

A photograph of a large, multi-story university building with a red-tiled roof and a central clock tower. The building features stone masonry on the lower levels and white siding on the upper levels. In the foreground, a paved walkway leads towards the building, with several students walking. To the left, there are trees with pink blossoms. The sky is blue with scattered white clouds. A purple gradient overlay covers the top right corner and the bottom of the image.

PRESIDENTIAL SEARCH PROSPECTUS

JAMES MADISON UNIVERSITY®



THE OPPORTUNITY

Becoming the president of James Madison University (JMU) represents a career-defining opportunity for an exceptional leader in higher education. JMU is a nationally-recognized institution known for its commitment to academic excellence, student-centered learning, and an exceptionally vibrant campus culture. The new president will have the unique chance to lead a university that is poised for further growth and innovation, building on its strong foundation while shaping the future of higher education.



MOMENTUM

The story of James Madison University is one of constant change and insistent progress. Founded in 1908 in Harrisonburg, Virginia in the heart of the Shenandoah Valley, JMU is fast becoming one of the nation's leading lights in higher education. With only six sitting presidents in its 116-year history, Madison is an institution where presidents preside over periods of sustained and exciting progress. All indications are that the best is yet to come.

Recently classified as an R2 Doctoral University with High Research Activity by the Carnegie Commission, JMU is enjoying a rapid ascent in popularity and national rankings. Applications to the university are up nearly

80% over the last three years, with an increasing portion coming from out-of-state as name recognition continues to expand nationally.



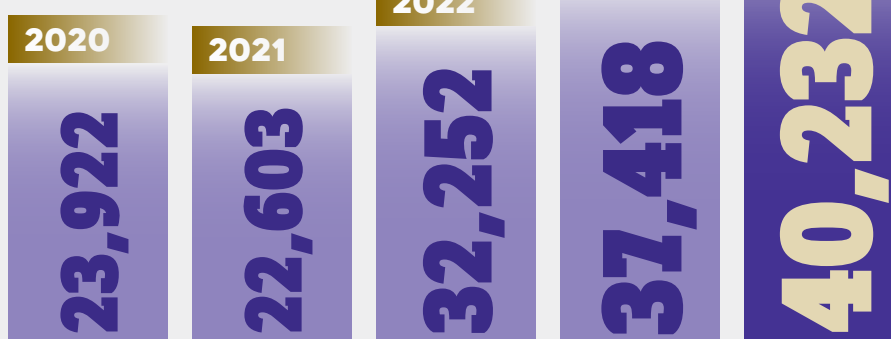
#27 best public university
—2025 *The Wall Street Journal* 500 Best Colleges in the U.S. rankings

#78 best public university
—2025 *U.S. News & World Report* Best Colleges

#1 Most-Recommended University in the country
—*The Wall Street Journal* and *Times Higher Education*

James Madison University's most recent rankings

APPLICATIONS TO THE UNIVERSITY 2020-24



In its first year of conducting rankings, the *Wall Street Journal* and *Times Higher Education* ranked JMU as the No. 1 Most-Recommended University in the country, with Stanford coming in a close second. And in only its second year ranked as a National University by *U.S. News & World Report*, JMU landed at No. 64 among public institutions, up eight spots from the year before. The pace of JMU's rise is phenomenal.



FOCUSED ON OUTCOMES

In the midst of such lively evolution, JMU has been guided by the same benefit-oriented mission for more than a generation: “We are a community committed to preparing educated and enlightened citizens who lead productive and meaningful lives.” Clear, to the point and focused squarely on outcomes, this mission is achieved demonstrably in student persistence and alumni success data, including:

- A retention rate of 90% for the most recent cohort of first-time, full-time, undergraduate students, well above the national four-year institution retention rate of 75%.

- Over 95% of alumni report positive career outcomes in their first year after graduation.



- According to Gallup, JMU alumni live purposeful and meaningful lives at a significantly higher rate than their peers who graduated from the highest-ranked schools in the country, giving data-based credence to the university’s slogan, “Being the Change.”

A retention rate of 90% for the most recent cohort of first-time, full-time, undergraduate students, well above the national four-year institution retention rate of 75%.

Mission:

James Madison University exists to prepare students to be educated and enlightened citizens who lead productive and meaningful lives.

Vision:

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

Values:

JMU is guided by a commitment to academic excellence, integrity, diversity, inclusion, collaboration, and service to others.

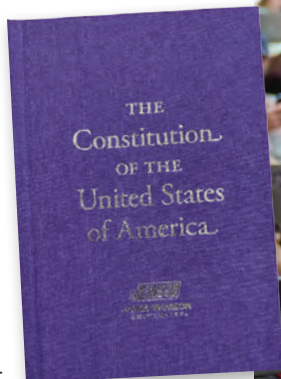




BEING THE CHANGE

The culture at JMU is distinctively collaborative, inclusive, and service-oriented. The university embraces the motto “Being the Change,” reflecting a commitment to making a positive impact on the world. This ethos permeates every aspect of campus life, from academics to extracurricular activities, fostering an environment where students, faculty, and staff are encouraged to lead and serve. The next president will play a pivotal role in sustaining and enhancing this unique culture, ensuring that JMU remains a place where individuals are empowered to make a difference.

Founded nearly 25 years ago — long before national attention became focused on the important role universities play in cultivating a sense of civic responsibility among their students — The James Madison Center for Civic Engagement was created to instill even more deeply in the Madison community the awareness that citizenship is



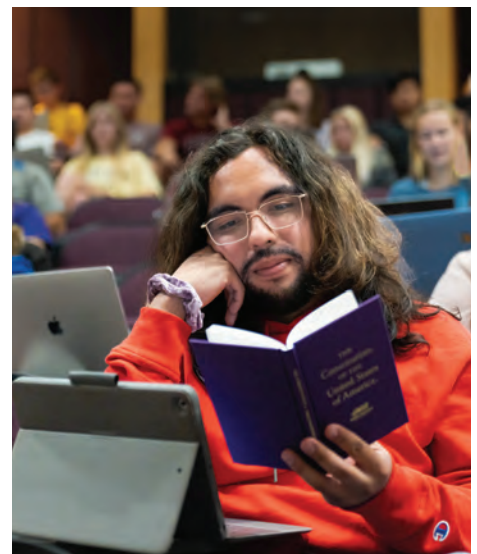
The James Madison Center for Civic Engagement distributed purple pocket-sized Constitutions to students in their General Education classes.



BEING THE CHANGE®

as important as equipping oneself for a career. Learning about James Madison the man and paying homage to the “Father of the Constitution” have become a cornerstone of campus traditions.

JMU received the Carnegie Foundation’s “Leadership for Public Purpose” designation in 2024, demonstrating that the culture of Being the Change is very real at JMU.





ROOTED IN HOPEFULNESS

JMU was founded as a public teaching college for women in 1908 during the Progressive Era, a period of widespread social activism and political reform in the United States. The movement sought to build a more comprehensive system of public education across the country as rapid industrialization was reshaping American society.

Since then, the institution has continuously evolved into one of the nation's leading public universities. Throughout its history, JMU has been characterized by a hopeful

and forward-looking spirit, always striving to adapt and grow in response to the needs of its students and society. This deep sense of hopefulness and resilience has been a driving force behind the university's continuous advancement and will continue to guide its future. Visitors report feeling this spirit as soon as they step on campus for the first time. The team in Enrollment Marketing live by the mantra, "If we can get prospects to visit, they will enroll."

THE EARLY YEARS



1908

State Normal and Industrial School for Women at Harrisonburg founded

1938

Renamed Madison College in honor of James Madison



1966

Went coeducational



1954

Began awarding master's degrees

BECOMING A UNIVERSITY



1972

Enrollment passed 5,000

1977

Renamed James Madison University



1994

Began awarding doctoral degrees



1987

Enrollment passed 10,000



THE NATIONAL STAGE



2001

Enrollment passed 15,000

2013

Enrollment passed 20,000



2022

Reclassified as a doctoral/high research institution by Carnegie

2020

Research expenditures and doctoral degrees exceeded master's-level classification





THE MADISON EXPERIENCE

Academic excellence

With its trailblazing General Education program, “The Human Community,” at its core, JMU offers thriving programs in the liberal arts, sciences, technology, education and professional disciplines at the undergraduate, master’s and doctoral levels. The institution is committed to supporting superlative teaching and scholarship as it continues to evolve as a national research university. JMU has achieved national recognition for the high quality of its academic programs, focus on maintaining strong student-faculty interaction, and innovative research.

JMU’S EIGHT ACADEMIC COLLEGES:

- College of Arts and Letters
 - College of Business
 - College of Education
 - College of Health and Behavioral Studies
 - College of Integrated Science and Engineering
 - College of Science and Mathematics
 - College of Visual and Performing Arts
 - Honors College
- OTHER ACADEMIC AREAS INCLUDE:**
- Center for Global Engagement
 - Professional and Continuing Education
 - JMU Libraries
 - The Graduate School

Founded as a teacher’s college in 1908, growing into a regional master’s-level institution and now an R2 with 22,000 students, JMU no longer competes with other regional schools, but with nationally-recognized state flagships and popular private institutions. Yet, still rooted in its traditions, students and faculty express being attracted to JMU’s “big university with a small-college feel.” A strong sense of place and belonging pervades the community. The student-faculty ratio is 16:1, and 37.2% of classes have fewer than 20 students.

Investigators from JMU academic units, institutes, centers and offices secured 202 grant awards from external funders for a total of \$34,158,733 in FY23, a 92% increase since FY19. Faculty and students have a long history of developing projects in close consultation with community partners. These public service and outreach efforts accounted for 100 awards and

67% of external funding. Major funders of JMU research and scholarship activities included: the National Science Foundation, U.S. Department of Health and Human Services, Virginia Department of Health, Kern Family Foundation, U.S. Department of Education, Virginia Humanities, the U.S. Department of State, Virginia Department of Education and NASA, to name a few.

202 GRANT AWARDS FROM EXTERNAL FUNDERS

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16:1

Student-faculty
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37.2%

Classes with fewer
than 20 students



THE MADISON EXPERIENCE

Student activities and athletics

Intensely social and interconnected, the JMU division of Student Affairs delivers a broad and deep array of co-curricular offerings, including hundreds of student organizations, recreation opportunities, career counseling, health and wellness programs, and a vibrant residence hall experience housing approximately 6,500 students on campus.



The JMU Marching Royal Dukes are one of the biggest marching bands in the nation.

JMU excels in NCAA Division I intercollegiate athletics as a member of the Sun Belt Conference, and athletic competition is a favorite pastime on campus. JMU competes nationally in 17 sports, currently sits at the top of all Virginia public universities in winning percentage across all sports, and enjoys strong support from alumni.

MEN'S SPORTS

- Baseball
- Basketball
- Football
- Golf
- Soccer
- Tennis

WOMEN'S SPORTS

- Basketball
- Cross Country
- Field Hockey
- Golf
- Lacrosse
- Soccer
- Softball
- Swimming and Diving
- Tennis
- Track and Field
- Volleyball



During the 2023-24 academic year, JMU intercollegiate athletics enjoyed unprecedented success, garnering national attention for sending the football team to its first bowl game and numerous other mens' and women's teams to NCAA tournament berths.



A SENSE OF PLACE

Located in the heart of Virginia's beautiful Shenandoah Valley, the city of Harrisonburg is nestled in the Blue Ridge Mountains. Harrisonburg is the outdoor adventure capital of the Shenandoah Valley and approximately 120 miles from Washington, D.C., and Richmond, Virginia. With a population of just over 53,000, Harrisonburg is one of the most diverse communities in the Commonwealth of Virginia, with over 70 languages spoken in the city school district. The most common languages spoken are Spanish, Tigrinya and Kurdish. Other languages spoken include Arabic, Russian, Swahili and Ukrainian. Harrisonburg is the county seat of

Rockingham County, the No. 1 agricultural county in Virginia, with a substantial Mennonite population.

With access to the George Washington and Jefferson National Forests, Shenandoah National Park, and numerous parks, trails, and waterways, the city is an outdoor lover's paradise. Outdoor enthusiasts flock to Harrisonburg each year to attend events such as the Shenandoah Mountain Bike Festival, Alpine Loop Grand Fondo and Rocktown Rambler. Harrisonburg holds the distinction of being an International Mountain Biking Association Bronze Level Ride Center and is the home of nationally recognized cyclists.

JMU campus is 721 acres with over 100 buildings.



The Campus Master Plan offers an exciting glimpse of JMU's future.



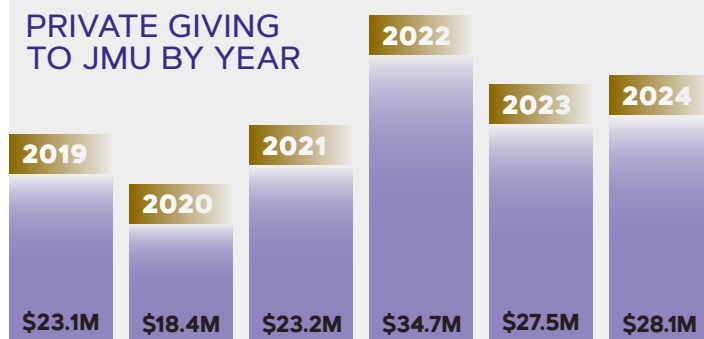
Serving as a hub for all these activities is the city's vibrant downtown district, a designated First Arts and Cultural District, the first Culinary District of Virginia and award-winning Main Street Community. There are over 200 restaurants, five craft breweries, and plenty of charming accommodations in Harrisonburg. The city's International Festival, which features food, music and culture from around the world, is an enduring tradition that celebrates the rich diversity of this unique, welcoming community.



ON SOLID GROUND

Finances at JMU are on a bedrock foundation, with the university enjoying Level III autonomy in the Virginia system of public higher education, an annual operating budget of \$723.9 million and a Fitch Bond Rating of AA-. Philanthropic giving to JMU is in growth mode with the *Unleashed* campaign, which wrapped up in 2022, raising a quarter-of-a-billion dollars and effectively doubling annual fundraising totals overall. The JMU Endowment saw a 10.6% positive return in FY23 and sits at \$155M. External research funding is up 92% since 2019.

PRIVATE GIVING TO JMU BY YEAR



The successful, quarter billion-dollar *Unleashed* campaign raised awareness of the vital role of philanthropy in the life of JMU, and donors have continued to give at more than double the pre-campaign rate.

The university employs over 4,000 and provides all full-time administrative and professional faculty members, classified employees, and full-time instructional faculty members with a comprehensive benefits package. All full-time instructional faculty members and full-time administrative and professional faculty members are also eligible to participate in the Virginia Retirement System or an optional retirement program. Along with the benefits offered to full-time employees, JMU offers perks to all employees, including access to University Recreation facilities, tuition waivers for employees and professional development courses.

James Madison University Operating Budgets by Revenue Source and Major Expense 2023-24 and 2024-25

Description	2023-24 Budget	% of Budget	2024-25 Budget	% of Budget
EDUCATIONAL AND GENERAL PROGRAMS:				
Revenue:				
General Fund	152,714,810	37.8%	161,340,482	38.1%
Tuition (A)	245,609,836	60.9%	256,262,097	60.6%
Miscellaneous Revenue	5,211,643	1.3%	5,467,943	1.3%
Total Revenue	\$403,536,289	100.0%	\$423,070,522	100.0%
Expenditures:				
Salaries, Wages & Benefits	324,477,117	80.4%	340,116,656	80.4%
Equipment	7,342,125	1.8%	7,960,099	1.9%
Utilities	25,263,849	6.3%	26,522,985	6.3%
All Other Operating	44,992,594	11.1%	47,019,657	11.1%
Debt Service	1,460,604	0.4%	1,451,125	0.3%
Total Expenditures	\$403,536,289	100.0%	\$423,070,522	100.0%
AUXILIARY ENTERPRISE PROGRAMS:				
Revenue:				
Comprehensive Fee	104,554,186	43.2%	108,840,305	42.1%
Room Fee	37,810,786	15.6%	39,289,726	15.2%
Board Fee	55,039,137	22.7%	61,841,848	23.9%
Parking Fee	4,204,731	1.7%	4,270,529	1.7%
Other Sales & Services	40,823,287	16.8%	44,334,040	17.1%
Total Revenue	\$242,432,127	100.0%	\$258,576,448	100.0%
Expenditures:				
Salaries, Wages & Benefits	47,680,510	19.7%	50,629,174	19.6%
Equipment	1,706,189	0.8%	1,759,010	0.7%
Utilities	18,496,528	7.6%	17,942,755	6.9%
Scholarships	16,843,831	6.9%	17,364,216	6.7%
Agency Service Charge	14,603,629	6.0%	15,283,728	5.9%
All Other Operating	19,191,019	7.9%	21,886,814	8.5%
Aramark Services	53,793,089	22.2%	60,958,536	23.6%
Repair and Maintenance Svc	20,947,684	8.6%	21,289,029	8.2%
Debt Service	40,773,877	16.8%	42,315,101	16.4%
Contribution to Reserve	8,395,771	3.5%	9,148,085	3.5%
Total Expenditures	\$242,432,127	100.0%	\$258,576,448	100.0%
FINANCIAL AID				
Revenue:				
General Funds	19,168,696	61.8%	22,864,056	65.1%
Non General Funds	11,872,160	38.2%	12,243,504	34.9%
Total Revenue	\$31,040,856	100.0%	\$35,107,560	100.0%
Expenditures:				
Scholarships	29,863,735	96.2%	33,882,939	96.5%
Fellowships	1,177,121	3.8%	1,224,621	3.5%
Total Expenditures	\$31,040,856	100.0%	\$35,107,560	100.0%
APPROPRIATION FOR SPONSORED PROGRAMS				
Total	\$46,750,000		\$58,250,000	
University Budget	\$723,759,272		\$775,004,530	

(A) - a portion of tuition revenue is used for student financial aid. The amount (\$11,872,160 in 2023-24 and \$12,243,504 in 2024-25) is reported in the Financial Aid Operating Budget as Non General Funds.



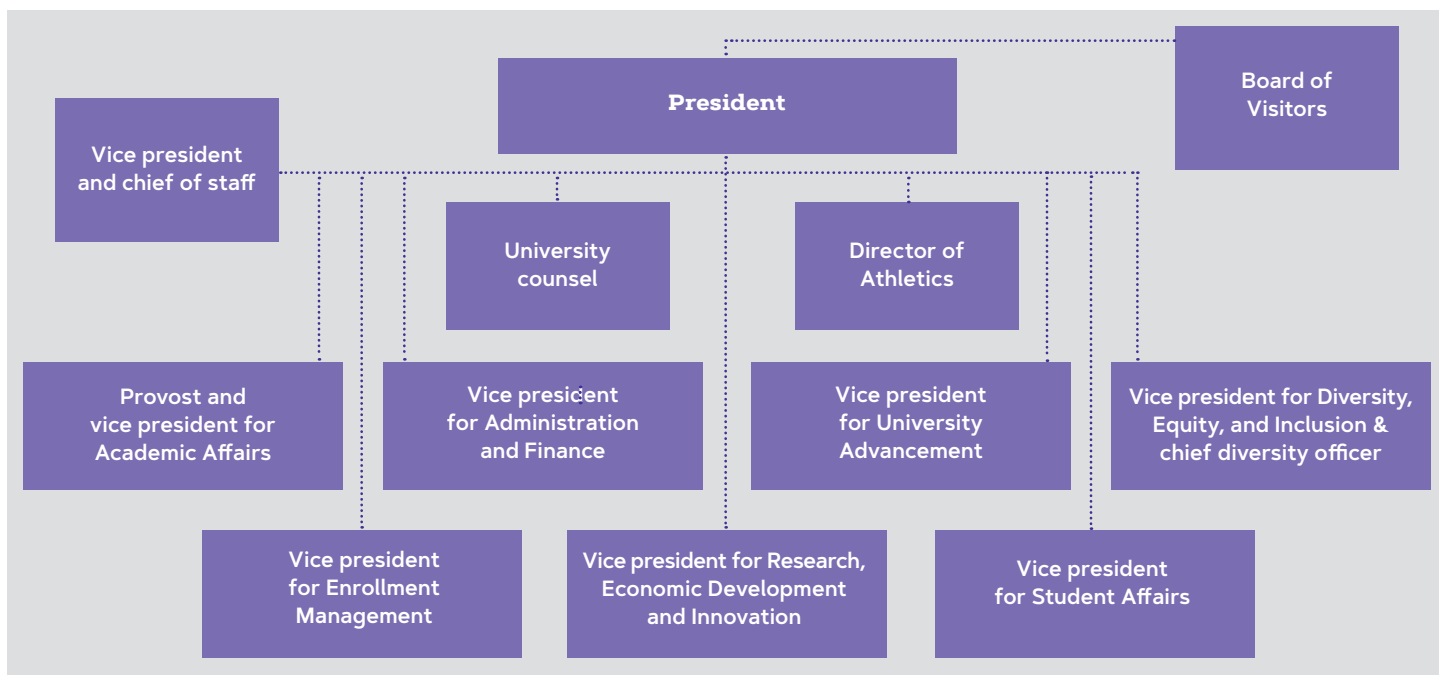
THE PRESIDENCY

The president is the chief executive officer of James Madison University and works in close consultation with a large and diverse group of internal and external constituencies to provide overall leadership and direction for the university.

The president reports to the university's Board of Visitors and serves at its discretion. The Board is comprised of 17 members: 15 voting members, all of whom are appointed by the governor of Virginia, and two nonvoting members — the speaker of the JMU Faculty Senate and the student representative. The Board, which is the final authority for institutional governance, enjoys a strong, collaborative working relationship with the president.

The president's cabinet includes the following senior administrative officers who report directly to the president:

- Vice president and chief of staff
- Provost and vice president for Academic Affairs
- Vice president for Administration and Finance
- Vice president for University Advancement
- Vice president for Diversity, Equity and Inclusion & chief diversity officer
- Vice president for Enrollment Management
- Vice president for Research, Economic Development and Innovation
- Vice president for Student Affairs
- Director of Athletics
- University counsel





KEY PRIORITIES

Recognizing the challenge facing national universities in the 21st century, the next president of James Madison University will focus on the following key priorities:

Lead the institution's vision and strategic direction. The next president will play a critical role in determining JMU's future path to position it as a top national university, one which will thrive despite the significant decline in the number of students attending college beginning in 2026. This important work can begin only after extensive listening to all key constituencies in order to learn about JMU's unique attributes and culture. Helping the university to clarify and solidify its brand identity will be of the utmost importance. This work will culminate in the development of JMU's next strategic plan.

Enhance academic excellence and build research capacity. In 2022, JMU was classified as an Emerging Research University with a Carnegie classification of Doctoral University: High Research Activity (R2). The next president will strive to enhance staffing and research infrastructure to support the university's R2 status and will broaden the university's ability to develop visionary and purposeful pedagogical initiatives that prepare students and faculty for the next decade of technological and sociocultural shifts as well as emerging fields and opportunities. Of the utmost importance will be the selection and onboarding of a new provost and vice president for academic affairs to recruit, support and develop faculty, lead the creation of new academic programs and strengthen shared governance. It will be important for faculty to understand expectations for balancing research, teaching and service in an R2 environment.

Ensure an exceptional student experience. JMU greatly values the success of its students and prides itself on providing exceptional advising and support of students. Students rave about their experience at JMU. Their genuine love of the institution is palpable. Furthermore, JMU boasts tremendous outcomes for its students, with more than 95% of undergraduates — and more than 96% of graduate students — employed, in graduate school or in the military within six months after graduation. The next president will prioritize the further enhancement

of the student experience as well as student mental health and well-being. Toward that end, the new leader must maintain a regular campus presence and seek to connect with both undergraduates and graduate students on a personal level.

Diversify revenue streams, secure resources, and grow endowment. The next president will champion the significant resources and investments needed to bolster JMU's national reputation by leveraging the university's current financial strengths, helping diversify its revenue streams, expanding enrollment and online offerings, raising funds from private donors, foundations and industry, increasing state support, driving research with relevance and creative capacity, and growing the university's \$156 million endowment. The next president will play an important role in helping to determine the priorities for JMU's upcoming campaign. Connecting with and building relationships with alumni will be critically important.

Promote a diverse and inclusive community. The next president will support the recruitment, development and retention of talented faculty, students and staff, and will foster a campus culture and climate committed to inclusive thought and action in support of its diverse community. A strategic commitment to recruiting, developing, retaining and promoting talented faculty, staff and campus leaders from diverse backgrounds is important.

Strengthen JMU's relationship with the broader region. In addition to building relationships with students, faculty and staff on campus, the next president will connect with elected and non-elected officials in Harrisonburg, Richmond and Washington, D.C. Developing strong connections with members of the Virginia General Assembly will be a top priority. Telling the JMU story to these audiences in a compelling way and promoting the university's many successes will be critical.

Support a strong intercollegiate athletics program. The next president will invest in the growth and continued success of intercollegiate athletics at JMU, with the understanding that success in athletics will positively impact institutional culture, enhance alumni relations, and strengthen brand development and national prominence.



DESIRED ATTRIBUTES

The ideal candidate will embody the shared values of James Madison University, including academic quality, community, diversity, innovation, integrity and student focus. The strongest candidates will demonstrate most of the following:

Strategic vision and leadership.

Visionary, strategic and inspirational leadership of complex organizations with multiple stakeholders and competing goals, and an entrepreneurial mindset that encourages innovation, creativity, strategic risk taking and big thinking;

Talent development. Demonstrated experience identifying talent and building/managing a team; significant commitment to supporting both faculty and staff, including helping them develop the knowledge and skills they need to achieve goals and progress their careers;

Passion for higher education. Strong familiarity with national research universities and their role and impact on the future of higher education; deep grounding in teaching and research experience with firm belief in the transformative potential of higher education;

Resource development. Demonstrated success at fundraising, revenue generation, and the building of state and national support and resources;



Inclusive excellence. A record of fostering inclusive excellence; open-mindedness, with the ability to advocate for students, faculty and staff with diverse backgrounds and a variety of personal and political views, where all are welcome; ability to work effectively across party lines;

Athletics. Passion for intercollegiate athletics and the many benefits it provides to student-athletes, the overall student body, the campus community, talent recruitment and brand recognition as well as the desire to enhance alumni engagement and university advancement;

Financial management. Financial acumen and proven experience with

planning and strategically investing to achieve desired results; a business mindset regarding operations;

Communication and community building. Exceptional interpersonal and relationship-building skills, including excellent public speaking ability, a high degree of emotional intelligence, authenticity and accessibility with a warm and engaging personality; natural ability to build community among campus stakeholders and the surrounding area;

Student-centered outlook.

Strong, genuine commitment to student support and student success; approachability and interest in establishing meaningful connections with students;

Change management. Courage and confidence to make difficult, data-informed decisions, be transparent with stakeholders, and effectively manage and lead change; must be comfortable with conflict;

Integrity and academic values.

Unquestioned, unassailable personal and professional integrity and a commitment to academic values, teaching and learning, research and creative expression, and a collaborative and shared governance; and

Academic credentials. Passion for academic excellence with a preference for an earned doctorate or terminal degree.



HOW TO APPLY

Inquiries, nominations and applications are invited. Interested candidates should submit confidentially, in electronic form (Microsoft Word or Adobe PDF files preferred), a curriculum vitae and letter of interest to JMU.President@russellreynolds.com. This will be a fully confidential search, with no announcement of finalist names.

Though all materials received will be reviewed, please **submit materials by Nov. 20, 2024** for priority consideration.

James Madison University is being assisted by Russell Reynolds Associates. Confidential discussions may be arranged by contacting any of the individuals below:

- Jett Pihakis, jett.pihakis@russellreynolds.com
- Steve Newton, steve.newton@russellreynolds.com
- Joi Hayes-Scott, joi.hayes@russellreynolds.com

James Madison University does not discriminate and prohibits discrimination in its employment, programs, activities, and admissions on the basis of age, color, disability, gender expression, gender identity, genetic information (including family medical history), marital status, military status (including veteran status), national origin (including ethnicity), parental status, political affiliation, pregnancy (including childbirth or related medical conditions), race, religion, sex, sexual orientation, or on any basis protected by law, unless otherwise permitted or required by law. JMU complies with all applicable federal and state laws regarding non-discrimination, affirmative action, and anti-harassment. The responsibility for overall coordination, monitoring and information dissemination about JMU's program of equal opportunity, non-discrimination, and affirmative action is assigned to the Office of Equal Opportunity. Inquiries or complaints may be directed to the Office of Equal Opportunity via OEO website, email oeo@jmu.edu, or phone (540) 568-6991.

JMU prohibits sexual and gender-based harassment including sexual assault and other forms of inter-personal violence. The responsibility for overall coordination, monitoring and information dissemination about JMU's Title IX program is assigned to the Title IX Coordinator. Inquiries or complaints may be directed to the Title IX Coordinator: Laura Sider Jost via Title IX website, email siderlk@jmu.edu or phone (540) 568-5219





JMU AT A GLANCE

APPLICANT DETAILS (Fall 2023)

Freshman Applicants	35,750
Freshmen Enrolled	4,700
Transfer Applicants (All 2023)	1,668
Transfers Enrolled (All 2023)	1,025
TOTAL APPLICANTS	37,418

ENROLLMENT (Fall 2022)

Undergraduate	20,346
Graduate	1,878
In-State	79%
Out-of-State	21%
Female	58%
Male	42%
TOTAL ENROLLMENT	22,224

STUDENT/FACULTY RATIO (Fall 2022)	17:1
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ACADEMIC PROGRAMS OFFERED

Bachelor's	76
Master's	53
Educational Specialist	2
Doctoral	8
TOTAL	139

DEGREES CONFERRED (2022-23)

Undergraduate	4,467
Graduate	881
TOTAL	5,348

FACULTY AND STAFF (Fall 2022)

Full-Time Instructional Faculty	1,048
Part-Time Instructional Faculty	441
Full-Time Classified Staff	1,335
Full-Time Administrative and Professional Faculty	642

CAMPUS/BUILDINGS (716 acres/leases not included)

Academic	39
Administrative	22
Athletic/Recreational	23
Residence Halls	32

TUITION AND FEES (2023-24)

Undergraduate (per year):	
▪ In-State Tuition and Fees	\$13,576
▪ Out-of-State Tuition and Fees	\$30,790
▪ Room and Board	\$12,264
Graduate (per credit hour):	
▪ In-State Tuition	\$545
▪ Out-of-State Tuition	\$1,272

BUDGET (2023-24)

TOTAL OPERATING BUDGET	\$723,759,272
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JOIN US

James Madison University stands at a pivotal moment in its history, ready to build on its achievements and embrace the opportunities ahead. The next president will have the opportunity to lead a unique and superior university that is deeply committed to its mission, values, and community. If you are a visionary leader with the passion, experience, and drive to make a lasting impact on JMU, we invite you to consider this exceptional opportunity to serve as the next president of James Madison University.

