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

VISION
To be the leading comprehensive university.

VALUES
Our student-centered community values excellence, integrity, and mutual respect.
Traditions are a cherished and integral trait of many colleges and universities, and James Madison University has plenty. One tradition that is most pronounced at Madison is change. Change is ever present on campus, having driven Madison forward during every era of its 100-year history. As you will read in this report, the decade of 1998-2008 is no different.

In the 10 years since I was inaugurated as president, I have had the opportunity to meet with countless students, faculty members and alumni from nearly every era of the institution’s history. Often I hear from alumni of all ages that James Madison University is a very different place than when they attended. That of course is true, but mainly in appearance. Once alumni visit with current students and faculty members or participate in an event on campus they are astonished by how consistent the atmosphere on campus has remained — they feel surprisingly reconnected. So, despite our growth in size and prominence, the Madison Experience and the people who sustain it are remarkably similar.

My anecdotal experiences are corroborated by comments in several published national rankings. Edward B. Fiske, former education editor of The New York Times, included JMU in his highly regarded book, The Fiske Guide to Colleges 2007. He notes that “an emphasis on undergraduate teaching, close student/faculty interaction, and a warm and welcoming climate are business as usual at JMU.” The Insider’s Guide to the Colleges 2007 says about Madison, “full professors who hold consistent office hours and make themselves extremely accessible.” In its “Bottom Line” section on JMU, the Insider’s Guide concludes, “JMU provides a terrific liberal arts education and continues its history of producing successful alumni today while fostering an inclusive and high-spirited atmosphere that complements its beautiful area.” From all accounts, the conditions described by these comments were accurate in the 20s, 40s, 60s and 80s and continue today.

The point of highlighting the aspects of Madison that have not changed while the university grew and added so many academic programs is twofold: For any institution to explode in size and scope in such a short time while also maintaining its special character is a testimony to the enduring strength of that character. But even more powerfully, by preserving the Madison Experience while adding more students and new academic programs — including disciplines in the sciences, engineering, healthcare and other areas at the doctoral, master’s and undergraduate levels — a new kind of university is born, one in which highly specialized majors with heavy research and technical components take place in a broader liberal arts curriculum. This combination will produce highly capable students who also possess a wide perspective on their places in an increasingly complex world. It is essential for higher education to head in this direction if our graduates are to successfully tackle the big challenges facing humankind today and tomorrow.

Finally, this report is timed to coincide with the university’s centennial year of 2008. The JMU Centennial Celebration is an important watershed in Madison’s history and a time to reflect, take stock and look ahead. And while 100 years might seem like a long time, compared to our peers in higher education, Madison is young. In light of this perspective, I hope that you will share my enthusiasm for the future. As great as Madison is now, we’re just getting started.
The last decade was once again a time of growth for James Madison University. Student enrollment increased more than 16 percent; the full-time faculty by 77 percent and the staff by 22 percent.

- Five new doctoral, seven new masters and eight new undergraduate programs were approved by the State Council for Higher Education in Virginia.
- Undergraduate applications have increased more than 40 percent; graduate applications have increased more than 50 percent.
- The student-to-faculty ratio has improved from 19:2:1 to 16:4:1 (a 14.6 percent improvement).
- More than 25 major buildings have been constructed or renovated.
- The six-year graduation rate has remained high at 81 percent — putting Madison in the lead nationally for a university of its type; the four-year graduation rate has increased from 58 percent to 64 percent.
- The endowment has increased from $18.5 million to $46.7 million, a 152 percent increase from 1998 through fiscal year 2008.
- The university won its first national football championship.
- The university's budget has increased 127 percent. The first capital campaign exceeded its goal by almost $20 million. Faculty positions increased by approximately 77 percent; staff positions increased by 22 percent. More than $99 million in facilities construction were received from a bond referendum; equipment trust dollars increased by more than 75 percent; library funding increased 126 percent.
- The university’s economic impact on the local community is now almost $300 million, affecting approximately one out of every 10 of the area’s jobs.
- International programs for students have increased by more than 50 percent. More than one in six students now has an “international experience.”
- Greatly expanded diversity efforts have resulted in new positions, programs, councils and committees and an increase in underrepresented students and faculty members.
- Through the work of the Centennial and Madison Commissions, a concise mission statement, vision statement, values and distinguishing characteristics for the university have been established and modified and continue to be the basis for planning.
- Financial commitment to the professional development of the faculty and staff has increased 327 percent; the Center for Faculty Innovation and the Training and Development Department have been established.
- Each year the university has met the Commonwealth of Virginia’s Financial Management Standards.
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Achieving Vision Through Leadership

A change in the helm at the beginning of the decade signaled a change in the university’s approach to leadership. At a university where for 90 years the only status quo was change, leadership in the last decade became a thoughtful, cooperative process, one characterized by explicit and purposeful attention to the future and by thoroughly vetted collaboration. It was leadership from the top down and from the bottom up.

Early in his administration, President Linwood H. Rose created a 70-member Centennial Commission to closely examine the culture of JMU and then to describe what James Madison University should be in 2008, the 100th anniversary of its founding.

Rose gave impetus to the overarching goal of the commission and its forthcoming recommendations in his inaugural speech on Sept. 17, 1999. “I believe that JMU can become the gold standard for the undergraduate educational experience.”

Setting on JMU’s historical and successful synthesis of intellectual study, societal relevance and its habit of attracting and further shaping a particularly engaged student body, the commission took the broadest look at education. It considered its impact on the student and its role in the world, anticipating and assimilating societal and marketplace needs, directions and challenges to shape the university’s ongoing mission.

JMU’s overarching approach to education, the commission concluded, should be an encompassing experience for the student and take into account the many ways in which a student learns and ultimately interacts with the landscape of life and horizon of world change. A specific goal of what has come to be termed the Madison Experience is that JMU students should graduate with an embracing view of the world and with the intellectual, communication, technological and exploratory capabilities to effectively integrate a solid education into the commerce and meaningfulness of life. The end game of a challenging educational experience should reach beyond the singular pursuit of intellectual thought to carry it with a pragmatism that will positively enhance the venues the student explores as a future citizen of the world. In other words: to be intellectually, technically, interpersonally and emotionally committed to making a difference.
To put these goals into action, the commission came up with a series of defining characteristics of its ideal James Madison University that has led the planning and vision for the decade. Thus JMU embarked on a decade of deliberative change in quest of a simple and elegant mission: “We are committed to preparing students to be educated and enlightened students who will lead productive and meaningful lives.”

A key symbol of inspiration was the president’s call for the intentional renewal of the university’s identification with James Madison, the Father of the Constitution, who wrote that a self-governing people “must arm themselves with the power which knowledge gives.” In 1999, Rose established the James Madison Center to raise awareness of James Madison’s legacy and to serve as an educational resource for the K-12 community. The center has assisted thousands of schoolteachers and schoolchildren to understand James Madison’s impact on the world, the country’s founding era and principles of citizenship.

Through the ensuing decade, the JMU community has put Madison’s ideal of an enlightened citizenry to work in scholarship, research and outreach. In the exercise of this Madison Experience, JMU has been recognized for academic excellence and innovation, faculty research advances, unrivaled undergraduate research opportunities, committed community outreach, pioneering community service-learning, exemplary student activism, unsurpassed institutional effectiveness and accountability, and outstanding educational value. All of this has been achieved by a university community that collaborates on an unprecedented level across disciplines and vitally engages with society beyond campus boundaries to address the big issues that affect people’s lives — energy, environment, poverty, disease, global conflict, access to health care.

Having crossed the threshold of its first centennial during this decade of exceptional achievement for JMU, this engaged university has opened the doors for students to walk into the world willing and prepared to change it.

To learn more, please visit www.jmu.edu/bethechange.
In this critical position for(712,770),(861,881) JMU’s future, Gonzalez’ maintains relationships with major university and higher education groups to support the successful growth of academic programs. She has been a tireless facilitator and advocate of JMU’s successful practice of interdisciplinary collaboration.

John Nefzinger
Vice Provost for Research and Public Service

The university’s connection to the broader world as a recipient and contributor defines the areas in which John Nefzinger has led JMU. He has spearheaded numerous strategic initiatives, particularly in grant and contract funding, to support the university’s largest and broadest collections. With an expertise in systems evaluation and consultation, Nefzinger’s leadership is focused on strategic integration of the sciences where they merge with the humanities.

David Brakke
Science and Mathematics

One of his major accomplishments was the assessment of need for and conceptualization of the new state-of-the-art East Campus Library with its modern profile, student-centered atmosphere, and panoramic views of campus and skyline, which came online this fall. He also facilitates the university’s entrées into distance learning.

Jeff Bourne
Director of Athletics

Jeff Bourne has continued JMU’s tradition of producing highly successful student-athletes. The football team won the 2004 National Division I-AA Championship and the diamond Dukes won the 2008 CAA baseball championship.

Linda Hulpern
University Studies

While athletes have achieved countless victories on the playing field, they have also maintained high graduation rates as well as high levels of academic performance. Among the 31 conference championships that have occurred during his tenure, the football team won the 2004 National Division I-AA Championship and the diamond Dukes won the 2008 CAA baseball championship.

David Jeffrey
Arts and Letters

Over the last decade, David Jeffrey has focused the wide-ranging College of Arts and Letters into three key areas. The first comprises the foundational humanities programs of a liberal arts education that have long constituted Madison’s heritage. The second is the highly technologically demanding and constantly innovating fields of communications and media. The last is the realm of international and public affairs, which offers the knowledge and insight required for a discerning citizen of the world. In addition, programs within these areas contribute to the overall teacher preparation effort at JMU.
leads a college whose diverse fields — like nursing and psychology on one hand and integrated science on the other — resonate in the community because of their vital engagement with society. During her tenure, the integrated science and technology program was accredited retroactively to 2006 by the Accrediting Board of Engineering and Technology.

Robert Reid

Throughout the decade, Robert Reid has guided the College of Business as it has built a reputation rated twice in the top 5 percent nationally by Business Week and known for successful collaborations with major companies and financial institutions. He has developed a challenging curriculum that produces well-prepared graduates who are ready to immediately assimilate into an employer’s organization. He has cultivated a vibrant Executive Advisory Council of alumni and business leaders who consult on curriculum development, mentor students and contribute financially to the college.

Phil Wishon

Education

When Phil Wishon came to JMU in 2003, he assumed leadership of a college that was not only the foundational heritage of Madison, but also one that remains at the heart of a vital mission for the entire university. Generally regarded as Virginia’s top teacher preparation program because it repeatedly graduates the largest number of highly qualified teachers in the commonwealth, Wishon has enhanced that reputation with his emphasis on fostering an atmosphere of inclusiveness and diversity and by outreach to underserved communities. The College of Education is one of 283 teacher preparation schools nationwide to have been continuously accredited by National Council for Accreditation of Teacher Education.

Marilou Johnson

Interview Dean

Still an active and vital administrator as associate dean of the College of Visual and Performing Arts, Marilou Johnson bridged the transition between two colleges and two leaders. Following the retirement of Richard Whitman from the College of Arts and Letters, Johnson guided the coalescence of that college’s fine and performing arts programs into a brand new College of Visual and Performing Arts. As she awaited the permanent appointment of new dean George Sparks, Johnson has been integral in the conceptualization of and ongoing building, equipping and fundraising for the future Performing Arts Center, due for completion in 2010.

Robert Scott

Former Vice President

Robert Scott came to JMU as vice president for student affairs, overseeing residence life, health care, extracurricular activities and the many other programs that benefited the university’s growing student body. JMU’s reputation as being “student friendly” was intensified by Scott’s leadership. Although JMU grew into a major university during Scott’s tenure in student affairs, he maintained and enhanced the close student focus that has distinguished JMU for 100 years. Scott was well known throughout higher education for his leadership role in national student affairs organizations. He retired in 2002.

Richard Whitman

Dean Emeritus

Although he retired in 2005, the late Richard Whitman’s legacy continues to reverberate, particularly in the College of Arts and Letters he led as dean. Whitman’s contributions were many, but his strong and long advocacy of the new Performing Arts Center was stellar. Interviewed at his retirement, Whitman said: “One of the highlights of my career has been remembering what it felt like when I heard we got the approval for the Ernst Center for Theatre and Dance. After 42 years of teaching, that stands out as the greatest piece of news I’ve ever received.”
During the Rose decade, JMU has appeared regularly in national rankings. The university has garnered praise across a broad spectrum, from its fiscal value as an institution of higher learning to its innovative student programs, from its dining hall fare to its sterling reputation as a community of compassion for the world’s needs.

- Carrier Library was identified by the Association of Colleges and Research Libraries as one of 10 institutions or programs that exemplified best practices in information literacy programming for undergraduates.

- For the 14th consecutive year and 18th time, James Madison University ranked as the top public, master’s-level university in the South in the annual poll on academic quality conducted by U.S. News & World Report for its guidebook, America’s Best Colleges.

- JMU has been ranked sixth in 2006 for its food offerings, 11th in 2005 and 18th in 2004.

- The Princeton Review’s 2007 guide, Best 361 Colleges, in its profile of JMU, quotes students as recognizing the school’s "welcoming environment," "friendly and outgoing student body," "well-ranked academics" and ability to deliver "more fun than you can have anywhere else." "Almost all the students you meet are in love with this school!" the book quotes a student. JMU faculty members are praised for their "willingness to extend learning outside of the classroom" and their "realistic method of teaching to prepare students for real-world job applications."

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NATIONAL RECOGNITIONS continued

students who study abroad to expand their educational experience to other cultures, as reported in November 2007 in Open Doors, an annual report published by the Institute of International Education.

Madison was selected as a “college with a conscience,” one of 81 of the nation’s best colleges for fostering social responsibility and public service by The Princeton Review and Campus Compact, a national organization committed to civic service in higher education. JMU is the only Virginia college featured in the 2005 book, Colleges With A Conscience: 81 Great Schools with a Mission to Make A Difference.

Top marks for Orientation

Freshmen ramp up the spirit. JMU has been ranked nationally for the high quality and effectiveness of its freshman orientation program.

JMU’s commitment to world-changing contributions through volunteer service was demonstrated in 2005 and 2006 with service trips by the Madison community. Among them are:

- Psychology professor Anne L. Stewart traveled to Sri Lanka in February 2005 to aid young tsunami-affected survivors.
- Sixteen nursing students and three professors went to the U.S. Gulf Coast shortly after Hurricane Katrina struck in late August 2005 to aid in the region’s recovery.
- Thirty students and faith volunteers gave up their Thanksgiving 2005 holiday, and a 54-member team returned in May 2006 for hurricane recovery work on the Gulf Coast.
- In 2007, 23 student-led teams — more than 300 students total — worked during Spring Break on community-service projects in 13 states, the District of Columbia, Mexico and the Caribbean.
- Ten JMU alumni participated in an annual full-alumni service trip to the impoverished Caribbean island of Dominica.

JMU received a commendation for assessment during the last site visit by the Southern Association of Colleges and Schools. Such commendations, particularly for assessment, are quite rare.

JMU earned one of four national awards from the Council for Higher Education Accreditation for Institution Progress in Student Learning Outcomes. The award was in recognition for excellence in assessment of general education.

JMU developed a strategic alliance with the Virginia Community College System to provide an assessment testing service for statewide competencies. Currently, four tests are marketed, and all were developed at JMU.

The tests are delivered via the Web and monitored and provided by the Center for Assessment and Research Studies.


JMU accounting majors who took the national certified public accountant examination and passed the first time ranked JMU at No. 25 in the nation for candidates without advanced degrees who pass the CPA exam on the first try. The University of Virginia, the only other Virginia college in the top 25, recorded a passing rate of 47.8. JMU’s 41 candidates had a passing rate of 46.3.

The rankings appear in the 2006 edition of Candidate Performance on the Uniform CPA Examination.

Twenty graduates of JMU’s teacher-preparation program were designated “Meritorious New Teacher Candidates” in the first class of an innovative regional program aimed at enhancing teacher quality and at providing teacher-licensing reciprocity among Virginia, Maryland, Delaware and the District of Columbia. The Mid-Atlantic Regional Teachers Project is established to acknowledge exceptionally well-prepared, high-performing new teachers, recognized 192 meritorious new teacher candidates in January 2005 at the U.S. Capitol. JMU had the largest number of teacher candidates from a Virginia college or university.

JMU’s Army ROTC program received the MacArthur Award as the best large battalion in the eastern United States in March 2005. The award is based on the overall performance of cadets in ROTC programs in academic, physical conditioning and the collective scores of cadets in various training programs.

JMU’s Duke Battalion was cited as the best large battalion based on its record of commissioning more than 19 lieutenants after graduation each year. The MacArthur Award is named for Gen. Douglas MacArthur.

JMU was named a Best Practice Partner for Innovation in Student Services in 2002 by IBM and the Society for College and University Planning. This recognition resulted from JMU’s identification as an institution that was innovative in improving student services through technology, processes and organizational changes.

James Madison University’s orientation publication, New Resources Successful Practices Award for the development of the JMU Employee Mediation Center.

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President George W. Bush, in a May 16, 2005, speech on alternative fuels, included James Madison University (along with the U.S. Department of Defense and National Park Service) as an operator of major vehicle fleets using biodiesel.

Mother Jones Magazine listed JMU as one of their Top Ten Schools That Make A Difference.

The Admissions Web site that guides potential students from prospect to applicant at JMU was ranked among the top 10 Web sites in the nation in 2005 by the National Research Center for College & University Admissions.

Human Resources won the Southern Region College & University Professional Association for Human Resources Successful Practices Award for the development of the JMU Employee Mediation Center.
Academics Above All Else

James Madison University has always been known — and still is — as a place where professors love to teach and mentor and interact with students. As the faculty has increased its emphasis over the last decade on pursuing research that advances the disciplines, it naturally has done so in such a way that offers unprecedented research opportunities for undergraduates. These are opportunities traditionally reserved for graduate-level students at other institutions and often ones that are a component of addressing larger societal issues. The last 10 years at JMU have seen a steady rise in academic excellence with expanded program and degree offerings on the undergraduate, graduate and doctoral levels. This expansion, in response to marketplace demands and societal needs, has been accompanied by a sustained level of excellence in the quality and commitment of its faculty members. The academic community has clearly accepted the president’s challenge to set the standard for a new kind of American university — one that offers the best of a small liberal arts college and the vast opportunities available at a large research university.

While the Centennial Commission could not foresee this level of success, it nonetheless chose well in its selection of the university’s No. 1 defining characteristic: “The university will offer a wide variety of quality academic programs: general education core, liberal arts, professional programs, and graduate programs of distinction.”

Achievements

- Five eminent scholars have been hired, two in communication sciences and disorders, two in accounting and one in nursing.
- The Madison Center was created, and JMU alumnus Phil Bigler, the National Teacher of the Year in 1998, was hired as director. JMU celebrated the 250th birthday of President James Madison in 2001.
- The total number of new freshman and transfer applications has increased from 15,313 to 21,573, a 41 percent increase from 1998 to 2008. The number of graduate applications increased more than 50 percent from 1994 to 2008.
- The university is committed to 55 strategic alliances, formal agreements between James Madison University and governmental agencies, businesses and foundations in which each party commits itself to the achievement of the other’s critical long-term goals. For example, two new strategic alliances were added with the Virginia Department of Education (Region 5 Training and Technical Assistance Center) and the Virginia Department of Correctional Education between 2005 and 2007 to enhance professional development opportunities for...
New Doctoral Programs
- Ph.D. in Assessment and Measurement
- Au.D. in Clinical Audiology
- Ph.D. in Communication Sciences and Disorders
- Ph.D. in Combined-Integrated Clinical and School Psychology
- D.M.A. in Performance, Pedagogy and Literature

New Master’s Programs
- M.A. in Community Counseling
- M.A. in Political Science: European Union Policy Concentration
- M.Ed. in Mathematics
- M.O.T. in Occupational Therapy
- M.P.A.S. in Physician Assistant Studies
- M.S. in Integrated Science and Technology
- M.S.N. in Nursing

New Bachelor’s Programs
- B.A. and B.S. in Interdisciplinary Liberal Studies
- B.A. and B.S. in Justice Studies
- B.S. in Athletics Training
- B.S. in Biotechnology
- B.S. in Engineering
- B.S. in Health Services Administration
- B.S. in Information Analysis
- B.S. in Statistics

Performance Measures
- The percentage of full-time instructional female faculty members has increased from 36.1 percent to 43.9 percent.
- One hundred percent of the state’s management standards have been met each year.
- The percentage of education and general expenses committed to instructional and academic support has increased from 66.6 to 67.8.
- The number of transfers from Virginia’s two-year colleges has increased from 231 to 320.
- Student overall satisfaction with JMU has increased from 92 percent to 94 percent.
- The percentage of alumni who would recommend JMU to a colleague, friend or relative is 98.
- Student satisfaction with the university’s concern with them as individuals has increased from 72 percent to 76 percent.
- Student perceptions of the university include: • The right size has risen from 68 percent to 75 percent.
- Friendly has risen from 81 percent to 88 percent.
- Intellectual has risen from 72 percent to 75 percent.
- Supportive has risen from 57 percent to 74 percent.
- Student satisfaction with course content in their major field has increased from 71 percent to 77 percent.
- Student satisfaction with the availability of courses they want at the time courses can be taken has increased from 33 percent to 51 percent.
- The four-year graduation rate has increased from 58 percent to 64 percent.

Virginia’s Best Teachers
Throughout the last 10 years, JMU’s programs and teacher preparation has continued a tradition of being widely recognized as Virginia’s best, producing more teachers each year than any other university in the commonwealth and, more importantly, producing more highly qualified teachers than any other.

The call and response are historic. Poets, like pilgrims, converge on the campus of JMU; the high fliers, scholars and hopefuls look for an embrace of literary passion.

The achievements glitter like charms on a literary bracelet. The poetry they create is music. Lucille Clifton and Nikki Giovanni (pictured) are two of the luminaries who attended JMU’s second Furious Flower Poetry conference: Regenerating the Black Poetic Tradition in 2004. The conference brought together veteran and emerging African-American poets to celebrate a tradition reaching from the first-known slave narratives of the 1700s to the Harlem Renaissance of the 1930s to the Black Arts Movement of the 1960s, right up to the present.

First Science on a Sphere JMU was the first university to acquire a 3-D visualization theater, called Science on a Sphere. The SOS technology projects animated images onto a unique 6-foot-diameter, spherical movie screen. Many of the current images for SOS use processed satellite data so the observer has the illusion of seeing Earth (and other planets) from an astronaut’s perspective in space. Previously used primarily in museums as an educational tool, SOS is used at JMU for environmental and educational research.

Guaranteed Admissions JMU president LinkedIn. H. Rose and Blue Ridge Community College President James R. Perkins exchange sweatshirts to mark a guaranteed admissions agreement. Agreements have been negotiated with 13 other community colleges.

Political look-see Virginia and Missouri congressmen Bob Goodlatte and Roy Blunt visited campus in 2006 to tour the College of Integrated Science and Technology.

New DOCTORAL PROGRAMS
- Ph.D. in Assessment and Measurement
- Au.D. in Clinical Audiology
- Ph.D. in Communication Sciences and Disorders
- Ph.D. in Combined-Integrated Clinical and School Psychology
- D.M.A. in Performance, Pedagogy and Literature

NEW MASTER’S PROGRAMS
- M.A. in Community Counseling
- M.A. in Political Science: European Union Policy Concentration
- M.Ed. in Mathematics
- M.O.T. in Occupational Therapy
- M.P.A.S. in Physician Assistant Studies
- M.S. in Integrated Science and Technology
- M.S.N. in Nursing

NEW BACHELOR’S PROGRAMS
- B.A. and B.S. in Interdisciplinary Liberal Studies
- B.A. and B.S. in Justice Studies
- B.S. in Athletics Training
- B.S. in Biotechnology
- B.S. in Engineering
- B.S. in Health Services Administration
- B.S. in Information Analysis
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PERFORMANCE MEASURES
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With a curriculum overseen by the College of Education and distributed across the university, the program speaks directly to the moral imperative JMU endorses in preparing graduates to enter positions of teaching and educational leadership, civic responsibility and national service and become committed and qualified members of the public good. During the Centennial Celebration, JMU renewed its appreciation of its founding heritage as a teacher’s college, which today offers undergraduate, graduate, and professional programs and has a doctoral program in the offing.

Since 1999, JMU’s College of Education has continually hosted an annual Content Teaching Academy on strategies for teaching Virginia’s rigorous standards of learning. The highly acclaimed program is sponsored by the Virginia Department of Education.
In the last decade, JMU has built strategic alliances. In 2001, the world's first doctorate, a Psy.D., was established in that field. The program now offers an associated academic program in assessment and measurement. The university has gained national renown in both institutional effectiveness and accountability through the Commission on Accreditation of Institutions of Higher Education. JMU’s partnerships offer hands-on opportunities in additional disciplines for students to research and apply the principles of learning. In 2001, the university was recognized as one of the original seven Centers of Academic Excellence for Information Security Education by the National Security Agency. The security issues facing the nation will be solved not in isolation, but rather through collaboration. JMU partnered with George Mason University on the federally funded Critical Infrastructure Protection Project, which provides funding for more than 40 research projects at JMU and other Virginia universities. One of its first achievements was to be named as one of the original seven Centers of Academic Excellence for Information Security Education by the National Security Agency. The Institute for Infrastructure and Information Assurance at James Madison University was established in 2002 as an interdisciplinary research center focused on homeland and national security issues. Its mission is to develop and apply innovative technologies and approaches to protect critical infrastructure and information systems. The institute has been recognized for its leadership in homeland security education and research. JMU has partnered with other universities in the area of homeland security, including the University of Virginia and Virginia Tech. It has also established partnerships with state and federal agencies and private sector businesses. The institute has become a leader in computer security through its online master’s degree program in information security and master’s degree in business administration with a concentration in information security.
A critical mass of faculty specialization and research as well as market demands and societal challenges have made JMU’s programs in science, technology, engineering and mathematics a naturally increasing focus in the last half of the Rose decade.

JMU’s emphasis in STEM fully exemplifies JMU’s recognition that the big issues facing the world — energy, biotechnology, the environment, for instance — often fall outside the confines of traditional academic disciplines. That’s one reason JMU fosters rich collaboration among students and professors from many disciplines. Nationally recognized for undergraduate research opportunities, JMU is a multitude of ongoing faculty endeavors in the health field came together in this decade under the Institute for Innovation in Health and Human Services. The institute is a clearinghouse of outreach and service-learning partnerships as well as collaborations like the highly successful Harrisonburg Community Health Center, which fills a gap in the local health care system by serving the primary health care needs of children and families on a sliding fee scale.

JMU’s tradition of forming strategic alliances to further local economic development came to a head in 2006 in which students and faculty can collaboratively use information resources in a technology-rich environment.

FLEXIBILITY and the ability to rearrange space to support changing programs and new technologies have been incorporated into the design. The learning, teaching, collaboration and reflection spaces in the new library will make it a focal point for the academic community.

An information commons on the first floor provides users with access to information resources and new media, as well as media production technology and support services.
The Office of the Special Assistant to the President was established in fall 2003. The office is responsible for coordinating the JMU diversity initiative.

The Presidential Commission on Diversity was created in 2003 and completed its report and offered recommendations to the president in 2004.

African-American first-time freshman applications increased from 726 to 1,073, a 48 percent increase from 1998 to 2007.

Minority applications increased from 1,650 to 3,061, an 86 percent increase from 1998 to 2007.

African-American first-time freshman enrollment increased from 152 to 184, a 21 percent increase from 1998 to 2006.

Enrolled racial/ethnic minority students increased from 1,509 to 2,020, a 27 percent increase from 1998 to 2007.

The percentage of racial/ethnic minority students in the first-year class increased from 10.4 percent to 13.4 percent, a 3 percent increase from 1998 to 2006.

Full-time staff members from underrepresented racial minorities have increased from 32 to 38, a 19 percent increase from 1998 to 2007.

Full-time faculty members (instructional and administrative/professional) from underrepresented racial minorities increased from 73 to 112, a 53 percent increase from 1998 to 2007.

The Centennial Scholars Program was established in 2004. The program, comprising freshman, transfer and graduate students, enrolls 50 new students each year with an overall retention rate of 94 percent.

Achievements

Recruiters for corporate, nonprofit and government organizations say with rising frequency that their workforces are more diverse every day. They also say that students who have experience learning and working in teams with students from varying backgrounds have an edge in the recruitment process. While the goals of diversity go far beyond career preparation, the evolution of the workplace is clear evidence that achieving a more diverse student body and faculty is a practical goal at James Madison University. In fact, accomplishing our mission requires it.

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Looking Like the World

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- The Centennial Scholars Program was established in 2004. The program, comprising freshman, transfer and graduate students, enrolls 50 new students each year with an overall retention rate of 94 percent.
Diversity Councils have been established in each division, every academic college, the president’s office and three academic administrative units.


The number of international programs available to students has increased from 20 to 39, a 95 percent increase from 1998 to 2008.

The number of students participating in the Study Abroad Program has increased from 572 to 902, a 58 percent increase from 1998 to 2008.

All state financial management standards have been met every year since being established.
ACHIEVEMENTS

- The Center for Faculty Innovation was established during fall 2001. CFI strives to provide support to the faculty and academic unit leaders in the areas of teaching, scholarship, service and leadership. The center currently offers 16 programs or services and since 2001 has had an impact on 93 academic unit heads, 4,148 faculty members, 105 teaching assistants and 7,778 students. Program topics have included:
  - Conversations with Students
  - Conference Support
  - Faculty Book Discussions
  - Faculty Workshops
  - Leadership Circles for Unit Heads
  - New Faculty Orientation
  - New Faculty Enhancement Series
  - Outside speakers
  - Scholarly Writers’ Groups

- The Disability Resource Committee was established in 2001 to provide information, support, training and advice to university personnel to help maximize the opportunities and success of faculty and staff members, students and others with disabilities as they related to the university community.

- The Training and Development Department was established in May 2004 and has provided 52,841 hours of professional development activity with a total headcount of 16,278. Examples of topics discussed have included:
  - Communication
  - Decision-Making
  - Diversity
  - Teamwork
  - Covey’s Seven Habits for Leadership Training
  - Mediation, Laws and Regulations
  - Leadership

INVESTING IN PEOPLE

Learning at a university can never be static and, in fact, can never peak or plateau. No faculty member or student should ever find the end of his or her learning experience or ability to find new and fascinating avenues of study. The university takes an active and supportive role in the ever-evolving expansion of academic expertise — a straightforward and uncompromising goal defined by the Centennial Commission as its No. 5 characteristic: “The university will invest in the professional development of its people.” The results are impressive.
The total expenditures for professional development increased from $389,019 in 1996-97 to $4.5 million in 2007-08—a 386 percent increase; 1996-97 expenditures were 2 percent of total personnel services costs and 4.3 percent of the 2006-07 costs.

A faculty education leave program has been developed.

Impact5 Leadership Program was created in 2003-04 and has been offered to 64 academic unit heads and administrative directors. Madison projects presented include:
- Advancement Data Structure
- Communication Issues
- Diversity Measures
- Faculty and Staff Giving
- JMU Culture
- Major Academic Advising
- Student Alcohol Use
- Summer School
- Transportation Issues
- University Planning
- Wireless Access on the JMU campus
- Service Learning
- Community Relations
- Transfer Students

Walk the walk The Center for Faculty Innovation, directed by Karen Santos (pictured) and Carol Hurney, assists professors in honing their teaching, research, scholarship and writing skills. The center has served almost 12,000 professors, teaching assistants and students since its inception in 2001.

Outstanding Virginia Faculty Joann Grayson was selected as a winner of the 2004 TIAA-CREF Virginia Outstanding Faculty Awards, presented by Virginia Gov. Mark Warner. This award is the commonwealth’s highest honor bestowed on faculty members at Virginia’s public and private colleges and universities. Grayson was recognized for her outstanding work, especially in the field of child abuse prevention services. She subsequently received the Carnegie Foundation for the Advancement of Teaching and the Council for the Advancement and Support of Education’s 2006 Virginia Professor of the Year award as well as the 2006 Champion for Children Award by Prevent Child Abuse Virginia.

Music Professor J. Patrick Rooney, James Madison University’s former director of bands, was one of 11 recipients of the annual State Council of Higher Education for Virginia Outstanding Faculty Award presented in 2000 in Richmond. Rooney received his award in a ceremony on the State Capitol south portico and was recognized by the General Assembly and Gov. Jim Gilmore.

In 2002, Nick Bond son and Chuck Raney took the nationally ranked communications sciences and disorders professional programs to the doctoral level with the Au.D. and Ph.D.

Phil Bigler, himself a National Teacher of the Year in 1998, brought the Virginia Department of Education and Milklen Educators-sponsored Teachers of Promise initiative to JMU permanently. The initiative and confer ence honors outstanding teacher education candidates from 37 teacher preparation programs in the commonwealth and pairs them with successfully established mentors in the teaching field. Bigler, director of the James Madison Center, will publish a book about James Madison on March 4, 2009, the 200th anniversary of his first inauguration as the fourth president of the United States.

A decade of debating began in 1999 when communication studies professor Peter Bromek and Andy Perrine, associate vice president for communications and marketing, developed the Madison Cup Debates, an annual spring debate and citizen forum that draws collegiate teams from across the country.

The first complete biography of Southern novelist and short story writer Flannery O’Connor was published by British professor Joan Cash in 2002 (University of Tennessee Press). A volume of essays on contemporary writer Larry Brown is scheduled for publication within the year.

History professor Lee Congdon, internationally renowned for his work on the history of Hungary, was awarded the Perry (Knight) Cross Merit Order of the Republic of Hungary for his scholarship and writings on Hungary.

David Cattrell, professor of music, along with his professional partner, Chris Magnus, won the 2003 Emmy for “Outstanding Achievement in a Craft: Music and Sound,” for the work on National Geographic Explorer’s documentary Stalking Leopards.

In 2008, Steve Cresson and Louise Temple first offered a yearlong course in Phage Genomics involving isolating bacterial viruses (phages) from soil, prepar ing viral DNA for sequencing, and annotating and comparing the sequenced genome. JMU is one of 12 schools chosen for this honor by the prestigious Howard Hughes Medical Institute as part of its Science Education Alliance.
During a decade that has seen significant human suffering across the world, the work of psychology professors Lennis Echterling and Anne Stewart channelled and assisted the compassion that overwhelmed the campus. Called up for their expertise and reputation in disaster response, Echterling and Stewart further developed the guidelines and protocols as they responded to tragedies such as 9/11, Hurricane Katrina, the tsunami in Sri Lanka and the Virginia Tech shootings.

The ability to assess all forms of the violence, a result of a program unique to JMU and one that has brought national acclaim. The Center for Assessment and Research Studies, spearheaded by Dory Erwin, associate provost for public policy and professor of graduate psychology, has given the university targeted statistical information with which to make decisions and shape policy. The associated academic program, supported by additional faculty members, is successful and unique in higher education. A Psy.D., and later a Ph.D., academic program, supported by additional faculty members, is successful and unique in higher education.

Political science professor Anthony Eksterowicz (picture) and Glenn Hostett of justice studies are co-editors of White Horse Studies, a peer-reviewed journal of scholarship and commentary on the American presidency and the White House.

The 700th anniversary of Dante’s exile was the occasion around which Giuliano Fazzino fashioned a cross-disciplinary academic conference in 2004 for JMU and visiting scholars to explore the harsh reality of exile, which has repeated itself throughout history and resounded thematically in the arts. “Living in Exile” was the first of what has become an annual conference to explore themes like exile, immigration, assimilation, cultural identity, war and peace, and freedom from perspectives as diverse as the humanities, education and the sciences. The efforts of Fazzino and the Department of Foreign Languages, Literatures and Cultures are another example of JMU’s interdisciplinary nature.

Richard Finkelstein, Theater professor was the official photographer for the largest dance event in the world, the 2006 USA International Ballet Competition. His photos have been around the world in such publications as The New York Times, The Christian Science Monitor and Dance Magazine.

Dan Gallagher, professor of management in the College of Business, served as the sole North American representative on the Program Committee for the 2007 Meeting of the European Association of Work and Organization Psychology. Gallagher is also associate editor of the journal Human Relations and serves on the editorial boards of several other professional journals. As a member of the Federal Mediation and Conciliation Service, Gallagher is often involved in resolving workplace disputes.

Work by anthropology professor Clarence Geist to preserve James Madison’s historic home, Montpelier, and the Shenandoah Valley’s history, have brought close to $750,000 to the university.

The Piranesi, a book of graphic design by graphic design professor Pioneer Hackenbush, has been accepted into art collections at Yale, Virginia Commonwealth University, Indiana University, University of Delaware, Rochester Institute of Technology, Ringling College of Art and Design, Rensselaer Polytechnic University and the Clark Institute.

Roger Hall of the School of Theatre and Dance received the Kennedy Center Medal in 2003 for contributions to playwriting. The author of Performing the American Frontier, 1870-1906 (Cambridge University Press), Hall has also served as chair of the Kennedy Center American College Theatre Festival National Playwriting Program.

Biology professor Reid Harris has published significant long-term results on salamander behavior and reproduction over an extended period. His research has been supported by a series of grants from the National Science Foundation continuously from 1999-2008 with awards approaching $2 million. More recently, he has made groundbreaking discoveries related to microbiological and amphibian interactions that appear to be fundamental clues to the declines of amphibian populations. Not a biologist by background, he has collaborated with others locally, regionally, nationally and internationally to understand the role of microbes and their impact on amphibians. His work has been published frequently and featured in many settings, and was recently highlighted by the American Society of Microbiology. His publications are now having impacts on other fields, and in conjunction with Kevin Minnihan of chemistry, are appearing in journals dealing with natural products chemistry. The research being conducted by Harris and his collaborators is being featured on the Discovery Channel in 2008. In addition, he is interested in quantitative approaches in biology and having co-taught a course in biological mathematics. Harris is co-principal investigator with Brian Welton, Anthony Tangen and Nusrat Jahan in the Department of Mathematics and Statistics for a quantitative skills in biology project with $700,000 in funding through 2010.

In 1998-99, John Hilliard, music professor and resident composer was composer-in-residence in Hong Kong as a Senior Fulbright Scholar-Artist. The late Vida Hober understood that human needs and caring for people and needs could not be addressed in a vacuum or with independent remedies, but that service was best delivered holistically. As director of JMU’s nursing department and later associate dean of CISAT, Hober’s concept of coordinated services inspired the university’s Institute for the Innovation in Health and Human Services, a strategic collaboration of the university’s health and human services programs.

Chris Hughes, physics professor and Brian Angstrom, chemistry professor, received JMU’s first university patent since 2000 for their collaborative work on microfluidic devices.

Ronald Kender led JMU’s development of a new general engineering program designed around the need to approach sustainable systems and environments from multiple perspectives. The School of Engineering, itself a collaborative venture that drew faculty from business, the humanities, health sciences and ISAT, combines multiple perspectives to address environmental, societal, and ISAT, combines multiple perspectives to address environmental, societal, and ighting and Technology accreditation by 2012.

Leone Katzman, art history professor, is a senior research fellow and a research collaborator associate at the Smithsonian Institution.

Bob Kalverdij, jointly appointed in CISAT and the College of Education, led the strategic collaboration that created JMU’s National Center for Rural STEM Education—a coordinated effort of science, technology, engineering and mathematics. The center was established in 2006 to help provide teachers in rural areas access to emerging technologies, such as geospatial technologies, remote sensing, digital imaging and global positioning. Going one step further, the Center for STEM Education Outreach coordinates information sharing and assistance among faculty in various disciplines, as well as with K-12 educators, delivering STEM education to students throughout the Commonwealth.

Biographies of two Pulitzer Prize-winning newspaper editors who chronicled the struggle to end segregation in the American south were published by School of Media Arts and Design professor Alex Leidholt. Publication of Leidholt’s
For Excellence from the Order of the Founders and Patriots of America in both 2007 and 1998.

Mathematics professor Laura Taalman was recognized in 2005 by the Mathematical Association of America, when she was selected for a Henry L. Alder Award as one of the most distinguished beginning college professors in North America. The award honored “extraordinarily successful teachers whose influence extends beyond the classroom.” Taalman leads the Shenandoah Undergraduate Mathematics and Statistics Conference for undergraduate research, which is funded by a grant from the National Science Foundation. She has written a critically acclaimed integrated calculus textbook and led in the development of an integrated calculus and pre-calculus course that has improved student success.

In 2005, the National Science Foundation featured Grace Wyngaard’s work on copepod genetics and evolution. She was recognized for her research and for her work in integrative biology and neuroscience at the NSF by being named the university’s first Fellow of the American Association for the Advancement of Science. Her work has been supported by a series of research grants from the NSF and most recently has included a series of international projects and being responsible for an international gathering of copepodologists, again with support from the National Science Foundation. Wyngaard is a frequent reviewer, site team leader and performs other services for the NSF.

Graphic design professor Song Yoon received a 2007 Fulbright Senior Scholar Grant for a culturally-focused study of the street graphics in Seoul, Korea.

Me Zarneh, who teaches in the engineering and manufacturing sector of ISAT and who is director of Virginia’s Manufacturing Innovation Center, spearheaded the university’s successful effort to attain ISAT’s accreditation through the Accreditation Board for Engineering and Technology. The program’s accreditation, which was awarded in 2008, is retroactive to 2006.

Well aware that South Africa had the highest rate of HIV/AIDS in the world, health sciences professor Debret Sutton argued on a Study Abroad experience that would bring her students into rich collaboration with the already established AIDS outreach efforts of JMU alumni, Amy Dzacar (’83), and her nonprofit 25:40. Among their many learning activities, students in Sutton’s Health 490 Class, HIV/AIDS Prevention in South Africa, accompanied AIDS monitors from 25:40 as they walked door-to-door through their home villages looking for children who have not had treatment. They also saw firsthand the efforts under way at the Desmond Tutu HIV Centre and the Centre for the Study of AIDS at the University of Pretoria.

Sutton’s Study Abroad program in South Africa demonstrates JMU’s long commitment to collaborative partnerships, preparing students to engage with the world around them, and the increasingly international component of a JMU education. International opportunities now include experiences in Antwerp, Florence, London, and Salamanca, Chengdu, Argentina, Canada, the Czech Republic, Ghana, Ireland, Kenya, St. Kitts, Nicaragua, the Philippines, Rome, and Scotland.

FACULTY ACCOMPLISHMENTS continued

biography of Nell Battle Lewis, the 1920s most important Southern female journalist, is forthcoming.

Biochemist Gina Mac-Donald’s combined passions for scientific research and teaching earned her the Presidential Early Career Award for Scientists and Engineers in 1999. MacDonald’s teaching research, which has received major funding from the National Science Foundation, has an impact on students of all levels. Her research manifests an ongoing commitment to develop scientific curiosity and pursuit in diverse populations of students including minority, underserved and hearing impaired.


Nancy Nichols, director of JMU’s master’s in accounting program, is president-elect of Beta Alpha Psi International Board of Directors. Nichols, an editorial board member of the AFA Journal of Legal Tax Research, has also served on the board of the American Taxation Association.

Dave Prescott’s philosophy for teaching mathematics is simple: Inspire a love of learning. Prescott, who in 2008 became the university’s first recipient of the Mengehiser Endowed Professorship, is devoted to that philosophy. In 2001, the Templeton Foundation recognized development and teaching of “From Black Elk to Black Holes – Shaping a Myth for a New Millennium,” a course in the JMU Honors Program. He has also been recognized for work in computation science and modeling by the National Science Foundation.

Two ISAT professors, Ronald Rusk and Robert McKaen, who is also director of JMU’s Biotechnology Laboratory, along with Eastern Virginia Medical School, and undergraduate biochemistry students collaborated to create a cloning and reproduction process for the production of Lactin, a protein discovered by University of Virginia professor Gordon Laurie. Lactin, currently in testing as a result of JMU’s work, has the potential for relieving the suffering of many medical patients who can not produce tears.

Katrina relief Led by professor Mary Slade, the College of Education received the Presidential Gold Award for Volunteering and Disaster Relief for a series of relief missions to assist Gulf Coast-area victims of Hurricane Katrina.

Two metal artists from the School of Art and Art History have had their work added to the permanent collection of the Virginia and Albert Museum in London. Mark D. Rooker created “Green Cheese Gouger,” and Ronald J. Wyngaard created “Fish Slice.” Both pieces are part of the Rabino-vich Contemporary Silver Collection.

J. Kirkley Resser, the Kirby L. Cranmer Jr. Professor of Business Administration, was fired this year when a conference on dynamic modeling in economics and finance was held in his honor. The conference at the University of Urbino in Italy honored the renowned professor who is one of the leading mathematical economists in the world and editor of the Journal of Economic Behavior and Organization. Resser, author of eight books, has been at JMU since 1977.

Lt. Col. Dominic Sweeney led JMU’s ROTC program to win the prestigious MacArthur Award for 2004-2005. The award designates the best large ROTC program in the east, making it one of the two best large units in the country. In 2007, under Lt. Col. Rodney Lushier, the ROTC program earned top honors in the U.S. Army Eastern Region Brigade Ranger Challenge, besting 18 other groups from the Mid-Atlantic region. The unit also won the Award for Excellence from the Order of the Founders and Patriots of America in both 2007 and 1998.

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GLOBAL CONNECTIONS

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JMU student Natalie Barros visits with neighborhood children during home calls in the South African village of Ness.
Planning to Lead

Madison’s fourth defining characteristic of strategic importance is, “The university will involve the entire campus community in a well-defined, consistently used and commonly understood process for planning and decision-making that emphasizes accountability and ties resource allocation to institutional effectiveness.” Many of the accomplishments toward this goal were described in the earlier segment of this report, “Achieving Vision Through Leadership.”

Linwood H. Rose began his first year as president of James Madison University in 1998, and among his first initiatives was a proposal to involve the university faculty, staff and students in planning for the university’s future. He invited the university community to join him in envisioning the type of institution James Madison University might become in the 10 years from his inauguration to the university’s centennial in 2008.

To begin articulating this vision, the president appointed the Centennial Commission — a group of more than 70 faculty members, administrators, staff members, students and representatives of off-campus groups. The Centennial Commission, chaired by Sandy Berry and Virginia Andreoli-Marchie, was charged with defining the characteristics that would ideally describe James Madison University in 2008 and offering recommendations that the JMU president and board of visitors could consider to achieve these characteristics. After reviewing educational, societal and governmental changes that were occurring in the United States, hearing directly and indirectly from national leaders of American higher education, and reflecting on the thoughts and beliefs of representatives from the university’s varied constituencies, the commission presented its final report to the president in May 1999.

In the ensuing months, the JMU Board of Visitors, Rose and the university’s vice presidents refined the ideas of the Centennial Commission. From their efforts came a revised university mission statement and defining characteristics.

Much of JMU’s success is due to Virginia taxpayers. Their support of a successful bond referendum in 2002 enabled partial funding of many of the facilities that are now or soon will be open and serving students — the future Performing Arts Center, including a music recital hall, the East Campus Library, the Physics and Chemistry Building, and the renovation of Miller and Harrison Halls.
that specified opportunities to achieve the new mission. The board of visitors approved the mission statement in January 2000. Since that time, university planning activities have focused on advancing the mission through the pursuit of these 29 defining characteristics. Each year the strategic focuses are identified and annual departmental/office objectives are created.

ACHIEVEMENTS
- The Centennial Commission completed its work in May 1999, recommending to the president a mission, vision and 29 characteristics that described its vision for the university in 2008.
- Strategic plans written for each year include objectives, past accomplishments, current objectives and performance indicators.
- A Web-based planning database has been in use for more than five years.
- The university’s Six-Year Plan and Institutional Performance Standards have been accepted by the Virginia State Council for Higher Education.
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NEXT PHASE
In summer 2004, a review was conducted to determine the university’s progress since 1998 toward attaining the 29 characteristics. From those analyses came the decision to identify two groups of characteristics. The first group of six requires strategic emphasis and constituted the university’s strategic plan for the four years through the university’s centennial. The other 23 characteristics represent a continued commitment.

In August 2005, JMU moved to the next phase of its comprehensive strategic planning efforts. Rose charged the Madison Commission with reviewing the university’s mission, vision and values statements to determine whether they were appropriate to guide university planning beyond the centennial through 2012. The Madison Commission, chaired by Reid Lion, comprised 67 individuals representing all areas of the university. The commission delivered its final report in April 2006. The report confirmed that a majority of the goals developed by the Centennial Commission remained vital and relevant and recommended several important changes:
- The defining characteristics — those described by the Centennial Commission that provide the foundation of the university’s strategic planning — changed from 29 to 17.
- This change was a consolidation of intent, not a reduction in commitment, allowing the university to more effectively pursue its original goals.
- The mission statement, vision and values of the university were also modified:
  - Mission Statement: We are a community committed to preparing students to be educated and enlightened citizens who lead productive and meaningful lives.
  - Vision: To be the leading comprehensive university.
  - Values: Our student-centered community values excellence, integrity and mutual respect.

DEFINING CHARACTERISTICS
In response to President Linwood H. Rose’s 1998 charge to describe the ideal university of 2008, the Centennial Commission responded with the following defining characteristics that have guided the university’s planning for the last decade. The characteristics are focused into the three general areas of academic programs, community and infrastructure.

ACADEMIC PROGRAMS
- The university will offer a wide variety of quality academic programs: general education core, liberal arts, professional programs and graduate programs of distinction.
- The university will be innovative in its programs and services.
- The university will continue to be a selective institution in its admissions practices and admit students who will enable the university to realize its mission.
- The university will focus on student learning and development through collaboration across all divisions.

COMMUNITY
- The university will be a diverse community whose members share in, and contribute to, a common service and teaching to enhance student learning and provide a challenging and supportive environment with a heightened sense of intellectual stimulation.
- The university will develop and offer inter-collegiate, association and experiences that enhance the global competencies of the student.
- The university will continue to be a selective institution in its admissions practices and admit students who will enable the university to realize its mission.
- The university will focus on student learning and development through collaboration across all divisions.

INFRASTRUCTURE
- The university will enhance and diversify funding sources, expand its strategic alliances, and develop broad-based financial support among a variety of constituents.
- The university will possess sufficient resources (financial, facilities, human and technology) to achieve its goals.
- The university will involve the entire campus community in a well-defined, consistently used and commonly understood process for planning and decision-making that emphasizes accountability and ties resource allocation to institutional effectiveness.
- The university will be an attractive, safe, friendly and service-oriented campus.
- The university will invest in the professional development of its people.

PLANNING FOR SUSTAINABILITY
Based on the recommendations of a presidential commission organized by President Linwood H. Rose in 2007, JMU announced the formation in September 2008 of the Institute for Stewardship of the Natural World to guide the university’s engagement with the expanding environmental concerns of its community and the world.

The role of the institute will be to coordinate and facilitate JMU’s pursuit of sustainability, environmental stewardship and a broader sense of citizenship. This includes fostering, informing and documenting sustainability-related education, outreach and scholarship.

The result of one of just three commission-level efforts of the university in the decade, the institute will move JMU forward into the next era of achievement. It will do so by drawing on the university’s well-established practices of thoughtful planning, campuswide collaboration, institutional commitment and effectiveness, faculty and student research, and strategic partnerships.

The institute is led by Executive Director Christie-Joy Brodrick Hartman. She previously served as associate professor in the Department of Integrated Science and Technology and co-director of the university’s Alternative Fuels Program.
As a state-supported university, JMU relies on the support of the Commonwealth of Virginia. The result has been exceptional education in a state of stellar academic institutions. While JMU began the decade behind the pack in terms of state funding-per-full-time-enrolled-student, the quality of JMU’s education has been among the best in Virginia—primarily because of JMU’s widely regarded wise use of resources. Amid the challenges and several reversals of fortune in Virginia’s economy, the university has moved forward. By 1999, news from the state legislature on funding was unsettling, as it was again in 2001 and as it appears to be again today. JMU, however, has remained the recipient of significant state dollars and, toward the close of the decade, gained substantial ground among its fellow Virginia institutions toward funding-per-full-time-enrolled-student.

- In 2002, the Virginia electorate voted strongly in favor of the Higher Education General Obligation Bond referendum, which provided more than $99 million for facilities on the JMU campus.
- The overall university budget has increased from $169.2 million to $383.8 million, a $214.6 million or 127 percent increase from 1998 through July 1, 2008.
- The number of new full-time faculty positions from both education and general and auxiliary enterprises has increased from 801 to 1,415, a 77 percent increase from 1998 through July 1, 2008.

PUBLIC FUNDING

The financial magazine Kiplinger’s names the top values in higher education every year, and Madison has been among the top 20 nationally for a few years. So have five other Virginia public schools. No other state offers so many high quality choices at comparatively low cost. But while Virginia funds its colleges and universities better than many states, a diverse set of revenue sources allows greater flexibility and helps to keep tuition affordable. So the fifth planning characteristic of strategic emphasis is, “The university will enhance and diversify funding sources, expand its strategic alliances, and develop broad-based financial support among a variety of constituents.”

21st Century skills

Linda Zecher, vice president of Microsoft U.S. Public Sector, joined the JMU president in a tour of Pleasant Valley Elementary School in Rockingham County in 2005. The occasion marked Microsoft’s $500,000 gift to the College of Education to fund the JMU Partnership for 21st-Century Skills project, which provides training for teachers to become certified in the National Educational Technology Standards program. The pair visited six classrooms all taught by NETS*T certified teachers who have acquired and use teaching technology in their classrooms.

Public-private projects

In one of the first combined public-private capital projects during the tenure of President Linwood H. Rose, VIPs gather for the groundbreaking of the Leeolou Alumni Center. Partial funding came from Steve and Dee Dee Leeolou (’78), pictured here with the president and JMU’s first lady, Judith Rose, as she welcomes the Leeolou children.
The number of new full-time staff positions from both education and general and auxiliary enterprises has increased from 1,038 to 1,266, a 22 percent increase from 1998 through July 1, 2008.

Equipment trust fund support increased from $1.2 million to $2.1 million, an increase of $900,000 or 75 percent from 1998 through July 1, 2008.

General fund appropriation per in-state student increased from $4,202 to an estimated $6,145, a $1,943 or 46 percent increase from 1998 through July 1, 2008.

Student financial aid increased from $3.5 million to $8.7 million, a $5.2 million or 163 percent increase from 1998 through July 1, 2008.

Employee giving has increased from 6 percent to 27 percent from 1998 to present.

Non-fee revenue in auxiliary operations increased from $8.6 million to $19.2 million or 163 percent increase from 1998 through July 1, 2008.

The Madison Century capital campaign, the university’s first capital campaign, exceeded its $50 million goal by $20 million by the campaign’s conclusion on June 30, 2008.

Since the beginning of the Madison Century campaign, $33.9 million in cash and pledges have been added to the scholarship endowment and an additional $2.3 million have been raised for other scholarship support.

Employee giving has increased from 6 percent to 27 percent from 1998 to 2008.

Private fundraising increased from $5 million to $212 million annually, more than doubling from 1998 to 2007.

In his inaugural address, President Rose signaled a call to arms for private fundraising. “Today’s competitive environment dictates that private support is no longer the sole province of private liberal arts colleges and research institutions of international prominence and prestige,” he said. The president’s considerable foresight signaled the beginning of a substantive move toward private funding. The university’s endowment, standing at $23 million at the beginning of the decade, would have to grow to meet future needs. A decade later, the results are impressive. Private funding has risen significantly. The successful Madison Century campaign, the university’s first capital campaign, exceeded its own goal by more than 40 percent.

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The JMU Parents Council presents a check representing 100 percent participation of its members in a gift to JMU. Overall, parents contributed 16 percent of the total $70 million committed through the Madison Century capital campaign.

Signature moment: Construction work on the future Performing Arts Center is sweet music to the JMU community. The walls of the concert hall, proscenium theater, black box theater and dance facility are now apparent, and the pedestrian tunnel under Main Street was completed ahead of schedule. Construction reached its maximum physical height with the raising of the last steel beam on Sept. 5, but the center’s maximum effect will be realized by future students, professors and guest artists who will perform on the center’s stages. Major donors to the Performing Arts Center joined JMU President Linnwood H. Rose has signed the highest piece of structural steel at the center’s topping off ceremony. The center, named in honor of Bruce and Lois Cardarella Forbes (’64), will feature the Dorothy Thomasson Estes Center for Theatre and Dance and the Shirley Hanson Roberts Roberts (’58) and Ed of Music Director Jeff Showell and piano professor Eric Ripple. A $1 million gift from Harrisonburg physician Elizabeth Swallow has made possible JMU’s official designation as an All-Steinway School, the largest in the country and the first in Virginia. The Steinways begin to arrive under the supervision of School of Music Director Jeff Showell and piano professor Eric Ripple. A $1 million gift from Harrisonburg physician Elizabeth Swallow has made possible JMU’s official designation as an All-Steinway School, the largest in the country and the first in Virginia. The Steinways will ultimately number 120 uprights and grands.

Sponsored funding: Engaging with society to address its big issues is especially evident in the realm of sponsored programs, where faculty members’ research converges with hands-on learning opportunities for their students and benefits for society.

Sponsored programs grew from $7 million to $24 million, a 243 percent increase from 1998 to 2008.

The number of faculty members receiving sponsored program grants has increased from 87 to 135, a 55 percent increase from 1998 to 2008.

Sponsored program grant awards grew from $374,731 to $1,054,676, a 181 percent increase from 1998 to 2008.

The university advancement business process has been incorporated into the work environment for the staff in the division and for volunteers and other university staff members who support the advancement effort.

The JMU Alumni Association and Greater Madison, both independent support organizations, have engaged in strategic planning programs to fully revamp how they work to support JMU.

Gift accrual is approximately 133.6 percent of cash receipts.
During the decade, and factoring in several pending acquisitions, JMU’s campus has grown by 50 percent to include 675 acres and more than 3 million square feet. The decade has seen the construction of some 20 major buildings, including the long-anticipated Performing Arts Center. Acquisitions of existing buildings, expansions and renovations have further developed the university’s footprint. Growth has embraced the arts with new studios and galleries, propelled the sciences with new state-of-the-art equipment and facilities to reinforce the university’s strong program of undergraduate research, and enhanced student life with new residence and dining halls.

**CONSTRUCTION**

- **Baseball and Softball Complex:** Honoring a promise to the city to replace the old Memorial Stadium, construction is under way on a new $9.75 million baseball and softball complex adjacent to Memorial Hall.
- **Champions Drive Parking Deck:** In 2001, the university added a 520-space parking deck near the center of campus.
- **Chesapeake Hall:** One of two residence halls in JMU’s Skyline area on the campus east of Interstate 81, Chesapeake Hall, built in 1999, is a five-story residence hall housing more than 400 students.
- **College of Integrated Science and Technology Dining Hall:** Currently under construction, a new dining hall with a 700-seat capacity and a 100-seat separate dining room, will serve the eastern side of campus.
- **East Campus Library:** The new East Campus Library opened in 2008 on the eastern side of campus. The five-story, 186,000 square-foot, state-of-the-art library houses the university’s science and technology collections.
- **Festival Dining Hall:** The dining hall was constructed to meet the needs of the first academic programs that moved to the east side of campus early in the decade.
- **Frances Plecker Education Center at the Arboretum:** The Frances Plecker Education Center opened in 2008 to support the educational outreach mission of the university’s Edith Johnson Carrier Arboretum and Botanical Gardens, the only arboretum in a Virginia university campus.
- **Health and Human Services Building:** Built in 2001, the Health and Human Services Building is one of two buildings of the College of Integrated Science and Technology. It houses the departments of health sciences, dietetics and nursing.
- **Leeolou Alumni Center:** The five-story, 784-space, state-of-the-art facility housing more than 400 students.
- **Massmeaton Hall:** A large office complex on Main Street opened in 2006. It houses JMU’s information technology and financial services offices.
- **Performing Arts Center:** Currently under construction and scheduled to open in 2010, the new 175,000-square-foot Performing Arts Center will feature a center for theater and dance, a center for music performance and a concert hall. A tunnel under Main Street at the bottom of the Quad will link the Main Campus to the new Performing Arts Center Complex.
- **Physics and Chemistry Building:** After three decades in Miller Hall, the departments of physics and chemistry moved into a new building on the eastern side of campus in 2005. Designed to meet the needs of an active research faculty and further opportunities for undergraduate research, the new facility offers state-of-the-art laboratories and equipment.
- **Plecker Athletic Performance Center:** Opened in 2005, the Plecker Center supports all of JMU’s intercollegiate programs with a sports-medicine complex, a strength-training arena, state-of-the-art equipment, offices for athletic staff and locker rooms.
- **Potsomac Residence Hall:** Built in 1998, Potsomac Hall was the first student residential building constructed across Interstate 81 on the eastern side of campus. The five-story hall accommodates 430 students.
- **Sheenandah Residence Hall:** Also under construction, a new residence hall adjacent to existing halls on the eastern side of campus, is scheduled to open in May 2009.
- **Track and Field, Field Hockey and Lacrosse Facility:** Keeping pace with the success of JMU’s intercollegiate athletics, a new Field Hockey, Lacrosse and Track Complex was completed in the Skyline area of campus during the 2003-2004 academic year.
- **University Recreation Center Recreational Field:** Construction began behind the University Recreation Center on an artificial turf multi-sport recreational field. It was completed in the fall of 2008.
- **Warrner Street Parking Deck:** Opened during the year of JMU’s centennial, the five-story, 784-space parking facility provides parking in the Bluestone area of campus. The deck features an electronic vehicle counting system that displays the number of spaces available in real-time.

**MAJOR Aquisitions**

- **Blue Ridge Hall:** Blue Ridge Hall, acquired by the university in 2004, is headquarters for a growing number of programs and departments. Many are grouped under the Institute for Innovation in Health and Human Services, whose far-reaching impact symbolizes the university’s ongoing commitment to the world beyond the campus.
- **JMU Administrative Complex:** Located on the west edge of the campus, the collection of former dormitories was acquired by the university in 1998 and refitted for use as an administrative complex.
- **Memorial Hall (former Harrisonburg High School):** Following the construction of a new city high school, JMU purchased the old Harrisonburg High School in 2006 to house the College of Education and outreach and engagement programs.

**A changing perspective**

In the last 10 years, the facilities of the eastern side of campus have grown to rival those on the western side of Interstate 81. The Integrated Science and Technology tower and the Wilson Hall cupola have become equally iconic to a student body that has grown beyond 17,000 and an alumni body that is closing in on 100,000.
Rockingham Memorial Hospital Renovation [JMU] will soon begin a $51 million project to refit the acquired Rockingham Memorial Hospital property for the university. The 15.8-acre hospital campus that is adjacent to campus includes nine buildings and two parking decks and will provide the university with exceptional avenues for academic and administrative expansion.

Bridgewater Stadium Athletics events offer an opportunity to bring the entire JMU community together.
Teaching and learning at JMU still constitute a mostly human-to-human interaction. But the enabling technologies that have propelled U.S. productivity gains have allowed the university to run its operations more efficiently and effectively. Madison has managed not only to keep pace with many technological improvements but also has been recognized nationally for the quality of its infrastructure. This is an important component of staying competitive in higher education and the reason the university’s sixth defining characteristic of strategic importance is, “The university will possess sufficient resources (financial, facilities, human and technology) to achieve its goals.”

Financial, facilities and human resources achievement are noted elsewhere.

ACHIEVEMENTS

TECHNOLOGY

- The technology satisfaction survey conducted annually beginning in 2004 reports an average of 95 percent satisfaction by the faculty/staff and students.
- Information technology reports these changes:
  - Implemented PeopleSoft’s Student Administration System and upgraded to the Web version.
  - Made improvements to Student Self-Service (e-campus) including e-grading, request official transcripts, “what if” degree audit, faculty grading, online bill pay/real-time account information and course registration.
  - Implemented Employee Self-Service to include pay advice, leave balance, training enrollment, address update and compensation history.
  - Implemented JMU Time Entry to support Web-based entry of wage employee hours worked.
  - Supported University Advancement’s Viking system.
  - Implemented a Web-based applicant tracking system and position description module.
  - Implemented Mirapoint’s Webmail e-mail system, Oracle Calendar, Medicat Health Center System, Facility Focus in Facilities Management, Parking System, Resource 25 in support of event management and room scheduling, completed the interface to the state procurement system, Electronic Virginia, eVA, and developed the university’s planning database.

Night Sky

The outdoor Astronomy Park was created in 2006 on the grassy mall beside the Physics and Chemistry Building, just down the hill from the amphitheater. There are six piers for mounting 10-inch telescopes and a place to set up a tripod and 14-inch telescope. Programs have offered views of comets, Mars, Saturn and an eclipse.
Procured portal and content management tools, which are currently in prototype.

Selected, procured and began implementation planning of a new document imaging system.

Improved Internet connectivity offering two 155-mbs connections and expanded wireless service throughout campus to include all new and renovated buildings.

Renovated main data center and provided a contingency data center in the library. Currently adding another data center in Massanutten Hall along with investing in high-availability storage systems to ensure no loss of data for critical systems during a contingency or disaster.

Reduced the use of sensitive data in the critical central systems (human resources, student affairs, finance) and now restrict access to social security numbers in all end-user queries.

Provided Dell and Apple warranty repair services for all faculty, staff and student computers.

Implemented an online voting module for Student Government Association elections.

Established Web-based applications for undergraduate admissions, the Graduate School, outreach and engagement and a Web-based system to handle noncredit registration for outreach programs. Also implemented degree verification via the National Student Loan Clearinghouse, which is available 24 hours a day, seven days a week.

Enabled all graduating students since December 2005 to keep their e-ID and retain access to specific JMU electronic services.

Alternative fuels Undergraduates experiment with alternative fuel vehicles as part of JMU’s wide-ranging programs in alternative energy — wind, solar, biofuels — environmental engineering and campuseswide sustainability.

The university will possess sufficient resources to achieve its goals.

Keezell cupola In 2004, the Keezell Hall cupola was removed for repairs and painting for the first time in 75 years. “It’s been up there since 1929,” says George Davis, director of JMU’s facilities management. Formerly known as Reed Hall, Keezell was built in 1926. During a month-long repair project, some of the cupola’s clay roof shingles and rotting wood were replaced, and then lead paint was sandblasted off. After a new coat of paint, the cupola was hoisted back on top of Keezell.

A university that produces engaged and enlightened citizens who recognize the complexity of the world around them makes that world a better place. I can think of no better evidence of greatness.

— Linwood H. Rose
President, James Madison University

The decade of 1998 to 2008, the final decade of the first Madison Century, is best defined as a time of thoughtful leadership, strategic growth and controlled change — all focused on the central mission of preparing educated and enlightened citizens who lead productive and meaningful lives.

Characterized by an inherent sense of optimism and an extraordinary degree of faculty collaboration and student involvement, this purposeful, institutionwide endeavor has achieved sustained educational excellence and growing prominence for James Madison University.

Throughout the decade, the university has held firm to Madison’s foundational principles — teaching excellence, innovative scholarship, an engaging faculty, fiscal stewardship, institutional effectiveness, and a commitment to engaging with society to address issues that affect the well-being of humanity and the planet.

Together these attributes deliver an exceptional experience — an all-embracing Madison Experience — that never loses sight of the world’s single most important asset: the student.

With this unerring aim, both James Madison University and its graduates stride forward into a new era of greatness prepared to Be the Change. To learn more, visit www.jmu.edu/bethechange.