director was appointed Secretary in September 2016.

University Programs

- In 2016-2017, University Programs established strong working relationships with new leadership for Study Group North America, explored a potential partnership for language-only programs through their Embassy division, and investigated and reaffirmed the current practice of enrolling ISC students as non-degree-seeking. Enrollment at the ISC was 101 international students in Fall 2016 and 75 in Spring 2017. These students represent 15 countries and 16 academic majors. 58 students completed the program and joined/will join JMU in 2017.
- Reorganization of Outreach and Engagement - core mission includes facilitating community engagement. Among many accomplishments in this area, highlights include:
 - The Director of Outreach and Engagement was selected to lead the Engagement Advisory Group (EAG) Community Engagement Team. During 16-17, the team accomplished the following noteworthy actions:
 - Led discussions pertaining to the establishment of a Virginia Campus Compact. Gaining the critical number of member institutions to move forward with hiring an executive director was successful and members of the team (Melissa Lubin and Steve Grande) are on the search committee.
 - Led the preparation for Carnegie Re-Classification (2020).
 - Began working on developing a concept for an engagement-themed first conference at the new Hotel Madison and Conference Center (Spring/Summer 2018).
 - Presented at the Engagement Scholarship Consortium annual conference (Omaha, NE): *Working With(In) Communities: A guide to partnering with Outreach & Engagement* (Jen Almjeld and Carol Fleming).
 - Represented JMU at Campus Compact Civic Action Planning Session in San Diego.
 - Participated in discussions pertaining to the establishment of a Virginia Campus Compact to gain the critical number of member institutions to move forward with hiring an executive director.
 - Sponsored Engagement Fellows to attend Engagement Scholarship Consortium.
 - Additionally, Outreach and Engagement established and nurtured community partnerships with:

Included on this page...

- Outreach and Engagement:
 - Represented JMU at Campus Compact Civic Action Planning Session in San Diego
 - Participated in discussions pertaining to the establishment of a Virginia Campus Compact to gain the critical number of member institutions to move forward with hiring an executive director
 - Sponsored Engagement Fellows to attend Engagement Scholarship Consortium

- United Way of Harrisonburg-Rockingham County
- Alliance for Nonprofit Partnerships
- School divisions across the Commonwealth
- New College Institute
- Roanoke Higher Education Center

Access and Enrollment Management

Faculty Access and Inclusion

- Office of Campus and Community Programs:
 - Advancing Via Individual Determination (AVID) District Directors and Student Visit to JMU - The office partnered with several departments for academic presentations or workshops. The first two days provided AVID district directors an opportunity to hold their fall meeting at JMU. This provided JMU departments and services a chance to present JMU to them, and for them to ask questions of a variety of JMU staff focused on student recruitment and retention.
 - The 2017 annual JMU Diversity Conference had its largest participation and presentation in the history of the institution. This was the eleventh conference and saw almost 475 participants throughout the entire day. There were session facilitators from peer universities across the state: Radford, Bridgewater, Longwood, Virginia Tech, Christopher Newport, William and Mary and UVA; Two sessions were recruited through SHRM and presented by the Department of Aging and Rehabilitative Services (DARS) and the Department for the Blind and Visually Impaired (DBVI).

Included on this page...

- The 2017 annual JMU Diversity Conference had its largest participation and presentation in the history of the institution. This was the eleventh conference and saw almost 475 participants throughout the entire day.
- The Title IX office established partnerships with EMU and Bridgewater Title IX to offer training and development opportunities for all three institutions Title IX staff and volunteers. First co-sponsored training will take place at JMU on August 9 and 10, 2017.

Environmental Stewardship and Sustainability

- Approximately 2,000 non-JMU students participated in programs at the Sphere Theater, which is coordinated by the Office of Environmental Stewardship and Sustainability. The theater was used by faculty and staff for fifteen events in the categories of K-12 outreach or special events.

Student Access and Inclusion

- Valley Scholars students completed the following community service projects and were coordinated by Xavia Gary, Engagement Fellow:
 - Skyline and J. Frank Hillyard Middle School: The Arc
 - Kate Collins, Shelburne And Stewart Middle School: Boys & Girls Club of Waynesboro, Staunton, & Augusta County
 - Luray & Page County (high schools and middle schools): MontVue Healthcare Center
 - Broadway High School: RISE
 - Harrisonburg High School: Coat Closet

Faculty Access and Inclusion

- Three programs within the Office for Faculty Access and Inclusion clearly support the JMU vision for Community Engagement. These are the Middle School Visit Program, the Professors-in-Residence program, and the Middle School Leadership Academy (MSLA). All these programs identify underrepresented and underserved school populations are targets for inclusion. The purpose is to instill the values of education and provide university human resources to enhance students' learning. Through the MSLA program JMU is host to inner-city pupils from our partner PIR Middle Schools for a week-long learning experience. In the PIR program, our JMU professors visit assigned partner schools weekly to assist teachers, counselors and administrators to enhance opportunities for students to seek post-secondary education.

Title IX

- The Title IX office established partnerships with Eastern Mennonite University (EMU) and Bridgewater Title IX to offer training and development opportunities for all three institutions Title IX staff and volunteers. First co-sponsored training will take place at JMU on August 9 and 10, 2017.

Administration and Finance

Business Services

Arboretum:

- The Arboretum's Children's Harvest Fest 2016 worked with three community groups to provide activities/contributions to the Festival.
- Six Arboretum staff/JMU student docent volunteers/adult volunteers conducted 44 tours reaching 1,254 children and 549 adults this fiscal year. 13 children's educational programs/workshops reached 422 children and 191 adults. Self-guided tours reached 488 children and 190 adults. Total youth programming reached 2,244 children and 380 adults, totaling 2,624 people.
- Adult Educational Programming: 32 classes/workshops/programs reached 674 adults.
- Volunteer Program: 121 adults served 1,187 hours (including five adult groups). 113 individuals(including students), served 1,712 hours. A grand total of 432 volunteers served 2,578 hours. State rated value for volunteer hours of \$26.00/hour assigns a \$67,028 value for Arboretum volunteers.
- Total recorded use of Arboretum facilities/event participation by the community: 6,517 people.
- Estimated Arboretum visitorship: 18,000-23,000 annually.

Card Services

- Added several locations to our off campus merchant program including Jersey Mikes Subs, Smoothie King and Peace Love Little Donuts.

Dining Services

- During Spring 2017 - Dining Services provided eight bikes to youth at the Boys and Girls Club of Harrisonburg. The boys and girls where excited to receive their bikes and JMU Dining was featured in the local newspaper and TV station for community service.
- Each year, Dining Services provides leftover prepared food to the Salvation Army and Campus Kitchens. This year they provided 1,500 pounds of leftover food.
- JMU Dining Services raised \$3,000 for Relay for Life and supported the JMU community with food donations and prize donations during the event.

Engineering & Construction

- The Engineering & Sustainability Department coordinated with the Office of Environmental Stewardship and Sustainability in managing the construction of a therapeutic garden for the Occupational Therapy Clinical Education Services. The garden will be used as an educational tool for children receiving therapy through the clinic.

Facilities Management

- JMU Facilities Management employees dedicated nearly 3,000 hours of community service and during the last fiscal year.

Parking Services

The Field Operations Manager for Parking Services regularly teaches courses through Training and Development and other cooperating departments to educate members of the campus community about parking regulations, and procedures for special event parking. "Event Planning at JMU: Everyone Can Benefit" is a course offered three times a year to staff through Training and Development, taught in conjunction with representatives from Madison Union and Catering, to provide a step-by-step guide for planning events, including parking arrangements.

Procurement

Included on this page...

- Dining Services provided eight bikes to youth at the Boys and Girls Club of Harrisonburg. The boys and girls where excited to receive their bikes and JMU Dining was featured in the local newspaper and TV station for community service.
- JMU Procurement Services participated in a Procurement Community Service Project by "adopting" 4 children and 1 disabled adult for the 2016 holiday season through the Harrisonburg-Rockingham Department of Social Services.

- Procurement Services has worked with Digico, a local SWaM business (alumni of university) in developing a new Small, Women and Minority Business (SWaM) Training video for campus.
- JMU Procurement Services participated in a Procurement Community Service Project by "adopting" four children and one disabled adult for the 2016 holiday season through the Harrisonburg-Rockingham Department of Social Services.

HR, Training and Performance

- As a form of community engagement, the office of the Assistant Vice President for Human Resources, Training & Performance facilitated strategic planning and other workshops for local community groups including the United Way and the Valley Fellowship of Christian Athletes.

Talent Development

- Talent Development (and Human Resources through their Money Matters 2016 conference) partnered with several individuals and organizations in the community to provide over 22 workshops for our employees this year. Workshops facilitated by our community partners are on a volunteer basis and include:
 - Professional Development Specialist Gail Napora presented a one-hour workshop, Time Challenged, to 23 Harrisonburg-Rockingham Chamber of Commerce members at a monthly meeting.
 - Professional Development Specialist Gail Napora is a Virginia Master Naturalist and a butterfly enthusiast who facilitates educational sessions for children and adults on butterfly ecology. This year she facilitated 10 different sessions for organizations including the JMU Arboretum, the Gus Bus, and the Virginia Mennonite Retirement Community.

Included on this page...

- JMU student-athletes, coaches and staff combined to complete approximately 5,000 hours of community service, the most such program efforts recorded in department history. Teams and student-athletes provided an impact throughout Harrisonburg, the Shenandoah Valley and various other areas.
- The Student Affairs Engagement Team was formed in 2016-2017, helping to support the division's commitment to the university's vision to be the national model for the engaged university.

Police and Public Safety

- JMU Public Safety developed and implemented a "Community Outreach" office to ensure consistent crime prevention messaging was provided to the community. Outreach officers identified issues not only on campus but also our off campus community.
- During Fall 2016 Public Safety identified issues within the "Old Town Community" and our officers identified all housing within the "Old Town" area that were leased to students. Our officers then went and met with those 18 houses as well as meeting with their surrounding non-student neighbors. During this process open dialogue about expectations as well as how to be "good neighbors" were discussed.
- Dialogue along with police patrols produced positive results and several non-student community members expressed their appreciation of our efforts.
- Assisted the Harrisonburg Police Department/Rockingham County Sheriff's Office in going door to door in all off campus apartment areas to meet our community in a proactive approach about University/Community expectations.
- Provided Personnel to the Office of Student Accountability and Restorative Practices (OSARP) for restorative justice practices (alcohol, theft, pavers etc.).

Intercollegiate Athletics

- JMU student-athletes, coaches and staff combined to complete approximately 5,000 hours of community service, the most such program efforts recorded in department history. Teams and student-athletes provided an impact throughout Harrisonburg, the Shenandoah Valley and various other areas.

Student Affairs

Student Affairs Engagement Team

- The Student Affairs Engagement Team was formed in 2016-2017, helping to support the division's commitment to the university's vision to be the national model for the engaged university. The Team noted the following divisional engagement-related accomplishments for the past year:
 - Each department in Student Affairs is required to set and track at least one engagement-related objective in the JMU-STAR Tool.
 - Hired a full time internship coordinator in Career and Academic Planning. In addition, internship scholarships provided \$80,000 to students doing unpaid internships, and an internship course was developed for students whose major does not offer credit for internships.
 - Residence Life created a new format for academic mentors and worked with the AVP of Academic Student Services to pair first-year students on academic probation with an academic mentor to teach study skills/time management.
 - Madipalooza: Student volunteers spent seven months learning about, planning and implementing a large-scale event to create a positive impact on the university community.
 - Each office in Student Affairs had some form of peer educators – students teaching and mentoring other students.
 - The Alternative Break program in Community Service-Learning continued to be considered a national leader in community engagement.
 - Programs in the University Health Center such as KIN100 Alcohol Education, Dukes Step Up! and REACH Peer Educators provided opportunities for student engagement and learning that reflect institutional goals, student needs and emerging issues in college health.
 - The Office of Disability Services hosted an internship position for a social work major and a practicum position for a student from Occupational Therapy.

Wellness, Orientation & Multicultural Engagement

Orientation

- Block Party in the 'Burg is held annually as a partnership between JMU Orientation and Harrisonburg Downtown Renaissance. Block Party exposes, educates and engages students in their local community to help them recognize they are a JMU student and a Harrisonburg citizen.

7.4 Civic Engagement

Academic Affairs

Academic Development

- The Communication Center's Debate across the Curriculum initiative supported five faculty members and seven courses throughout the year to implement argumentation and advocacy curriculum into courses.

Center for Global Engagement

- Last August at the International Network of Universities' Student Seminar for Global Citizenship and Peace 80 students from INU institutions participated in the Student Seminar, bringing the total number of participants since 2006 to 720. Focusing on the theme, Indigenous Rights in the Global Context, the 2016 Student Seminar and Master's Summer School for Global Citizenship and Peace, hosted by Hiroshima University, attracted 12 teaching staff from INU member institutions.

College of Arts and Letters

- School of Public and International Affairs (SPIA) Symposium. This year the SPIA Symposium focused on "Syria, the Refugee Crisis, and Populism."
- Members of the Department of History developed the "Democracy in Peril?" series which focuses on the state of democracy both in the US and abroad.

College of Education

- Vietnam Memorial Luncheon, sponsored by the Department of Military Science, national reconciliation, civic responsibility, civil disobedience and ethical dilemmas were among the primary themes that were explored at the February 2017 symposium planned and executed by senior ROTC cadets to commemorate the 52nd Anniversary of the Vietnam War. One of the goals of the conference attended by nearly 150 military veterans, their families, community members and former activists from throughout the region was to recognize the commitment and sacrifice of the men and women who served their country during a divisive time in our nation's history, and to recognize the right of American citizens to freely express their support or opposition to involvement of the United States in military conflicts.
- Drs. Kavanagh and McCartney worked closely with the Refugee Resettlement Office to create a summer enrichment and civics-based program, Community with Creativity and Reading Education (CARE), that brought together Elementary and Early Childhood MAT graduate students to work as teacher interns implementing creative and culturally expressive learning experiences and leading community-based field trips for children of refugee families newly resettled in the Rockingham/Harrisonburg community.

College of Health and Behavioral Studies

- The Health Policy Summit brought together nursing, social work and communication sciences & disorders students to explore a complex health care systems issue, brainstorm potential solutions and present their ideas to local legislators.
- In the Health Policy Institute (HPI), Doctor of Nursing Practice (DNP) students spent a week working directly with policymakers on Capitol Hill.
- The Virginia Department of Education Training and Technical Assistance Center at James Madison University (TTAC) representatives participated in the statewide "classrooms not courtrooms" conference and subsequently in the Dual Status Youth Training initiative held in the Staunton, Augusta, Waynesboro (SAW) area. The ultimate goal is to change outcomes for youth involved in the juvenile court and the child welfare systems.

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College of Integrated Science and Engineering

- Dr. Way's scholarship in sustainable urban geography informs his work on the Harrisonburg Planning Commission, especially in its current efforts to revise and update the City's Comprehensive Plan.
- Tom Benzing's (ISAT, BSISAT) expertise in local stream health is directly contributing to a major settlement (\$50 million) with respect to DuPont's mercury pollution in the South River. Dr. Benzing submitted written comments on the settlement plan to the VA Secretary of Natural Resources, US Fish & Wildlife Service and the federal district court judge who will decide on whether to enter the consent decree.

College of Science and Mathematics

- Chemistry major Ryan Wilson participated in Capitol Hill Day sponsored by American Society for Biochemistry and Molecular Biology (ASBMB) scientific society, where he spoke with senators and U.S. representatives about the importance of science research funding.
- CSM faculty remain engaged in local and regional programs as scientific experts, providing consultation and support to a variety of regulatory agencies around the region and state. Notably,
 - Chemistry professor Dan Downey was named to the Harrisonburg City Council committee on environmental performance standards. He serves on advisory boards for the George Washington National Park, the Shenandoah National Park, and the VA Department of Game and Inland Fisheries, and also works with the U.S. Parks Service and the Virginia Department of Transportation (VDOT) on Cedar Creek restoration.
 - Associate Professor of Chemistry Scott Eaton serves on the Hazmat Unit One team for the Harrisonburg City Fire Department, and conducts chemical safety training for Hazmat officers.
 - Biology professor Christine May served on the Board of Directors for the Center for Coldwaters Restoration.
 - Department Head and Professor of Biology Joanna Mott served on the Shenandoah Soil and Water Conservation Board and was Associate Director for the City of Harrisonburg Stormwater Advisory Committee.

Included on this page...

- Chemistry major Ryan Wilson participated in Capitol Hill Day sponsored by American Society for Biochemistry and Molecular Biology (ASBMB) scientific society, where he spoke with senators and U.S. representatives about the importance of science research funding.
- The theme for JMU Use Cafe events this year was civic engagement. Five sessions were held on topics including civic engagement in the press, the arts, and business. The partner this year was the EAG Civic Engagement Team.

The Graduate School

- Participated in Structuring Education in Kosovo: A higher education summit (October 20, 2016).

Libraries and Educational Technologies

- The theme for JMuse Cafe events this year was civic engagement. Five sessions were held on topics including civic engagement in the press, the arts and business. The partner this year was the EAG Civic Engagement Team.

Madison Collaborative

- Provided a continuing education ethics training through the Fairfield Center for Virginia mediators.

Research and Scholarship

Research Development and Promotion

- Partnered with the American Institute of Biological Sciences (AIBS) to coordinate a tour of JMU's Bioscience Building and faculty and student research for State Senator Mark Obenshain on September 12th.
- Led the development of JMU's federal relations agenda, in consultation with the Vice Provost of Research & Scholarship and President.
- Accompanied President Jon Alger, and others to Washington, DC for meetings with members of the Virginia Congressional Delegation and staffers on May 17.

- In partnership with the Office of the President, the Department of Political Science and JMU Politics, hosted the 15th JMU on the Hill Reception on Capitol Hill on May 16th. The highlight of the evening was a surprise visit by Senator Tim Kaine, who dropped by to thank President Alger for all the JMU Dukes working in public service careers.

University Programs

- Successful national search for Executive Director of the James Madison Center for Civic Engagement—Dr. Abe Goldberg joins us as founding executive director after serving as founding director of the Office of Service-Learning and Community Engagement at the University of South Carolina Upstate. Part of his role will involve leadership of the EAG's Civic Engagement Team. He is author of the 2014 South Carolina Civic Health Index and as part of his growing national reputation in the area of civic education on college and university campuses, Goldberg holds a Ph.D. in Political Science from West Virginia University. Part of his role will involve leadership of the EAG's Civic Engagement Team. Led by Meg Mulrooney and Jessica Adolino in 16-17, the team accomplished the following noteworthy actions:
 - Dramatically increased voter engagement (JMU has been recognized as Voter Friendly Campus). Our success in 2016-2017 was specifically related to three projects: voter registration; voter education; and "get out the vote" efforts.
 - Partnered with Libraries & Learning Technologies to host six JMUSE Cafe events. Held in the early fall, one event focused on civic engagement and the media. The other topics included civic engagement and STEM (Barrella), business (Pattie), and the arts (Beitzel).
 - Prepared and submitted the Campus Compact Civic Action Plan.

Included on this page...

- Completed the successful national search for the Executive Director of the James Madison Center for Civic Engagement—Dr. Abe Goldberg joins us as founding executive director after serving as founding director of the Office of Service-Learning and Community Engagement at the University of South Carolina Upstate. As part of his responsibilities, he will lead the EAG's Civic Engagement Team.

Access and Enrollment Management

Faculty Access and Inclusion

- Activities that impacted knowledge, skills, understanding and critical thinking for self-efficacy and civic life were all embedded in the programs provided through the PIR program, the Middle School Leadership program and through the Provost Faculty Curriculum Grants. For example, PIR Professor Carlos Aleman led the campaign that brought the JMU Center for Global Engagement Legal Office to discuss the implication of the Presidential Election on DACA. Also, while Dr. George Font worked with students at Skyline Middle School in the use of digital technology, it also presented several occasions to education students about the responsible application of digital technology and to use technology to make a difference in their lives and that of others. The JMU students from Dr. Font's class that participated at his Middle School, also had the opportunity to present their findings at an academic conference.

Student Access and Inclusion

- Valley Scholars: The first Engagement Fellow - Xavia Gary - completed a year of service with Valley Scholars (VS) on May 30th. Mr. Gary has chosen to continue his studies pursuing a MA degree at Virginia Commonwealth University. Mr. Gary attended two conferences with other fellows and coordinated multiple community service projects for VS students.

Administration and Finance

Business Services

Procurement

- Individuals in Procurement Services continue to support Civic Engagement efforts. Here are examples:
 - Michael Morrison and Caroline Dickens - JMU Civic Mentors
 - LeeAnne Beatty-Smith- Virginia Association of Governmental Procurement

HR, Training and Performance

Human Resources

- Several staff members have volunteered with OSARP and become mentors.

Student Affairs

Wellness, Orientation & Multicultural Engagement

Center for Multicultural Student Services

- DukesVote: Supported initiatives to engage CMSS student organizations and multicultural students in general, with DukesVote and their efforts to organize voting registration during the election season.

Orientation

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

University Recreation

- UREC hosted week-long information and registration tables encouraging students to get out and vote in the upcoming local, state and national elections.

7.5 Engaged Learning

Academic Affairs

Academic Development

- More than half of the Learning Centers' peer tutors participate as classroom learning "fellows." Embedded in 80 courses across disciplines, students in these positions supplemented their tutoring experience by collaborating directly with faculty on curriculum and research design, implementation, and assessment.
- The University Writing Center conducted its first international outreach tutoring sessions, tutoring students online from TED University in Ankara, Turkey.
- Nineteen JMU students were accepted for the Smithsonian Earth Optimism Summit in April. This student engagement conference gave participants an opportunity to explore how politics and science can collaborate. The Office of Cross-Disciplinary Studies and Diversity Engagement coordinated the nominations.

Center for Global Engagement

- The Executive Director of the Center for Global Engagement was selected to lead the Engagement Advisory Group's (EAG) Engaged Learning Team. In 16-17, the team accomplished the following noteworthy actions:
 - Identified sources of data that might paint a better picture of the ways in which JMU provides opportunities for students and faculty to engage with each other and the larger community.
 - In light of current draft vision marker 1A, a subset of the team picked up on work started by the Engaged University Council: coding all courses with designation on the type of course they are including internships, study abroad, research, performance, etc. as a way to measure more accurately just how many students are enrolled in courses that deliberately include engagement opportunities.
 - The team conducted pilot focus groups with faculty to determine broad parameters of faculty connection with the concept of engaged learning and the entire engagement vision.
 - Analyzed all department-level and division-level annual reports (i.e., the JMU STAR Tool reports) in Academic Affairs and Student Affairs to determine the utility of those reports for tracking Engaged Learning activities.
- Though clearly all of our study abroad programs offer engaged learning, these programs – all new – highlight a particularly high level of engagement and immersion:
 - Study abroad in South Korea: Educational issues of North Korean refugee community
 - Palestine/Israel: Surmounting Adversity
 - Language and Cultural Immersion in the French Riviera (with six week host stay)
 - JMU Internship in Germany (eight week new internship program)
- As part of the UNST 150 course, a requirement for Madison International Learning Community residents, students participate in Inter Cultural Dialogues (ICD's). The groups consist of international students and domestic students then share personal experiences on set topics (spirituality, holidays, relationships, family life, governments, food, etc.) with opportunities to ask questions in a spirit of learning and engagement. Students consistently praise the ICD's as an excellent opportunity to learn about others.
- The Conversation Partner Program routinely matches domestic and international students for mutual exchange and learning, this year involving 49 partner matches in the fall and 38 in the spring. CPP has been a requirement for students in WRTC 318, Intercultural Professional Communication.
- Our move to Madison Hall and our transition from the Office of International Programs to the Center for Global Engagement signaled our determination to apply a more contemporary and meaningful focus on JMU's linkage of "local-to-global," including global in its broadest and most creative sense, to mean both encompassing and international as our potential for engagement on every level increases.

Included on this page...

- More than half of the Learning Centers' peer tutors participate as classroom learning "fellows." Embedded in 80 courses across disciplines, students in these positions supplemented their tutoring experience by collaborating directly with faculty on curriculum and research design, implementation, and assessment.
- The EAG's Engaged Learning Team identified sources of data that might paint a better picture of the ways in which JMU provides opportunities for students and faculty to engage with each other and the larger community.

College of Arts and Letters

- Students in Justice Studies explored ways in which Harrisonburg could become a restorative city - revolves around the idea that city structures, organizations and programs have the capacity to integrate a restorative justice framework into their everyday operations.
- Drs. Tracy Luper and Tom Adajian (Philosophy and Religion) offered a multidisciplinary colloquium for students on the question "Does Society Determine Scientific Truth?" in connection with the Logic and Reasoning Institute.

College of Business

- Nine teams participated in JMU's first summer Venture Accelerator hosted by the Center for Entrepreneurship.
- Over 50 faculty and student teams participated in the Research Experience for Undergraduates through the College.
- Six student teams competed in the annual Jackson-Rainey Business Plan competition based on the work they completed in the COB 300 course.

College of Education

- As a faculty member in the International Leaders in Education Program (ILEP) program, Dr. Michelle Cude met and taught several teachers from Kenya. Dr. Cude was invited to Kenya to work with schools in the local area. She has spent the last five years working with teachers and students, and she currently serves as the executive director of the Nasaruni School for Maasai Girls in Narok, Kenya.
- As an offshoot of the Sustainability Summit Series and COE's Poverty Studies initiatives, Dr. Emily Akerson of JMU IIHHS invited Drs. Tim Thomas, Joy Myers, Stephanie Wasta, and Teresa Harris to observe the poverty simulation provided to students in the College of Health and Behavioral Sciences. Based on our review of the simulation, Tim Thomas worked with Emily Akerson to offer a poverty simulation for students in the COE. Elementary Education and Reading students from Drs. Shin Ji Kang and Smita Mathur's classes participated in the simulation.
- Dr. Noorie Brantmeier's work with Housing and Food Scarcity in Native American Communities has spanned the last decade. Dr. Brantmeier is considered a leading voice on the stubborn persistence of poverty in Native American Communities. She has always included her students in her consulting and scholarship.
- In 2016-17, Dr. Brantmeier collaborated with the new Center for Indian Country Development and multiple federal agencies (the U.S. Department of Housing and Urban Development, Rural Development, and the Minneapolis Federal Reserve) to co-plan a national convening and develop a digital story. Dr. Brantmeier continued to design, develop and implement a national research study to understand the Native food systems landscape for the Intertribal Agricultural Council--she is the lead researcher.

Included on this page...

- The C-I program engages in an international student/faculty exchange with the University of Leister, which in 2016-2017 involved sending three C-I doctoral students to spend two weeks in May at the University of Leister. A team from the University of Leister visited JMU in the fall of 2016.
- Social Work students in SOWK 467 worked in teams to present a community forum on The State of the Older Adult, which explored the gaps in services for an increasingly aging population in the Harrisonburg area.

College of Health and Behavioral Studies

- The Combined-Integrated (C-I) program engages in an international student/faculty exchange with the University of Leister, which in 2016-2017 involved sending three C-I doctoral students to spend two weeks in May at the University of Leister. A team from the University of Leister visited JMU in Fall 2016.
- Occupational Therapy hosted a Community Health & Wellness fair in which organizations & groups from JMU & the local community educated over 100 children, families & staff at Stone Spring Elementary School (SSES) about issues related to health & wellness.
- Nursing students' clinical experiences are augmented with high fidelity simulation using standardized patients and SimMan mannequins. Simulation experiences provide an opportunity to explore clinical cases in a controlled setting combined with structured debriefing facilitated by course faculty. Included in the simulated experiences is a focus on an aspect of diversity and culture, as well as students' cultural competence and confidence in interacting with diverse patient groups.
- Social Work students in SOWK 467 worked in teams to present a community forum on The State of the Older Adult, which explored the gaps in services for an increasingly aging population in the Harrisonburg area.

College of Integrated Science and Engineering

- Madison Engineering Exchange – students from all four years of the program again came together in this one-day event celebrating the project work undertaken during the last year. This was again a strong combination of engaged learning and community engagement, as most of the projects students undertook had a community sponsor or community focus. All freshman projects teamed with a community sponsor.
- Computer Science, Engineering, and ISAT all continue to emphasize a range of engaged pedagogies, such as Process Oriented Guided Inquiry Learning (POGIL) (CS, BSISAT classes), Just In Time learning (Engineering Science classes), undergraduate research (required capstone and senior projects in Engineering, BSISAT and IA, and optional projects in GS) and flipped classrooms (a range of classes across all programs). Team-based projects and/or hands-on laboratories are featured in every unit. 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, where our team recently placed 3rd in a statewide competition.
- An Engineering faculty member teamed with Nursing, Biology, CIS, and WRTC faculty members to offer a class entitled Hacking4Defense. This class grew out of student interest and interaction with faculty at Stanford University. The group was the only all-undergraduate class in the program, with 27 students from seven different majors participating.

Included on this page...

- By incorporating high impact teaching practices in lectures, designing “flipped” courses, and emphasizing hands-on research-based experiences in laboratory courses, all CSM students experience a dynamic and engaging learning environment.
- TGS initiated conversations with Blue Ridge Community College to build a program that provides professional development training for graduate students interested in the community college professoriate as a possible career path.

College of Science and Mathematics

- By incorporating high impact teaching practices in lectures, designing “flipped” courses, and emphasizing hands-on research-based experiences in laboratory courses, all CSM students experience a dynamic and engaging learning environment.
- The Department of Biology launched its revised introductory core sequence, Bio 140/150, enrolling over 1,000 students over the academic year. The revised sequence includes a novel “course-based research experience (CURE)” in which students participate in discovery research as novice investigators, in line with national standards for high impact practices in biology curricula.

College of Visual and Performing Arts

- The creative fellows, an IVS new peer group formed around JMU’s membership in Alliance for the Arts in Research Universities (A2RU), engage in a campus initiative every academic year. This year’s initiative centered around food waste on campus.

The Graduate School

- TGS initiated conversations with Blue Ridge Community College (BRCC) to build a program that provides professional development training for graduate students interested in the community college professoriate as a possible career path. Graduate programs interested in building this partnership include Strategic Leadership Studies, Communication Studies, English, History, and Writing, Rhetoric and Technical Communication. The program would include one year (or semester for doctoral students) of professional development on community college systems and teaching, mentoring relationships with community college faculty, and the opportunity to teach in a part-time capacity at BRCC.

Libraries and Educational Technologies

- Orientation for transfer students, first-year student athletes, and new faculty was refreshed using an interactive gaming approach based on the Apples to Apples card game.

Madison Collaborative

- Increased active participation in the MC peer educator group to eleven students whose offerings to peer students increased significantly: CMSS multicultural leadership summit, five Wellness passport workshops, in-

class workshops for communications and other faculty, Valley Scholars program, interactive t-shirt giveaway, CoB experiential education workshop, On the Road for Change ethical leadership – integrated 8KQ with leadership practices.

- Introduced more than 4,300 first-year students to ethical reasoning via the It's Complicated program in partnership with the Orientation office and 170 faculty and staff volunteers.
- Student affairs fellow, Anna Lehnen, led student-centered Eight Key Questions (8KQ) trainings for groups including Presidential Leadership Academy, the Hazing Dialogue group, Alternative Break Program student leaders, University Program Board executive council, LGBTQ student leaders, and new student organization leaders.

Research and Scholarship

- In March-April 2017, JMU students participated in two regional/national undergraduate research conferences with the administrative support and partial funding from Research and Scholarship:
 - 10 students were selected to present their research at the 30th National Conference for Undergraduate Research at the University of Memphis, including two honors students.
 - Seven students were selected to present their research at the Colonial Academic Alliance Undergraduate Research Conference at Elon University (North Carolina).

Technology Innovation and Development

- TIED directly supports students' engaged learning by helping to prepare them for their pitch presentation to the Shenandoah including accountants and attorneys as well as SVAI business investors. TIED has met or talked with 457 individuals during FY17.

Included on this page...

- Using a gift from a private foundation, the OESS funded five student undergraduate research experiences in sustainability and/or the environment during summer 2016.
- The Executive Director of CARS was selected to lead the Measurement and Assessment Team of the Engagement Advisory Group.

University Programs

- The Director of CARS was selected to lead the Measurement and Assessment Team of the Engagement Advisory Group. The team's noteworthy accomplishments in 2016-2017 included:
 - Worked through how to operationalize engagement. A resulting proposal draft was submitted in April.
 - Began progress toward the following long-term goal: *Develop a plan and mechanism for assessing the impact of a university-wide emphasis on engagement experiences 12-24 months after graduation.* The team is working with the alumni office to potentially include engagement/post-collegiate success items on their surveys.

Access and Enrollment Management

Environmental Stewardship and Sustainability

- Using a gift from a private foundation, the Office of Environmental Sustainability and Stewardship (OESS) funded five student undergraduate research experiences in sustainability and/or the environment during summer 2016. The following is a list of the faculty the students worked with and the subject areas: Dr. Debbie Sturm, psychology; Dr. Yonathan Admassu, geology & environmental science; Dr. Dean Cocking, biology; Dr. Justin Henriques, engineering; and, Dr. Dan Downey, chemistry.

Faculty Access and Inclusion

- Presenting opportunities for individuals to become deeply involved in their own learning, the Preparing Future Faculty (PFF) program offers Historic Black Universities and Colleges (HBCU) pre-dissertation candidates space, mentorship and networking at JMU. The presence of HBCU graduate instructors also offers JMU faculty and students the chance to become aware of the quality of scholarship that diversity contributes to creating an excellent education for all. For the period under review, JMU was host to three PFFs and one postdoctoral fellow. JMU's partner HBCU institutions are Howard University, Morgan State University, and Tuskegee University.

- In addition to the PFF program, our Middle School Leadership Academy (MSLA) also presented engaged learning opportunities through the weeklong campus residency program for our PIR Middle School students. Supervised by counselors and mentors all participants in the program benefited by the hands-on leadership program.
- Partnership with Tuskegee University continues to strengthen. Funding from the Office of Dean for the College of Arts and Letters and that of the Executive Director for Faculty Access and Inclusion funded Dr. Steve Reich to attend the annual undergraduate research conference at Tuskegee. Dr. Reich was the annual speaker for the Black History Month and also chaired a panel at the conference.

Administration and Finance

Business Services

Arboretum:

- Of JMU classes reporting classroom use of the Arboretum: 47 academic classes utilized the Arboretum with 55 JMU faculty reporting and 1,209 students coming to the Arboretum to learn.
- Five JMU students worked as tour docents/camp counselors during the fiscal year.

Dining Services

- Dining Services and Fueled Partnered together this year to create the Fueled Food Truck. This vision came to us from a student who wanted to create a food location that fulfilled healthy eating, local and sustainable.
- The Food Truck graphics were developed by a class and JMU students voted on the graphic and this is now the Fueled Truck that sits in Food Truck Hub.
- Dining Services collaborates with the Fueled Class to continue to develop the vision of Fueled. The collaboration goes well beyond the classroom.
- Madison Garden is now functioning as support for the Fueled Truck.
- JMU Dietetic students who partake in the Experimental Class (NUTR 446) developed and tested recipes to create a dessert that accommodated a dietary restrictions. Students developed made without gluten desserts, made without the top eight allergens desserts and vegan desserts. JMU Dining will make and promote these desserts as student developed in residential and retail locations.
- JMU Dining provided resources for a group of students completing their senior capstone project in Integrated Science and Technology degree. The student's chose daily food items from East Campus Dining Hall as well as JMU Dining popular items and took the food samples back to their label to test how many product contained GMO ingredients.

Facilities Planning and Construction

- The department works closely with the University's architectural design program and faculty. During this fiscal year, FPC hosted four interns in the office, giving them hands-on experience in the design and construction field.

Included on this page...

- JMU Dining provided resources for a group of students completing their senior capstone project in Integrated Science and Technology degree.
- Facilities Planning and Construction works closely with the University's architectural design program and faculty. During this fiscal year, we hosted four interns in the office, giving them hands-on experience in the design and construction field.

HR, Training and Performance

- The Advanced Administrative Assistant Certificate Program launched on July 1, 2016. This program provides 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 Professional Development Specialist, Gail Napora, presented at the Organizational Development Consortium hosted by Wake Forrest University on JMU's Volunteer Facilitator Program. There were 53 participants representing 37 colleges and universities.

Intercollegiate Athletics

- JMU Athletics successfully implemented the first year of its new student-athlete leadership development program, a comprehensive effort to offer programs what ensures the holistic development of the student-athlete. Among the highlights for the program's first full year in 2016-17 were:

- A partnership has been reached with SA360, a mobile/web platform that provides expert leadership education modules, customizable engagement, and a direct tool for communication. This platform provides the Leadership Program a unique ability to reach the student-athlete population in a convenient, intuitive, and impactful manner.
- An endowment has been established utilizing private support and a one-time NCAA disbursement. Through private support an experiential learning scholarship has been established. This initiative provides financial support for graduating student-athlete(s) who may need an internship or shadow opportunity to enhance their experience and better position themselves for the workforce. Scholarship structure and NCAA compliance are primarily complete, with the inaugural distribution of the scholarship expected in '17-'18.
- To collect data about career-related attainment and needs, two senior exit interview questions were developed along with a survey evaluating student-athlete attendance at the campus-wide career fair. Results have shown a need for emphasis on career-related support and opportunities.
- Student-Athletes also achieved high marks for their academic performance in 2016-17:
 - Nineteen (19) student-athletes were named to the President's List in Fall 2016 while fifteen (15) were recognized in Spring 2017.
 - The Colonial Athletics Association recognized 244 JMU student-athletes with its Commissioner's Award for academic achievement.
 - The JMU Athletics Director Honor Roll counted 220 student-athletes for 2016 - its most recent recognition cycle - (spring & fall semesters).
 - Football team recognized as CAA top team for improved APR.
 - 17 of 18 teams with targeted APR score of 960 or above.
 - The overall Grade Point Average for student-athletes for Academic Year 2017 is 2.732 pending completion of the academic year.
 - The most current Graduation Success Rate (NCAA) for all student-athletes at JMU is 88%.

Included on this page...

- JMU Athletics successfully implemented the first year of its new student-athlete leadership development program, a comprehensive effort to offer programs what ensures the holistic development of the student-athlete.
- CAP added a full-time Internship Coordinator position and hired Laura Hickerson for that role. CAP created an Unpaid Internship Scholarship In May 2017 \$74,000 in scholarships was awarded to 23 students for internships in the United States and abroad.

Student Affairs

Student Life and Involvement

Career and Academic Planning

- CAP added a full-time Internship Coordinator position and hired Laura Hickerson for that role. CAP created the Scholarship for Unpaid Internships in May 2017 \$74,000 in scholarships was awarded to 23 students for internships in the United States and abroad.
- CAP expanded opportunities for students to engage directly with employers and alumni.

Wellness, Orientation & Multicultural Engagement

University Health Center

- Self-care Initiative. This initiative provides opportunities for students and medical providers to explore and discuss treatment options, to improve students' capacity for making informed decisions, to increase student accountability for health behaviors.

University Recreation

- UREC hosted the 2017 Southeast Fitness Expo that brought approximately 500 attendees to James Madison University Recreation in February.

7.6 Diversity

Academic Affairs

Academic Development

- Drs. Adebayo Ogundipe and Andreas Broscheid co-facilitated a CFI Madison Career Fellows group on diversity dialogues. A group of eight JMU faculty met seven times throughout the Spring 2017 semester to study examples of diversity dialogues, try out different facilitation models and dialogue structures, and discuss approaches to facilitating dialogues.
- The Furious Flower Poetry Center established The Gwendolyn Brooks Centennial Poetry Prize to commemorate the 100th anniversary of Gwendolyn Brooks' birth. This initiative brought national recognition to JMU.
- The Provost's Faculty Diversity Council awarded seven grants for 2017-18 to support a more inclusive curriculum. Four grants supported new courses. Three grants supported community engagement or research projects in support of curricular diversity.
- Vice Provost Marilou Johnson along with Dean Bob Kolvoord, Associate Vice Provost AJ Morey, Dr. Kevin Apple, Dr. David Owusu-Ansah and Dr. Melissa Aleman facilitated the identification of a diversity consulting firm to work with leaders in academic affairs in 2017-2018.

Center for Global Engagement

- The study abroad team continues to prioritize increasing underrepresented populations in study abroad through awareness campaigns, strategic scholarship funds, and accessible programing. This past year, 15.5% of our undergraduate study abroad participants were students of color, and 11.4% were first generation students. This is the first year that CGE is are collecting this data as part of the study abroad application process, and in the future will be able to track our progress.
- With the CGE's goal of increasing JMU's international student population to 6-8% of the total, the expectation is to triple our current number of 600. The resulting diversity among our student body will further enrich our classrooms and the wider community. Currently, we have 73 countries represented in the student body (China 236, Vietnam 45, South Korea 30, Saudi Arabia 22, and United Kingdom 15), 51:49 Male Female ratio, international student are in a mix of University Programs (66% UG, 17% ISC, 6% Grad programs, 3% exchange visitors and 8% on their temporary work permit following graduation), and a total of 44 different majors (Finance 42, Accounting 39, CIS 37). In addition, we have worked with over 92 international faculty and staff from more than 21 different countries.
- Two grant proposals focused on increasing diversity in study abroad: Tanzania Field School: Place-Based Learning for Portable Skills (PI: Bayo Ogundipe and Jennifer Coffman) and Generation Study Abroad Scholarship Grant (PI: Jason Good).

Included on this page...

- The Provost's Faculty Diversity Council awarded seven grants for 2017-18 to support a more inclusive curriculum. Four grants supported new courses.
- JMU has hosted thirty-three PFF Fellows in a broad range of academic departments, and the Department of History alone has hosted seven.
- Established a new, interdisciplinary minor at JMU: Disability Studies, which was approved and will begin in the fall of 2017.

College of Arts and Letters

- JMU has hosted 33 PFF Fellows in a broad range of academic departments, and the Department of History alone has hosted seven.
- Established a new, interdisciplinary minor at JMU: Disability Studies, which was approved and will begin in the fall of 2017.

College of Business

- Financial supporter of KPMG PhD Project focused on increasing diversity in business schools. Onboarded new faculty member who had been part of this project.
- Served as primary resource for the 4th Annual Women in Leadership student conference at JMU, a program originating out of the CoB and serving the entire campus community.

College of Education

- From January – May 2017, the College of Education hosted its fifth cohort of Fellows participating in the International Leaders in Education Program. This year's cohort consisted of 16 middle and secondary teachers drawn from nine different countries from around the world. Funded by the U.S. Department of State, ILEP provides international teachers with an opportunity to enhance their teaching skills by participating in professional development opportunities in such areas as leadership, curriculum development, lesson planning, instructional technology, and new teaching methodologies.
- COE supported the following intercultural experiences:
 - Dr. Shin Ji Kang developed a study abroad experience, South Korea: Educational Issues of North Korean Refugee Community.
 - Dr. Tim Thomas and Dr. Hood Frazier planned and led the intercultural practicum in Newry, Northern Ireland.
 - Dr. Aaron Bodle and Dr. DJ Loveless planned and led an immersive student experience in Orotina, Costa Rica.
 - Dr. Ruthie Bosch and Dr. Ray Rodriguez planned and led an intercultural experience in the Dominican Republic.

Included on this page...

- Kinesiology hosted a Paralympic education skill lab led by Paralympic athletes, local disability sport club members, and sociocultural change makers.
- Kathleen Moore and two IA students, Ariana Tutko and Molly Wolpert, conceived of, organized, and implemented the first Women in Intelligence Conference, a full-day event held at JMU on April 15, 2017. The event was a huge success, with well over 100 participants.

College of Health and Behavioral Studies

- Kinesiology hosted a Paralympic education skill lab led by Paralympic athletes, local disability sport club members, and sociocultural change makers. Lab activities challenged the idealized notion of "normal" against which people with disabilities are often compared, and students were able to identify common assumptions they may have about peers with disabilities, then test these assumptions during activity stations.
- Matthew Lee, with a team of research students coordinated the Madison Matters project, which included a campus-wide climate study on diversity.
- Social Work sponsored an annual conference for African American women in academe. In its second year, the conference draws over 50 participants from across the nation to JMU.

College of Integrated Science and Engineering

- The diversity of the Engineering faculty, in terms of both women (37.5%) and Underrepresented Minorities (URM's) (18.8%), significantly exceeds national averages for similar programs. The Engineering student body is ethnically/racially more diverse than the JMU average.
- Kathleen Moore and two IA students, Ariana Tutko and Molly Wolpert, conceived of, organized, and implemented the first Women in Intelligence Conference, a full-day event held at JMU on April 15, 2017. The event was a huge success, with well over 100 participants.
- The Department of Integrated Science and Technology remains committed to the Professor-in-Residence (PIR) program, and is a major participant and contributor. Last year, we had three instructional faculty members (Klevickis, Benzing, Miles) and one A&P faculty member (Pangle) involved in two different PIR programs (Huguenot and Waynesboro High Schools). This represents a major investment of faculty time and effort in support of the PIR program, which reflects the high value that ISAT places on engaging the community and promoting STEM (and JMU) among underrepresented K-12 populations.

College of Science and Mathematics

- The Department of Chemistry and Biochemistry continued its NSF Research Experience for Undergraduates (REU) summer program, which is distinctive as one of the only programs in the country to provide opportunities for students who are deaf or hard of hearing to participate in bench research. The program also provides opportunities for ASL interpreters to gain experience working in scientific settings.
- The Department of Geology and Environmental Science has grown an endowment that it is now sufficient to enable every Geology major to participate in the summer field course in Ireland regardless of need.
- The Department of Geology and Environmental Science hosts several NSF-funded initiatives focused on expanding access to underrepresented students in Geoscience:

- GEOPath, a multi-institutional NSF-funded project expanding access to field research for students with physical disabilities, coordinated by professor Steve Whitmeyer.
- MSI-REACH, a collaborative NSF-funded initiative providing professional development for faculty at 2-year and minority-serving institutions, led by Kristen St. John.
- AMiGEO, an NSF-funded project providing open access to analytical methods in the Geosciences for community college and underrepresented students.
- The Department of Physics and Astronomy recruiting efforts resulted in attracting the largest incoming class ever. The department will be welcoming 36 students in Fall 2017, of whom 11% are Hispanic, 7% African American, and 28% women, representing a significant increase in student diversity.

College of Visual and Performing Arts

- The Cultural Connections Artist-in-Residence program was leveraged both on- and off-campus to bring high quality arts experiences to JMU and Harrisonburg audiences. Both the SOM and the STAD hosted artists in-residence who worked with JMU students, offered public performances and worked with area school children: The Harlem Quartet (aims to advance diversity in classical music) for the SOM and AXIS Dance (addresses and embraces physical disabilities) for STAD. SADAH leveraged the program to the greatest extent collecting many partners to sponsor the exhibit Drawing on the Left: Ben Shahn and the Art of Human Rights.
- The School of Music was fortunate to bring Darrin Thornton, Penn State University, to campus to talk to our music education students and others about issues of ethnicity in education. He made a number of presentations including topics of racial literacy and the underrepresentation of black men within the music academy.

Included on this page...

- The School of Music brought Darrin Thornton, Penn State University, to campus to talk to our music education students and others about issues of ethnicity in education.
- LET produced the “You Are Welcome Here” video aimed at highlighting LET’s focus on access and inclusion in our physical and virtual spaces and services.

Libraries and Educational Technologies

- LET produced the “You Are Welcome Here” video aimed at highlighting LET’s focus on access and inclusion in our physical and virtual spaces and services.
- A second Mosaic of Diversity was installed in Rose Library. The main portion of the mosaic was designed and created by staff member and artist Sarah Swanlund. Pieces of the mosaic were created by student groups and individual students and faculty. The mosaic was made possible by a grant from the LET Innovation Awards program using funding from the LET foundation funds.
- LET began a Special Collections collecting initiative for African American Poetry & Literature to coincide with ingestion of the Furious Flower Poetry Center materials.

Madison Collaborative

- Awarded research grant financial support to international program in Hiroshima, “Ethical Reasoning Across Cultures.”

Research and Scholarship

Vice Provost for Research and Scholarship

- The Vice Provost supported the 2nd Sisters In Session, 2016 Black Women in Academia Conference at JMU and was a panel speaker during one of their sessions. The title of the conference was ‘Supporting the Advancement of Black Women in Higher Education’; October 13-14, 2016. This conference focused on identifying and seeking solutions to issues facing women of African descent in higher education.

Technology Innovation and Economic Development

- TIED encourages female and minority inventors and entrepreneurs by helping them learn the value proposition of their innovation through research and competitive analysis.
- TIED is led by women who believe in and demonstrate equality and diversity to all individuals we serve.

University Programs

- The General Education Program created a rotating, one-year GenEd Diversity Postdoctoral Teaching Fellow position that will increase seats while helping to diversify the program's teaching faculty in support of the Provost's Diversity Task Force. The inaugural fellow, Dr. Alice Thomas, comes highly recommended and will be placed in SOC/ANTH to teach additional sections of SOC1110 in 2017-18.
- In 2016-2017, we established strong working relationships with new leadership for Study Group North America, explored a potential partnership for language-only programs through their Embassy division, and investigated and reaffirmed our current practice of enrolling ISC students as non-degree-seeking. Enrollment at the ISC was 101 international students in Fall 2016 and 75 in Spring 2017. These students represent 15 countries and 16 academic majors. 58 students completed the program and joined/will join JMU in 2017.
- A modified visit modeled from the Students for Minority Outreach (SMO)-Duke-for-a-Day program was planned and held on Thursday, April 13, 2017 in collaboration with Triple E. Students and parents from the Norfolk/Tidewater areas were hosted on campus for the date to include admissions presentation, campus tour lunch and current JMU student panel.

Access and Enrollment Management

Admissions

- Wednesdays At Madison (WAM) Group Visits:
 - WAM is an expanded day visit for groups. We aim to accommodate as many students as possible to learn about James Madison University. On these specific days, groups will learn about the academic colleges and resources offered at JMU.
 - A new format was created to address the needs of Multicultural group visits this year, which began in November 2016 and ended in April 2017 a total of 10 different schools in the first year. We had schools visit multiple times due to their positive educational experience, which means this year we saw 13 High Schools with approximately 360 students attending. The feedback of this program was overwhelmingly positive. Within the 10 schools that participated, we worked with four PIR schools (Washington-Lee, George Wythe, Harrisonburg, and William Fleming) and four new high schools (Petersburg, Falls Church, Yorktown, and Prince Edwards County). New partnerships have been formed with Prince Edwards County High School and Petersburg High School. WAM is allowing JMU and the HART School to build on a potential partnership.
 - SMO has had a great year with regards to membership and recruitment both within the organization and Admissions. Duke for a Day with RVA, WAM, and Special Diverse visits throughout the year have been SMO's priority this past year.
- Richmond Recruiter:
 - The region continues to slowly build in JMU recognition. This year several programs were established and implemented through Diversity Initiatives for Collaborative Education (D.I.C.E.) (collaborative working group) and community-based organizations (Triple E).
- D.I.C.E.
 - 1 Panel Presentation was held for ACCESS Counselors in Fall 2016 (a.m. program). ACCESS is a community based organization with Counselors/College and Career Coaches that go into the high schools in the Tidewater and Norfolk areas to help with college preparation and application.
 - 2 Evening panel presentations were held at Woodrow Wilson High School for students and parents of the Portsmouth area
 - 3 Submitted proposals and presented at conferences throughout the Commonwealth:
 - VirginiaCAN - Portsmouth, VA (November 30 – December 2)
 - PCACAC – Williamsburg, VA (April 23 – 25)
 - JMU Diversity Conference – Harrisonburg, VA (March 15)

Included on this page...

- Admissions created a new format for "Wednesdays at Madison" to address the needs of Multicultural group visits.
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- A modified visit modeled from the SMO-Duke-for-a-Day program was planned and held on Thursday, April 13, 2017 in collaboration with Triple E. Students and parents from the Norfolk/Tidewater areas were hosted on campus for the date to include admissions presentation, campus tour lunch and current JMU student panel. This visit was 100% attended and very well received and positive by first-time students and parents as well as the current students.

Faculty Access and Inclusion

Faculty Access and Inclusion contributes to JMU diversity goals and values through its PIR, MSLA, and MSVP programs. We supported the Provost Faculty Diversity Council to review the Provost Diversity curriculum grants.

Student Access and Inclusion

- The Centennial Scholars Program embodies diversity with the program aspects and our selection process in the areas of race, ethnicity, culture, gender, socio-economics, first-generation, sexual orientation, single parenting, divorced parents, no families, homelessness, and emancipation, etc.
- Valley Scholars:
 - The gender breakdown for all student participants includes 69 females and 35 males. Females represent a larger proportion of the applicant pool and also present stronger academic records for all three admitted cohorts of applicants.
 - Demographic breakdowns are as follows:
 - 59% - White
 - 14% - African American
 - 12% - Multi-Racial
 - 10% - Latino
 - 3% - Asian
 - 3% - American Indian/Alaskan Native
 - 2% - Asian

Included on this page...

- JMU Dining Services collaborated with the Office of Disability Services on events during Disabilities Awareness Week (DAW) in March. As a part of DAW week long events, dining hosts a cooking demonstration.
- Facilities Management increased efforts for diversity and inclusion in the hiring process for FM in partnership with the FM Human Resources Team with tangible results.

Administration and Finance

- The division continues to have an active diversity council that meets monthly to increase diversity within our ranks.

Business Services

Dining Services

- JMU Dining Services collaborated with the Office of Disability Services on events during Disabilities Awareness Week (DAW) in March. As a part of DAW week long events, dining hosts a cooking demonstration. The cooking demonstration is made without the top eight allergens and gluten. The chef demonstrates basic cooking skills that can be applied at home.

Facilities Management

- Increased efforts for diversity and inclusion in the hiring process for FM in partnership with the FM Human Resources Team with tangible results. Some of those efforts included an expansion of employment advertising in non-traditional media outlets to increase the range of audience and the use of non-traditional advertising efforts as part of the recruitment process. Additionally, FM held hiring events and have increased the use of Social Media to promote awareness of job openings and recruitment efforts.

Procurement

- Procurement Services continued work related to Supplier Diversity; attending events, beginning work on new vendor training (to be implemented in FY2018), continuing to partner with VASCUPP Supplier Diversity Committee and the VA Department of Small Business & Supplier Diversity, championing SWaM vendors on campus (creating a Sourcing Guide and continuing to put information in newsletters/communications).
- JMU hosted an VA Department of Small Business and Supplier Diversity Regional Event.
- JMU hosted a VA Department of Small Business and Supplier Diversity meeting with Virginia Association of State College and University Purchasing Professionals (VASCUPP) members.

HR, Training and Performance

Human Resources

- Developed and delivered a faculty recruitment diversity enhancement training program for search committees in collaboration with Academic Affairs and the Office of Access and Inclusion.

Talent Development

- TD partnered with the Office of the President and the Office of Access & Inclusion to provide administrative and operational support for the 11th Annual Diversity Conference, All Included All Engaged, on March 15, 2017. There were over 400 attendees.
- The Professional Development Specialist and the TD Director both facilitated sessions at the 11th Annual Diversity Conference.
 - Gail Napora co-facilitated with Jennifer Kester, Blind Audition: Selecting New Employees Without Bias
 - Jennifer Campfield facilitated, Gen Z is Here!
- TD offers several workshops on diversity related topics:
 - TD2178 Can You Hear Me? Communication Across the Generations (new)
 - TD2168 Micro-inequities Exclude (new)
 - TD2056 LGBTQ 101: Understanding Gender and Sexual Diversity
 - TD2067 Women and Leadership: Working Through Barriers and Biases
 - TD1741 Not Everyone Gets a Trophy
 - TD1049 Emerging Leaders - Managing Diversity in the Workplace
 - TD2070 Breaking New Ground: Respect and Inclusion in the Workplace
- The Director serves on the Diversity Training Committee of the Office of Access and Inclusion.

Included on this page...

- Human Resources developed and delivered a faculty recruitment diversity enhancement training program in collaboration with Academic Affairs and the Office of Access and Inclusion.
- The Office of Residence Life facilitated 317 multicultural programs in the residence halls.

Police and Public Safety

- Transportation Demand worked with the Disability Services Office at JMU, the City of Harrisonburg and VDOT to install APS (Accessible Pedestrian Signals) to assist the blind and visually impaired at four of seven signal locations on or adjacent to the campus.

Student Affairs

Student Life and Involvement

Career and Academic Planning

- CAP Champions for target populations - CAP has designated staff serving as a champion for a number of diverse student populations including Veterans, Center for Multicultural Student Services, Athletes, LGBTQ students, and International students.

Community Service Learning

- All spring break participants were expected to attend a day long retreat, which also addresses diversity and social justice.

Office of Residence Life

- Facilitated 317 multicultural programs in the residence halls.

Wellness, Orientation & Multicultural Engagement

Counseling Center

- Continued focus on growing programs and outreach to underrepresented JMU students, including International, Veterans, LGBTQIQ, First Generation CMSS, Valley Scholars, and Centennial Scholars Program.

Center for Multicultural Student Services

- The James Madison University Female Institute and Male Academy was a two-week residential programs designed to provide an intense academic and developmental experience for high school students who have potential for success beyond the secondary level. The Institute and Academy served to enrich the academic, social and cultural experiences of these students and to enhance their overall academic skills.
- The Peer Mentor Program was designed to help first-year and transfer multicultural students make a successful and rewarding transition to the university.

7.7 Efficiencies

Academic Affairs

Academic Development

- The Registrar's Office initiated the following workflow projects to shift from paper to online: processing grade changes, processing major/minor changes, and graduation applications.

Center for Global Engagement

- Study abroad now uses Terra Dotta throughout the entire enrollment process of study abroad from recruitment, to participation, to alumni. Streamlining and centralizing our processes has brought higher levels of efficiency to our office as we continue to grow program and participation numbers. Utilizing Terra Dotta for the entire process allows us to provide a full-service and continual experience to our students.

College of Business

- Significant move to electronic files for promotion and tenure reviews.
- The Director of Integrated Marketing employs student graphic designers, videographers, photographers, and more to reduce the need for full-time staff while providing invaluable experience for students.

College of Education

- The leading producer of school and school division leaders in the region, and a production leader within JMU's Office of Outreach and Engagement, our Ed Leadership program continued to expand its reach across the Commonwealth. Courses are delivered at a distance from JMU's campus through Outreach and Engagement Programs, allowing students to participate in regional cohorts and dramatically reducing JMU's carbon footprint while reducing fuel consumption and costs.
- In an effort to reduce our carbon footprint, all student teaching placements for the K-12, fifth-year year Special Education Program were assigned within a fifty-mile radius of the university and, minimally, candidates were placed in pairs within the same schools or instructional pods in order to allow for carpooling. Furthermore, university supervisors were assigned to supervise students within geographic regions closest to their home address in order to reduce travel time and to conserve fuel costs.

Included on this page...

- The Director of Integrated Marketing employs student graphic designers, videographers, photographers, and more to reduce the need for full-time staff while providing invaluable experience for students.
- Graduate Psychology's request for adjunct funds dropped from \$72,000 in the spring of 2016 to \$46,500 in the spring of 2017 after the AUH and faculty worked together to improve course planning.

College of Health and Behavioral Studies

- Graduate Psychology's request for adjunct funds dropped from \$72,000 in the spring of 2016 to \$46,500 in the spring of 2017 after the AUH and faculty worked together to improve course planning.
- The practice of refilling irrigation bottles in Nursing teaching laboratories yielded an approximate savings of \$4,914.

College of Science and Mathematics

- A&P faculty and staff in all four experimental science departments (Bio, Chem, Geol and Phys) provide in-house facilities and instrumentation support, stabilizing equipment maintenance during the year and relieving departments of heavy reliance on outsourced support.

College of Visual and Performing Arts

- The School of Theatre and Dance continues to convert our theatrical lighting inventory to LED equipment, which benefits the university through reductions in electricity consumption, instrument maintenance, and the reliance on theatrical gels. As we continue to reconfigure our lighting inventory to new LED equipment, the university will reap long term savings while allowing student, faculty and guest lighting designers a higher level of sophistication in their designs utilizing new technology.

The Graduate School

- We have been working with Academic Resources, IT, and Procurement to secure additional software components that will streamline the admissions decision process.
- We have been working with Academic Resources, IT, JMU Marketing, and Undergraduate Admissions to identify a Customer Relationship Management (CRM) software product that can improve our ability to market our programs using systematic messaging through e-mail.

Libraries and Educational Technologies

- Added self-checkout stations in Carrier and Rose Library. Piloted self-service for selected non-book accessory materials, such as small whiteboards and markers.
- Retired unused systems and applications, including staffweb.lib.jmu.edu, Technical Services Wiki, Madison Digital Image Database (MDID) Online Video Collection, Resource Integrator, and a universal logging application.
- Collapsed duplicative support services and walk up help in former Center for Instructional Technology and Media Resources into new Innovation Services Unit. Expanded services via better utilization of employee expertise and more attention to technology and innovation services for LET users.
- DP staff worked with Scholarly Resources & Technology to complete the merger of its technology units. We now have a single virtual infrastructure, a single SAN, a single file backup solution, and a single monitoring system. Additionally, IT professionals now reside in the same organizational unity.
- Relocated and co-located personnel to reconfigured office spaces in both Carrier and Rose Libraries to improve team communication, workplace efficiencies and findability.

Included on this page...

- LET added self-checkout stations in Carrier and Rose Library. Piloted self-service for selected non-book accessory materials, such as small whiteboards and markers.
- AdviseStream software was implemented this year to advise high numbers of pre-professional health students and honors students, and assist with their applications to professional school and/or prestigious fellowships and scholarships.

University Programs

- AdviseStream software was implemented this year to advise high numbers of pre-professional health students and honors students, and assist with their applications to professional school and/or prestigious fellowships and scholarships.
- Outreach and Engagement realigned core functions and responsibilities to leverage their broad and deep portfolio, stabilize and build upon existing programs, create space for new initiatives, strengthen relationships across the institution, and solidify a mutually beneficial connection to the colleges and units within JMU.

Access and Enrollment Management

Admissions

- Freshman application review viewpoint:
 - More efficient.
 - Corrections are easier to do.
 - Applications never get lost.
 - Data is entered as the application is reviewed.
 - The annotated data that is required to make a decision was entered only one time.
 - During Committee –any application can be pulled up and reviewed – important when you are working through a big high school.
 - Allowed Committee to be more efficient and timely.
- Transfer review viewpoint:
 - Created a thorough “How to Review Applications” document that was easy to follow to allow for consistency.
 - Ability to easily make legible notes.
 - Saving time from having to physically sort applications to be reviewed for Committee allowed us to get decisions out more quickly.

Financial Aid and Scholarships

- A PPY (Prior Prior Year) core group is meeting monthly and establishing a timeline for procedures, education, processes and implementation of PPY and the early Free Application for Federal Student Aid (FAFSA). Financial Aid and Scholarships (FSA) is pushing the use of the Data Retrieval Tool (DRT) within the FAFSA to ensure accurate tax information is entered on the FAFSA, thus reducing the incidents of conflicting information between the 16-17 year and the 17-18 year as the tax information from both years will be from 2015.
- The core team met throughout the 16-17 academic year. A calendar was mapped out with strategic plans for each month. Each strategic plan was realized and communication was shared with JMU students advising them of the Early FAFSA and the use of the Data Retrieval Tool.
- FSA worked with the University Business Office (UBO) to create a more consistent schedule for disbursing and returning Direct Loans. Disbursements and returns are now processed on a set schedule and policies and procedures have been updated and FSA regularly meets to sign off on each month's reconciliation.
- Now that new processes have been in place for an entire year, they are being reviewed again to make continued adjustments. Additional training is being conducted during summer 2017 for the Associate Director and training for Technical Services Analyst as a backup in case the Assistant and Associate Director are out of the office at the same time.

Included on this page...

- The CSP Program Administrator streamlined the manual scheduling process of all undergraduate and graduate interviews to an online scheduling system, which reduced, phone call and email volume by an estimated 95%.
- With continued operating constraints and a focus on efficiency, \$500,000 was reallocated as part of the university's 2017-18 budget development process.

Student Access and Inclusion

- The CSP Program Administrator coordinated the piloting and implementation of a successful online Study Hall Log submission process that utilizes SharePoint (tracking/approving) and Canvas (submission). This new process allows us to better manage the study hall attendance compliance, and is also sustainable because students are not turning in paper sheets weekly. Now centennials are able to submit and track their own study hall hours. CSP piloted this process during Fall 2016 and fully implemented it in Spring 2017. Improvements were also made to the web based application form as well.
- The CSP Program Administrator streamlined the undergraduate application process to support an improved application flow by student type (freshman/transfer), tracking and sustainability; by revamped the filing system through color coordination, and only printing eligible applicant data rather than all applications submitted. However, all submitted applicant data is still stored electronically. This increased an awareness of those eligible and the student type that aided us significantly during the interview invitation process.
- The CSP Program Administrator streamlined the manual scheduling process of all undergraduate and graduate interviews to an online scheduling system, which reduced, phone call and email volume by an estimated 95%. This was piloted last spring and successfully implemented this spring.

Administration and Finance

Budget Management

- With continued operating constraints and a focus on efficiency, \$500,000 was reallocated as part of the university's 2017-18 budget development process.
- As a part of the budget development process, Budget Management staff continued to collect information from departments regarding unit efficiency and effectiveness strategies across campus.

Business Services

Engineering & Construction:

- The Engineering & Sustainability Department gathered data needed for participation in the Department of Mines Minerals and Energy (DMME) Demand Response Energy Efficiency program. Through this program the department identified energy efficiency projects that have been implemented on campus that reduce our peak energy demand by an estimated 474 kW. Through this program the university will receive a total of \$30,347.84 over the next four years.

Facilities Management:

- Implemented three new programs: Backflow Prevention Inspection campus-wide, management of video surveillance and alarms campus-wide and fire damper inspections campus-wide using existing resources despite the increase in workload.

Procurement:

- Provided continued support and compliance activities for The Supply Room Company (TSRC) and Virginia Correctional Enterprises (VCE) mandatory contracts.
- Provided continued support and compliance activities related to limiting purchases from Amazon.com and ensuring, when possible, items are purchased from existing contract vendors.
- JMU awarded contracts for Scientific Supplies for VASCUPP Institutions.
- Signed up for SHI International Corporation - Virginia Higher Education Procurement Cooperative (VHEPC)/UVA contract for better pricing.
- Signed up for Enterprise (VHEPC/UVA) contract for better pricing. JMU Procurement Services continued to review internal opportunities for improvement which resulted in tracking of JMU buyer negotiated savings, standardization of practices for use of non-JMU cooperative contracts, standardization of JMU solicitation digital filing location, cross training of silo'd positions, creation of a Sourcing Guide for campus end users, updating our eVA Letter to Vendors, implementation of a TSRC website and pdf catalog for end users that may not have access to view catalog in eVA, etc.
- Space Management implemented Cherwell as a technological resource to update and store the space information of the university. The information is used to report the university's space information to SCHEV and various other state and national agencies and institutes.

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- Finance planned the implementation of the Chrome River automated travel reimbursement system.

Finance

- Planned the implementation of the Chrome River automated travel reimbursement system.

HR, Training and Performance

Human Resources:

- Paperless initiatives included:
 - Virginia Sickness and Disability Program (VSDP)
 - Family Medical Leave Act (FMLA)
 - Leave
 - ePerformance and Profile Management
 - eRecords Management
 - Automated transcript processing
 - Exit clearance process for transfer and separation
 - ePAR expansion
 - Peoplesoft workcenters
 - P3/P3A conversion

Talent Development:

- We created our Talent Development note cards internally and saved the cost of printing them externally.

Information Technology

- Grade Change - went live in November 2016. Instructors are now able to complete grade changes using MyMadison. When approvals are required, the system routes the change electronically. Instructors are using this functionality and find it useful.

- Travel Authorization and Reimbursement - The IT portions of this project were completed and Finance and Accounts Payable are planning for rollout in 2017.
- IT-Technical Services with the help and support of Facilities Management installed power monitoring equipment in the Data Centers so we can better understand our power usage and where we can possibly reduce power consumption.
- IT and LET studied six areas where services overlap and looked for further efficiencies. We will continue to collaborate and LET began using the Cherwell Service Management system to track calls and requests to the LET HelpDesk and service areas.

Student Affairs

Dean of Students

Office of Student Accountability and Restorative Practices

- OSARP has begun work on digitizing all the student records housed in the office to increase efficiency within the department.
- OSARP implemented a new process for charging cases that reduced the amount of time from when our office receives a case to when it is heard by 5 days.

Student Life and Involvement

Career and Academic Planning

- Instituted same day appointments that increased timely response for students and made more efficient use of staff time.
- Reallocated a position to create a new Career Readiness Coordinator role – To support national and university emphasis on Career Readiness, CAP reallocated a position and developed a new Career Readiness Coordinator role.

Office of Residence Life

- Chesapeake - automation upgrade.
- Wayland - upgrade building automation; installed new thermostats for each room.
- Lake A and C - replaced fan coil units (\$250,000).

Wellness, Orientation & Multicultural Engagement

Counseling Center

- Despite the exceedingly high level of demand for clinical and consultative services, the commitment of our staff and the efficiency of our service delivery system resulted in (1) 3.0 days (including weekends) being the average period of time between initial contact with the Counseling Center and the provision of service (a 50% decrease (1.6 days) from the previous year) and (2) 98% of respondents to the Counseling Center's evaluation survey indicating that they were able to get an initial appointment within a reasonable period of time.

Orientation

- Orientation scans hiring documents into the Nolij system to decrease the number of paper files and appropriately recycle paper files when appropriate.

University Recreation

- UREC renovated the lighting systems in the Sports Forums and Adventure Center and to use more efficient LED and low energy fluorescent lighting systems.
- The renovation of the existing UREC spaces included providing new windows to allow reduced need for daytime lighting in the pool and adventure climbing areas.

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7.8 Rankings & Recognitions

Academic Affairs

Academic Development

- JMU was named a 2016 Fulbright Top-Producing Institution and the CFI directly coached several faculty members who were awarded a Fulbright.
- CFI helped seven JMU faculty members apply for the 2017 SCHEV Outstanding Faculty Awards. Two of the applicants, Theresa Clarke (Marketing) and Caroline Lubert (Mathematics and Statistics), were among the state-wide award recipients. Two other JMU applicants, Mark Gabriele (Biology) and Michael Gubser (History), were finalists. Since 2010, when CFI started preparing OFA applicants, JMU has had the highest number of award recipients among all Virginia institutions of higher education.
- Collaboration with the OESS (CJ Brodrick Hartman) allowed JMU to improve its rankings in the Princeton STARS tool. The STARS tool is a nationally competitive database that recognizes institutional accomplishment in sustainability. We have 139 self-identified scholars from academic teaching departments (representing 75% of academic teaching departments), including faculty not associated with an academic unit who report engaging in sustainability scholarship at JMU. JMU has earned nearly full credit in STARS for this research category.

Center for Global Engagement

- In the most recent edition of the Institute of International Education's *Open Doors* (2016), which measured study abroad in the 2014-15 reporting year, JMU, as a master's level institution, ranked third in the total number of students studying abroad and first place among our peers in the number of students on short-term programs. JMU has been nationally ranked since 1993.
- The Center for Global Engagement is a recipient the Institute of International Education's Generation Study Abroad Scholarship Program, which allows us to award \$15,000 in scholarships to underrepresented study abroad participants at JMU in the 2017-18 academic year.
- NAFSA: Association of International Educators Region VIII honored Delo Blough with the "Outstanding Contribution to Region VIII" award at the 2016 regional conference.
- Jennifer Coffman received the 2017 Woman of Distinction Award at the annual JMU Diversity Conference.

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College of Arts and Letters

- The Master of Public Administration was ranked #86 in U.S. News and World Report's listing of best public affairs programs.
- The Communication and Advocacy program in SCOM reported that 100% of students applying to Ph.D. programs in Communication Studies were accepted with funding to their first-choice program.
- Dr. Carlos Aleman received the Guiding Light Award from the JMU Chapter of the NAACP.

College of Business

Rankings: Undergraduate Programs

- *Money Magazine*: #39 in "Top 50 Best Colleges for Business Majors"; #7 for public university early career salaries.
- *Poets & Quants*: #43 overall ranking; #10 for "B-Schools that Create the Best College Experience"; COB 300 most mentioned single course among all schools participating in the alumni survey.

Rankings: MBA Program

- Innovation Security MBA ranked #55 in the *U.S. News and World Report* 2017 ranking of part-time MBA programs.
- Information Security MBA ranked #21 Online MBA Program overall and #8 for student engagement in *U.S. News & World Reports* "Best Online MBA Programs".

- Masters of Accounting (MSA) students had the second highest first time pass rate on the CPA exam among schools with at least 20 candidates.
- Accounting student William Chapman is being recognized with the 2017 American Institute of CPAs/Beta Alpha Psi Medal of Inspiration Award.
- College Factual ranked CIS graduates #6 in the top 10 CIS degree programs nationwide in Spring 2017 based on graduates' starting and midcareer salaries, the cost value of tuition and other factors.
- JMU's economics program ranked #2 in the southeast in a study published in the *Economics Bulletin*, Vol. 36, Issue 3.

College of Education

- In its most recent edition of the *Teacher Prep Review*, the Secondary Education program (a 5-year program that leads to a Master of Arts in Teaching) was ranked 15th nationally and 3rd in the Southeast Region by the National Center for Teacher Quality (NCTQ). The *Teacher Prep Review (TPR)* evaluates critical areas of traditional and non-traditional teacher preparation using specific and measurable standards. These standards identify programs whose teachers are most likely to produce the best academic outcomes for their students.
- **Fulbright Scholars:** The College of Education is honored to have as colleagues and to celebrate the work of four Fulbright Scholars: Teresa Harris (South Africa), Michelle Cude (Kenya), and Ed Brantmeier (India), and Melanie Shoffner (Romania).

Included on this page...

- Masters of Accounting (MSA) students had the second highest first time pass rate on the CPA exam among schools with at least 20 candidates.
- The Reading Road Show-Gus Bus received the National Art and Humanities Youth Program Award, with an accompanying \$10,000.00 at the White House on November 15th, 2016.

College of Health and Behavioral Studies

- US News & World Report Rankings:
 - Clinical Doctorate of Audiology (Au.D.) is 17th of 78 programs nationally.
 - M.S. Speech-Language Pathology program is 39th of 266 programs nationally.
- 100% pass rate on licensure or certification exams:
 - Registration Examination for Dietitians, taken by graduates of our Dietetics program.
 - Board Certified Behavior Analysis (BCBA) exam, taken by students graduating from the Applied Behavior Analysis (ABA) track of the Psychological Sciences program.
 - Nurse Practitioner Master of Science in Nursing.
 - School Psychology Praxis exam, necessary for state licensure and national certification.
- Counseling doctoral student, Mina Attia, received the NBCC Minority Fellowship, a highly prestigious award accompanied by a \$20,000 scholarship.
- The Reading Road Show-Gus Bus received the National Art and Humanities Youth Program Award, with an accompanying \$10,000.00 at the White House on November 15th, 2016.
- The Health Services Administration Program was selected by the American College of Healthcare Executives (ACHE) to receive the Higher Education Network Award.
- Dr. Susan Nye served as President of the Virginia Alliance for Health, Physical Education, Recreation, and Dance.
- The School of Nursing received the Innovations in Professional Nursing Education Award from the American Association of Colleges of Nursing in October, 2016, for our health policy initiatives within the School and with our interprofessional colleagues in Social Work, CSD and Health Sciences.
- Other School of Nursing Rankings:
 - #6 RN-BSN Program; quality; Best Nursing Programs, Best Value Colleges for Nursing in the South.
 - #13 RN-BSN Program; value; Best Nursing Programs, Best Value Colleges for Nursing in the South.
 - #14 BSN Program; Best Nursing Schools Rankings; College Resource Network.

College of Integrated Science and Engineering

- The Engineering program was ranked 42 among undergraduate-only Engineering program by US News and World Report.

- Olga Pierrakos (ENGR) continued at the National Science Foundation in her role as a rotating Program Officer.

College of Science and Mathematics

- The Department of Physics and Astronomy was ranked 3rd in the nation among B.S.-only departments in the most recent comparison by the American Physics Society.
- Mathematics professor Caroline Lubert received the 2017 State Council of Higher Education for Virginia (SCHEV) Outstanding Faculty Award.
- Biology professor Mark Gabriele was a finalist for the 2017 State Council of Higher Education for Virginia (SCHEV) Outstanding Faculty Award.
- Three CSM graduates received Graduate Research Fellowship Program awards from NSF, the most prestigious federal scholarship for graduate education. Mathematics major Jonathan Gerhard, Biology major Grant Rybnicky, and Biology M.S. student Phoebe Cook were awarded NSF pre-doctoral fellowships, among the most prestigious awards nationally.
- Two CSM students were recognized by the Goldwater Foundation. Ryan Walker was awarded a Goldwater scholarship, and Coleman Swaine received Honorable Mention.

Included on this page...

- The Department of Physics and Astronomy was ranked 3rd in the nation among B.S.-only departments in the most recent comparison by the American Physics Society.
- JMU's Bachelor of Science in Industrial Design ranks 2nd in the *Top 50 Best Value Bachelor's in Industrial Design Degrees* by the independent research organization Value Colleges.

College of Visual and Performing Arts

- JMU's Bachelor of Science (B.S.) in Industrial Design ranks 2nd in the *Top 50 Best Value Bachelor's in Industrial Design Degrees* by the independent research organization Value Colleges. Value Colleges judged the value of the programs using three data points to determine ranking: Reputation: U.S. News & World Report's overall score; Salary- College Scorecard Alumni Data and Cost: Non-resident tuition rate.
- James Madison University's drama & theater arts program was ranked 29 out of 322 nationwide by College Factual, who ranks programs offered by 4-year U.S. Colleges and Universities.

The Graduate School

- JMU's MBA programs were ranked #55 in U.S. News and World Report's best part-time MBA Programs.
- Nursing was ranked #76 in U.S. News and World Report's listing of best online nursing programs and #110 for best Doctor of Nursing Practice Program.
- The Doctor of Audiology was ranked #17 in U.S. News and World Report's listing of best audiology programs.
- The Master of Fine Arts program was ranked #114 in U.S. News and World Report's listing of best fine arts programs.
- The Occupational Therapy program was ranked #58 in U.S. News and World Report's listing of best occupational therapy programs. (This is up from #116 during the prior year.)
- The Physician Assistant program was ranked #70 in U.S. News and World Report's listing of best physician assistant programs.
- The Master of Public Administration was ranked #86 in U.S. News and World Report's listing of best public affairs programs.
- The School Psychology Program reports that 100% of graduating students successfully passed the National Certification Exam in School Psychology.
- The Speech-Language Pathology program was ranked #39 of 224 programs in U.S. News and World Report's listing of best speech-language pathology programs.
- Our Online Graduate Education programs were ranked #73 in U.S. News and World Report's listing of best graduate education programs.

Madison Collaborative

- CoB students participated in International Business Ethics Case Competition (IBECC) and won second place for their 30-minute presentation that featured the 8KQ.

Research and Scholarship

Technology Innovation and Economic Development

- From the Milken April 2017 report titled *Concept to Commercialization: The Best Universities for Technology Transfer*. This index is designed to evaluate the *relative* position of university research quality, its market applicability, and technology transfer office (TTO) performance in the U.S. The purpose is to provide an easy to understand measure of the commercialization output of the U.S.'s higher education institutions. The data show that JMU is doing well in performance given its extremely low R&D expenditures and indicative of JMU's efficiency as well as effectiveness. JMU's best value, Start-up Score, would sit between 128 and 129, which is slightly lower than the middle mark (112).
- TIED facilitated conversations between entrepreneurs and local angel investors Shenandoah Valley Angel Investors (SVAI) to form the startup company Blue Vigil in the summer of 2015. In March 2017, Blue Vigil was selected as a Top 40 University Startup in the US by a National Council of Entrepreneurial Technology Transfer (NCET2) panel of corporate members. JMU TIED and the CEO of Blue Vigil presented to corporate and university members at the NCET2 National Demo Day in Washington DC in April 2017.

University Programs

- The office of Pre-Professional Health Advising reports that JMU ranked 11th nationwide for graduates attending Physical Therapy graduate programs as a "Top Primary Institution Attended by Accepted PTCAS Applicants." With 60 of 108 applicants receiving offers of admission (56%) from PTCAS participating schools during the 2015-2016 application cycle, JMU increased its rank from last year (17th). Source: Fig. 18, p. 63, PTCAS Applicant Data Report for 2015-2016.
- National & International Scholarship Applicants and Recipients: In 2016-2017, we had 71 national scholarship applicants for 12 award programs. Overall, these scholarships included the Boren, Critical Language, Fulbright, Gates Cambridge, Gilman, Goldwater, Marshall, NSF Graduate Research Fellowship Program (GRFP), Rhodes, Rotary, Udall, and UK Fulbright Summer Institutes. This number of applicants was a significant increase over past years. Overall, JMU had 11 scholarship recipients and 7 alternates/finalists/honorable mentions from these applications.

Included on this page...

- The office of Pre-Professional Health Advising reports that JMU ranked 11th nationwide for graduates attending Physical Therapy graduate programs as a "Top Primary Institution Attended by Accepted PTCAS Applicants."
- JMU received a silver rating from the Sustainability Tracking, Assessment & Rating System (STARS) coordinated by the Association for the Advancement of Sustainability in Higher Education.

Access and Enrollment Management

Environmental Stewardship and Sustainability

- JMU received a silver rating from the Sustainability Tracking, Assessment & Rating System (STARS) coordinated by the Association for the Advancement of Sustainability in Higher Education. JMU's STARS report reflects JMU's environmental, economic, and social performance as measured by the extensive STARS framework. Over 100 students, faculty, and staff contributed to the 200+ page report, which was compiled by the Office of Environmental Stewardship and Sustainability. The OESS also conducted original data collection and analysis for the report. This is JMU's second rating. JMU received a silver rating in 2013.
- JMU remained a Sustainability Partner (SP) in the Virginia Environmental Excellence Program (VEEP) by the Department of Environmental Quality. Continued membership requires an annual report that documents measurable progress and plans in areas including facilities and education. JMU has been a partner since 2014.
- JMU was included in the Princeton Review Guide to 361 Green Colleges (2016).

Faculty Access and Inclusion

- Huguenot High School Viral Discovery Dual Enrollment class sent students to a conference. They were the only High School Team that presented at the science conference alongside college students.

Administration and Finance

Business Services

Arboretum

- DNR's Best of Harrisonburg 2017 campaign: voted the Arboretum as Best Place to Relax and Best Place to Propose.
- Civic Learning Site Experience Program-recognized the Arboretum as an Outstanding Site of the Year.
- International Society of Arboriculture (ISA) awarded the EJC Arboretum their 2016 Gold Leaf Award: in Fall 2016 for outstanding landscape beautification activities with the stream restoration work completed here in Sycamore Flat.
- Chesapeake Stormwater Network awarded a 2017 Best Stream Restoration Honorable Mention: to the Arboretum for the 2015 Sycamore Flat project.
- VacationIdea 25 Best Things to do in Virginia: included the EJC Arboretum at JMU in their Dec. 2017 online article.
- AmericanTowns Media's Best Things Virginia: listed the EJC Arboretum as the #2 garden of, Ten Beautiful Gardens in VA in 2017.

Card Services

- Nathan Gray was appointed to the NACCU Board of Directors.

Dining Services

- Ranked #7 in the Princeton Review for Great Food on campus.
- Ranked #9 at Niche.com of Best Food on Campus.
- Ranked #17 out of 50 at CollegeRank.com for Campuses with the Best Food.

Engineering & Construction

- The JMU MS4 Program for Stormwater Management received two gold-level designations for "Project Management" and "Innovation" from the Water Environment Federation.
- The university received a Silver level rating from the Association for the Advancement of Sustainability in Higher Education (AASHE) Sustainability Tracking, Assessment & Rating System (STARS).

Procurement

- JMU Procurement received the Department of General Services Xcelerator Award for innovation and efficiency in use of the electronic procurement system (eVA).
- Procurement Services received the Achievement of Excellence in Procurement Award from the National Procurement Institute and will be recognized at their annual conference in October.

Included on this page...

- DNR's Best of Harrisonburg 2017 campaign: voted the Arboretum as Best Place to Relax and Best Place to Propose.
- Level 2.5 authority was approved for Finance and Capital Outlay. This increase in autonomy allows the university to make decisions in these areas with less oversight from Virginia governing bodies.

Finance

- JMU met the Commonwealth of Virginia Higher Education Financial Management Standards for FY 2017.
- Level 2.5 authority was approved for Finance and Capital Outlay. This increase in autonomy allows the university to make decisions in these areas with less oversight from Virginia governing bodies.

HR, Training and Performance

- Anita Westfall received her certification as a Human Resources Professional from the Society of Human Resource Management (SHRM-CP).

Human Resources

- Staff member, Gary Griffin received award from OSARP "Outstanding Mentor of the Year."
- JMU recognized with a Commonwealth Worksite certification from the Commonwealth of VA.
- JMU recognized by VRS as the #1 agency in the state with employee participation in the VRS Hybrid voluntary retirement plan.
- Purple Star award from president was given to Julie Byers.
- JMU recognized as a certified V3 agency (Virginia Values Veterans).

Intercollegiate Athletics

- JMU finished 87th in the country and 1st among CAA institutions in the Learfield Director's Cup, which ranks departments according to its entire portfolio of sports offerings. It was JMU's best finish since 85th in 2000-01 and just the fifth time in the 24-year history of the award that JMU led all CAA schools, first since 2008-09.
- JMU finished ninth in the Capital One Cup men's program standings among all NCAA Division I institutions on the strength of its football national title.
- NCAA Appearances (5): Football, Volleyball, Lacrosse, Softball, Cross Country (regional).
- Individuals in NCAA (3): Men's Golf, Swimming & Diving, Track & Field.
- CAA Championships (4): Football, Volleyball, Lacrosse, Softball.
- CAA Regular Season Champions (4): Football, Volleyball, Lacrosse, Softball.
- CAA Players of the Year (10): Taylor Austin (Volleyball – defensive specialist), Rashard Davis (Football – special teams), Megan Good (Softball – player & pitcher), Janey Goodman (Volleyball), Precious Hall (Women's Basketball), Ashley Herndon (Women's Soccer), Olivia Lehman (Diving), Bryan Schor (Football – offensive), Haley Warden (Lacrosse).
- All-Americans (11): Khalid Abdullah (Football), Rashard Davis (Football), Megan Good (Softball), Janey Goodman (Volleyball), Raven Greene (Football), Hannah Hall (Field Hockey), Mitchell Kirsch (Football), Taylor Reynolds (Football), Bryan Schor (Football), Aaron Stinnie (Football), Haley Warden (Lacrosse).
- CAA Coaches of the Year (5): Mickey Dean (Softball), Mike Houston (Football, also national coach of the year), Shelley Klaes-Bawcombe (Lacrosse), Dane Pedersen (Swimming & Diving), John Wolsh (Diving).
- CAA Rookies of the Year (6): Odicci Alexandar (Softball), Haley Crawford (Women's Soccer), Carlyn McNeely (Diving), Damon Roberts (Men's Tennis), Kamiah Smalls (Women's Basketball), Alexys Taylor (Track & Field).
- Megan Good – NFCA National Player of the Year, USA Softball Top Three Finalist National Player of the Year.
- Mike Houston – AFCA National Coach of the Year.
- Khalid Abdullah – American Sports Network FCS National Player of the Year.
- Bryan Schor – CFPA FCS National Performer of the Year.
- In addition, the James Madison Athletics (JMA) Awards recognized football quarterback Bryan Schor and softball utility player Megan Good as JMU Male and Female Athletes of the Year.

Included on this page...

- CAA Championships (4): Football, Volleyball, Lacrosse, Softball.
- Susan Halsell was selected to receive the 2017 Outstanding Advisor Award from the National Academic Advisors Association (NACADA).
- JMU's Alternative Break program was ranked sixth nationally in terms of number of participants.

Student Affairs

Dean of Students

Office of Student Accountability and Restorative Practices

- By the Numbers was recognized in January 2017 with the NASPA Silver Award for Housing, Residence Life, Contracted Services, Judicial, and related category for the 2016-2017 NASPA Excellence awards.
- Jill Wade received the 2017 President's Purple Star Award for Customer Service.

Student Life and Involvement

Career and Academic Planning

- Susan Halsell was selected to receive the 2017 Outstanding Advisor Award from the National Academic Advisors Association (NACADA).

Community Service Learning

- JMU's Alternative Break program was ranked sixth nationally in terms of number of participants.

Wellness, Orientation & Multicultural Engagement

University Recreation

- UREC received the Outstanding Sports Facility Award from NIRSA (Leaders in Collegiate Recreation) for the addition and renovation to the University Recreation Center. This award is given in recognition of excellence in design/construction and impact on the campus.

University Advancement

Communications & Marketing

- Social Media: A recent study found that JMU ranked #3 for most highly engaging social media properties among 338 Division 1 institutions for the 2016-17 academic year. The report was conducted by a PR firm and measures the engagement (the number of clicks, shares, comments, likes, etc.) on content produced by universities and posted to their Facebook, Twitter and Instagram accounts. We moved up four spots since being included in the report last year as #7 overall.
- JMU is cited in the "Best Practices from Top Performers" section of the report for the Carpool Karaoke video made to support Giving Day.

7.9 Comprehensive Campaign

Academic Affairs

Academic Development

- Alumni Sean and Michele Tobin honored Dr. Joanne Gabbin with the first named professorship in the Honors College. This is an endowed professorship that will be given to a professor of distinction.

College of Arts and Letters

- The College raised \$108,492 in gifts during the 2016-17 academic year.

College of Business

- Funds raised for the CoB represented 19.1% of the funds committed to date for the comprehensive campaign, with over \$7.5 million now committed for the CoB Learning Complex project.

College of Education

- The COE participated in JMU Giving Day events in which it received 199 gifts to the College of Education Fund for a total of \$9,340 on that day alone. This marked an increase in both the number and dollar amount of gifts received over the 2016 Giving Day event. Total gifts to the College for AY 2016-17 were \$851,243—a 26 % increase from the previous year—with a total of 213 COE alumni donated to the College.

College of Health and Behavioral Studies

- The two endowments in the Morrison Bruce Center saw an increase of over \$200,000 from the previous year, which brings the total close to \$600,000. Even more funds are expected as the estates of Drs. Morrison and Bruce are settled.

College of Integrated Science and Engineering

- Engineering received donations in excess of \$80,000 for equipment and new scholarships.

College of Science and Mathematics

- JMU received a generous bequest, stewarded by Geology professor Lance Kearns and Advancement officer Kathy Sarver, of a substantial collection of large mineral specimens.
- The Department of Physics and Astronomy received a generous gift from Dr. Ruth Chodrow establishing an endowment to support the Learning Assistants program.
- The Department of Biology received a generous gift establishing an endowment in honor of longtime Biology professor Dean Cocking to support a graduate student fellowship. This is the first endowment of its kind in support of graduate education in the CSM.
- The Department of Chemistry and Biochemistry's endowments supporting undergraduate student research grew, enabling support of additional students in 2016-17.

College of Visual and Performing Arts

- Total realized gifts for the college was \$386,059.

Included on this page...

- Funds raised for the CoB represented 19.1% of the funds committed to date for the comprehensive campaign, with over \$7.5 million now committed for the CoB Learning Complex project.
- The two endowments in the Morrison Bruce Center saw an increase of over \$200,000 from the previous year, which brings the total close to \$600,000. Even more funds are expected as the estates of Drs. Morrison and Bruce are settled.

Research and Scholarship

Technology Innovation and Economic Development

- The JMU Foundation account James Madison Innovations (JMI) Startup Fund supports innovations and startup companies created from JMU intellectual property. The near-term goal is to reach \$100,000 to advance JMU research and innovations through patent application filings, licensing agreements, and startup company investments. To date, three donors have each contributed \$10,000 to JMI Startup Fund.

University Programs

- The creation of the JMU Honors College is a key initiative within JMU's Comprehensive Campaign. As such, the Honors College continued to work extensively with the Honors College Fundraising and Awareness Task Force to execute the beginning phases of the Honors College rollout plan.

Administration and Finance

Intercollegiate Athletics

- Duke Club unrestricted dollars exceeded in \$2.3 million for the first time in program history.
- As of July 2017, private and corporate support, as well as pledges to the new Convocation Center are on the verge of surpassing the \$12 million goal - awaiting only a final, pending agreement.

Included on this page...

- Duke Club unrestricted dollars exceeded in \$2.3 million for the first time in program history.
- Exceeded the cumulative campaign goal benchmarks of \$56.25M and \$75M by \$31M and \$12M respectively- FY17 cumulative campaign total was \$87.64M.

University Advancement

Advancement Information Systems

- The Corporate Matching Gifts program continues to grow. This year JMU received over \$525,000, a 25% increase over 2016.
- The DO.GO Project was launched - a new innovation making Constituent information available to development officers when on the road or away from primary Advancement business systems. 'GO' represents an interactive electronic portfolio for UA Analytics and Reporting that delivers information to UA and UA partners to use and take with them (on the 'GO') on their preferred device; iPad, iPhone or Android Phone.
- Established a new data entry point (loading Dock) into Data Warehouse so that not all data reported on needs to exist in Advance system of record.
- Developed a new crowdfunding prototype for Madison Trust and an endowment endeavor.

Advancement Planning & Operations

- Publicly launched the College of Business Learning Complex fundraising initiative with a goal to surpass \$15M. Fundraising status at the end of FY17 was \$8.5M.
- Exceeded the cumulative campaign goal benchmarks of \$56.25M and \$75M by \$31M and \$12M respectively- FY17 cumulative campaign total was \$87.64M.
- Steering committee members and lead donors hosted campaign gatherings – meetings of JMU constituents focused on conversations and interactions aimed at accelerating the leadership giving phase of the campaign. These meetings were held in Fairfax, New York, Philadelphia and Boston.
- Valley Scholars Academic Showcase & Luncheon May 2017 - Hosted 39 guests which included school personnel, VS students, current donors and perspective donors. This marked an increase in participation by over 50%.
- Created scholarship print and digital mini cases and college scholarship inserts to inspire support of our largest and most urgent private giving priority.

- Grew the culture of philanthropy with the return of two Advancement Resources professional development programs:
 - Art & Science of Donor Development – a two day intensive seminar for Advancement professionals. Fifty staff participated.
 - Professional Fundraising Workshop for Academic & Organizational Leaders – a one day seminar for our university partners and their development liaison. Fifteen university partners and nine development liaisons attended.
- Advancement and College Snapshots - Updated and evolved both the Advancement and College Snapshots to help show the progress and successes of Advancement related work across campus.
- Madison Trust was elevated from a pilot to a sustainable program through a variety of work from creating infrastructure in Advance to a comprehensive marketing and communication plan. \$40,000 was raised toward faculty projects.
- Re-designed the Madison Trust website to reflect brand supported in positioning statement and migrate into the new responsive platform in Cascade.
- Held the Annual Stewardship Luncheon. Had approximately 466 guests attend which provided student interaction and engagement with donors, faculty, and staff.
- Madison Giving Breakfast - approximately 500 guests attended due to the increase in Employee Giving Day participants.
- Rocco Forum - Had approximately 75 guests attend the lecture by Joel Barker. Guests included faculty, staff, business community members and donors.
- President's Council Reception & Tour – Montpelier, VA, where approximately 98 guests attended. Created a connection with Montpelier, VA to host future events at this site.
- Customized Impact Reports and/or Memory Books created to honor significant lifetime impact and legacy.

Communications and Marketing

- Supported established annual giving donor and monetary goals through consistent application of the "Extend Your Reach. Touch More Lives." messaging connecting giving to JMU to specific, measurable outcomes in the lives of student, faculty and society.
- The Giving Day promotional video "JMU Carpool Karaoke" and live Facebook video throughout the day led to a 75% increase in social media engagement (~11 million impressions).
- Overall, direct mail outperformed other channels. Email continues to show softening in response rates, but remained the primary solicitation channel. Results included garnering 9,000 alumni donors and more than 21,000 total donors, both records for the university.

Included on this page...

- Madison Trust was elevated from a pilot to a sustainable program through a variety of work from creating infrastructure in Advance to a comprehensive marketing and communication plan.
- The Giving Day promotional video "JMU Carpool Karaoke" and live Facebook video throughout the day led to a 75% increase in social media engagement (~11 million impressions).

CoB Learning Complex campaign

Supported the advanced gift and public phases of the comprehensive campaign with messaging, materials, event support and media around the CoB Learning Complex campaign. Objective accomplishments:

- Launched the public phase of the College of Business Learning Complex campaign on Oct. 29 at halftime of the JMU Homecoming football game. Announced the campaign with video and an on-field rally of more than 100 donors, students, faculty and administrators and on social media with the hashtag #COB2020.
- Launched the "2020 Visionaries" campaign for donors who give \$2,020 or more by the building's opening in 2020. Nearly 300 donors were on the list of 2020 Visionaries at the end of FY17.
- Launched a CoB "hype" video with the public launch that generated more than 182,000 views and 1,600 shares on Facebook with over 200K views on all channels.

Scholarships and Dukes Pay It Forward

- Launched a digital 'mini-case' for scholarships at JMU that provides development officers with customizable video presentation featuring scholarship recipients, deans, donors and administrators that can be accessed from smartphones and tablets and used during meetings with prospects.
- Developed and delivered a high-end, direct mail piece to solicit Dukes Pay It Forward scholarships as part of a broad based effort to inspire support for recruitment based scholarship support.

Valley Scholars campaign priority

- *Virginia Business* magazine ran a comprehensive story detailing the Valley Scholars program and its relationship to private philanthropy in May.

Constituent Engagement

- Created the Constituent Engagement unit, uniting Alumni relations, Parent relations and Annual giving into one synergistic team.
- Hosted first Women for Madison Summit, May 19-20th, aimed at inspiring leadership in philanthropy and named the spirit of Philanthropy Award for Leslie Gilliam. Featured VIP Reception and En Blanc Dinner as well as dynamic panels throughout the weekend summit.
- Held 2nd Giving Day setting records with \$610,879 given through 4,349 Gifts, including over 1200 first time givers.
- Hosted first Executive Volunteer Leadership Summit, February 2017, bringing together volunteer leaders from more than ten different executive boards and councils.
- CoB 2020 Visionaries Program – over 250 pledges of \$2,020 to the College of Business learning complex in year one.
- Rallied the JMU Nation and alumni for the National Championship run (game watch parties around the country and events in Frisco, TX).
- Established the Madison Network brand to drive alumni recruiting and career networking, and launched with 7 chapter events. Alumni Webinars hosted 13 new webinars targeted at alumni career and networking opportunities over a 1200 individuals registered for these webinars.
- Offered first Sibs & Kids Day: Saturday, April 8, 2017. Fifty-five JMU students and sixty-five siblings attended the daylong event.
- Hosted 15 first-year sendoffs in July and August 2016 in Massachusetts, Connecticut, New Jersey, Pennsylvania, Maryland, New York, and Virginia. The total number of parents, students and volunteers registered was 1695, with 528 students attending.
- Hosted and planned a successful Family Weekend in October 2016, with 52 events.
- The eighth edition of the Madison Family Handbook for parents and families was updated and produced in April and mailed to 5,005 households on May 30, 2017.
- Parent Relations Office hosted a legacy senior luncheon on May 5, 2017 for graduating students of Parents Council and legacy families in the Club Level of Bridgeforth Stadium with 255 registrants.
- Added three new JMUAA Regional Chapters: Austin, Orlando and Tampa Bay. Revitalized chapters in Charlottesville and Denver.
- Alumni Legacy Lunch, August 2016: approximately 350 people attended (increase of 100+ from previous year).
- Partnered and collaborated with the DUX Center, "Madison Mentoring." This program was piloted in FY17 as a program for any second year student and 15 alumni.
- Over 4,300 students registered for Purple Out in Bridgeforth for Homecoming Week—in partnership with JMU Athletics and SGA.
- Hosted 19 reunion events that provided opportunities for JMU alumni to engage with the university in a variety of ways.
- Alumni Awards Banquet in its second year hosted 200 attendees and earned an NPS of 50.

Included on this page...

- Rallied the JMU Nation and alumni for the National Championship run. This included game watch parties around the country and events in Frisco
- Added 3 new JMUAA Regional Chapters: Austin, Orlando and Tampa Bay. Revitalized chapters in Charlottesville and Denver.
- Overall donors: 21,127, up from 20,895 in FY16. This is the highest number of overall donors to date!

- The Student Alumni Association grew to over 700+ general members as of June 2017. SAA Board Members facilitated 25 presentations to various campus organizations, clubs and offices to promote student giving and the student giving challenges.
- Annual Giving overall dollars: \$6,285,686, which exceeded our FY17 goal of \$5,900,000. This is up from FY16, which was \$5,895,134.
- Overall donors: 21,127, up from 20,895 in FY16. This is the highest number of overall donors to date!
- Alumni donors: 9,163, up from 8,610 in FY16. This is our largest number of alumni donors in JMU annual giving history.
- Alumni donor retention was 64.3% for FY17.
- President's Council: 2,743 members this year, up from 2,462 in FY16.

Development

- Third consecutive year of over \$18 million in funds committed to the university (\$18,035,807 for FY17).
- \$25 million in new campaign related commitments were added, progressing well with \$87.6 million committed in the advanced gift phase for upcoming comprehensive public campaign.
- An all-time record 124 new major gift commitments, (\$25,000+).
- Dukes Pay It Forward (DPIF) was launched and 11 new scholarship endowments were committed.
- 33 families signed newly documented estate gift intentions, leading to \$8.3 million in Conditional Pledges and Donor Advised Funds being committed.
- Of the \$18 million raised in FY17, over \$5.2 million was tagged for the endowment pushing the university closer to our next goal of \$100 million in the university endowment.
- Annual Giving total was \$6.2 million – highest annual total on record.
- Total Alumni Donors to the university FY17 (9,163) – highest annual alumni donor count on record.
- Total Donors to the university FY17 (21,137) – highest total donor count on record.

Principal Relationships Development

- With the support of the Principal Relationships Development and Planned Giving teams three \$1M+ testamentary commitments were formalized and recognized in support of JMU.
- Closed the largest charitable gift annuity in the university's history, \$350,000.
- Donors committed \$650,000 to the Valley Scholars program, bringing total giving to the program up to over \$1.5M.

7.10 Other Noteworthy Accomplishments

Academic Affairs

Center for Global Engagement

- Delo Blough presented on Deferred Action for Childhood Arrivals (DACA) at the Virginia International Educators conference in April 2017.
- Delo Blough is working with a group of local organizations (Church World Services Refugee Resettlement Program, Harrisonburg City Schools and NewBridges Immigrant Resource Center) to coordinate efforts between JMU and the local community.

College of Education

- The James Madison University/University of Salamanca Dual Master's degree saw its first cohort begin in June 2015 and then graduate in December 2016. The second cohort began its first semester at JMU in June 2016. The Dual degree is delivered in a unique and innovative way—students are in residence at JMU in their first summer semester, take classes online for the fall and spring semesters, are in residence at the University of Salamanca during their second summer and spend their 5th and last semester online with both sets of faculty where they finish their graduate research projects.

College of Health and Behavioral Studies

- The largest grant in the history of IHHS was awarded this year. The Virginia Personal Responsibility Education Program Innovative Strategies (PREIS) project is a comprehensive, collaborative effort that emphasizes both abstinence and contraception and addresses the adulthood preparation subjects to increase knowledge and skills, and change behaviors. The scope of this project is statewide and includes typically neglected youth such as those in detention centers and alternative schools.

College of Integrated Science and Engineering

- CISE faculty submitted 35 grant applications last year. Of those, 28 grants were awarded to date for a total of \$932,278. This is an increase from prior year. CISE faculty members were also instrumental in funding received in a number of other units, including Research and Scholarship and the Center for STEM Education and Outreach.
- CISE faculty members continued to be very active in K-12 outreach: Computer Science hosted a variety of K-12 outreach activities, including the D.I.G.I.T.A.L. workshop for middle school girls, mentoring high school students for the CyberPatriots competition, workshops at the FIRST Lego League (FLL) State Tournament and Expanding Your Horizons conference, Summer Honors Institute workshops, and sessions at JMU's College for Kids. CS again offered a dual enrollment class – 9th Period, an offering of CS 101 taught by Dr. Chris Mayfield. They also offered two CyberSecurity bootcamps last summer for teachers.

Libraries and Educational Technologies

- Carrier Library's historic entrance facing the Burruss Fountain was officially re-opened for use in September 2016 for the first time in more than 30 years. The "Carrier Library Grand Re-Opening" celebration was held in conjunction with JMU Advancement and JMU Marketing. It was well-attended and attracted media coverage of the remarks from President Alger, Provost Benson, Dean Murray, President Emeritus Carrier, and Student Body President Mueller.

Madison Collaborative

- Published, with others, articles in Madison Magazine, Change: the Magazine of Higher Learning and the International Journal of Ethics Education.

Included on this page...

- CISE faculty submitted 35 grant applications last year. Of those, 28 grants were awarded to date for a total of \$932,278.
- Carrier Library's historic entrance facing the Burruss Fountain was officially re-opened for use in September 2016 for the first time in more than 30 years.

Research and Scholarship

- Two JMU startups have been recognized this year:
 - Blue Vigil, LLC
In March 2017, Blue Vigil was selected by a corporate selection committee of the National Council of Entrepreneurial Tech Transfer (NCET2) as a top 40 “Best University Startups of 2017.” “We are very pleased and honored that Blue Vigil was selected as a top 40 Best University Startup. This national recognition highlights our region’s innovation ecosystem as a vital asset for economic development and growth of technology companies in the Valley.” - George Pace, founder of Shenandoah Valley Angel Investors (SVAI), whose members provided seed funding to launch the company in 2015.
 - DermBiont, LLC
Technology Innovation and Economic Development (TIED) is working with University Marketing and Communications on a press release statement regarding JMU’s first life science startup company:
James Madison Innovations (JMI), JMU’s intellectual property commercialization partner, licensed the patent to DermBiont LLC. The patent was awarded in 2013 to JMU professors Dr. Reid Harris, biology, and Dr. Kevin Minbiole, chemistry, who is currently at Villanova University.
- TIED worked with the local business community to create SVAI in 2015. To date and through trusted relationships and introductions, SVAI currently has 24 members, and has invested over \$3 million in nine companies located in the Valley.

Included on this page...

- Two JMU startups have been recognized this year: Blue Vigil, LLC and the first life science startup company, DermBiont, LLC.
- The Preparing Future Faculty (PFF) program recruited three new fellows for the 2017-18 academic year. One fellow came from a non-HBCU (Ohio State University) and for the first time we also recruited a PFF for the Department of Physics and Astronomy.

Access and Enrollment Management

Faculty Access and Inclusion

- The Professors in Residence (PIR) program signed an MOU with Richmond Public Schools.
- The Preparing Future Faculty (PFF) program recruited three new fellows for the 2017-18 academic year. One fellow came from a non-HBCU (Ohio State University) and for the first time we also recruited a PFF for the Department of Physics and Astronomy.
- Dr. Barbara Franklin, former PFF and PIR for William Fleming High School, received a one-year full time instructional appointment at the JMU Department of Mathematics and Statistics.
- The Office of the Provost provided funding for Faculty Diversity Council reviewed and approved curriculum grants.
- Office for Faculty Access and Inclusion continued its partnership with the College of Visual and Performing Arts in support of the CVPA Cultural Connections Artists-in-Residence program.

Administration and Finance

Budget Management

- Level 2.5 authority was approved for Finance and Capital Outlay. This increase in autonomy allows the university to make decisions in these areas with less oversight from Virginia governing bodies.
- In collaboration with Strategic Planning and Engagement Planning, the Office of Budget Management (OBM) coordinated the completion of the university’s 2017 Six-Year Financial Plan for 2018-2024.
- In collaboration with Facilities Planning and Construction, OBM coordinated the university’s 2016-2017 state operating and capital requests.
- The Office of Budget Management collaborated with Finance to investigate new financial funding models.
- The Office of Budget Management coordinated the internal budget development process for FY 2017-18.

Other Financial Information:

- The Board of Visitors approved the university's FY 2017-18 \$532.7 million operating budget. (Education & General, Auxiliary Enterprises, Financial Aid and Sponsored Programs) The total change from FY 2016-17 was \$20 million or 3.6%.
- The university's state general funds were reduced by \$3.2 million due to decreased state revenues, increased by \$1.4 million for access and enrollment and increased by \$1.7 million for salary and fringe changes. The university's net state general funds were reduced by \$26,287. The approved 2017 state budget included a 3% salary increase for faculty, Administrative and Professional (AP) faculty and classified employees.
- The Board of Visitors approved the university's in-state tuition increase of \$354 for FY 2017-18. Total in-state tuition of \$6,250 ranks 12th lowest as compared to fourteen Virginia state-supported institutions of higher education.
- In-state tuition and auxiliary fees continued to remain competitively priced as the total in-state cost of \$20,584 ranks tenth lowest as compared to fourteen Virginia state-supported institutions of higher education.

Capital Projects - Auxiliary Projects:

- The 2017 General Assembly approved the West Campus Parking Deck Project – \$14 million (\$7 million university debt & \$7 million nongeneral funds).

Business Services

Facilities Planning and Construction

- This was an important year for major new capital plans to move ahead:
 - A nearly \$100 million dollar expansion and renovation of the College of Business was launched, and schematic design of the project was completed. The project will begin construction in May of 2018.
 - Philips Hall, a retail dining venue, will be replaced with a new three-story building, offering more seating, improved food quality and selection, and better access from the academic core of the campus. Schematic design has been completed, and the project will begin construction in May 2018.
 - Wilson Hall, the central and most iconic building of the historic bluestone quad, will be totally renovated to create a home for the Department of History. The project, while respecting the historic character of the building, will create new classrooms and student study areas. The historic auditorium will be retained and refurbished. Schematic design has been completed, and the project will begin construction in January 2018.
 - A new 500-bed residence hall, focused on the needs of first-year students, will be constructed on the old softball field adjacent to the recreation center. The new residence hall, fully air-conditioned and with elevators, will offer a mix of single and double rooms, common areas and a food service venue. Schematic design has been completed, and site work will begin in late Fall 2017.
 - A new convocation center and parking deck has been designed. The 8,500-seat arena and 1,500 car parking deck will dramatically improve the venue for sporting events, graduations, and other large gatherings on campus. The project will begin construction in May 2018.
 - A 675-car parking deck will be constructed on Grace Street, opposite the Grace Street student apartment building. The garage will provide more convenient parking to the campus community. Designs are currently in progress, and construction will begin late in 2017.
- In addition to these newly-launched projects, work continued on other major projects: an \$8 million dollar annex to the University Services Building was completed, adding shop space to support maintenance of our growing campus; work continued on the new three-story dining hall behind Wilson Hall (slated to open in Fall 2018) and Madison Hall was opened as the new home of admissions and other critical student support programs.
- Finally, Facilities Planning and Construction produced an update of the campus Master Plan, projecting the needs and opportunities for campus growth over the next decade. The plan was approved by the Board of Visitors in June 2017.

Space Management

Included on this page...

- A nearly \$100 million dollar expansion and renovation of the College of Business was launched, and schematic design of the project was completed.
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- Space Management coordinated more than 750 individual and department moves and their respective offices, classrooms, labs, etc.

Police and Public Safety

- JMU listed in the Top 100 safest schools in America, ranked No. 43.

Student Affairs

Dean of Students

Office of Student Accountability and Restorative Practices

- Assessment data from our Calling the Shots program was utilized over the summer of 2016 to rework the curriculum for this educational program.

Wellness, Orientation & Multicultural Engagement

Center for Multicultural Student Services

- CMSS Diversity Education Empowerment Program (D.E.E.P.) Impact was the recipient of the 2016 Student Affairs Program of the Year Award.
- Daroon Jalil, D.E.E.P. Impact Diversity Peer Educator became the second CMSS student recipient of the All Together One Award (2017).
- Laura Gyamfi, President, Alpha Kappa Alpha Sorority, Inc. / D.E.E.P. Impact Diversity Peer Educator won the Woman of Distinction Award in the Student Category (2017).
- Black Student Alliance (BSA) won the Student Organization of the Year during the 2017 Dolley Awards.

Orientation

- Maria Arbizu, serves as the National Orientation Directors Association (NODA) Regional VIII Communications Coordinator.
- JMU Orientation was selected as a pilot program for a parent study conducted by researchers at UVA.

Included on this page...

- CMSS Diversity Education Empowerment Program (D.E.E.P.) Impact was the recipient of the 2016 Student Affairs Program of the Year Award.
- The Associate Vice President for Communications & Marketing was selected to lead the Engagement Advisory Group's Communication and Promotion Team.

University Advancement

Communications & Marketing

- Admissions met its enrollment goals and surpassed out-of-state goals in contrast to the trend for many Virginia public institutions.
- Graduate applications were at a record high and recruitment in targeted programs increased in most areas.
- Applications to JMU, already among the highest in Virginia, remained at the same level.
- Fall Academic Open Houses matched attendance numbers from the previous year, though daily visitation registrations decreased from 20,518 students to 17,623 registered students.
- Likewise, CHOICES admitted student open house registrations fell from 5,210 students last year to 4,806 this year. Conversions from jmu.edu to sign up for an admissions visit also had a corresponding drop.
- Assisted The Graduate School to execute their comprehensive recruitment plan. This resulted in a record number of applications (2775 as of May 31), including increases in international applications and out-of-state applications.
- The Associate Vice President for Communications & Marketing was selected to lead the Engagement Advisory Group's Communication and Promotion Team. The team's key accomplishments in 2016-2017 included:
 - Worked with University Advancement and Snavely & Associates in significantly advancing the research and development of the new university brand.
 - Furthered the goal to *develop and propose a strategic internal communications plan for engagement*, by:
 - Launching an engagement gateway for current students depicting the three types of engagement in the university's model, including many current examples.

- Placing a top level message in the Faculty Staff gateway reiterating the new vision statement as well providing two buttons, one asking users to “Submit Engagement-Related Activities” and one to “Get Engaged!”
- Building an engagement site targeting faculty and staff.
- Producing and disseminating four print editions and four electronic editions of *Madison* magazine containing engagement content throughout.
- To advance the university’s mission to become the national model for the engaged university, a printed annual report was produced, which carried heavy engagement themes, including a new graphical depiction of the university’s three-part engagement model. The report was disseminated to over 2,500 higher education leaders including university presidents, provosts and deans of admissions at the nation’s top institutions, as well as leaders at higher education associations and the media.
- Proactive media relations: In FY17, 29,502 news items mentioned or featured James Madison University. This represents a 23.6% increase over FY16.
- Story Placements: University Communications distributed 93 general interest media pitches to media outlets. During the same period last year, staff distributed 252 general interest media pitches to media outlets. Of the 93 pitches distributed this year, 69 generated at least one news item – a pitch success rate of 74%.

	FY17	FY16
Number of stories pitched	93	252
Pitches that earned at least one article	69	108
Pitch success rate	74%	43%
Total stories earned	167	405
Possible people reached*	8,364,479	-
Total advertising value earned**	\$126,691	-

- Accomplishment Placements: For major university happenings, including enrollment, graduation, and the release of Dean’s and President’s Lists, the university sent a press release to the hometown news outlets of each student involved. This year, the university sent out more than 10,000 press releases – each unique to a student, or group of students, from a particular area. These placements usually include a mention in a list of college enrollees, graduates or honors students in print and online newspapers.

	FY17	FY16
Number of Accomplishments Pitched	10,575	10,500
Total accomplishments placed	319	-
Possible people reached*	13,012,648	-
Total Advertising Value earned**	\$190,866	-

*“Possible people reached” is computed using the following: The website’s number of unique visitors per month divided by 30 for online news, newspaper or magazine circulation for print, Nielsen audience information for television, and Arbitron Ratings for radio.

***“Total advertising value earned” represents the cost the university would incur were it to buy advertising space equivalent to the amount of space taken up by earned media placements.

- Social Media highlights include:
 - Posted 2,187 pieces of content across JMU's main social media pages (Instagram, Facebook, Twitter and Snapchat). That works out to be six pieces of content per day, or one piece every hour and twenty minutes during an eight-hour workday. This is an increase of 62% from the 1,352 pieces of content posted in FY16.
 - Grew JMU's social media following by 38,004 to more than 163,000 followers across Facebook, Twitter, Instagram and Snapchat. This is roughly a .6% increase from the 37,748 new followers gained in FY16 and reflects launching our new Snapchat account. This stable growth number reflects the challenges of attracting followers in such a busy online space.
 - Earned an overall engagement rate of 7%. This means that 7% of people who saw our social media content took some sort of action on it, such as sharing or commenting. Research conducted by social

media software company Rival IQ suggests that the average overall engagement ratio for higher education is 1.3%.

- Key Social Media Initiatives

- FCS National Championship: The university helped fuel more than 47,000 mentions of JMU on social media in relation to the championship game in Frisco. This amount of activity fueled 192 million impressions. The team took the opportunity to showcase the JMU brand by producing original content and igniting JMU spirit as much as possible on social media leading up to game day. One particular video created by our team ended up being played as the team took to the field before kickoff.
- Admissions: On the afternoon that early admissions decisions were released, Communications and Marketing fueled more than 3,700 social media posts from accepted students and their friends and families about getting into JMU. These interactions created 17 million impressions on social media and drove 1,100 people to the registration webpage for CHOICES. On the day regular decisions were released, more than 2,800 posts about JMU were shared, adding an additional 10 million impressions during the admissions decision process.
- Giving Day: Social Media was key in raising awareness around JMU's second Giving Day. Our social media efforts drove 16,000 visits to the Giving Day website, or 36% of all traffic (increased from 10,700 and 22% in 2016). If you were to relate that to 36% of money raised for Giving Day, it would be \$219,000 (increased from \$75,000 in 2016). Our video team helped add more value to Giving Day social content through the use of live streaming events inside the Student Success Center. This addition helped build conversations about Giving Day and increase overall engagement with online donors. Beyond the number of gifts in the door, thousands of people were exposed to and engaged with JMU's message of philanthropy.
- 1787 August Orientation: More than 23,000 posts about JMU were shared during the week, leading to 90 million impressions. More than 28,000 likes, comments and shares took place on JMU-produced Facebook content that week. Content from orientation week added a significant and overwhelmingly positive "welcome" message for all new Dukes beginning their Madison experience.
- JMU Snapchat Launch: Thanks to collaboration with JMU Orientation, our team launched an official JMU Snapchat account on August 24 during the University Welcome in the Convocation Center. The very first snap on our account included the Class of 2020 doing the "J-M-U Duuuuukes" cheer in Convo. In one day, we gained 3,000 followers. As of June 2017, there are approximately 7,000 followers. In total, these 149 submitted geofilters achieved 782,000 views and 12,000 uses.

Included on this page...

- The university helped fuel more than 47,000 mentions of JMU on social media in relation to the championship game in Frisco.
- The university's high caliber of this video content was recently recognized by the Council for Advancement and Support of Education (CASE) as part of the District 3 Award Program that recognizes the very best in advancement across the Southeast. The "Admissions Visitation Video," completed in August 2016, won Best Recruitment Video, and the "Find Your Home" video, completed in January 2016, won best Marketing/Branding Video.

- Social Engagement of Videos

- The university's high caliber of this video content was recently recognized by the Council for Advancement and Support of Education (CASE) as part of the District 3 Award Program that recognizes the very best in advancement across the Southeast. The "Admissions Visitation Video," completed in August 2016, won Best Recruitment Video, and the "Find Your Home" video, completed in January 2016, won best Marketing/Branding Video.
- Video content was key in driving brand engagement with 51 videos shared on Facebook earning more than 2.1 million views of longer than 3 seconds, and more than 139,000 engagements (likes, clicks, shares, etc.). The video pieces that earned the most views and engagements on Facebook included the "We are the Dukes" video made to support the FCS Championship with 651,059 views, the carpool karaoke video with Mr. Alger and Dr. Warner to support Giving Day with 195,375 views, and the College of Business vision video to support CoB giving with 181,898 views.

- Branding & Marketing

Great progress was made in the fundamental activities of brand building. Response to the survey testing brand concepts was exceptional with total responses totaling 13,862, and the following totals for the four audience segments test: alumni: 6,157; parents: 5,147; students: 1,690; faculty/staff: 868.

- Issues Management and Emergency Communications

During the 2016-17 academic year Communications and Marketing instituted a formal process for mitigating the effects on the university posed by knowable circumstances.

Constituent Engagement

Enhanced efforts to engage JMU alumni, parents and other key constituencies in university activities, events and media. Objective accomplishments:

- Managed 47 requests that netted 25 visits by the JMU Road Dawg mascot statue to alumni weddings and other events during FY17.
- Migrated 80 websites to the new responsive design, including all Advancement websites.
- Developed a new Mobile App framework replacing DPS, and creating a savings of \$34,000 per year.
- Developed "Engagement Indices" to track engagement of prospective students and alumni year-over-year.
- Developed a system to collect data on alumni interest in specific content categories, via click behavior in Madison Update emails. These data can be used to better personalize content for alumni in the future.
- Three print issues of *Madison* magazine and five digital interactive editions of *Madison* magazine were published during the fiscal year. Content for these issues was designed to increase audience engagement and promote university brand messages demonstrating the personal, institutional and societal benefits derived from their financial support of university people and programs.