



2012-2013

Accomplishments

Submitted to:

Mr. Jonathan R. Alger, President

August 12, 2013



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1) Academic Programs

a. High need and STEM programs

Academic Affairs

- In response to the Top Jobs for the 21st Century legislation priorities, JMU has increased the number of Science, Technology, Engineering and Math (STEM) graduates by 65% over the last five years (555 in 2008-09 to 915 in 2012-13). We have also increased the number of Health graduates by 33% over the last five years (514 in 2008-09 to 683 in 2012-13).
- The establishment of the College of Integrated Science and Engineering and the College of Health and Behavioral Studies is a means of better presenting and supporting our Science, Technology, Engineering, Math & Health (STEM/H) programs.
- Implemented a new Biophysical Chemistry major responsive to the research and technology transfer needs and potential in many applied science areas such as drug development, biotech, etc.

Included on this page...

- JMU has increased the number of STEM graduates by 65% over the last five years (555 in 2008-09 to 915 in 2012-13).
- The College of Science and Math and Outreach and Engagement, hosted the inaugural Space Camp targeted at getting middle school students inspired to consider STEM studies.

College of Science and Mathematics

- In collaboration with Outreach and Engagement, hosted the inaugural Space Camp targeted at getting middle school students inspired to consider STEM studies. Utilizing the John C. Wells Planetarium, a \$1.5 million state-of-the-art hybrid facility, the University's Science on a Sphere facility, and funding from NASA/Langley, the camp served 80 "explorers" (participants) from the surrounding geographical area (including 21 from Page County—a noted disadvantaged area). Twenty-one (21) participants were minority and 26 were female.
- The CSM hosted two National Science Foundation (NSF)-funded Research Experience for Undergraduates (REU) programs—Math and Chemistry—providing undergraduate research opportunities for 14 students from other universities and 29 JMU students. Also hosted a NSF/NSA/MAA National REU—Mentoring Minorities in Mathematics—serving 5 JMU undergraduates.

College of Health and Behavioral Studies

- The College of Health and Behavioral Studies, in partnership with Rockingham Memorial Hospital (RMH)/Sentara, established the Voice and Swallowing clinic located in the RMH facility. One of only a very few specialty clinics with this level of expertise and clinical services in the Commonwealth and surrounding region, it provides unique services to citizens of the area, collaborative research opportunities for JMU faculty and students and RMH professionals, and pre-service professional training experiences for our students.
- The Bachelor of Science in Nursing (BSN) program modified the curriculum and employed 8 additional faculty to be able to add an additional cohort of 30 students thus increasing our number of traditional BSN graduates by 50%. The RN-BSN program was transitioned to an online format to be administered by Outreach and Engagement. The curriculum and faculty hiring has been finalized for implementation of the DNP program in January 2013.

College of Education

In collaboration with Outreach and Engagement, hosted the JMU Content/Teaching Academy; an annual week-long residential professional development opportunity focused on STEM content and pedagogy for P-12 educators of the Commonwealth. The 2013 Academy included workshops on Children's Engineering, Robotics, Modeling and Computer Science.

Student Affairs and University Planning

Student Success

- The Science & Math Learning Center provided nearly 19,000 tutorials to support introductory and critical upper division science and math classes, created additional instructional podcasts for the website, and improved success with Casual Chemistry (study sessions for struggling students).
- The University Writing Center hosted its second annual disciplinary writing panel, an event that featured faculty members from Integrated Science and Technology (ISAT) who discussed disciplinary writing conventions in subjects like intelligence analysis and biotechnology. The panel drew high attendance from current and aspiring tutors, and the Center for Instructional Technology (CIT) filmed the event so that future students can learn from the discussion. This panel is part of our efforts to support writing in all disciplines.

Student Life

- There are now 7 Residential Learning Communities in Residence Life.
- There are 5 faculty members in residence in residence halls.

University Planning and Analysis

Institutional Research conducted a longitudinal study analyzing migration of ISAT majors toward other majors for ISAT faculty.

Included on this page...

- With implementation of the teacher licensure program in theatre and dance, JMU becomes the only university in the Commonwealth to offer licensure in all performing arts disciplines (music, art, theatre and dance).
- The Honors Program implemented an Honors Area of Emphasis program which allows honors students another pathway to complete the seminar requirement, one which emphasizes engagement and experiential learning.

b. Liberal Arts programs

Academic Affairs

College of Education

With implementation of the teacher licensure program in theatre and dance, JMU becomes the only university in the Commonwealth to offer licensure in all performing arts disciplines (music, art, theatre and dance).

University Studies

- The Honors Program implemented an Honors Area of Emphasis program which allows honors students another pathway to complete the seminar requirement, one which emphasizes engagement and experiential learning.
- The Office of International Programs and University Studies launched the Semester in Scotland program with study opportunities at the Universities of Edinburgh and St. Andrews earning 12 credits in General Education coursework.

Student Affairs & University Planning

Student Success

- The Communication Center provided 813 communication consultations for 1977 students.
- The University Writing Center supported more than 6,600 students, faculty, and staff writers through individual and group consultations and workshops, Scholarly Writing Groups, presentations, course-embedded Writing Fellows, and a disciplinary writing panel.

c. Innovation in program development

Academic Affairs

College of Arts and Letters

The Department of Speech Communications received full approval and funding to implement the MA program in Communication and Advocacy in fall 2013. The graduate program is designed to enhance instruction in the large GCOM classes.

College of Health and Behavioral Studies

- The M.S. Speech Language Pathology degree now offers both a traditional on-campus program focused on the pre-service preparation of professionals and an online program (through Outreach and Engagement) that serves the professional development needs of practicing professionals who need to obtain the M.S. for continuing certification and licensure.
- The RN-BSN program was transitioned from traditional on-campus delivery to totally online delivery to better meet the needs of practicing RNs.

Student Affairs & University Planning

Multicultural Awareness and Student Health

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

Student Success

- Community Service-Learning worked (CS-L) with 28 JMU faculty members to support 45 service-learning courses, placing over 1,399 students in 80 community agencies. Customized service-learning in which the specific learning goals of JMU courses are matched with specific community agencies have increased, and CS-L expanded training and reflection sessions with faculty interested in this approach.
- The Learning Center/Communication Center expanded services with a satellite location in Carrier Library.

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University Planning and Analysis

Institutional Research staff received training for Tableau, a new data analysis software.

d. Academic program assessment

Academic Affairs

Academic Program Reviews Completed in 2012-2013

- Foreign Languages, Literatures, & Cultures (B.A.—undergraduate)
 - History (M.A. —graduate)
 - Computer Science – Information Security & Digital Forensics (M.S. —graduate)
 - Political Science – European Union Policy Studies (M.A. —graduate)
 - Political Science – International Affairs (B.A. —undergraduate)
 - Political Science – Public Policy Administration (B.S. —undergraduate)
 - Political Science (B.A.—undergraduate)
-
- Office of International Programs (OIP)
 - Institute for Innovation in Health and Human Services (IIHHS)
 - Center for Assessment and Research Studies (CARS)
 - University Advising (external visit in Fall 2013)

Accreditation Reviews Completed

- Engineering (B.S.—undergraduate) ABET
- Young Children's Program NAEYC
- Occupational Therapy (M.O.T.—graduate) ACOTE
- Masters of Public Administration NASPAA
- School of Music NASM

- Interior Design (mid-term reaccreditation) Council of Interior Design

Student Affairs & University Planning

Student Success

- The Communication Center enhanced efforts to assess learning and evaluate programs, leading to enhanced pedagogy, tutor training, and promoting services. Users showed a 1/3 grade improvement on the GCOM final exam/assessment. The Communication Center assessed consultations via the GCOM assessment measures, finding slight improvements in students who used the Center.
- The Science and Math Learning Center collaborated with the Center for Assessment and Research Studies (CARS) to plan assessments tied to grades in supported courses and GenEd assessment results.
- The University Writing Center expanded assessment and research efforts to enhance tutor training and program development.

2) Access, Quality and Progression

Access and Enrollment Management

- JMU received 26,776 freshmen and transfer applications for 2013-14 (2% increase over last year). We received 1,608 applications from Virginia Community College System (VCCS) students (an increase of 250 over last year).
- Initiated the Applicant Center, providing admission decisions by electronic notification.
- Two new receptions in Hartford, Connecticut and Boston, Massachusetts prompted a 40% yield rate from those attending and applying as compared to the overall yield rate of 20.6% for New England. Alumni Volunteer Recruiters were instrumental in the support of these receptions.

a. Innovative delivery

Administration and Finance

Information Technology

- Implemented 2 wireless printing kiosks.
- Created a new web-based front end to the LAVA lab virtual computing lab.
- Developed e-learning for HRMS Employee Information.

Arboretum

A self-guided audio tour was uploaded to the Edith J Carrier (EJC) Arboretum so that visitors with smart phones have access to information about notable trees found on the property.

Academic Affairs

On-line course delivery

<u>567 sections:</u>	324 undergraduate	(4% increase over 2011-12)
	243 graduate	(21% increase over 2011-12)

<u>Enrollment:</u>	5096 undergraduate	(-1% decrease over 2011-12)
	1387 graduate	(2.5% increase over 2011-12)

- 21 new courses were redesigned for on-line delivery; 33 faculty completed the institute for on-line course preparation.
- 4-VA: 7 foreign language courses were shared, 5 taught by JMU; 23 courses were developed in areas consistent with Top Jobs initiative and offered online in the Adult Degree Program; hosted 2 course-redesign conferences focused on Biology.

Libraries and Educational Technologies

Under the auspices or in partnership with Libraries & Educational Technology (L&ET), new systems were deployed for course evaluation, learning management, video conferencing, and development of an institutional repository.

Student Success

Peer Assisted Study Sessions/Supplemental Instruction provided instruction to support 2100 students in 21 courses with participants showing an average grade improvement of 0.26.

Student Affairs & University Planning

Multicultural Awareness and Student Health

- During the spring semester the Office of Substance Abuse Prevention (SAP) began taking steps to develop an evidence-based tobacco cessation program, titled "Fresh Air". The purpose being to reach and help

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students reduce or quit using tobacco. In this initial phase, the main objective was to facilitate two expert panel groups of student volunteers who were interested in offering feedback to the SAP program design. Institutional Review Board (IRB) approval for these expert panels was received in March. A detailed facilitator agenda was developed along with a worksheet of research-based strategies that have proven to be beneficial in supporting an individual who wants to reduce or quit using tobacco. Students will be provided a worksheet and asked to rate which of the strategies they believe would be more effective and then which they believe they would most likely utilize.

- The University Health Center (UHC) developed and implemented an innovative UHC Volunteer Program for 4 students needing clinical hours for prerequisites for admission into clinical health programs at JMU. Student volunteers helped room patients, took vitals, worked in Electronic Health Records, etc.
- In January 2013, UHC took over all National Collegiate Athletics Administration (NCAA) Drug Testing for Athletics and tested over 300 athletes. This was an increase of 97 tests from the year before. This agreement between UHC and Athletics is the first of its kind in the country regarding NCAA drug testing.

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- Information Technology completed a pilot employing low-power settings in labs and classrooms.

Student Success

- Career and Academic Planning played a leading role in implementing a new model for orienting, advising and registering freshmen. This model will help incoming students make better decisions about major and curriculum and will expedite progress through the major.
- The Office of Disability Services (ODS) developed several partnerships with key faculty members to improve accommodations, assistive technology, access plans, proctoring, and captioning. Additionally, a Learning Strategies Instruction satellite was initiated to offer extended hours (5 PM to 7 PM, Sunday through Wednesday) during both semesters, and delivered approximately 50 presentations across the campus.

University Planning and Analysis

- Institutional Research provided an extensive financial report for the president and senior leadership highlighting national, regional and state trends in financial issues impacting higher education.
- Headed by OIR staff, Student Affairs and University Planning created an Assessment Advisory Group to monitor assessment activities in the division and provide assessment advice to the vice president.
- OIR conducted the annual freshmen surveys and continuing student surveys. Added to this year's surveys was the GRIT scale to establish a relationship between perseverance as a predictor of college success.

b. Efficient use of resources

Administration and Finance

Information Technology

- Completed a pilot of employing low-power settings in labs and classrooms.
- Implemented labs/classroom master image virtualization.

Academic Affairs

- As a Level II Autonomy academic objective, JMU sought to enhance the efficient use of instructional resources by increasing the success of students in two key Math gateway courses while maintaining the level of rigor. We achieved an 80.2% success rate in Math 205 (compared to the 72.7% target) and a 85.5% success rate in Math 220 (compared to a 77% target).
- To enhance the transition of students from Virginia's community colleges to JMU and thus enhance efficiencies for the students and the university's instructional resources, the Academic Affairs Division has:
 - Expanded the number of dedicated community college advisors/liaisons to include:
 1. the Shenandoah Valley region: BRCC, LFCC, Piedmont
 2. the Northern Virginia region: NOVA, Germanna

- 3. the Richmond region: John Tyler, J. Sargeant Reynolds
 - Completed individualized Guaranteed Admissions Agreements with all community colleges with whom we did not have an agreement (with the final two to be formalized in September, 2013).
- 4-VA: initiated a mini-grant program to encourage research collaboration among faculty across the 4-VA institutions to leverage resources in gaining major grants/funding.

Student Affairs & University Planning

Multicultural Awareness and Student Health

University Health Center

- The Business Operations Team (BOT) was formed this past with the creation and hire of a new Associate Director for Business Operations position. The BOT created their own internal Mission, Vision and Values. In addition BOT has worked to increase efficiency in the Business and Fiscal operations of the UHC by centralizing many of the common expenditures for UHC such as technology, marketing, leased equipment, Breeze advertising, and office supplies previously purchased out of three separate UHC orgs. Lastly, BOT has gone through extensive reorganization this year and created policies and procedures for Business Operations that impact all of UHC.
- In the Clinical area of the UHC, between August 2012 and June 2013, service was provided to 30,906 patients.
- Between August 2012 and June 2013, Student Wellness and Outreach hosted 142 programs and interfaced with over 13,000 students at these programs.

Included on this page...

- In the clinical area of the University Health Center, between August 2012 and June 2013, service was provided to 30,906 patients.
- The Counseling & Student Development Center providing individual counseling services to 1,419 clients.

Counseling and Student Development Center

During the 2012-2013 academic year, the student demand for clinical services increased by 4%, with the Counseling & Student Development Center (CSDC) providing individual counseling services to 1,419 clients. Moreover, the 36% increase in case management appointments (typically serving high-risk clients and/or clients requiring longer-term treatment) and the 13% increase in crisis consultations demonstrate the increasing intensity and chronicity of symptoms and issues present by the Center's clientele. The efficiency of our service delivery system resulted in (1) 4.7 days being the average period of time between initial contact with the CSDC and the provision of service (crisis services are provided on the day of contact) and (2) high evaluation ratings by clients, including:

- 93% indicated that they were able to schedule an initial appointment within a reasonable period of time
- 94% reported that they were able to schedule additional appointments within a reasonable period of time
- 93% reported that their counselor understood their concern
- 93% indicated that their counselor seemed skilled and competent
- 99% reported that they felt that their information would be kept completely confidential
- 55% reported that counseling helped them to be more successful in school (28% answered "N/A")

Student Success

Implemented a new Orientation model that contributes to more efficient use of human resources during the summer months and beyond; faculty freshman advisors will work fewer days in the summer than in years past, and administrative personnel will be less involved in managing tasks that students will now accomplish on their own.

c. Quality Enhancement Plan (QEP)

Academic Affairs

Dr. Lee Sternberger, in addition to her duties as Associate Provost and Executive Director of the Office of International Programs, continued to lead a committee comprised of representatives from all the University's divisions and the student body in finalizing the QEP—The Madison Collaborative: Ethical Reasoning in Action—

that was submitted to SACSCOC and favorably reviewed by the SACSCOC reaffirmation on-site team. Implementation of the project has proceeded including searches for the Chair and Co-Chair, securing approval of the budget, securing and renovating office space, and initial introduction of the initiative to incoming freshmen during the summer 2013 orientation sessions. The Academic Affairs Division, by definition, has played a significant role in the development of the Madison Collaborative and will continue to do so during implementation as this initiative is seen as one reflective of the unique character of our institution and one through which we will further our national prominence.

- General Education Cluster Four has adopted ethical reasoning as a cluster focus, all 30 Cluster Four faculty have participated in Madison Collaborative workshops, and all courses will include instruction on ethical reasoning consistent with the Madison Collaborative model.

Student Affairs and University Planning

Student Life

- Student Life team members made significant contributions to the QEP selection and development process.

Student Success

- The Director of Orientation worked with several campus partners on the Madison Collaborative to develop "It's complicated", an ethical reasoning thought experiment that will be the activity introducing incoming first-year students to The Madison Collaborative. This unique program will be coordinated by the Student Affairs and University Planning division.

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- The Director of Orientation worked with several campus partners on the Madison Collaborative to develop "It's complicated", an ethical reasoning thought experiment that will be the activity introducing incoming first-year students to The Madison Collaborative.
- The SACSCOC reaffirmation process, including the compliance audit, offsite report, and onsite reaffirmation visit were all highly successful, with the latter resulting in no recommendations.

d. Assessment

Academic Affairs

- As part of a Lumina Foundation nationwide initiative to analyze and validate their Degree Qualifications Profile and our interest in enhancing community college to 4-year institution transition, JMU took advantage of a new opportunity to further strengthen our historically strong partnership with Blue Ridge Community College (BRCC). A grant proposal was submitted to the Association of American College and Universities (AAC&U) and to the State Council of Higher Education for Virginia (SCHEV) to explore student transfer success for four identified majors: Interdisciplinary Liberal Studies, Computer Science, Integrated Science and Technology, and Engineering. This project advances our understanding of specific course articulations and allows comparison of success rates for students entering these majors as JMU native students, Blue Ridge CC transfers, in-state transfers, and out-of-state transfers.
- The SACSCOC reaffirmation process, including the compliance audit, offsite report, and onsite reaffirmation visit were all highly successful, with the latter resulting in no recommendations.

Student Affairs & University Planning

University Health Center

- Substance Abuse Prevention implemented an outstanding longitudinal matched participant assessment plan for both the Brief Alcohol Screening and Intervention for College Students (BASICS) and High Expectations, an early intervention program for students experiencing problems with marijuana and other drugs.
- The UHC Data Dashboard continues to be utilized for all programming at UHC and currently has a full 2 years of data on UHC education and outreach efforts. In general, a dashboard can be defined as a visual display of key performance indicators that provides a holistic view of an organization. This particular tool was created by the Student Affairs and University Planning Technical Services staff.

CMSS

The CMSS Assistant Director, as a CARS Assessment Fellow, presented at the JMU Board of Visitors Meeting on the departmental Multicultural Attaché Program Development (Sept., 2012). CMSS Assistant Director served on the Student Affairs and University Planning Assessment Council.

3) Athletics

Administration and Finance

- Number of Athletic Director Scholar-Athletes - 281 student-athletes and cheerleaders with at least 3.0 GPA
- Number of student-athletes on the combined President's & Dean's List: 78 in Fall 2012 and 75 in Spring 2013.
- Conference Championships
 - 2012 Women's Cross Country – ECAC
 - 2012-13 Men's Basketball – CAA (first in 19 years)
 - 2013 Women's Golf – CAA (first since 2005)
 - 2013 Women's Lacrosse – CAA (regular season co-champion)
- Post-Season Play
 - Men's Basketball – NCAA Tournament (Second Round)
 - Women's Basketball – WNIT (Quarterfinals)
 - Softball – NCAA Knoxville Regionals (First At-Large Bid in CAA history)
 - Women's Golf – NCAA East Regional (22nd-place finish)
 - NCAA Zone Diving Regionals – Kimberly Helfrich
 - NCAA Swimming Championships – Sin Hye Won
 - NCAA Track & Field East Preliminaries – Katie Harman, Jenna Flickinger
 - USA Track & Field Junior Nationals – Jenna Flickinger
- Coaches Of The Year
 - Becky Benson – Women's Diving – CAA
 - Matt Brady – Men's Basketball – VaSID
 - Mickey Dean – Softball – VaSID
 - Paul Gooden – Women's Golf – VaSID
- Top Player Accomplishments
 - Earl Watford* – *Football* – Fourth-round draft pick by Arizona Cardinals, Walter Camp All-American, First Team AP All-American, First Team Sports Network All-American, AFCA All-American, East-West Shrine Game Selection (1st for JMU)
 - Stephon Robertson* – *Football* – Walter Camp All-American, Second Team Associated Press All-American, Second Team Sports Network All-American, CAA Defensive Player of the Year, Buck Buchanan Award Finalist, Dudley Award Finalist
 - Katie Gorman* – *Women's Cross Country/Track & Field* – ECAC Champion (CC), CAA Scholar-Athlete of the Year (CC/T&F), CoSIDA Academic All-District First Team
 - Katie Harman* – *Women's Cross Country/Track & Field* – All-Region (CC), CAA Champion (1,500M), USTFCCA All-Academic
 - Bjarki Adalsteinsson* – *Men's Soccer* – VaSID Rookie of the Year, National All-Freshmen Team, Third Team All-Region
 - Taylor West* – *Field Hockey* – USA Field Hockey National Championships selection
 - Precious Hall* – *Women's Basketball* – CAA Rookie of the Year
 - Kimberly Helfrich* – *Women's Diving* – CAA Diver of the Year, CAA 1-Meter & 3-Meter Diving Champion
 - Carly Alexander* – *Women's Diving* – CAA Rookie Diver of the Year
 - Sarah Mooney* – *Softball* – CAA Player of the Year, NFCA First Team All-Region
 - Jailyn Ford* – *Softball* – CAA Rookie of the Year, NFCA First Team All-Region, VaSID State Pitcher of the Year & Rookie of the Year, USA Junior National Team selection
 - Casey Ancarrow* – *Lacrosse* – CAA Co-Player of the Year (2012, 2013), IWLCA All-American, Synapse Sports All-American
 - Ali Curwin* – *Lacrosse* – Member of Israel National Team
 - Katherine Bulling* – *Women's Tennis* – CAA Scholar-Athlete of the Year (WT), CoSIDA Academic All-America Third Team
- Alumni Accomplishments
 - D.J. Bryant – Member of NFL World Champion Baltimore Ravens
 - Joel Senior – Men's Soccer – Member of Jamaica National Team
 - Eva Hannesdottir – Women's Swimming – 2012 Olympian for Iceland

Included on this page...

- There are 281 student-athletes and cheerleaders with at least a 3.0 GPA. 78 were on the President or Dean's list in Fall, 2012, 75 in Spring 2013.
- Katherine Bulling – Women's Tennis – was the CAA Scholar-Athlete of the Year and made CoSIDA Academic All-America Third Team.

Elyssa Rosenbaum – Lacrosse – Member of Israel National Team
Marc Brix – Men's Tennis – ITF Under-45 World Doubles champion

Student Affairs and University Planning

Student Success

- University Writing Center (Learning Centers) established a new satellite tutoring site in the Athletic Performance Center.

4) Diversity

Academic Affairs

- Established the Provost Diversity Advisory Committee.
- The College of Business hosted the 7th Annual CyberCity Summer Camp for underrepresented students and teachers. This program, designed to expose high school students to today's world of cutting edge technology and a college experience, has been recognized nationally by Association of Accredited Colleges and Schools of Business (AACSB) and was a 2013 finalist in the Virginia Governor's Technology Awards.
- The College of Education hosted the third International Leaders in Education fellows providing opportunities for academic, social and personal growth. Fifteen teaching fellows from 6 different countries were members of the 2012-13 cohort.
- The College of Visual and Performing Arts formalized a partnership with Morgan State University with a focus on a Madison Art Collection and James Lewis Museum collaboration and a joint concert of choral groups from both institutions in conjunction with the fall 2014 Furious Flower Poetry Center event.
- JMU enrolled a record 477 international students. In support of international students, the OIP International Student and Scholar Services (ISSS) provided the LINK program connecting current JMU students with incoming international students prior to arrival and through their first semester, and the Conversations Partners and/or LIFE programs which pair international students with domestic students and/or local families.

Access and Enrollment Management

- Credit-bearing courses were developed with the Honors program and Communications Studies for the Intergroup Dialogue initiative.
- The Middle School Visitation Program hosted over 8,000 Virginia middle school students.
- JMU sponsored 5 Preparing Future Faculty fellows with Political Science and the College of Education participating for the first time.

Administration and Finance

Dining Services

- As part of Employee Appreciation Day, a *Breeze* ad was printed with "Thank You" in many of the languages spoken by Dining Services employees.
- 24% of all employees are of an ethnically diverse background.
- Continued partnership with Virginia Department of Rehabilitative Services to employ disabled persons.
- D-Hall Location Manager Michael Williams was a guest speaker for the Male Academy for Learning & Development sponsored by JMU's Center for Multicultural Student Services.
- 100% of Dining managers completed ARAMARK's Commitment to Diversity training, Kaleidoscope.
- Introduced Halal meat at E-Hall and D-Hall and added sandwiches with Halal.
- Added deli meats to grab & go coolers in large food courts. Convenience stores carry selection of Kosher and Halal prepackaged frozen entrées.
- Worked with Hillel to ensure integrity of Passover-friendly foods and catered their Seder.
- In partnership with the Chinese Student Association (CSA), Top Dog held their third annual Chinese New Year celebration featuring appropriate food and beverages, CSA crafts and information, and a lion dance performance by the CSA students. Also hosted the Chinese Student Association for a sneak peak of their spring show and brought back the popular Bubble Tea during exam week.
- Held a "Vegetarian Taste of Asia" cooking demonstration at E-Hall.
- Partnered with student groups for a variety of meals featuring authentic world-wide cuisine:
 - Hispanic Heritage Dinner in partnership with the Latino Student Alliance.
 - International dinners with the Global Dukes and the Office of International Programs.
 - Asian Heritage Dinner in partnership with the Asian Student Alliance.

Included on this page...

- The College of Business hosted the 7th Annual CyberCity Summer Camp for underrepresented students and teachers. This program, designed to expose high school students to today's world of cutting edge technology and a college experience, has been recognized nationally by Association of Accredited Colleges and Schools of Business (AACSB) and was a 2013 finalist in the Virginia Governor's Technology Awards.
- 24% of Dining Services employees are of an ethnically diverse background.

- “Around the World” late-night breakfast with the University Program Board.
- Also broadened students’ exposure to a variety of cultures through theme meals such as Caribbean, Oktoberfest, Chinese New Year, Mardi Gras and St. Patrick’s Day.

Human Resources, Training & Performance

- Training & Development partnered with Office of the Special Assistant to the President for Diversity to support the 7th Annual Conference on Diversity, Inclusion: A world of Opportunities.
- A new diversity training “Not Everyone Gets a Trophy” (TD1741) was conceptualized, designed and implemented to address workplace challenges associated with intergenerational differences.
- HR Recruitment participated in the Virginia Values Veterans (V3) Program.
- Proposed, coordinated and implemented the alternative summer work schedule.

Student Affairs & University Planning

Multicultural Awareness and Student Health

University Health Center

- Increased programming efforts through the Lesbian, Gay, Bisexual, Transgendered (LGBT) & Ally Education program. Efforts included:
 - Lavender Graduation.
 - Queer Coffee Hour collaboration with JMU Libraries.
 - Movie Nights for the Lesbian, Gay, Bisexual, Transgender, Questioning, Intersex, Queer and Asexual (LGBTQIQA) community.
 - Developed a mission statement and long-term goals for LGBTA Advisory Board.
 - Multiple programs were held throughout the year with collaborators such as the Performing Arts Center, Madison Equality, and various Academic Departments.

Center for Multicultural Student Services

- The CMSS Director and the Associate Vice President for Multicultural Awareness and Student Health (AVP/MASH) presented at the Board of Visitors Student Life Committee Meeting.
- CMSS staff served on the Diversity Task Force:
 - CMSS collaborated with the Office of Diversity in the development of the JMU Diversity Conference.
 - The annual Dr. Martin Luther King, Jr. Celebration Week including March and Speak Out, Community Service and Formal Program.
 - CMSS collaborated with the Office of Admissions on “Take-a-Look” and Prospective Students Weekends.

Counseling and Student Development Center

- The CSDC implemented a new outreach program to reduce the barriers to psychological treatment (e.g. heightened stigma surrounding mental health issues, absence of cultural support for counseling as a respected method for addressing personal problems, language) commonly experienced by international students. Materials for international students have been posted to the CSDC website and translated into both Chinese and Arabic (the two largest populations of international students on campus are from China and Saudi Arabia), and brochures in these languages have been disseminated to faculty and staff with whom international students frequently interact. Multiple outreach presentations have been offered to international students in which myths and facts about mental health as well as issues of acculturation and access to resources on campus have been addressed.
- The CSDC played a central role in the development of the mission and in the decision-making process for JMU’s Student Veterans Task Force. A CSDC staff member constructed the survey to gain specific data regarding the concerns and needs of these students and supervised the dissemination of this survey to the campus community. Further, a senior staff clinician has been appointed to serve as a liaison between the CSDC and both the student veteran community and the faculty and staff who frequently interact with these students.

Included on this page...

- The CSDC implemented a new outreach program to reduce the barriers to psychological treatment (e.g. heightened stigma surrounding mental health issues, absence of cultural support for counseling as a respected method for addressing personal problems, language) commonly experienced by international students.
- The annual Dr. Martin Luther King, Jr. Celebration Week including March and Speak Out, Community Service and Formal Program.

Student Life

Sponsored a number of summer programs for diverse populations, e.g.: Middle School Leadership Academy, Cyber City, College Success Program Summer Academy, Male Academy for Academic Achievement & Development, Female Institute for Learning and Development, the I'm Determined Youth Retreat, Chinese Bible Church of Maryland, Kenya Christian Fellowship, Youth Institute, Taiwanese Visitation Group, and the Beijing HS Student Admissions Program.

Student Success

- A highly successful Disability Awareness Week featured a keynote address and several workshops conducted by Kyle Maynard, a speaker, author, and entrepreneur who is a congenital quadruple amputee. In addition to the Wilson Hall keynote address, Mr. Maynard also conducted a clinic at UREC and spoke at an assembly at Turner Ashby high school.
- English Language Learner Services provided 220 consultations to JMU students and faculty, facilitated the Multilingual Writers' Community for international students, facilitated an English Conversation Club for international students, and supported student participants who presented at the South West Regional Virginia TESOL Conference.
- Staff from the Career and Academic Planning and the Center for Faculty Innovation led university efforts to better understand and address the needs of first generation students. These efforts included a Faculty Interest Group, several workshops, and consultation with various groups and campus leaders.
- Steven Krzanowski of Orientation was the recipient of the 2012 Diversity Enhancement Award for the contributions he has made to advancing diversity education through his work on the SAUP Diversity Council and the campus-wide LGBT committee.

University Planning and Analysis

Institutional Research worked with Information Technology to initiate changes to university databases and queries to allow for enhanced reporting of demographic information to include first generation students, country of origin, parent/alumni status, parent education status, veteran status and various categories of transfer hours.

5) Facilities

Student Affairs & University Planning

Student Life

- Worked with FM Engineering and Martin Architects to establish scope, cost, and plans for renovation of Madison Union to begin summer 2014 through the fall semester.
- UREC opened University Park and completed design planning for the UREC building expansion.
- ORL:
 - Completed refurbishment of Eagle Hall; asbestos abatement, new floor tiles and carpet, AC in TV lounge and new furniture for all bedrooms.
 - Installed new boilers in several halls.
 - Installed new HVAC units in Rockingham.
 - Installed new chiller in Bell.
 - Installed newer building automation controls.
 - Installed hand driers and motion sensors across campus.
 - Improved air quality through duct cleaning.
 - Refurbished chiller on Greek Row.
 - Reinsulated pipes in several halls.

Student Success

Much work was done toward eventual completion of the Student Success Center. At 250,000 sq. ft. on five levels, the Center will be one of the largest buildings on campus, featuring a unique blend of student learning, student health, and student services programs and departments. With less than one year to completion and occupancy, the building is well on its way to becoming a benchmark facility for the University and for higher education.

Included on this page...

- University Unions worked with FM Engineering and Martin Architects to establish scope, cost, and plans for renovation of Madison Union to begin summer 2014 through the fall semester.
- UREC opened University Park and completed design planning for the UREC building expansion.

Administration and Finance

Real Property

- Purchased \$7,700,000 in real property including the following:
 - 940 & 944 Port Republic Road
 - Kyle Street
 - Kyle Street Lot
 - Walnut/Grace Street Apts.
 - 45 E Fairview
 - 709 Locust Hill (July 1)
- Completed demolition permits on the following:
 - Burruss Greenhouse
 - 1155 S Main
 - 1165 S Main
 - Rockingham Cooperative
 - 940 & 944 Port Republic Rd
 - 948 Port Republic Road
 - Operating area of East Tower

Budget Office

- The following education and general and auxiliary capital projects were approved by the General Assembly:
 - \$62.9 million to construct the Health Science Building (former East Wing of RMH), \$2.5 million to supplement The Student Success building project (former West Wing of RMH) and \$1.1 million approval to proceed with preplanning for the renovation of Madison Hall (former RMH Cancer Center).

- \$4.25 million Field Hockey Stadium.
- The Office of Budget Management coordinated the university's Six-Year 2014-2020 Financial Plan with University Planning & Analysis for approval by state representatives and the Board of Visitors to achieve the university's long-term goals/objectives while meeting the statewide strategic higher education requirements of the Virginia Higher Education Opportunity Act of 2011.
- The capital projects for the expansion of Bridgforth Stadium, the steam plant expansion, the new Biosciences building, and the renovation of Wayland Hall all continued through warranty phase, with all identified issues corrected. These capital projects are being closed out in the state process within scope and budget parameters.

Facilities Management

- Port Republic Athletics / Recreational Fields project construction has been completed with all facilities operational. The project's scope included recreational multipurpose fields for softball, flag football and soccer, tennis courts, volleyball courts, basketball courts, soccer fields, lacrosse fields, a track and field complex, fitness trails, support buildings, pavilions and parking. This project involved the removal and redistribution of over one million cubic yards of soil and rock to shape the terraced fields and facilities.
- Construction has commenced and continues within schedule and budget parameters for Duke Hall Renovation and Expansion, and West Wing and North Wing renovation (Student Success Center and Student Health Center).
- Design continues on Grace Street Student Housing, UREC Expansion, East Tower Replacement, Steamline Infrastructure Phase 2, Newman Lake Dam Repair, Field Hockey Facility at University Park and Event Parking at University Park.
- Facilities Planning & Construction capital project expenditures for projects this year totaled \$75,675,929.
- Facilities Management / Engineering's non-capital project expenditures for 153 projects totaled \$13,230,668.

Public Safety

Monitored and managed hazardous waste so that the June 2013 hazardous waste pick-up represented the lowest 6-month accumulation of chemical waste from the School of Art, Design and Art History; Physics/Chemistry; Bioscience; Geology; and CISE/CHBS in the five years of data.

6) Funding

Administration and Finance

Budget Office

- The General Assembly approved additional general funds for the university in the amount of \$4.3 million in the 2013-14 fiscal year. Of the total, \$553,469 was allocated to address access and support for the university's student financial aid needs and \$3.8 million will be allocated for new operational funds to support faculty and staff salary increases, enrollment growth and the Governor's higher education objectives.
- JMU received interest in the amount of \$660,334 on deposits with the Commonwealth due to compliance with the Commonwealth Management Standards.
- The university's FY 2013-14 operating budget includes funding for the following salary and fringe benefits:
 - Increase in the employer health care premium at approximately \$1,600 per employee
 - 5.5% salary increase for Faculty.
 - 4% salary increase and an additional \$50 per year of service (up to a total of 5.5% of base salary) for AP Faculty who have been continuously employed by the state for 5 years.
 - 2% salary increase for Classified Staff and an additional \$65 per year of service increase up to a maximum of 30 years (\$1,950) as well as additional funding for the IBA process.
 - The Office of Budget Management completed the budget development for FY 2013-14 and the university's total operating budget increased by \$22.6 million dollars or 5.0%.
 - The following education and general and auxiliary capital projects were approved by the General Assembly: \$62.9 million to construct the Health Science Building (former East Wing of RMH), \$2.5 million to supplement The Student Success building project (former West Wing of RMH) and \$1.1 million approval to proceed with preplanning for the renovation of Madison Hall (former RMH Cancer Center) and the appropriation for the \$4.25 million Field Hockey Stadium.

Included on this page...

- The university's FY 2013-14 operating budget includes funding for the following salary and fringe benefits:
 - Increase in the employer health care premium at approximately \$1,600 per employee
 - 5.5% salary increase for Faculty.
 - 4% salary increase and an additional \$50 per year of service (up to a total of 5.5% of base salary) for AP Faculty who have been continuously employed by the state for 5 years.
 - 2% salary increase for Classified Staff and an additional \$65 per year of service increase up to a maximum of 30 years (\$1,950).

a. Increased private support

Student Affairs and University Planning

Student Success

The Learning Centers received a \$5000 gift to support writing instruction and more than \$1000 from Employee Giving.

University Planning and Analysis

The University Planning team was recognized as having 100% employee giving.

Administration and Finance

- The Administration and Finance Scholarship Program awarded 11 students \$18,000 in scholarships along with each recipient receiving a \$400 line of credit to the bookstore to purchase textbooks.
 - 191 donors supported the scholarship, 3 donors are from outside of our division.
 - For the history of the program, we have awarded 25 students almost \$92,000.
 - 100% of Budget Management supports the scholarship and the Employee Giving Campaign.
- Two new feature/garden dedications were made this year; the Carrier Family Fountain feature and the naming of the Ann O'Connor Journey Stage Garden; both with garden beautification components. Together these projects brought in over \$105,000 in donor funds. The Stage Garden Gift provides the Arboretum with

funds for welcoming signage and for a planting plan design that begins at this feature, along with funds for future plantings.

- JMU Duke Club achieved \$1,870,289 in unrestricted revenues.

University Advancement

- Saw a 59% increase in new commitments, from \$8.14M in FY12, to \$12.94M in FY13.
- Extended the Madison Forever brand to meet the challenge of increasing unrestricted annual giving while maintaining a healthy scholarship-giving program.
- Raised \$713K in unrestricted dollars through Parents Fund, Madison Fund and Vision Fund, more than doubling the previous year's total.
- Even with a dual focus on unrestricted and financial aid scholarships, we were still able to bring in \$400K in financial aid scholarships for the year.
- Celebrated a record 40% participation in the employee giving campaign.
- Madison Connection had a record-breaking year with over \$700K pledged and \$540K cash in the door. They took many steps to streamline efforts during calling shifts, allowing for more time on the phone, as well as more sophisticated segments and calling pools leading to higher giving rates.
- Our direct mail and email have brought in over \$500K, bringing our total for all direct response vehicles to over \$1M.
- Chapter leader giving increased from 30% in FY12 to 54% in FY13.
- Alumni Office partnered with the Annual Fund Office to promote the Madison Forever Vision Fund, coordinating a \$100,000 matching gift from the Alumni Board of Directors.
- Successfully implemented the Madison Forever Vision Fund. This fund generated \$255K in unrestricted gifts and encouraged larger leadership annual gifts, one being at \$25K and two at the \$10K level. In total, unrestricted contributions rose from \$330K to \$713K in FY 13.
- In FY13, we had a 17% increase in Madison Founders Society gifts following FY12's tremendous increase of 292%.

Included on this page...

University Advancement:

- Saw a 59% increase in new commitments, from \$8.14M in FY12, to \$12.94M in FY13.
- Raised \$713K in unrestricted dollars through Parents Fund, Madison Fund and Vision Fund, more than doubling the previous year's total.
- Celebrated a record 40% participation in the employee giving campaign.

b. Information-based advancement decision-making

University Advancement

- Completed a successful RFP and secured Marts & Lundy as our campaign counsel.
- Organized and funneled feedback gathered during the listening tour into the Madison Future Commission strategic planning process.

c. Progressive engagement of students, volunteers and donors

Student Affairs and University Planning

Student Success

The Learning Centers initiated an alumni database and hosted an awards banquet to recognize tutor service, including alumni.

Administration and Finance

Dining Services

- The festival and E-Hall collaborated with the University Program Board for monthly themed late-night breakfasts, serving 700–1,000 guests at each event.

- D-Hall supported efforts of Kappa Alpha fraternity by serving a late-night breakfast to raise money for the Muscular Dystrophy Association. Also partnered with Tri Delta for a late-night breakfast fundraiser to benefit St. Jude Children's Research Hospital.
- In partnership with Fraternity & Sorority Life, E-Hall hosted several private cooking classes and demonstrations.
- Chick-fil-A hosted Spirit Night fundraisers with campus organizations to benefit Friends of Rachel, Nicaraguan Orphan Fund and St. Jude Children's Research Hospital.
- Participated in the Office of Judicial Affairs' Civic Learning Program to facilitate student development and civic responsibility through one-on-one student mentoring by Dining managers.
- Donated food, preparation and service to the Hunger Banquet.

Included on this page...

- Chick-fil-A hosted Spirit Night fundraisers with campus organizations to benefit Friends of Rachel, Nicaraguan Orphan Fund and St. Jude Children's Research Hospital.
- Our number of alumni donors increase from 7,770 to 8,508, growing by nearly 10 %.

Arboretum

Volunteer involvement increased in the EJC Arboretum to 26 adult volunteers who donated over 2500 hours of their time.

University Advancement

- Our number of alumni donors increase from 7,770 to 8,508, growing by nearly 10 %.
- The total number of donors (individuals + organizations) to our university in fiscal year (FY) 13 increased 9% over FY 12. We ended FY 13 with 18,623 donors; 1,526 more than the 17,097 in FY 12.
- There was an 11% increase in President's Council members, from 2,114 to 2,345.
- Forty-one additional Madison Founders Society commitments were recorded, a 17% increase in new commitments from FY12 to FY13.
- Established the base components of a new initiative known as Women for Madison, which strives to create philanthropic cultivation and leadership opportunities for women. A female-focused philanthropy group was deemed important because women are more prevalent today in higher education, they have increased wealth holdings, their life expectancy is longer and they have a different approach to philanthropy. Activity to date includes formation of the Founding Committee, establishment of the organization's mission, vision and values and agreement on a FY14 general calendar.
- Over 630 student thank you letters sent to donors—an increase of over 112 letters from FY12 with an 87% completion rate from student recipients.
- Launched the Student Alumni Association.
- Focused JMU LOVE on 3 specific areas where alumni had expressed vast majority of interest—Career Planning, Admissions and Annual Giving with nearly 400 alumni filling nearly 750 volunteer spots; tracked in Advance.
- Produced nearly 200 letters to alumni congratulating them on recent awards, successes, job promotions, and personal achievements.
- Brought a renewed emphasis to the alumni awards process with a strategic plan supported by academic leadership and approved by the Alumni Board.
- Early action applications increased from 9,162 last year to 11,090 this year, an increase of 21 %.
- CHOICES attendance increased from 6,202 to 7,219, a 16 % increase.

d. Sponsored research

Academic Affairs

Research & Public Service

Sponsored Programs reports indicate that University-wide external sponsored funding decreased for the third year: \$22,596,252 in 2010-11; \$21,450,410 in 2011-12; \$16,088,729 in 2012-13. One hundred eighty seven (187) JMU faculty, students and staff were involved in submitting 355 proposals with 231 projects being funded (a 65% funding success rate).

University Advancement

Corporate and Foundation Relations principles were established with the Office of Sponsored Research. We now have a working relationship established that will physically house the new Director of Development for Corporate and Foundation Relations alongside Sponsored Research. This new positioning will allow the university to have one point of entry for faculty to seek assistance and will offer greater synergies for the university moving forward.

e. Restoration of general fund appropriations

Administration and Finance

The General Assembly approved additional general funds for the university in the amount of \$4.3 million in the FY 2013-14. Of the total, \$553,469 was allocated to address access and support for the university's student financial aid needs and \$3.8 million will be allocated for new operational funds to support faculty and staff salary increases, enrollment growth and the Governor's higher education objectives.

7) Ratings & Recognitions

Academic Affairs

Dr. Laura Taalman was recognized as a 2013 Outstanding Faculty for the Commonwealth of Virginia and Dr. Olga Pierrakos was recognized as the 2013 Rising Star Outstanding Faculty for the Commonwealth of Virginia by the State Council for Higher Education and Dominion Resources.

A record number (37) of students applied for national scholarships in 2012-13. These scholarships included the Boren, Fulbright, Gilman, Goldwater, Rotary, Truman and Udall Scholarships. Scholarships won include:

- Gilman Scholarship: Jing Jing "Crystal" Jin, Jae-ho Kim, Zeinab Nilforoush, and Christopher Deitrick
- Boren Scholarship: Thomas Calhoun, Justen Silva
- Rotary Scholarship: Mary Ta, Kathleen Sensabaugh

College of Business

- A College of Business student team placed 1st in the Americas region (over 11,000 student participants from 95 countries) in the 2012 Google Online Marketing Challenge. [A JMU team has finished first in the Americas 3 of the last 4 years!]
- The Madison Investment Fund (College of Business) was recognized as the Top Student-Managed Fund at the National and International Investments Competition.
- The business undergraduate program in the College of Business was ranked in the top 5% of undergraduate business programs in the nation and the 11th ranked program at a public institution.
- The Accounting program was first in the nation on success of students passing the national Accounting credentialing examinations.
- The Innovation MBA program was ranked 49th in the nation by U.S. News and World Report.

Included on this page...

- Dr. Laura Taalman was recognized as a 2013 Outstanding Faculty for the Commonwealth of Virginia and Dr. Olga Pierrakos was recognized as the 2013 Rising Star Outstanding Faculty for the Commonwealth of Virginia by the State Council for Higher Education and Dominion Resources.
- Dining Services was ranked #4 for Great Food on a College Campus in the 2012 Princeton Review rankings.

College of Arts and Letters

The Debate Team was ranked 4th in the National Debate Tournaments National Sweepstakes, 5th by the Cross Examination Debate Association, and 3rd by the American Debate Association.

College of Health and Behavioral Studies

- The Audiology program (Au.D.) maintained its U.S. News and World Report ranking as 17th in the nation.
- The M.S. Speech Language Pathology program maintained its U.S. News and World Report ranking as 35th in the nation.
- The master's program in Physician Assistant studies ranked 38th in the nation in the U.S. News and World Report rankings.

College of Science and Mathematics

- Dr. Reid Harris (Biology) was named a Fellow of the American Association for the Advancement Science.
- Dr. Steve Whitmeyer (Geology) was named a Fellow of the Geological Society of America.

Administration and Finance

- JMU Integrated Waste Management was awarded the Outstanding University Award for Excellence for environmental excellence by the Virginia Recycling Association.
- Dining Services was ranked #4 for Great Food on a College Campus in the 2012 Princeton Review rankings.
- The September 19 Farmers Market was covered by Channel 3 News.
- Food Service Director magazine featured nine favorite sandwiches from campuses across the country, including JMU's Deep-Fried Peanut Butter and Jelly and the Shenandoah Panini.

- On-Campus Hospitality included “JMU Holds Vendor Fair” and “The Princeton Review’s 2013 Top 10 Foodservice Operations” in the October issue and announced the university’s new frozen yogurt venue in “JMU Opens Red Mango” in the November issue.
- Greatest.com, which describes itself as “the trusted health & fitness source for the young, savvy, and social,” listed JMU as No. 12 of its “25 Healthiest Colleges in the United States.” Along with the great activities offered on campus, the article highlighted JMU’s successful composting program, consistent top-5 ranking for great food by the Princeton Review, and food options such as vegan, locally grown, steamed and baked, reduced sodium, naturally sweet and gluten-free.
- The Daily Meal website ranked JMU #14 in “52 Best Colleges for Food in America”.
- The Fall 2012 Madison magazine featured “The Betty Brotherhood” about a long-standing D-Hall cashier.
- Friendship Industries’ annual report listed JMU and ARAMARK as “partners in hiring”.
- JMU was awarded the Bronze Award from The National League of Bicycles for promoting bicycle usage, training and safety.
- The EJC Arboretum is ranked #1 of 10 attractions in Harrisonburg by Trip Advisor.

Student Affairs & University Planning

Multicultural Awareness and Student Health

University Health Center

- Veronica Jones was awarded the 2013 Mid-Atlantic College Health Association (MACHA) New Professional Award.
- Cody Whitfield was awarded the 2012-2013 JMU Student Employee of the Year Award.
- Katie Grube was awarded the 2012-2013 JMU Sorority Woman of the Year Award.
- CARE was awarded Outstanding Organization at the 2013 Dolley Awards.
- Greeks Advocating Mature Management of Alcohol (GAMMA) was awarded the Rose Award for Alcohol Alternative Programming for their speaker Mark Sterner.
- Cannie Campbell was accepted as the Faculty Member in Residence (FMIR) for Salamanca, Spain in 2014 Summer session.

Counseling and Student Development Center

The CSDC completed the process required for continued accreditation of our Doctoral Internship Program by the American Psychological Association. A site visit occurred in early March, and verbal feedback from the site visitors was extremely positive of the Center’s Doctoral Internship Program. The CSDC subsequently received the written site visit report, and the tone and content of this document were similarly positive, requiring only a brief written response from the Training Director. As such, while we are still awaiting the final decision regarding APA’s accreditation of the Doctoral Psychology Internship Program (expected in October), the staff of the CSDC feel confident that we will receive a full 7-year accreditation status.

Student Life

- Student Graphic designers were selected to receive 7 design awards at the ACUI 2012 Regional, and 6 awards at the ACUI 2013 National Conference.
- Dave Barnes served as association President for Association of College Unions - International.
- Eric Nickel served a Foundation chair for National Intramural and Recreational Sports Association.
- Maggie Evans served as president-elect for the Southeastern Association of Housing Officers.

Student Success

- Community Service-Learning’s Alternative Break Program was recognized by Break Away as the third largest program in the nation by number of trips (38) and the fifth largest in the number of participants (467). Trips were offered during Thanksgiving, Spring, and May breaks and on weekends.

Included on this page...

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- The EJC Arboretum is ranked #1 of 10 attractions in Harrisonburg by Trip Advisor.

- Community Service-Learning was responsible for applying and receiving recognition from the Corporation for National and Community Service as a 2011 recipient of the President's Higher Education Community Service Honor Roll with Distinction. JMU has received this recognition each year since 2007 when the award was first offered.
- Carroll Ward (Nursing) received the national award for advising excellence from the National Academic Advising Association (Career and Academic Planning); she is the third JMU freshman advisor in the last six years to be recognized in this manner.

University Planning and Analysis

Institutional Research staff members played significant roles in the successful SACSSOC visit, which reported no significant findings.

8) Stewardship of the Natural World

Academic Affairs

- The School of Media Arts and Design hosted its second Reel Change Film Festival attracting 600 attendees to films/documentaries about environmental advocacy, activism and social change.
- Program recycling was initiated at all music, theatre and dance performances.
- To reduce waste, the Graduate School established the “Applicant Center” in MyMadison where applicants submit, review, check status and receive notifications regarding graduate school applications in a paperless process.
- Development and full implementation of an online curricular system that mimics the Curriculum and Instruction (C&I) process has eliminated a conservative estimate of 2,500 printed pages.

Access and Enrollment Management

JMU received the following awards for its sustainability efforts:

- Bronze level Governor’s Environmental Excellence Award (recognizes significant contributions of environmental and conservation leaders – The Institute for Stewardship of the Natural World was recognized for its learning outcomes and assessment work).
- Outstanding University Award for Excellence from the Virginia Recycling Association (JMU diverted approximately 64% of campus waste from the landfill via recycling, incineration and composting and expanded recycling/waste minimization education).
- Named in “The Princeton Review’s Guide to 322 Green Colleges: 2013 Edition.”
- Created the Office of Environmental Stewardship and Sustainability to focus on the coordination and collaboration of the university’s efforts while the Institute for Stewardship of the Natural World will host the executive committee and subcommittees in developing strategies and ideas for consideration that promote awareness.
- Implemented the STARS (Sustainability Tracking Assessment and Rating System) to provide ongoing measurement and comparison of JMU’s sustainability performance.
- The Office of Environmental Stewardship and Sustainability coordinated with community partner, New Community Project, to develop grant and student learning opportunities for faculty and students resulting in two student projects and a fall service learning project. In addition, OESS collaborated on a grant from the National Fish and Wildlife Foundation with Facilities Management and external partners to develop a stormwater action plan
- Over 160 employees attended trainings/talks related to sustainability. Think Green, It’s Friday (TGIF) speaker series was implemented, as well as collaboration with the Libraries on sustainability-focused JMuse Cafes. In conjunction with the Gandhi Center sponsored a sustainability exhibit and visiting scholar lecture and facilitated a donor-funded organic garden in cooperation with ARAMARK.

Included on this page...

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- JMU was named in “The Princeton Review’s Guide to 322 Green Colleges: 2013 Edition.”

Administration and Finance

Copy Centers

Increased JMU departments using our recycle paper program by 15.

Dining Services

- Added “Local” to Let’s Go. To the greatest extent possible, food served is locally produced, with fewer “food miles” to travel. Homemade selections are also made from scratch daily using fresh ingredients.
- Actively partnered with JMU in the 2013 season of Recyclemania, earning a first-place rank in the state for Waste Minimization, second-place rank in the state for Food Service Organics and fourth-place rank in state for Bottles & Cans.

- Contributed to campus waste minimization efforts that were recognized by the Virginia Recycling Association in awarding JMU the Outstanding University Recycling Program award. The award letter cited tray-less dining, use of reusable beverage containers and composting as well as maintaining campus dining facilities as Virginia Green Restaurants.
- Worked with Greenlight Biofuels to convert an additional 2,731 gallons of fryer oil into biodiesel.
- Began offering low waste events as a catering option resulting in 18 low waste events being scheduled.
- Purchased more than 11,200 recycle mugs for distribution to the JMU community in fall 2012.
- The East Campus Dining Hall's LEED facility and advanced composting program allowed the opportunity to educate on- and off-campus classes and groups about sustainable food practices. Twelve tours were conducted with attendees ranging from middle school students to Integrated Science Majors and faculty and staff of the university.
- Built the Madison Garden in response to the student initiative to establish a garden near East Campus Dining Hall. Volunteer efforts provided the manpower to plant rows of greens, including carrots, strawberries, basil and romaine lettuce.
- Partnered in the university-wide observance of Food Day, expanded to include a week's worth of events such as a Farmers Market in front of Gibbons Hall, a Farm-to-Fork dinner at East Campus Dining Hall including a "Food Fight" cooking competition, collaboration with the Friendly City Food Co-Op, Mud-E Acres (local honey vendor) and Strites Donuts (local food vendor). These events also included a lecture by Celebrity Farmer Lee Jones, a champion of sustainable farming.
- Celebrated Earth Week with a variety of earth friendly giveaway opportunities, including trivia games, "Get Caught Green Handed," free Grounds for your Garden and a living garden salad bar at East Campus Dining Hall followed by the planting of the greens' roots in the Madison Garden. Also, Foam Cup recycling was implemented at Chick-fil-A®.
- Organized two Farmers Markets, with a variety of local produce, homemade jellies and breads, flowers and kettle corn.
- Partnered with Mud-E Acres to sponsor a hive that has been painted purple and gold. The honey from this hive will be collected and used in dining locations across campus.
- Partnered with a JMU senior for an E-Hall Energy Analysis that monitored sunlight and energy usage in East Campus Dining Hall.
- Provided best practices guidelines in support of the 2012 Library Building Energy Use Project.
- Donated 2,754 pounds of food to the Food Donation Connection's (FDC) Harvest Program. This program is successful in feeding the growing need for hunger relief through distributing overproduced, high quality food to local hunger relief agencies.

Included on this page...

- Dining Services donated 2,754 pounds of food to the Food Donation Connection's (FDC) Harvest Program. This program is successful in feeding the growing need for hunger relief through distributing overproduced, high quality food to local hunger relief agencies.
- Facilities Management replaced high-energy lights with LED replacements and energy efficient bollards in all areas of the campus where feasible.

Facilities Management

- Boiler/Chiller replacement – Replaced 10 boiler chillers/heat pumps for an estimated annual savings of \$65,000 per year.
- Stormwater
 - A 2 million gallon underground detention and filtration system was installed to treat stormwater runoff from the University Park facility. This system is located beneath the throwing events field.
 - JMU partnered with the City of Harrisonburg, the Town of Bridgewater, and the Central Shenandoah Planning District Commission and received \$100,000 in grant funding from the National Fish and Wildlife Foundation to perform a stormwater retrofit assessment study. The projects identified in this study will then be considered for future grant applications.
- LED Lighting Replacements/Motion Sensors – Replaced high energy lights with LED replacements and energy efficient bollards in all areas of the campus where feasible. While exact dollars are difficult to calculate, some fixtures will reduce energy consumption by 65%.
- Operations

- JMU Integrated Waste Management (IWM) was awarded the Outstanding University Award for Excellence for environmental excellence by the Virginia Recycling Association. Recycling a wider variety of materials, expanding recycling/waste minimization education and implementing a large scale composting program are some of contributing factors to winning the award.
- Aerators in residence halls have been installed in faucets. This will greatly reduce water consumption.
- Rain gardens have been installed in Chandler patio, Lakeside area, University Sports Park and A3B.
- Irrigation has been installed in A3B and the University Sports Park.
- Approximately 75% sustainable plants were used for landscaping the University Sports Park.
- Sustainable grasses used for landscaping A3B.
- Three propane mowers were purchased for Landscaping.
- 138 gallons of Davis paint has been used in various campus buildings so far this year. Davis is a GreenSure product.
- Experimenting with bag filters and other air filtrations products on mechanical equipment to increase energy efficiency.

Included on this page...

- JMU Integrated Waste Management (IWM) was awarded the Outstanding University Award for Excellence for environmental excellence by the Virginia Recycling Association. Recycling a wider variety of materials, expanding recycling/waste minimization education and implementing a large scale composting program are some of contributing factors to winning the award.
- The UHC's implementation and launch of a new Mediat module in June 2013 as well as total implementation of Online Student Health, will soon eliminate the need for any health and/or immunization records on paper.

Human Resources, Training & Performance

- Training & Development began purchasing cups and coffee stirrers that are 100 % renewable resources and compostable for training events.
- The workshops, "Conservation Conversations" and "Greening Your Office III" were developed and implemented in cooperation with the Office of Environmental Stewardship and Sustainability.

Parking Services

- Successfully transitioned the permit renewal procedure for the university's three thousand faculty and staff members from a paper format to an online process. The improved procedure provides customers with added convenience and saves thousands of sheets of paper each academic year.

Procurement Services

- The university procured an architect/engineering firm to provide consulting services in the development of the university's bicycle/pedestrian master plan.
- Using lessons learned from our first contract three years ago, Procurement Services re-procured for a food waste/organic waste collection service. This new contract is much more cost efficient for the university and added additional services that will be more efficient for dining services operations and staff.

Student Affairs & University Planning

Multicultural Awareness and Student Health

University Health Center

The UHC's implementation and launch of a new Mediat module in June 2013 as well as total implementation of Online Student Health, will soon eliminate the need for any health and/or immunization records on paper.

Center for Multicultural Student Services

- CMSS staff utilized "green" FSC certified print companies.
- Program Evaluations are administered electronically.
- Recycle plastic, glass, aluminum, cardboard, magazines, newspapers, printer cartridges, toner, shredded paper and other recyclable items.

Student Life

Representation on Steering Committee.

Student Success

The Student Success Center Stakeholders have been meeting with staff from the Office of Environmental Stewardship and Sustainability, Housekeeping and Recycling (FM), and the Student Success Center Project Manager to ensure that the facilities have efficient and effective recycling, waste reduction, and waste removal processes integrated into the facilities. The project is also aiming for LEED Silver Certification.

University Planning and Analysis

Institutional Research provided enrollment forecasting data to determine emissions inventory and potential environmental impact in the local community.

9) Transforming Alcohol Culture

Administration and Finance

Created a process for AlcoholEdu to allow students to log into AlcoholEdu through MyMadison as part of JMU's comprehensive prevention program for members of each first year class.

Student Affairs & University Planning

Multicultural Awareness and Student Health

University Health Center

- The Office of Substance Abuse Prevention launched the SAP Toolbox Campaign this spring for faculty and staff to encourage them to become partners in prevention with our office. The campaign highlights the services provided by UHC's SAP and gives opportunities for faculty and staff to engage their students through our services.
- The Office of Substance Abuse Prevention continued implementation of the "Your Call" marketing campaign for the third year. The program is designed to promote the UHC's Substance Abuse Prevention unit to the campus at large. During the fall semester, mirror decals were posted weekly in first-year residence halls and 12 new video clips advocating positive bystander behavior were created and played at the JMU football stadium during home games. The latter was a part of a partnership with University Athletics to promote "Your Call" initiatives at numerous athletic events throughout the year.
- Dukes in Recovery – For a fourth year, SAP sponsored the student-led alcohol and drug recovery group, Dukes in Recovery. This group, which met weekly throughout the year, provided a safe space for students in recovery to connect and support one another in sobriety.
- BASICS – During the 2012-13 year, 214 students completed the Brief Alcohol Screening and Intervention for College Students (BASICS).
- UHC added a Substance Abuse Prevention Graduate Assistant who will work specifically with Athletics on substance abuse prevention and education in a team-by-team setting.

Included on this page...

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- For a fourth year, SAP sponsored the student-led alcohol and drug recovery group, Dukes in Recovery.

Center for Multicultural Student Services

- Collaboration with JMU Madipalooza.
- CMSS sponsored its annual back-to-school event, DEF POETRY JAM, during the first Thursday night of classes. This event engages hundreds of students in an on campus, alcohol free, alternative social and educational event.
- CMSS Homecoming Step Show After-Party provides alternative entertainment on campus.

Student Life

- Planned, promoted and supervised Madipalooza, a cross-departmental spring program which attracted over 10,000 student, faculty, staff and family members.
- In a sustained effort to provide alcohol alternative events, UPB continued two most successful evening events: Grafton-Stovall Theatre weekly movie series and Late Night Breakfast series on Thursday nights. Attendance was high and students enjoyed and anticipated both events.

Student Success

- Community Service-Learning's Alternative Break and Alternative Weekend Break programs continue to offer students an alcohol-free experience in a variety of settings with a variety of activities and projects. The Alternative Weekend Break program offers shorter programs in closer proximity to JMU.
- The Learning Centers expanded the-after-hours satellite programs, with a new location in the Plecker Athletic Center. One of the initial motivations in creating the satellite programs was to provide a walk-in

evening learning alternative in the Carrier and Rose Libraries. The new location fosters academic support for athletes.

10) Other Noteworthy Accomplishments

Academic Affairs

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

College/Unit	Outstanding Teacher	Madison Scholar	Outstanding Service
Arts and Letters	Frances Flannery Philosophy & Religion	Alexander Leidholdt Media Arts and Design	Beth Eck Sociology & Anthropology
College of Business	Nancy Nichols Accounting	Raktim Pal Computer Information Systems and Business Analytics	Carol Hamilton Center for Entrepreneurship
College of Education	Jennifer Pease Middle, Secondary & Mathematics Education	Barbara Stern Middle, Secondary & Mathematics Education	John Kidd Learning, Technology & Leadership Education
College of Health and Behavioral studies	Tracy Zinn Psychology	Suzanne Baker Psychology	Sharon Strang Nursing
College of Integrated Science and Engineering			Jeffrey Tang ISAT and Associate Dean
College of Science and Mathematics	Barbara Reisner Chemistry	Ioana Niculescu Physics	Donna Amenta Chemistry
College of Visual and Performing Arts	Scott Ridders Music	Laura Katzman Art, Design and Art History	Corinne Diop Art, Design and Art History
General Education	Kristin St. John Geology and Environmental Studies		

Provost Award for Excellence – 2012-13 recipients:

Hak-Seon Lee

Assistant Professor, Political Science
Academic Advising

John Scherpereel

Associate Professor, Political Science
International Education

Social Work Department

Assessment

Merle Mast

Professor, Nursing
Outreach and Engagement

Deborah Warnaar

Lecturer, Chemistry and Biochemistry
Freshman Advising

Charlotte Saufley

Adjunct, Mathematics and Statistics
Part-time Teaching

Michael Deaton

Professor, Integrated Science and
Technology
Graduate Advising

Louise Temple

Professor, Integrated Science and Technology
Research and Scholarship

Mark Gabriele

Associate Professor, Biology
Honors Teaching and Advising

College of Arts and Letters

- Dr. Maria Galmarini (History) won a fellowship for a year of study at Harvard.
- Dr. Dabney Bankert (English) won a National Endowment for the Humanities grant for a year of study abroad.
- Dr. Mark Rankin (English) won grants from the Newberry Library, the Huntington Library and the Folger Shakespeare Library.
- Dr. Chip Bolyard (Philosophy and Religion) was awarded a Fulbright Fellowship.
- Dr. Lori Britt (Communication Studies) won a New Centers for Public Deliberation Fellowship from the Kettering Institute.
- Dr. Michael Davis, the Debate Team Director, received the Don Brownlee Award from the Cross Examination Debate Association.
- Professor Tom O'Connor's film on novelist Graham Green was shown internationally on PBS.

College of Health and Behavioral Studies

Through the Institute for Innovation in Health and Human Services, 822 students from 39 undergraduate and graduate programs (covering programs in CHBS, CoE, CVPA, CAL, CoB, CSM and University Studies) and 76 faculty representing 29 academic programs provided services to 10,743 clients or individuals, 3,290 families, 271 P-12 schools and 205 other organizations. Student hours of training, services, program support and participation combined for 38,598 hours of engagement. The Institute truly reflects a vehicle for students to be engaged with ideas and with the world.

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College of Science and Mathematics

The undergraduate Physics program has been cited by the American Physical Society as a model program.

College of Visual and Performing Arts

Forbes Center for the Performing Arts ticket sales increased by almost 25% from the previous year.

Office of International Programs

Celebrated the 25th anniversary of the Semester in Salamanca program.

Outreach and Engagement

Through efforts coordinated by Outreach and Engagement, JMU was designated as a VET friendly campus.

Access and Enrollment Management

- Coordinated Madison Week highlighting the Presidential Inauguration.
- Facilitated the Senior Convocation and May Commencement exercises while evaluating and proposing a new structure for May graduation ceremonies.

Administration and Finance

Customer Service

Bookstore

The Bookstore rental program yielded a savings to our students of over \$1.5 million with 37,000 books rented. In addition, two new team stores at Bridgeforth Stadium/Zane Showker Field were added for convenience to our game day customers and the result was a 114 % increase in concession sales.

Copy Centers

- Replaced Color Copier to better meet our customer demands for better quality, use of heavier paper and ability to print envelopes and faster service

- Enhanced the student production Center in the Main Copy Center by replacing outdated MAC, which could no longer be upgraded and replaced aging PC as well as adding 3 new MAC minis to meet or exceed our student customer demands

Dining Services

- Completed transition of Rose Library coffee bar to a full service Starbucks®. Second semester traffic counts have increased by 200%%.
- Renovated Chick-fil-A® with new menu board designs and the addition of milkshakes, cookies, yogurt parfaits and seasonal salads to the menu. Milkshakes have been enthusiastically received by students, who have purchased nearly 12,000 since introducing in August. Served more than 2,500 of these new items in its first full month of operation.
- Converted the Market One Java City® to a Starbucks® “We Proudly Serve” with a range of specialty coffees and an array of blended beverages.
- Red Mango® frozen yogurt bar celebrated its grand opening at Top Dog Café in Fall Semester, and added Greenberry’s in Spring with a selection of coffee, tea and blended beverages.
- Refreshed and added stations in the Festival food court. Introduced Flats, serving stacked sandwiches baked in homemade pizza dough, added a made-to-order option to Cheeze Please, and relocated the salad bar to the center of the food court with an action station.
- Introduced f’real® milkshakes and frozen beverages in Mr. Chips.
- Fall Dining Styles survey numbers remain high with Fall score of 5.91 and Spring 5.81 out of a possible 6.0.
- 76 % of Dining Style survey respondents reported they are extremely likely to recommend Dining Services to a friend and 72 % ranked Dining Services staff as “excellent” in the welcoming/friendly category.
- Implemented an ongoing customer satisfaction and feedback program, “Your Voice Counts,” to highlight great experiences, recognize outstanding employees, and address service issues in real time.

Included on this page...

- Mail Services increased bulk mail services by 111% by personal calls, visits and assisting with printing materials which saves these departments’ budget dollars.
- Parking Services introduced a drive-thru service to provide students with a convenient way to pick up their parking permits at the start of the academic year. Nearly a thousand customers utilized the drive-thru during the fall opening, many of whom offered positive feedback about the service.

Mail Services

- Increased bulk mail services by 111% by personal calls, visits and assisting with printing materials which saves these departments’ budget dollars.
- Replaced the self-service kiosk with a new more user friendly version without any additional cost to the university. Increased usage by 39% and 435% increase in transactions.
- Student packages are continuing to increase for the 3rd straight year by an additional 8%. The staff handled over 80,000 packages for students alone. Departmental/Faculty and Staff packages have increased by 28% with a total of approx. 10,000 being delivered by the route drivers.
- Saved JMU departments over \$225,000 by using discounted mail services from several vendors.

Parking Services

- Introduced a drive-thru service to provide students with a convenient way to pick up their parking permits at the start of the academic year. Nearly a thousand customers utilized the drive-thru during the fall opening, many of whom offered positive feedback about the service.
- Installed a hardware and software package to manage vehicle counts in two campus parking decks. The package includes a wireless vehicle count system in the Champions Drive Parking Deck, three variable message displays and a graphical user interface that enables Parking Services personnel to access the systems remotely. The new technology offers customers detailed, real-time information about parking availability within the two decks.

Information Technology

- Implemented Hannon Hill Cascade Server and supported the “Go-Live” for the main JMU Homepage. Also, implemented and supported the “Go-Live” for the mobile website m.jmu.edu.

- Developed a Targeted Communication area in MyMadison allowing communication to specific student populations for Academic Affairs.
- Implemented Noli Connect to allow direct connection between the Student Administration system and Financial Aid information (scanned paper documents) in the Noli Imaging System.
- Re-implemented the Utility Deposit Assistance Program (UDAP) process within the Student Administration system to provide better service to students, Madison Unions and the utility companies.
- Implemented Waitlist Functionality in the Student Administration system as a service to the students so they can be "waitlisted" for a class eliminating the need to constantly check the Student Center to verify a class is available.
- Implement New Automatic Transcript Ordering System with the National Student Clearinghouse.
- Implemented interfaces to the Student Administration system required for Canvas - the Learning Management System replacement for Blackboard.
- Worked in partnership with Lumos to provide a redundant 10gbs Internet service capability. Upgraded total commodity Internet bandwidth from 500mbs to 2gbs. Upgraded our remote sites bandwidth capabilities to meet future demand and new sites such as the Ice House project.
- Upgraded Wireless Network monitoring controllers to meet our growth demands. Obtained funding to provide wireless service for the 9 Village halls. Installation began in early May 2013 with completion planned for July 2013. Completed designs for Eagle and Shorts that were submitted as a budget initiative for next year. Submitted master budget spreadsheet for years 2015 and 2016 to complete the residence halls and designated Academic buildings.
- Collaborated with our network vendors to research and design a redundant data center router solution to help provide better contingency management. Equipment has been procured and delivered and will be implemented this summer.
- Installed 4VA TelePresence infrastructure to enhance collaboration/teaching between UVA, VaTech, and GMU.
- Implemented a pilot Remote Access Server to allow secure, remote access to the PeopleSoft systems (Human Resources, Student Administration and Finance Systems).
- Procured and implemented a new backup solution for the data centers. This solution provided us another tier of disk storage which enhances backup and recovery speeds.
- Procured and implemented a new Storage Area Network (SAN). This new service is state of the art and provides a 3 tiered approach to types of data storage needs. It is less expensive, and an agile growth solution that enhances administration and monitoring of our data storage and usage.
- Upgraded computer hardware in 8 general use computer labs and 26 classrooms.
- Implemented the Open Source iTALC classroom management system in the computer labs. This allows instructors to view and control other computers in the lab.

Included on this page...

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Student Affairs & University Planning

University Planning & Analysis

Helped conceptualize, form, and lead the Madison Future Commission, which began work on the university 2014-2020 strategic plan: The Madison Plan.

Community Engagement

Arboretum

- Saturday work days were implemented on-site offering six Saturdays per year (fall & spring) for student community service groups to assist with projects. A volunteer coordinator organized and managed 20-45 volunteers each session.

- The new semi-annual Wine & Cheese In the Trees educational program that was initiated in 2012 continued this cycle with two programs offered to the public. This program gives JMU catering the opportunity to let their chef staff shine with demonstrations and tastings offered, and for the community to learn about local businesses (often local food/farm enterprises) that sell farm/food products in the valley.
- An Arboretum monthly photo contest was initiated via the Arboretum website this winter providing visitors (students, staff, and community members), with another avenue for sharing their visits via photos with the public along with displaying their work at our website and in the website galleries. This has increased the Arboretum's inventory of photos to be used on the website & in advertising & increases our visibility.
- The Arboretum provided a staging ground for at least 17 reported JMU classes and projects – some collaborative with the Arboretum – and 7 guided tours to JMU student classes, serving 31 faculty and 595 students.
- 63 educational tours were given by Arboretum staff/volunteers to 1,434 people; 600 adults and 810 school children (pre-school to high school age).
- Arboretum educational programs (classes, workshops, events and field trips) served 1,878 community members (1781 adults, 97 children.)
- 14 non-guided school tour groups visited serving 246 adults and 1,179 children.
- Visits by community groups increased, due to the accessible pond loop trail with regular visits by Western State Hospital, serving 390 adults, Emeritus Assisted Senior Living serving 30 adults with disabilities.

Included on this page...

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- On October 19, Human Resources hosted Job Shadow Day designed to help local middle schools students learn about future professions. The program enabled the students to identify various professional interests, then meet with and “shadow” JMU employees who work in those professions.

Human Resources, Training & Performance

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Student Affairs & University Planning

The Associate Vice-President for Multicultural Awareness and Student Health co-presented at the National Conference on Race and Ethnicity 2013. The title of the presentation was *Building Cultural Competency Workshop: A Toolkit for Faculty, Staff, and Trainers*.

Multicultural Awareness and Student Health

Center for Multicultural Student Services

- CMSS successfully completed a divisional program review.
- CMSS moved forward with a national search and was able to make a hire for the Associate Director position in June 2013.
- CMSS staff have taken advantage of numerous opportunities within the university by serving on various committees: Homecoming Planning Committee, Fraternity and Sorority Life-Hazing Prevention Week, SAUP Diversity Council, House of Privilege Steering Committee, Leadership Summit Planning Committee, OSAP Recruitment Committee, Diversity Conference Committee, LGBTQA Advisory Board, Fraternity and Sorority Life Strategic Planning Committee, Take-A-Look Weekend and Perspective Student's Weekend Committees, 2012 President's Leadership Academy, Homecoming & Parent's Weekend Committees, Madison Awards Committee, Hazing Prevention Week.

Counseling and Student Development Center

- The CSDC provided leadership for 2013 Walk for Hope committee and orchestrated a very successful awareness/outreach program that drew approximately 650 participants from the four local institutions of higher education and the surrounding communities. The program was well-organized, provided participants with multiple opportunities to explore ideas for coping with depression and suicidal intent, and evaluated positively by those in attendance.

- The CSDC provided leadership for JMU's Commonwealth of Virginia Campaign which generated \$48,000 in contributions to local charities, a 20% increase from the previous record for donations.

Student Life

- Worked with SGA and IFC to create an Amnesty Policy to provide medical help for students in need.
- Provided consultation services to other universities: Restorative Justice (3 schools), UREC programs (2 schools).
- Article published in Nov/Dec 2012 ACPA *About Campus* journal "Big Change Through Small Actions" (JMU Judicial Affairs mentoring program).
- Procured and implemented a new EMS system (campus-wide scheduling software program).
- Converted UDAP program to an online My Madison option.
- Fully recognized 26 new Student Organizations.
- Leadership U: One-day conference reaching 250+ students. 833% increase over prior year's 30 students.
- UPB met and exceeded their goal for yearly program attendance of 50,000 people with a final total of 50,490.
- ORL helped Students in 126 temporary triples manage their situation until they were de-tripled.
- ORL Residence Hall Programming: 1,843 hall programs, Attendance was 37,595; 1,015 weekend programs; 55 alcohol/drug education programs.
- ORL converted the housing management operations to a new software system - StarRez.

Included on this page...

- University Advancement successfully carried out the President's external listening tour, Why Madison? The tour included 15 all-come events in cities across the country, 9 donor gatherings, 11 key constituent group meetings and 64 individual visits.
- University Advancement also developed and implemented a promotional campaign including email, direct mail and web site coverage that engaged nearly 4,000 constituents in 18 cities and almost 50 listening tour stops between August 2012 and April 2013.

University Planning and Analysis

- The director of Institutional Research continues to forecast enrollment numbers to within 1% of accuracy for a fifth year in a row.
- The OIR director and associate director presented a model on enrollment forecasting to a national conference of institutional researchers.

University Advancement

- Successfully carried out the President's external listening tour, Why Madison? The tour included 15 all-come events in cities across the country, 9 donor gatherings, 11 key constituent group meetings and 64 individual visits.
- Conceived and designed the "Why Madison?" presidential listening tour theme. Developed and implemented a promotional campaign including email, direct mail and web site coverage that engaged nearly 4,000 constituents in 18 cities and almost 50 listening tour stops between August 2012 and April 2013.
- Expanded the culture of philanthropy by engaging campus leaders with our partner company, *Advancement Resources*, which conducted two trainings: The Art and Science of Donor Development and the Professional Fundraising Workshop for Academic and Organizational Leaders. Attendees included the president, provost, VPs, deans, academic leadership and UA leadership.
- In collaboration with the Office of Prospect Research, we have continued to refine the portfolio management system for Advancement. All active portfolios were reviewed, updated and balanced in FY13 to provide for a better working platform for Development Officers. All Clearance Pools were updated and new guidelines were implemented for Clearances.
- Had an upswing in communication with Parents by sending two *Madison Family Connection* e-newsletters to nearly 24,000 parents, mailing over 4,000 letters to parents of accepted Early Action students, producing the annual *Madison Family Handbook* for 4,300 freshmen families, and conducted a Parents' Satisfaction e-Survey to over 18,000 parents.
- Produced a successful Family Weekend offering various events and activities, including the opportunity for parents to participate in many academic classes.

- Conducted 18 Freshmen Send Offs for entering freshmen and families.
- Consolidated Strategic Plan for Alumni Association and Alumni Office, including an alumni survey to solidify that we are meeting the needs of our alumni and incorporating feedback from university leadership.
- The Social Media Ladder of Engagement process continues to move constituents through four levels of meaningful interaction with the university in the digital social space. Focusing on moving social media users through this continuum produced the following results this year:
 - Facebook baseline engagement numbers increased by 32 % to 44,342 fans.
 - Twitter baseline engagement numbers increased by 56 % to 16,709 followers.
 - Facebook users moving from passive to active increased by 343%.
 - The average number of monthly active Facebook users for 2012- 2013 was 12,684 or 33% of baseline users. Over the same period in 2011 – 2012, the average number of monthly active users was 4,033 or 17% of baseline users.
- Published 94 posts, including posts written by guest bloggers, students and staff. Of these 94:
 - Forty had “hits” ranging from 100 to 807. Some of these were older posts, dating back to 2010.
 - Four university-initiated posts garnered more than 2000 hits.
 - Several posts saw spikes more than a year after being published.
- Alumni specific social media efforts accelerated as well. We increased our overall social media engagement from 22,500 to nearly 29,000 users during FY13:
 - Facebook from 7,700 to 10,500.
 - Twitter from 4,300 to 5,800.
 - LinkedIn from 10,500 to 12,600.
- Communications and Marketing collaborated with Planned Giving to launch a new marketing campaign; including website, leave behinds, and direct mail materials in response to federal deadlines on IRA gifts.
- Going National by Going Local
 - JMU news items appeared in 48 of the top 50 media markets nationally including the top 41 media markets between July 2012 and May 2013.
 - Between July 2012 and May 2013, 9,387 news items in all 50 states mentioned or featured James Madison University. This represents an increase of 28 % or 2,088 news items over the same period in 2011-2012.
 - Of the 9,387 news items, 1,023 or 11 % contained Be the Change messaging. During the same period last year, 692 or 9 % contained Be the Change messaging.
 - In addition to numerous media advisories, notifications, hometown news releases, Madison Scholar content that appeared on the web and in other JMU publications, the Office of Public Affairs distributed 97 general interest media pitches to media outlets. Of those pitches, 60 generated at least one news item – a pitch success rate of 62 %. The 60 successful pitches generated at least 513 news items, or an average of 5.3 news items per pitch.
 - Of the 7,221 non-alumni related news items about James Madison University this past year, 28 % can be classified as academic in nature while 45.7 % could be categorized as news about the academic experience.
- Hometown Program
 - During the spring 2013 semester, public affairs staff disseminated hometown news releases on 360 individuals generating more than 27,175 social media impressions. News releases during the spring 2013 semester were distributed to 645 different media outlets covering 14,072 postal codes.
 - Hometown news items increased from 195 last year to 418 items this year, an increase of 114 %. Likewise, the number of media markets where hometown news was placed increased threefold over the previous year from 12 to 54.
- Presidential Inauguration

Included on this page...

- Alumni specific social media efforts accelerated. We increased our overall social media engagement from 22,500 to nearly 29,000 users during FY13:
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 - LinkedIn from 10,500 to 12,600.
- Between July 2012 and May 2013, 9,387 news items in all 50 states mentioned or featured James Madison University. This represents an increase of 28 % or 2,088 news items over the same period in 2011-2012.

- Developed and implemented a promotional campaign that resulted in high attendance levels for inaugural week events including a capacity crowd at the main inauguration ceremony in the Convocation Center.
- Provided a live stream of the main inauguration ceremony, viewed by 669 additional participants.
- Organized and supported presidential addresses during the inauguration week.
- Provided daily web photography galleries, multiple video updates, and event coverage online and via email during inauguration week and produced an inauguration edition of Madison Magazine delivered in April. Increased the Madison Update subscription base by 23 % during the week.
- National Positioning of Faculty
 - JMU faculty and researchers were quoted or their work was featured in a number of national publications and research journals.
- Launched new university website on July 20, 2012, on the Cascade platform; pioneered a tag-based content management strategy for global site content.
- Produced content for JMU blog, which attracted over 40,000 visitors and has garnered international attention with followers in 150 countries. Of those 150, 24 had more than 100 hits.
- The top blog post of the year was “10 Reasons to Pick JMU.” As of June 13, 2013, it has garnered 15,969 hits. It also garnered the highest number of comments.
- Greater Madison, Student Greater Madison and the JMU Student Government Association planned another successful Big Event with more than 850 faculty, staff, students and community members participating.
- Greater Madison sponsored an inaugural breakfast to engage community members in honoring President and Mrs. Alger.
- Successfully completed audits in Advancement Gifts and Records (Cash handling and pledge recording) and Quality Assurance (Access to Advance).
- Modernized contact information data and expanded data collection through the upgrade to Advance 9.8. Data collected includes (student residence halls, student’s local address, and parent/student legacies).
- Provided 158 research profiles/presidential briefings for President Alger’s inaugural year (listening tour and inauguration).
- Implemented recurring credit card options for online donors and developed one annual receipt for donors.
- Expanded reporting capacity of central system of record by publishing 35 project-sized reports with in-house resources. Of particular note, a new entity profile report was published to capture a one-stop screen for a prospect’s connection to the university.
- Facilitated a comprehensive review of allocation codes in support of more focused efforts to promote funding priorities across academic units.
- Prototyped and tested 9 reports that automate previously manual data collection performance metrics.
- Made 14,448 biographical updates including: 3,893 email updates, 1,168 total cell phone updates and 4,591 updates to the job information on alumni and/or donors.
- Completed vendor screening that updated 1,913 addresses, 971 new phone numbers and 272 new cell phone numbers.
- Oversaw the collection of \$308,715 from 626 matching gifts.
- Researched 192 individuals; 184 (96%) of them became major gift suspects. Of the 184 new suspects added to the prospect pool in FY 13; 87 (47%) were rated with a capacity of \$100K+.
- Installed data warehouse and trained Reporting staff on Cognos tool in preparation for FY 14 dashboard and business intelligence development in support of capital campaign.