

JMU Board of Visitors Retreat – March 23, 2026

9:00 – 9:15 a.m. | Welcome and Retreat Context Setting

Facilitators: Jack White

Overview: Agree upon discussion priorities for the day with a focus on governance and high-level vision; discuss rules of engagement that will allow hearing everyone's perspective, build consensus, and keep moving forward in a limited amount of time; discuss types of goals and deliverables.

Goal: Establishing goals and deliverables for each session; clear, shared expectations for the board discussion

9:15 a.m. – 11:00 a.m. | Trustees Discussion – Strategic Plan

Facilitators: Terrie Edwards, Jim Schmidt

Staff Joining 9:15-10:15 am: Bethany Blackstone, Chris Orem

Focus: Priority areas the board believes should lead strategy; risks, opportunities, and tradeoffs; metrics document discussion; guidance for leadership as implementation begins.

Goal: Clear board perspective on strategic direction with focus on metrics.

Prompts: Key questions arising from Vision Teams; metrics-driven discussion

11:00-11:30 a.m. | Conversation with George Keith Martin (McGuireWoods) on Virginia P3 Policy and Procedures

12:00 – 1:00 p.m. | Lunch

1:00 – 3:00 p.m. | Campus Planning & Development: Vision, Tradeoffs, and Board Alignment

Facilitators: Dave Rexrode and Jack White

Staff Joining: Jack Knight, Tim Miller, Towana Moore

Overview: An integrated presentation and trustee discussion connecting long-term campus vision with near-term development decisions and board guidance; presenting long-term campus vision and development strategy, including land use, academic and infrastructure needs, and partnership opportunities; facilitated board discussion focused on strategic direction, sequencing, risk tolerance, and alignment with the university's academic mission and Commonwealth priorities.

Goal: Achieve board alignment on campus planning and development direction, including:

- **Affirmation of the long-term vision** for residential development and its alignment with academic priorities and student success.
- **Agreement to utilize a Public-Private Partnership (P3) process**, provided that it:
 - Results in lower total costs for students over a 10–20 year horizon compared to traditional delivery methods;
 - Is fiscally responsible for the university; and
 - Enables a more accelerated project timeline.
- **Clear understanding that approval of this framework does not authorize construction.**
- **Clear understanding that approval does not represent an agreement with any specific private partner**, but rather authorization to proceed through the state-approved process to identify and evaluate a P3 option.
- **Agreement to move decisively** on the first phase of residential development.
- **Agreement to immediately begin identifying alternative space solutions** for programs currently housed in Godwin.

- **Agreement to prioritize state funding requests** for permanent academic homes for programs displaced from Godwin.
- **Direction to explore potential health care partners** as part of a broader, integrated development strategy.
- **Commitment to return to the board this summer** with a specific proposal for the first residential buildings.

3:00 p.m. | Trustees Discussion – Alignment and Path Forward

Focus: A shared understanding of the most important strategic priorities emerging together; clarity on areas of alignment and any remaining tensions or open questions; agreement on the implications of today’s discussion for leadership action, board oversight, and future agenda items.

Goal: Wrap-up with clear direction for April board meeting regarding three items: master plan, campus development plan, and strategic plan.