

Academic Excellence Committee



Opening Remarks and Approval of Minutes

Matthew Gray-Keeling, Chair



THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Academic Excellence Committee
Thursday, November 17, 2022, 1:00 p.m.
Highlands Room

Agenda

- 1. Opening Remarks and Approval of Minutes for September 15, 2022 Meeting***
Matthew Gray-Keeling, Chair
- 2. Academic Affairs Divisional Update**
Heather Coltman, Provost and Senior Vice President
- 3. Faculty Senate Report**
Kathy Ott Walter, Speaker
- 4. Curriculum Updates***
Paula Maxwell, Associate Vice Provost, Curriculum Development
- 5. Inclusive Strategies and Equity Initiatives Presentation**
Narketta Sparkman-Key, Associate Provost
- 6. College Spotlight: Science and Mathematics**
Samantha Prins, Dean
Steven Whitmeyer, Associate Dean for Research and Scholarship
LouAnn Lovin, Interim Associate Dean
Celes Woodruff, Interim Assistant Dean
Kali Neydon ('24), Geology

*Action Required

**THE COMMONWEALTH OF VIRGINIA
THE VISITORS OF JAMES MADISON UNIVERSITY**

Minutes of the Academic Excellence Committee

The Academic Excellence Committee met on Thursday, September 15, 2022 in the Highlands Room of the Festival Conference and Student Center at James Madison University. Matthew Gray-Keeling, Chair, called the meeting to order at 1 p.m. The chair asked the new committee members to introduce themselves and asked each of the deans to stand and identify their college.

Present:

| | |
|-----------------------|----------------|
| Bell, Dickie | Falcon, Chris |
| Gray-Keeling, Matthew | Welburn, Craig |
| White, Jack | |

Others:

Adams, Melinda, Associate Dean, Arts and Letters
Aguirre, Robert, Dean, College of Arts and Letters
Alger, Jonathan R., President, James Madison University
Coltman, Heather, Provost and Senior Vice President for Academic Affairs
Gordon, Grace, Class of 2022, Applied Public History and Archaeology
L'Esperance, Mark, Dean, College of Education
Lewis, Jolie, Associate Director of Transfer Student Success, University Advising
McGee, Marquis, Director, University Advising
Miller, Laura, Executive Director, The Learning Centers
Molina, Rudy, Vice Provost, Student Academic Success and Enrollment Management
Oldmixon, Elizabeth, Vice Provost, Faculty Affairs and Curriculum
Ott Walter, Kathy, Speaker, Faculty Senate

Approval of Minutes

On motion by Chris Falcon and seconded by Craig Welburn, the Academic Excellence Committee minutes of April 21, 2022 were approved.

Academic Affairs Divisional Update

The Provost outlined three touchstones that will guide the division's priorities this year: the Academic Affairs Strategic Plan, the Climate Study report, and responding to 15 recommendations from the Task Force on Racial Equity. She updated the committee on several projects and their progress over the summer. They included a revision to instructional faculty hiring guidelines, driven by the work of a joint administration/faculty task force. This joint task force model, including representatives selected by the Provost's Office and by Faculty Senate, will be implemented for several initiatives this fall.

Faculty Senate Speaker Report

Dr. Kathy Ott Walter, Faculty Senate Speaker, shared that the senate is excited to move forward working with the administration on deepening shared governance, creating processes for more transparency in decision-making, and defining workload in a way that supports/creates a healthy work environment. She highlighted research, project planning, and service learning work of faculty in the Anthropology and Health Sciences departments.



**Board of Visitors
November 17, 2022**

College of Education: Grown Your Own and Lab School for Innovation and Career Exploration

An update on the Grow Your Own pilot program and the Lab School for Innovation and Career Exploration initiative was provided by Dr. Mark L'Esperance, Dean of the College of Education. The state budget allocated \$4.2 million to implement the Grow Your Own Teaching Fellows pilot program. Additionally, the federal government has allocated \$620,000 to assist currently employed teacher assistants to achieve licensure. As the result of a bipartisan compromise in the General Assembly, \$100 million has been dedicated to the lab school initiative in the commonwealth. JMU will work with Rockingham County Schools to develop lab school communities in all four area high schools.

Faculty Hiring Update

Dr. Elizabeth Oldmixon, Vice Provost for Faculty Affairs and Curriculum, presented a faculty hiring update and shared how JMU's faculty are central to several of the Core Qualities identified in JMU's Strategic Plan, including the provision of outstanding academic programs; excellence in teaching and scholarship; the establishment of national prominence; and fostering an accessible, inclusive, and diverse university community. In the last academic year, Academic Affairs hired over 110 outstanding Instructional and Administrative & Professional faculty.

Student Academic Success and Enrollment Management

Dr. Rudy Molina, Vice Provost, outlined the programs and services of Student Academic Success and Enrollment Management (SASEM), which supports students in reaching their goals and making timely progress toward their degrees. The "Many Journeys, One JMU" presentation highlighted the impact that the Learning Centers, the new Advising Hub, Transfer Virginia, the Bridge to Madison Program, and the Quality Enhancement Plan have on students.

College Spotlight: Arts and Letters

Dr. Robert Aguirre, Dean, and Dr. Melinda Adams, Associate Dean, highlighted the breadth of faculty research in the college and recognized several Arts and Letters faculty who have received national awards. Research successes in the college create opportunities for students to apply classroom learning and build skills that prepare them for professional life after graduation. Grace Gordon, Class of 2022, shared the profound impact her experience engaging in research with faculty had on her throughout her undergraduate years on campus.

There being no further business, on the motion of Craig Welburn, the Academic Excellence Committee meeting adjourned at 2:34 p.m.

Respectfully submitted,

Matthew Gray-Keeling, Chair

Donna Harper, Secretary to the Board

Academic Affairs Divisional Update

Heather Coltman
Provost and Senior Vice President



Faculty Senate Written Report to the Board of Visitors November 17th and 18th, 2022

September 2022

HR Presentation

Rick Larson from HR Training and Jason McClain from Academic Resources attended the Faculty Senate meeting to address concerns and questions about the recent pay increase.

Most instructional faculty are 10-month employees whose contract period runs from 8/25 to 6/30. However, compensation earned during the 10-month contract period is paid over 12 months to maintain benefits during July and August. Since pay received during July and August was earned before the effective date of the pay increase (7/10/22), instructional faculty are paid the new salary beginning the first contract workday (8/25), which was reflected in the 9/16 paycheck. As such, faculty and non-faculty may have received a pay increase at different times because of their contract status (10 month versus 12 month). When such matters arise in the future, JMU will send notify faculty by email to clarify and link to FAQs.

The issue of employee pay was also addressed. Current economic pressures are contributing to high turnover rates for employees on the lower end of the pay scale. The university is looking into raising the base rate.

Resolutions/Motions

Two resolutions were sent to committee for additional development:

- Resolution on Transparency and Accountability of A & P Appointments to the Academic Policies and Faculty Concerns committees.
- Resolution on Expansion of the Office of Disability Services to the Student Relations committee.

October 2022

General Education Equity Tag Initiative Presentation

Claire Lyons, Tolu Odumosu, Alison Fagan, and Elizabeth Brown offered an overview of their work on the General Education Equity Tag Initiative.

JMU's recent climate study underscored the need to create safer and just educational spaces for marginalized students, joining previous calls (e.g., in a senate resolution) for a diversity requirement within General Education. Two years of conversations, initiatives, and changes (including a presidential task force) have established this priority for the university, while research indicates the importance of these experiences and pedagogies, as well.

In Fall 2022, JMU implemented a preliminary pilot program identifying General Education courses that adopt a diversity, equity, inclusion, justice, and accessibility (DEIJA) perspective. This “tag” enables students to identify courses with a DEIJA focus. Tagged courses must include a commitment to creating an inclusive environment and standards of discourse, as well as relevant content, DEIJA pedagogy, or a combination of these approaches.

Four General Education courses are currently participating, with proposals for three more to follow in the Spring 2023 semester. Going forward, the process will be further developed with support from participating faculty and participation in the initiative will be encouraged across all colleges.

Curriculum Updates

Paula Maxwell

Associate Vice Provost, Curriculum Development





Requesting Approval for Program Discontinuance

| Program | Current Enrollment | Most Recent Student Enrollment |
|-----------------------------------------------------------------------------------|--------------------|--------------------------------|
| Autism Spectrum Disorders – (Undergraduate Certificate) | 0 | 2019 |
| Autism Spectrum Disorders – (Graduate Certificate) | 0 | Spring 2021 |
| Network/Information Security (Graduate Certificate) | 0 | 2016 |
| Secure Computer and Database Systems (Graduate Certificate) | 0 | 2016 |
| Educational Technology Leadership (Graduate Certificate) | 0 | 2017 |
| International Management of Non-Governmental Organizations (Graduate Certificate) | 0 | 2017 |
| Writing, Rhetoric and Technical Communication (M.S. degree designation only) | 0 | 2018 |



Questions?

- Request approval from the Academic Excellence Committee
- Proposals will be submitted to SCHEV for approval

Office of Inclusive Strategy and Equity Initiatives

Narketta Sparkman-Key

Associate Provost for Inclusive Strategy and Equity Initiatives





What We Do

Fostering Inclusive Culture

Strategic Planning

Support/Resources

Inclusive Hiring Practices

Title IX Adjudication

TFRE
Recommendations

Climate Study

Cultivate Safe Spaces



AA Strategic Plan Goal 2 and Objectives*

Centering evidenced-based anti-racist, anti-discriminatory and anti-harassment national best practices, Academic Affairs will foster an inclusive and evolving community that supports a thriving and supportive academic culture.

Objective 1

- Progressively increase strategic activities that align with [national anti-racist framework priority areas](#).
 - Institutional Structure
 - Policies and Procedures
 - Resource Allocation
 - Academic Equity and Student Success
 - Curriculum and Pedagogy
 - Hiring, Retention and Promotion
 - Institutional Programming
 - Education/Training/Employee Development
 - Campus Climate/Culture
 - Admissions and Access

Objective 2

- Implement strategic activities that address discrimination, misconduct, harassment, adverse experiences, and promote mental wellness, as identified in the climate study, resulting in a more inclusive campus environment.

Objective 3

- Actively recruit and retain instructional faculty, A&P faculty, and staff, who represent our increasingly diverse student body, to foster a more inclusive community.

*Pending full approval of Academic Council



How Our Work Aligns?

Academic Affairs

- We are an inclusive academic community committed to excellence in the pursuit and dissemination of knowledge. We advance intellectual and creative discovery through transformative learning experiences that positively impact our lives and communities.

JMU

- Priority #2 - Advancing Diversity, Equity and Inclusion (DEI)
- Goal 2A-2G – Access, Inclusion and Diversity

Guiding Principles for Virginia Education

- Vibrant and Safe Learning Environment
- Freedom of Speech and Inquiry
- Zero-Tolerance for Discrimination
- Wellbeing and Mental Health
- Access and Affordability





Office of Inclusive Strategies
and Equity Initiatives

INCLUSIVE JMU



Dr. Narketta M. Sparkman-Key



Sarah Burke



Ivy Moraa

MEET OUR TEAM

Dr. Narketta M. Sparkman-Key
Associate Provost for Inclusive
Strategies and Equity Initiatives

Sarah Burke
Administrative Assistant

Ivy Moraa
Graduate Student Assistant

CONTACT

71 Alumnae Drive
111 Sheldon Hall, MSC 7508
Harrisonburg, VA. 22801

equityinitiatives@jmu.edu

Inclusive JMU is the official newsletter for the Office for Inclusive Strategies and Equity Initiatives.

Our Mission

The Office of the Associate Provost for Inclusive Strategies and Equity Initiatives provides leadership, strategies, and support to the development of an inclusive culture within Academic Affairs. Our office builds on the mission and vision of James Madison University while putting into action the Academic Affairs Strategic Plan. We focus on deliberately planning efforts that embrace diversity, equity, and inclusion while amplifying voices and equitable support to faculty, staff and students so that they all are enabled to thrive!

Our Biographies

Dr. Sparkman-Key is the Associate Provost for Inclusive Strategies and Equity Initiatives. She is also a professor of learning, technology and leadership education. Dr. Sparkman-Key's research is focused on developing culturally competent practitioners and supporting marginalized populations. She joins us from Old Dominion University where she served ten years as a member of the faculty and as an administrator. She is an expert on higher education DEI and a Tedx speaker. She believes in self care and promotes mental wellness.

Sarah Burke is originally from outside of Richmond and graduated from JMU in 2013 with a Bachelor of Arts in Political Science. After graduating, she relocated to Northern VA and then to Charlottesville to work at UVA for six years. She recently moved back to the area and is beyond happy to be working at her alma mater!

Ivy Moraa graduated from Kenyatta University in 2022 with a Bachelor of Arts in Psychology. She moved from Nairobi, Kenya to Harrisonburg to pursue a Masters in School Psychology at JMU in the summer of 2022.

Our Values

- We value an inclusive culture by recognizing, embracing and equitably supporting differences within our community.
- We utilize university data to strategically plan efforts to support the Academic Affairs community.
- We partner with colleges to support their efforts in creating an inclusive culture.
- We support DEI leaders across Academic Affairs to lead DEI efforts within their colleges and other units.
- We support the Academic Affairs community and affinity groups through budgetary support.
- We represent the interest of Academic Affairs in efforts to address themes found in the climate study and Task Force on Racial Equity recommendations.
- We liaise with DEI leadership across university divisions to lead change initiatives that focus on creating an inclusive culture.
- We promote equitable hiring practices through partnerships with Human Resources, the Office of Equal Opportunity and University Counsel.

FUNDING OPPORTUNITY

Provost's Inclusive Research and Pedagogies Seed Fund

The Inclusive Research and Pedagogies Seed Fund supports Academic Affairs' mission of enhancing access, equity and inclusive excellence in faculty teaching, research and professional development. The Office of Inclusive Strategies and Equity Initiatives (ISEI) and Research and Scholarship (R&S) are collaborating to provide at least five inclusive research and pedagogy seed fund awards annually, for up to \$4000 each.

The grants will support projects in critical DEI-responsive pedagogies and research. The grants will specifically seed projects that pilot new and innovative pedagogies and research that respond to the urgent DEI needs of our times and are expected to lead to external funding participation.

Eligibility

- Applicants must be JMU faculty with research as one of their required areas of evaluation/job expectation.
- Applicants must have the capacity to facilitate the academic research projects proposed.
- Research proposed must have a significant DEI component.

Deadlines

Applications Open

October 7, 2022

Full Proposal Deadline

January 31, 2023

Interested?

[Click this link for more information.](#)

PROFESSIONAL DEVELOPMENT OPPORTUNITY

Confront & Address Bias Incidents on Campus in an Evolving Legal and Political Landscape

Hosted by Paperclip Communications

Monday, November 14, 2022

2:00 - 3:30 pm ET

Manage Sensitive Incidents Consistent with Recent Court Decisions

Attend the webinar on November 14, 2022 to learn how to confront and address bias incidents on campus in an evolving legal and political landscape from the expert presenter – Allen Groves, Senior Vice President and Chief Student Experience Officer at Syracuse University and renowned speaker on legal issues affecting higher education.

Interested?

[Click this link to RSVP.](#)

RESOURCES AVAILABLE

Hidden Handbook

The National Development Center for Development and Diversity has created an online resource that serves as a compilation of tips, knowledge, and unwritten rules to help students, post-docs, staff, faculty and administrators navigate academia. Designed as bite-sized, easy to consume content, the Hidden Handbook is a useful resource for both new members and veterans of the NDCDD. Click this [link](#) to access the hidden Hand Handbook

Intersectionality and Women of Color in Higher Education Leadership

The Women's Leadership Speaker Series hosted a virtual event in the last week of September on the topic of Intersectionality and Women of Color in Higher Education. This speaker series is a collaboration between the ACE and ACE Women's Network Executive Counsel to attract, develop and support women in higher education.

The recording of that event and previous events this year in the series can be found at this [link](#).

OUR EVENTS

The Task Force on Racial Equity (TFRE) Meeting
Friday, November 4th, 2022
10:00 AM
Moody Hall Rm 113

DEI Learning Circle "DEI Branding Efforts"
Wednesday, November 9th, 2022
01:00 PM
Speaker : Lesa Clark from Old Dominion University
Virtual
[Join the Zoom call here](#)

Thank you to DEI leaders for collaboration on the Academic Affairs strategic plan.



'Inclusivity means not 'just we're allowed to be there,' but we are valued. I've always said: smart teams will do amazing things, but truly diverse teams will do impossible things.'
~ Claudia Brind-Woody

College Spotlight: Science and Mathematics

Samantha Prins, Dean

Steven Whitmeyer, Associate Dean for Research & Scholarship

LouAnn Lovin, Interim Associate Dean

Celes Woodruff, Interim Assistant Dean

Kali Neydon ('24), Geology





CSM Profile

- Biology, Chemistry & Biochemistry, Geology & Environmental Science, Mathematics & Statistics, Physics & Astronomy
- 184 faculty and 16 staff
- 12 major programs including one cross-college Biotechnology program and accredited Chemistry and Biochemistry majors
- 14 minor programs including interdisciplinary cross-college environmental and materials science minors, a cross-department data analytics minor
- 2 graduate programs: Biology (M.S.), Mathematics (M.Ed.)



Student Success and Outreach

- REU (Research Experiences for Undergraduates) programs in Biology, Chemistry, Geology & Environmental Science, Mathematics and Statistics
- National Science Foundation S-STEM grant to provide up to \$10,000 tuition scholarships for up to 4 years for 22 Pell eligible students
- Two residential learning communities: Haynes First Year (STEM majors), and Trelawny (Biology/Biotechnology)
- Howard Hughes Medical Institute funded “Biocommons”
- Partner with COE and CISE in the STEM Outreach Center
- MadiSTEM, Planetarium, and Mineral Museum



Research and Scholarship

- Professional development of faculty and students and advancement of the disciplinary knowledge and problem solving
- Nationally recognized faculty
- Partner with Office of Research and Scholarship
- Tiers of research and scholarship support
- \$22.3 million portfolio of active extramural grant funding from 71 awards
 - **77% from federal sources, <1% from state sources**
 - **>60% involve students in the research**
 - **76% of surveyed graduating seniors conducted research during their time at JMU**



THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Advancement and Engagement Committee
Thursday, November 17, 2022
2:45 p.m.

Agenda

1. Approval of Minutes* – September 15, 2022
2. Fundraising Report
Jared Lowry, Athletics Development Officer
Jeff Gilligan, Associate Vice President for Development
3. Government Relations Preview
Caitlyn Read, Director of Government Relations
4. Campaign Celebration Wrap up
Nick Langridge, Vice President for University Advancement
5. Social Media Recognition and Analytics
Mary Hope Vass, Executive Director of Communications
Trey Secrist, Assistant Director for Social Media
6. CRM Update
Debbie Jordan, Associate Vice President for Advancement Information Systems

*Action Items

**THE COMMONWEALTH OF VIRGINIA
THE VISITORS OF JAMES MADISON UNIVERSITY**

Minutes of the Advancement and Engagement Committee

The Advancement and Engagement Committee met on Thursday, September 15, 2022. Mr. Craig Welburn called the meeting to order at 2:48 p.m.

COMMITTEE MEMBERS PRESENT:

Edwards, Terrie
Rothenberger, John

Stoltzfus, Michael
Welburn, Craig, Chair

ABSENT:

Jankowski, Maria

OTHERS PRESENT:

Alger, Jonathan, President

Bradley, Miriam, Assistant Vice President Elect for Principal Relations Development
Campbell, Cannie, Associate Vice President of Constituent Engagement
Coleman, Warren, CEO for JMU Foundation, Inc.
Gilligan, Jeff, Associate Vice President for Development
Henchy, Ally, Athletics Development Officer
Jordan, Debbie, Associate Vice President for Advancement Information Services
Langridge, Nick, Vice President for University Advancement
Lonett, Carson, Special Assistant to the Vice President for Student Affairs
Meyers, Chris, Director of Enrollment Marketing
Perrine, Andy, Associate Vice President for University Communications and Marketing
Read, Caitlyn, Director of Government Relations
Rouzer, Nerissa, University Council
Shala, Ahmet, Global Ambassador
Sinkus, Michael, Principal, Marts & Lundy
Smith, Sheila, Associate Vice President for Advancement Planning and Operations
Wood, Melinda, Associate Vice President for Access and Enrollment and Director of Admissions

APPROVAL OF MINUTES

The minutes of the April 21, 2022 meeting were brought before the committee and approved as presented on a motion by John Rothenberger.

FUNDRAISING REPORT

Ally Henchy reported a record breaking year for Athletics fundraising in FY22 with 4,695 donors and an Annual Fund record of \$4 million. In FY23 Athletics has a donor number of 1,202, up 200+ donors from the same period last year, and \$353,000 raised, up \$10,000 from the same period last year.

Jeff Gilligan reported \$34.7 million was given in FY22, three times the three-year rolling average prior to the campaign. He shared that the Unleashed Campaign closed with \$251 million given.

VICE PRESIDENT UPDATES AND INTRODUCTIONS

Nick Langridge introduced Caitlyn Read and Government Relations as a new part of the Advancement team. Caitlyn will be providing updates on state government relations to the committee. Nick then introduced Dr. Ahmet Shala, who will serve as Global Ambassador to James Madison University. Ahmet’s focus will be on international alumni engagement and student recruitment.

Andy Perrine presented the university’s recent high rankings including JMU’s new #72 national public university ranking in Best Colleges by US News & World Report.

ENROLLMENT UPDATE FALL 2022

Chris Meyers provided an update on the successful recruiting cycle for the class of 2026 during which the office of Admissions exceeded its goals both for in-state and out-of-state undergraduate recruitment in a highly competitive market.

WOMEN FOR MADISON – 10-YEAR ANNIVERSARY

Cannie Campbell reported that Women for Madison is a diverse network of alumni, parents, students, friends, faculty and staff members of JMU who engage and inform women about the opportunities and needs of the University. 2023 will mark the 10th anniversary of the creation of Women for Madison. The presentation celebrated the milestones, accomplishments, and showcased their future endeavors.

CLOSED SESSION

The committee went into closed session, no action was taken.

The meeting adjourned at 4:28 p.m.

Respectfully submitted,

Craig Welburn, Chair

Donna L. Harper, Secretary to the Board

Board of Visitors Advancement and Engagement Committee

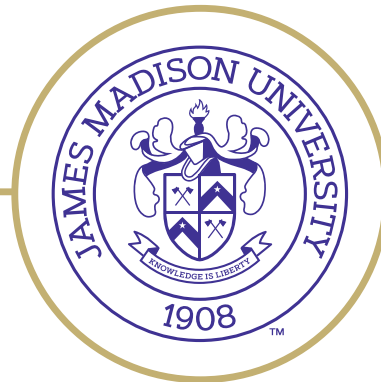
November 17, 2022



Fundraising Report

Jared Lowry, Athletics Development Officer

Jeff Gilligan, Associate Vice President for Development





By Fiscal Year YTD

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|
| Duke Club Seat Contribution | \$316,090 | \$133,542 | \$91,338 | \$216,910 | \$284,010 |
| Proud and True Fund | \$48,085 | \$274,582 | \$570,399 | \$334,450 | \$351,750 |
| Athletics Restricted | \$152,928 | \$97,003 | \$63,274 | \$81,819 | \$108,121 |
| Athletics Capital | \$304,993 | \$77,197 | \$113,740 | \$221,176 | \$20,677 |
| Athletics Endowed | \$39,054 | \$43,119 | \$48,710 | \$33,043 | \$9,375 |
| Event Contribution Restricted | \$0 | \$0 | \$0 | \$0 | \$13,632 |
| Total | \$861,150 | \$625,443 | \$887,461 | \$887,398 | \$787,565 |

(Includes Gifts, Matching Gifts, and Pledge Payments as of the Report Date in each Fiscal Year)

Current FY Annual Fund Dollars: \$635,760

Athletics Annual Fund FY Goal: \$4,300,000

Percent of Goal: 15%

Total Unique Athletics Donors by Fiscal YTD

Includes unique households

| 2019 | 2020 | 2021 | 2022 | 2023 |
|-------|-------|------|-------|-------|
| 1,613 | 1,708 | 900 | 1,468 | 2,326 |



Funds Raised to Date
Compressed
 07/01/2022 - 10/28/2022

Provided by:
 AIS/Data Analysis & Reporting



| Fund Raised Program - Compressed | FY 2023 | FY 2022 | FY 2021 | FY 2020 | FY 2019 |
|----------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| PRD/Strategic Gifts | \$531,852 | \$1,513,472 | \$4,582,735 | \$3,140,626 | \$5,139,815 |
| Corp/Found | \$5,104,593 | \$6,359,112 | \$1,659,599 | \$1,993,034 | \$980,570 |
| All Athletics | \$901,791 | \$811,061 | \$820,279 | \$611,807 | \$1,010,496 |
| Annual Giving | \$510,707 | \$566,567 | \$497,508 | \$560,518 | \$603,406 |
| Organization Annual Gifts | \$111,457 | \$151,875 | \$130,326 | \$181,940 | \$140,369 |
| Matching Gifts | \$58,719 | \$90,558 | \$117,052 | \$96,379 | \$86,329 |
| Realized Planned Gifts | \$123,627 | \$43,097 | \$183,590 | \$158,172 | \$308,223 |
| Above Sub-Total - Total | \$7,342,747 | \$9,535,742 | \$7,991,089 | \$6,742,475 | \$8,269,208 |
| WMRA Gifts | \$178,975 | \$203,984 | \$176,154 | \$192,581 | \$190,574 |
| WMRA Total - Total | \$178,975 | \$203,984 | \$176,154 | \$192,581 | \$190,574 |
| Above - Total | \$7,521,722 | \$9,739,726 | \$8,167,243 | \$6,935,056 | \$8,459,782 |
| Conditional Pledges | \$1,861,820 | \$3,085,410 | \$250,000 | \$2,367,001 | \$481,902 |
| Non-charitable Sponsorship Commitments | \$13,782 | \$0 | \$0 | \$3,500,000 | \$0 |
| Below Sub-Total - Total | \$1,875,602 | \$3,085,410 | \$250,000 | \$5,867,001 | \$481,902 |
| Below - Total | \$1,875,602 | \$3,085,410 | \$250,000 | \$5,867,001 | \$481,902 |

All fiscal year totals are month-to-date per fiscal year.



Pipeline

As of October 26, 2022

Pre solicitation: 65 proposals = \$3,156,882

Solicitation proposals: 90 proposals = \$19,931,371

Closed Major Gifts: 31 for \$6,938,265

Government Relations Preview

Caitlyn Read, Director of Government Relations





State Government Relations



Caitlyn Read
Director



Savanna Funkhouser
Assistant Director




Charlie King
Government Relations

An aerial photograph of the Virginia State Capitol building, a large, ornate, light-colored stone structure with a prominent dome and multiple spires. In the foreground, the University of Virginia Rotunda is visible, a large, white, classical building with a portico supported by columns. The scene is set in a city with other buildings visible in the background under a clear sky.

State Government Relations

JMU's Office of State Government Relations manages the University's state relations outreach and strategy, and advances the University's legislative, operating, and capital priorities.



2023 Session Key Dates

Mid-December: Governor presents budget

January 13: Budget amendment request deadline

February 7: Crossover

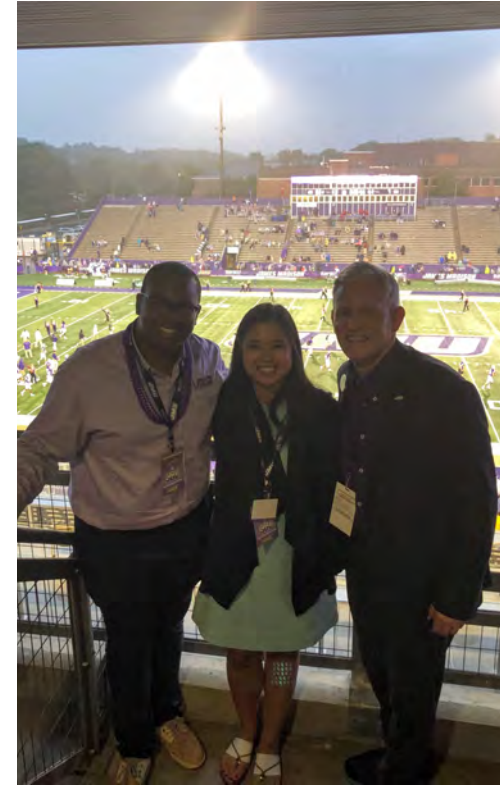
February 25: Sine Die

March 27: Last Day for Governor's action on legislation

Early April: Reconvened Session

Engagement Initiatives – Ongoing

- District visits
- Hosting on campus
- Local legislators' breakfast
- Birthday cards
- Constituent updates



Engagement Initiatives – During Session

- Team based in Richmond
- Student Lobby Day
- Legislative reception





Legislative Leave Behinds

- Key Facts
- Budget Initiative One Pagers
- Financial Aid and Operating Funding Ch...
- Career Outcomes One-Pager

JMU
JAMES MADISON UNIVERSITY

FY 23 General Fund Operating
per FY22 In-State Annualized FTE

| Institution | Annualized In-State FTE | E&O Operating General Funds | General Fund GF Operating Annualized FTE |
|------------------------------------------|-------------------------|-----------------------------|------------------------------------------|
| University of Virginia's College at Wise | 1,324 | | |
| Norfolk State University | 3,617 | \$29,668,614 | \$22,408 |
| Virginia State University | 2,824 | \$80,200,000 | \$22,328 |
| Virginia Military Institute | | | \$21,826 |
| University of Mary Washington | | | \$18,001 |
| William & Mary | | | \$12,709 |
| | | | \$11,923 |
| | | | \$7,485 |
| | | | \$477 |
| | | | \$5 |

JAMES MADISON UNIVERSITY
Serving the Commonwealth since 1908

James Madison University was founded in 1908 as a teacher's college for women in what was then a rural farming community. Harrisonburg is now the largest city in the Shenandoah Valley and offers our students an ethnically diverse area to live, learn and contribute to the local community. JMU has been fully co-educational for more than 50 years, serving 22,000 students across 139 degree programs.

JMU by the Numbers

- 20,346 undergraduate students
- 1,878 graduate students
- 79% in-state students
- 5th lowest in-state tuition among 15 public 4-year schools in Virginia
- 89% freshman retention rate
- 81% six-year graduation rate (No. 2 in the nation for large master's level universities)
- 16:1 student/faculty ratio

Leading in teaching, nursing and STEM-H

- 361 degrees in education and teaching
- 290 degrees in nursing
- 2,086 degrees in STEM-H

Awarded in 2020-21


Dukes on the Rise

- No. 72** Best Public University in the Nation, U.S. News & World Report (2022)
- 97%** Satisfaction Rate, Reported by Alumni
- No. 2** Most Recommended University in the Nation, Wall Street Journal & Times Higher Ed (2020)
- 96%** of the Class of 2021 was working or continuing their education six months after graduation

State Government Relations

JMU
MSC 7807, 820 Madison Drive
Harrisonburg, Virginia 22807
540-568-5152 Phone
jmu.edu
2022

| Region | Total Students | Total Alumni |
|-----------|----------------|--------------|
| Northwest | 38 | 490 |
| Southwest | 92 | 1,282 |
| Central | 1,572 | 19,832 |
| South | 1,454 | 25,608 |
| East | 8,068 | 34,940 |
| West | 1,033 | 9,290 |
| Other | 57 | 229 |

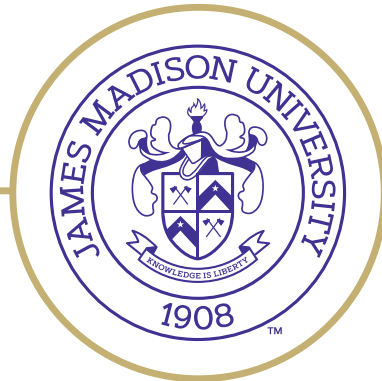


Measures of Success

- New Funding
 - FY22-24 Biennium:
 - Operating: \$16.1M
 - Capital: Carrier Library (\$108.7M) and Steam Plant project (\$30.1M)
- No. of Bills track/influenced
- No. of visits made
- No. of JMU event attendees
- Touchpoints (birthday/constituent outreach)

Campaign Celebration Wrap Up

Nick Langridge, Vice President for University Advancement





Atlantic Union Bank Center

Atlantic Union Bank Center

















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Richmond Times-Dispatch

Social Media Recognition and Analytics

Mary Hope Vass, Executive Director of Communications
Trey Secrist, Assistant Director for Social Media





Focus areas of University Communications

Executive & Crisis
Communications

Social Media

Media Relations

FOIA

- Total of 7 staff members
- Collaborate with partners to share news and stories that connect the universities audiences
- Monitor trends and listen to social channels
- Issues management – being proactive



Goals

- Create, curate and distribute content
- Grow and cultivate public and private online communities
- Secure earned media placements in statewide, national and priority markets
- Expand on non-traditional methods to connect with reporters
- Educate and empower internal and external partners



What does success look like for University Communications?

Media Relations



AP U.S. News World News Politics Sports Entertainment Business Technology Health Science Odditi

Social Security boost seen as unlikely to help Dems at polls

By AMANDA SEITZ October 15, 2022

What the James Webb Space Telescope Can See

Dallas Brown July 12, 2022

USNews EDUCATION » Colleges Grad Schools Online Colleges Global Universities K-12 SkillBuilder Rankings

Home / Education / Best Global Universities / Challenges for International S...

6 Challenges for International Students in College

New international students can overcome these challenges as they begin their studies abroad.

By Anayat Durrani Aug. 12, 2022, at 3:14 p.m.



Media Relations



3 Va. universities to provide 24/7 mental health care for students

How loud is a rocket launch...
popsci.com



Legend has it that the Saturn V launch for Apollo 11 melted concrete with the sheer power of its s...

virginia BUSINESS

Virginia Beach is more than just a beach. It's a digital port city. An offshore wind energy hub. A key East Coast logistics center. And a great place for business.

Issues Industries Regions Reports Company News Opinion Lists Awards/Ever

Virginia 500

News > Industries > Education > JMU fundraising campaign brings in \$251M

JMU fundraising campaign brings in \$251M

School's Unleashed campaign surpassed \$200M goal in March 2021

Grottoes, JMU Team Up To Bolster Caverns Reputation

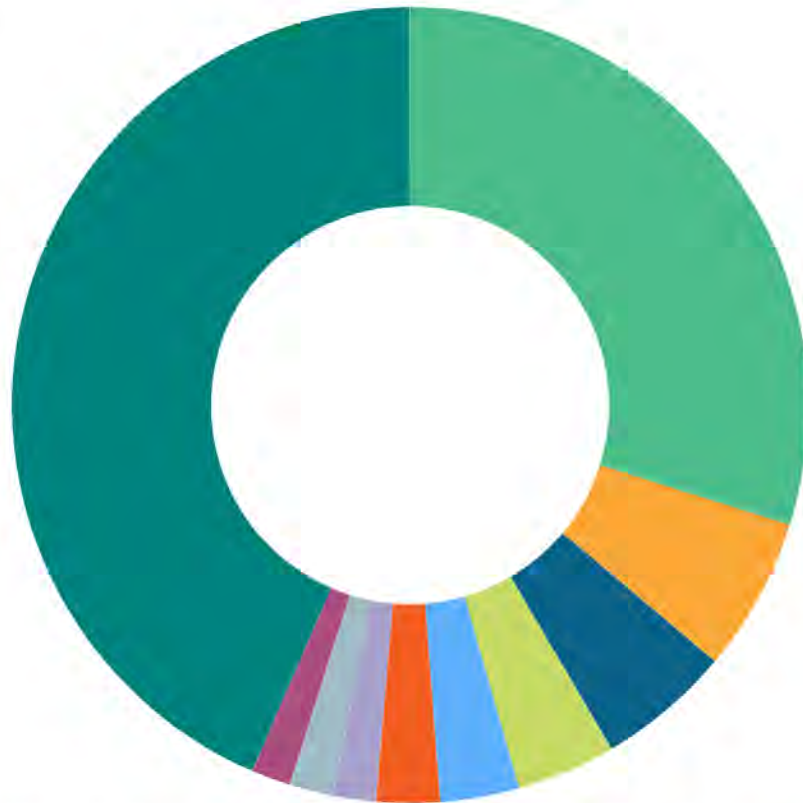
By KELLEN STEPLER Daily News-Record Sep 10, 2022 1



JMU receives \$1.4 million grant to launch Upward Bound Program

"These programs can really change the trajectory of a student's life," said Molina.

Media Relations Metrics



- >1,000 placements during FY22 including MSN News, Yahoo News, USA Today, US News & World Report, ABC News Online
- Reached an audience of 31M and 761.2M online
- Regular outreach to hometown newspapers highlighting student achievements



Social Media Achievement

- Rival IQ creates annual industry benchmark comparisons
- JMU ranked **#2 in social media performance for FY22**
 - Measures engagement rate (*i.e. content efficiency*)
 - Compares all 358 D1 Schools in US
- Not the first time JMU has been recognized
 - Have ranked in top 10 every year since inaugural report in 2016

Top Overall Higher Education Institutions on Social

Higher education social media earned top engagement marks across all four channels we studied this year as usual, beating out nearly all the other industries we study in our [Social Media Industry Benchmark Report](#). Dynamic content, engaged audiences, and a boatload of Gen Z running university TikTok handles helps explain soaring engagement for colleges and universities.

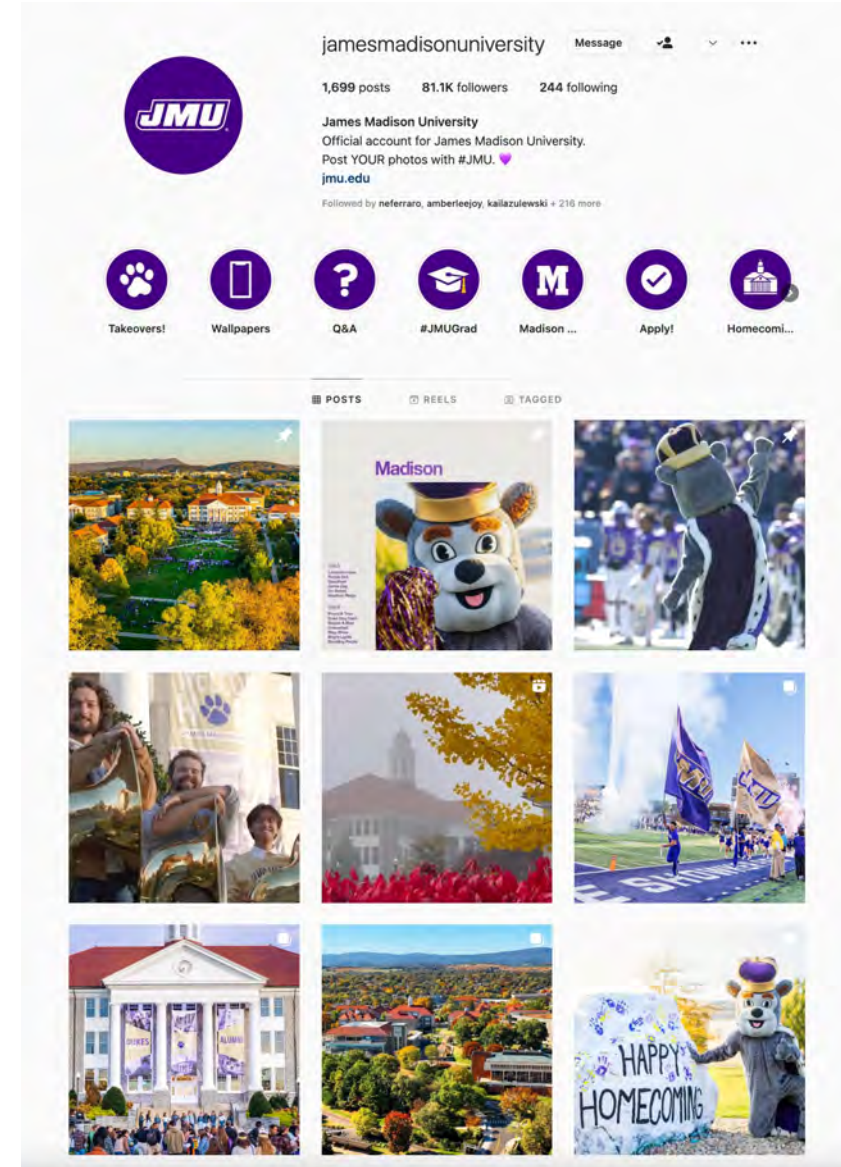
| University | Overall Rank | Instagram Rank | Facebook Rank | Twitter Rank | TikTok Rank |
|------------------------------|--------------|----------------|---------------|--------------|-------------|
| University of Iowa | 1 | 3 | 1 | 8 | 41 |
| James Madison University | 2 | 1 | 4 | 9 | 44 |
| Utah State University | 3 | 20 | 22 | 12 | 24 |
| Georgia Tech | 4 | 5 | 2 | 58 | 17 |
| Ohio University | 5 | 48 | 21 | 6 | 37 |
| University of South Carolina | 6 | 65 | 19 | 14 | 22 |
| University of Georgia | 7 | 9 | 59 | 38 | 15 |
| Baylor University | 8 | 63 | 45 | 16 | 3 |
| Tarleton State University | 8 | 21 | 13 | 19 | 74 |
| Clemson University | 10 | 86 | 30 | 23 | 16 |



Analyzing Social Media

FY22 Social Media Key Performance Indicators

- Total Posts:
3,326
- Total Impressions (*amount of times content is served*):
52,547,687
- Total Engagements (*interaction with piece of content*):
1,359,733
- Total Video Views (*+3 second view*):
1,866,105
- Engagement Rate (*total impressions/total engagements*):
3.43%



Challenges & Trends

- Complex distribution algorithms
 - Vary across platforms
 - Change frequently
- Disparate audiences
 - Many audiences look to JMU's social media for different types of content
 - Alums vs. perspective students
- Evolving trends
 - New social media platforms
 - Constant reevaluation of content strategy
- Community management
 - Instant feedback from community



CRM Update

Debbie Jordan, Associate Vice President for Advancement
Information Services







What is Reengineering Madison?

- Replacement of core legacy systems and adding new systems to support major cross-campus needs (CRM)
- Modernizing our systems including moving our applications to the cloud
- Driving digital transformation at JMU
- Driving cultural change for how we use, manage, and govern shared data
- Improving the digital experiences of all constituents (prospective students, applicants, students, employees, alumni, donors and parents)



What is Reengineering Madison (continued)?

A Reengineering Madison Project Steering Committee has formed and is co-chaired by:

- Bob Kolvoord, Dean of CISE
- Robin Bryan, AVP IT, CIO
- AVP's Debbie Jordan, Andy Perrine and Sheila Smith represent Advancement on the steering committee

Execution of Reengineering Madison will span roughly 7 years and require participation from each Division; the entire University will be engaged in this effort

- A change of this scale will be challenging
- IT will partner with the Divisions to help facilitate a community implementation



Why “Reengineer” Madison?

- Consider that over 300+ Applications are in use on campus
 - Applications range from PeopleSoft (Student, HR, Finance), Ellucian Advance to Customer Relationship Management systems like Slate and iModules, and more
 - Some of the larger systems are facing end-of-life
 - Many don't **integrate** as we need them to – Advancement has no true interfaces, only reports that we export from other systems, then import into our system

Reengineering Madison Background - Timeline



| Timeframe | Activity |
|-----------|---------------------------------------------------------------------------------------------------|
| Apr-19 | Advancement began requirements gathering for a new system |
| Jul-20 | Task Force recommended University wide CRM approach for JMU |
| Sep-20 | JMU Sr Leadership approved moving forward with University wide CRM and replacement of key systems |
| Dec-20 | Steering Committee formed and met for the first time |
| Mar-21 | CRM Platform and Data Governance projects kicked off |
| Apr-21 | Reengineering Madison Goals, Objectives, and Values identified |
| Oct-21 | RFP Issued for Enterprise-wide solution |



Project Drivers



University wide CRM - Greater visibility into relationships, improved communication, and modern technology features focusing on:

- Providing a 360-degree view of constituents to drive Advancement
- Scaling Advising processes and providing standardization
- Supporting all 3 admitting offices' ability to lead recruiting as a JMU-wide effort

HR, Finance, and Student systems - Modernize with functionality beyond current capabilities and better meet the growing needs of JMU

Project Drivers

Preparing for end of life:

- Peoplesoft HR, Finance, and Student solutions (approx. 2031-2034)
- Ellucian Advance no longer providing new capabilities
- Current CRM's in use do not meet all Admissions needs (U/G, G, PCE)



Reengineering Madison Goals

1. Improve student success outcomes
2. Develop shared data systems as a university good
3. Increase operational efficiency at all levels of the university
4. Strengthen JMU's relationship and communications with all constituents





Reengineering Madison Principles

| Number | Principle |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Student Focus: We will focus on student needs as we implement new technologies. |
| 2 | Standardization: We will change how we work. Out-of-the-box, best practice processes and functionality provided with cloud systems will be utilized. |
| 3 | Simplification: We will seek efficiencies including reducing steps and time involved in our business processes. We will not let the perfect be the enemy of the good. |
| 4 | Transformation: The design of our future state will not be constrained by current business processes. |
| 5 | Transparency: We will promote understanding, data sharing, and open exchange in our practices and the systems we build. |
| 6 | Community: We will develop new partnerships and strengthen existing collaborations for the greater good. |
| 7 | <i><u>Integration: We are committed to a campus where technology and data are integrated and shared.</u></i> |
| 8 | Quality: We are focused on high-quality, humane, and evidenced-informed practices driving reliable data. |
| 9 | Equity: Our practices will ensure equity and inclusion across the institution. |
| 10 | Continuous Improvement: We commit to assessing and refining our processes and systems as we learn about issues and ideas from users, other stakeholders, and the higher education landscape. |





Sequence of projects

| Sequence | Project | FY 21-22 | FY 22 - 23 | FY 23-24 | FY 24 - 25 | FY 25-26 | FY 26 - 27 | FY 27-28 | FY 28 - 29 | FY 29-30 |
|----------|------------------------------|----------|------------|----------|------------|----------|------------|----------|------------|----------|
| 1 | Integration Tools (Data) | | | | | | | | | |
| 2 | Data Governance (Data) | | | | | | | | | |
| 3 | CRM Platform (CRM) | | | | | | | | | |
| 4 | Data Warehouse (Data) | | | | | | | | | |
| 5 | Advancement (CRM) | | | | | | | | | |
| 6 | Advising (CRM) | | | | | | | | | |
| 7 | Identity Management (ERP) | | | | | | | | | |
| 8 | Admissions (CRM) | | | | | | | | | |
| 9 | HCM/Finance (ERP) | | | | | | | | | |
| 10 | Student Administration (ERP) | | | | | | | | | |

Key

| |
|-----------------------|
| Operational Processes |
| Implementation |
| Planning |
| FY = Fiscal Year |

Communications

- Employees will be emailed updates periodically (targeting quarterly)
- Website is available:
 - <https://www.jmu.edu/computing/projects/reengineering-madison/index.shtml>
- Project team members will provide and receive updates in regular meetings





Anticipated Outcomes (Examples)

- Ability to track all communications a constituent has received and what has resonated.
- Visibility of global communication calendar (who is getting what and when?)
- Ability for constituent to opt in / out of communication channels at a granular level
- Analytics capabilities on email communications (open rate, etc)
- Predictive analytics capabilities
- Ability for new data to propagate through all systems via **integrations** (example is when a constituent changes their address)
- Personalized view of JMU website including the ability to collect usage data
- Appropriate e-signatures automatically included in workflow
- Dashboards for key metrics with real time data
- AI, bot, and chat capabilities for common questions and answers
- Full mobile capabilities



Where are we today?

- Small RFP committee was established to evaluate and score proposals
- Combined RFP (CRM Platform, Advancement, Advising, Admissions) was issued by Procurement on 10/1/2021 and closed 11/16/2021.
- 6 vendors responded with proposals.
- RFP committee scored and selected 3 vendors for on-site demonstrations of their products.
- All of campus was invited to attend demonstrations virtually.
- One vendor has been selected and procurement is in final negotiations.
- Award early December; project kick-off early 2023.

**THE COMMONWEALTH OF VIRGINIA
THE VISITORS OF JAMES MADISON UNIVERSITY**

Athletics Committee
Thursday, November 17, 2022
Festival, Ballroom B
2:45 P.M.

Agenda

1. Approval of Minutes – September 15, 2022*
2. Sports Update
Jeff Bourne, Director of Athletics
3. 2021-2022 Academic Report
Jennifer Phillips, Associate A.D., Student-Athlete Development/SWA
4. NCAA Waiver Update
Stephen LaPorta, Assistant Athletics Director, Compliance
Jennifer Phillips, Associate A.D., Student-Athlete Development/SWA
5. Development Report
Scooter Renkin, Associate A.D. for Development

*Action Required



**Board of Visitors
November 17, 2022**

THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Minutes of the Athletics Committee

The Athletics Committee met on September 15, 2022, in Ballroom B of the Festival and Student Center. The meeting was called to order at 2:45 p.m. by John Lynch, Chair. Mr. Lynch expressed his excitement in serving as chair of the Athletics Committee and welcomed attendees. He then invited the new committee members to introduce themselves.

Present:

Lynch, John, Chair
Bell, Dickie
Tompkins Johnson, Deborah
White, Jack

Others:

Herod, Maribeth, Rector
Bourne, Jeffrey, Director of Athletics
Burgess, Brad, Assistant A.D. for Ticketing & Strategic Revenue
Crawford, Meredith, Assistant A.D. for Student-Athlete Leadership
Gorton, Eric, University Media Relations Coordinator
Hart, Mac, Assistant A.D. for Business & Finance
Knight, Jack, University Counsel
LaPorta, Stephen, Assistant A.D. for Compliance
Nickel, Eric, Director of University Recreation
Phillips, Jennifer, Senior Associate A.D. for Student-Athlete Development/SWA
Phillips, Ty, Assistant A.D. for Facilities & Events
Polglase, Geoffrey, Deputy Director of Athletics
Renkin, Scooter, Assistant A.D. for Development
Soenksen, Roger, Faculty Athletics Representative
Straughn, Cameron, Team Physician/Interim Director of Integrated Health & Sports Performance
Warner, Kevin, Assistant A.D. for Communications
White, Kevin, Associate A.D. for Sports Programs
Wyant, Melissa, Assistant A.D. for Creative Services & Fan Engagement

Mr. Lynch called for a motion to approve the minutes. It was moved by Deborah Tompkins Johnson and seconded by Maribeth Herod to approve the minutes of the April 21, 2022, meeting of the Athletics' Committee.

Sports Update

Jeff Bourne, Director of Athletics, welcomed new members of the Athletics Committee and expressed excitement in working with each of them in the coming year, and spoke to the importance of their appointments in helping to advocate for JMU's student-athletes and provide recommendations to better serve the department as whole. Members of the JMU Athletics "Administrative Team," a leadership arm within Athletics were introduced and highlighted their role in the department. Following introductions,

Mr. Bourne then provided the Committee with an overall Sports Update. James Madison University teams have compiled a 17-11-2 cumulative record for a .600 winning percentage. Over the past 8 years combined, the Dukes have won at a .644 clip across all sports. JMU had one team ranked in national polls so far in 2022-2023, with field hockey ranking 25th on September 13. Football sits 2-0 to start its transitional FBS season, including a 44-7 domination of Middle Tennessee in its first-ever FBS game. There were 110 media mentions for a reach of 13.6 million as well as 1,100 social media mentions for a reach of 1.3 million to go with 4.2 million total impressions. With its 44-7 win over Middle Tennessee to open the 2022 season, JMU generated \$1.5 million worth of paid media coverage, including \$1 million on the single day of the win. JMU surpassed its all-time season-ticket record with 7,582 football season tickets for the 2022 campaign, the first season of its FBS transition. Men's soccer is 2-3 early in the season. Women's soccer is off to a strong start at 4-2-2 with only four goals allowed in eight matches. Volleyball is 6-3, including a sweep of the JMU Invitational. Field hockey is 3-3 while competing in 2022 as an independent team. JMU announced Delethea Quarles as new Director of Track & Field and Cross Country and also hired Rebekah Ricksecker as cross-country head coach. JMU inducted its Hall of Fame Class of 2022 on September 9 with a group featuring: standout swimmer (1997-2001) and coach (2004-2013) Samantha Smith Barany; former women's basketball head coach Kenny Brooks (2003-2016) and one of his star athletes, Dawn Evans (2007-2011); football quarterback Rodney Landers (2005-2008), long-time women's soccer head coach Dave Lombardo (1990-2017), baseball catcher Jake Lowery (2009-2011), track runner Anthony Wallace (2000-2003) and golfer Jay Woodson (2000-2004). As part of recognizing 50 years of Title IX, JMU will hold a year-long initiative devote one week to each female sports program to highlight key moments made possible by Title IX. JMU launched the "Dukes Do Better" University-wide sportsmanship campaign prior to the start of fall sports as a way to focus on appropriate fan and competitor conduct at sporting events. Following questions and comments from Committee members, Mr. Bourne concluded his update.

2021-2022 Strategic Plan Accountability Measures,

Geoff Polglase, Deputy Athletics Director, asked if there were questions from Committee Members relating to the 2021-2022 Strategic Plan Accountability Measures; the report was shared with Committee Members prior to the meeting. He shared that JMU Athletics continues to meet and exceed the majority of the measures outlined in the University Strategic Plan. Committee Member, Deborah Tompkins Johnson, shared her appreciation for the information, and noted the level of collaboration and uniformity between the University and Athletics. The measures are included annually in the STAR Planning submission, which is aggregated into the University's data report for accreditation.

Compliance Update

Stephen LaPorta, Assistant Athletics Director for Compliance, provided a Compliance update, which highlighted the recent June 2021 Supreme Court ruling in *NCAA v. Alston*, in which it was unanimously ruled that the NCAA restricting non-cash education-related benefits, violates anti-trust laws. The ruling has changed legislation relating to educational-related benefits to student-athletes, including scholarships for vocational schools, post-eligibility scholarship opportunities, academic or graduation incentives, and other educational benefits such as tutoring, study abroad, and other tangible items (i.e. course material) not included in cost of attendance. The ruling also removed perceived anti-trust exemptions and set precedent for future cases regarding amateurism rules, including Name, Image and Likeness. The NCAA has allowed institutions to identify "graduation incentives" up to \$5K, annually and have adopted a "liberal" approach as to what a student-athlete is "doing" to receive an incentive. Mr. Bourne referenced the concern of these cases and the financial implications that they may place on institution, including JMU. Mr. LaPorta then provided an overview of Name, Image and Likeness (NIL), which permits student-athletes to begin profiting off their name, image or likeness. Further, he offered a synopsis of how NCAA rules, Virginia Law and JMU's own policy relate to NIL.

The NCAA has taken a somewhat hands-off approach and punted to individual States and institutions to set parameters. The NCAA only mandates that student-athletes cannot be “paid for play” nor can incentives be tied to a current or future enrollment at an institution. Mr. Lynch questioned the presence of NIL at JMU, and Mr. LaPorta referenced that while there have been some opportunities for our student-athletes, they are not to the scale of those seen at the Power 5 institutions. Mr. LaPorta then commented on the newly-created NCAA Transformation Committee, which was formed after the NCAA Constitution Committee’s work was completed in 2022. The Committee is focused on: reviewing issues related to transfers, the modernization of NCAA rules (i.e. antitrust risks), timeliness of the infractions process, Division 1 Membership standards, and enhancing student-athlete support and benefits, and has developed a timeline to address the various areas prior to the conclusion of 2022. Following questions from Board Members and a brief discussion, Mr. LaPorta concluded his update.

Development Update

Scooter Renkin, Associate Athletics Director for Development, provided a fundraising update, which offered an overview of the various types of giving available to donors. He then offered a review of last fiscal year’s fundraising numbers, as well as fiscal year-to-date figures. Mr. Renkin shared that last year was highlighted by a record \$4,044,247M raised by the annual fund, which was fueled by the “Dukes Rise Challenge” and a record 4,695 donors gave to JMU Athletics. Further, the Proud and True Fund, which is the philanthropic arm of the Duke Club, was responsible for 53% of total funds raised. Overall, total fundraising efforts surpassed over \$5M. Presently, this year’s numbers are tracking ahead of last year’s record pace. Mr. Renkin shared that he excited for this year’s Annual Fund goal of \$4.3M which is a 6% increase from last year funds raised. He expressed that with Football reseating and re-parking in the Spring, accompanied by the excitement surrounding the move to the Sun Belt, having a full Duke Club staff in place, as well as an increased donor count, that he is optimistic of reaching the fundraising goals set for this fiscal year. Following questions from Committee Members, Mr. Renkin concluded his update.

Sun Belt Conference Update

Jeff Bourne, Director of Athletics, provided a brief update on JMU’s transition to the Sun Belt Conference. Mr. Bourne noted that the transition to the Sun Belt has been welcoming and that the Conference is both strategic and collaborative. He noted the intent of the Conference to be both tactical and fiscally responsible in hosting annual meetings for individual sports programs on a rotating basis—in-person one year and virtually the following; Football and men’s and women’s Basketball will meet in-person each year, however. Further, he shared that both the men’s and women’s basketball tournaments will take place, simultaneously in the same location, a change from the Colonial Athletic Association (“CAA”) tournament setup. The only “downfall” to the Sun Belt Conference is that it does not provide full alignment for all of JMU’s sports: field hockey currently competes as an independent, Lacrosse in the American Conference, and Swimming and Diving in the CCSA. Mr. Bourne shared that he will continue to lobby for inclusion on all JMU-sponsored sports in the Sun Belt Conference. Mr. Lynch commended Mr. Bourne on his leadership through the transition, stating that it was “the right conference at the right time.” Mr. Bourne then referenced the JMU Athletics Departmental “one-pagers” that were previously-shared with the Committee Members. The intent of the documents was to provide an overview of the various areas within the department and to associate the new board members with nuances and issues, as well as acronyms associated the JMU Athletics (i.e. GSR, APR, and the Cox Bill). Mr. Bourne then opened the floor to questions regarding the documents provided and JMU Athletics generally. Mr. Lynch asked of non-financial ways that JMU Athletics could be supported. Jennifer Phillips, Senior Associate A.D. for Student-Athlete Development/SWA and Dr. Roger Soenksen, Faculty Athletics Representative, spoke to the committee concerning the challenges and penalties often imposed

upon JMU Student-Athletes—and other students representing JMU in an official manner—due to the absence of a Missed Class Time Policy and a true Priority Registration for Student-Athletes. Dr. Soenksen shared specific instances in which student-athletes were “artificially” penalized for missing class while representing JMU in an official capacity, noting that reasonable accommodations are often denied (i.e. the ability to participate in a lecture virtually while traveling for competition, allowing an exam to be administered by a staff member while traveling for competitions, etc.). While numerous task forces have been formed to evaluate and strategize such accommodations and the implementation of such a policy—which are currently in place for peer institutions within the Sun Belt—no significant progress has been made. Further, it was shared that student-athletes are often denied tutor services or other “accommodations” by specific professors, despite a diagnosed disability. Ms. Phillips and Dr. Soenksen both voiced concern that there is an expectation to maintain a very high level of academic success (i.e. high GSR and APR) by the University; however, such expectations are held without consideration for the setbacks experienced by the student-athlete in their capacity of representing the University. The Board was both taken aback by the information shared and encouraged to be a voice for the student-athletes and to help advocate for both a formal missed class time policy as well as a priority registration. For JMU to remain competitive on the playing services, as well as in the classroom, efforts must be focused on developing and implementing policies that support JMU student-athletes.

There being no further business, Mr. Lynch us then called for a motion to adjourn. It was moved by Jack White and seconded Dickie Bell. The meeting was adjourned at 4:04 p.m.

Respectfully submitted,

John Lynch, Chair

Donna L. Harper, Secretary to the Board

Athletics Committee

November 17, 2022



Sports Update

Jeff Bourne, Director of Athletics



2021-2022 Academic Report
Jennifer Phillips, Senior Associate
A.D., Student-Athlete
Development/SWA





Academics Report

Overall Division I Subdivision Federal Graduation rates:

| FRESHMAN-COHORT GRADUATION RATES | All Students | Student-Athletes # |
|-----------------------------------------|--------------|--------------------|
| 2014-15 Graduation Rate | 69% | 69% |
| Four-Class Average | 68% | 69% |
| Student-Athlete Graduation Success Rate | | 89% |

James Madison University

| FRESHMAN-COHORT GRADUATION RATES | All Students | Student-Athletes # |
|-----------------------------------------|--------------|--------------------|
| 2014-15 Graduation Rate | 82% | 72% |
| Four-Class Average | 83% | 73% |
| Student-Athlete Graduation Success Rate | | 89% |



Academics Report

To qualify for an academic unit, an institution must meet one of the following academic unit benchmarks:

- The Graduation Success Rate for the most recently available year is equal to or greater than 90 percent based on the single-year rate of all student-athletes at the individual level.
- The difference between the student-athlete and student body percentages in the most recently published Federal Graduation Rate is equal to or greater than 13 percentage points.
- Division I APR for the previous year is equal to or greater than 985. The average of single-year rates for all teams is used to determine eligibility for this standard.



Academic Unit Historical Report

| <u>Year of Distribution</u> | <u>GSR</u> | <u>FGR</u> | <u>APR</u> | <u>Qualified</u> |
|-----------------------------|------------|-------------|------------|------------------|
| 2018-19 | 85 | -11 | 990 | Yes |
| 2017-18 | 92 | -4 | 980 | Yes |
| 2018-19 | 85 | -11 | 990 | Yes |
| 2019-20 | 88 | -15 | 976 | No |
| 2020-21 | 94 | -7 | 990 | Yes |
| 2021-22 | 86 | -10 | 990 | Yes |
| Requirements | 90% | $\geq 13\%$ | 985 | |



Academics Report

Multi-Year Federal Graduation Rate

| Cohort year | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 |
|---------------|-----------|-----------|-----------|-----------|-----------|
| James Madison | 81 | 79 | 74 | 74 | 73 |

Multi-Year Graduation Success Rate

| Cohort year | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 |
|---------------|-----------|-----------|-----------|-----------|-----------|
| James Madison | 88 | 89 | 87 | 89 | 89 |



Academics Report

Single Year Federal Graduation Rate

| | 2017 | 2018 | 2019 | 2020 | 2021 |
|----------------|------|------|------|------|------|
| James Madison | 90.3 | 84.9 | 87.7 | 94.1 | 86.5 |
| All Division I | 87.9 | 88.5 | 90.0 | 90.6 | 90.4 |
| Sunbelt | 82.7 | 82.3 | 83.0 | 86.0 | 85.9 |
| Colonial | 89.6 | 90.6 | 91.1 | 93.1 | 89.8 |



Academics Report

Single Year Academic Progress Rate

| | 2017 | 2018 | 2019 | 2020 | 2021 |
|----------------|------|------|------|------|------|
| James Madison | 980 | 991 | 978 | 990 | 990 |
| All Division I | 985 | 984 | 985 | 988 | 985 |
| Sunbelt | 983 | 977 | 983 | 987 | 971 |
| Colonial | 989 | 990 | 990 | 992 | 990 |



Academics Report

GPA Comparison of General Student Body to Student-Athletes

| Average GPA by term FT only | | |
|-----------------------------|-------------|-----------------|
| Population | Description | Average CUM GPA |
| All athletes | 2017 - 2018 | 2.942 |
| All athletes | 2018 - 2019 | 2.920 |
| All athletes | 2019 - 2020 | 2.993 |
| All athletes | 2020 - 2021 | 3.104 |
| All athletes | 2021 - 2022 | 3.076 |
| | | |
| Non athletes | 2017 - 2018 | 2.979 |
| Non athletes | 2018 - 2019 | 2.981 |
| Non athletes | 2019 - 2020 | 3.020 |
| Non athletes | 2020 - 2021 | 3.087 |
| Non athletes | 2021 - 2022 | 3.048 |



Academics Report

■ Athletic Director's Scholar Athlete Award

- Student-athletes who achieve a 3.0 semester GPA
 - Fall 2018 – 256, Spring 2019 – 238
 - Fall 2019 – 294, Spring 2020 – 365
 - Fall 2020 – 340, Spring 2021 – 340
 - Fall 2021 – Spring 2022 - 265

■ The CAA Commissioner's Academic Honor Roll

- The CAA Commissioner's Academic Award gives special recognition to those student-athletes who have distinguished themselves both in the classroom and in the athletic arena – must be members of a team in a CAA sport and achieve at least a 3.0 GPA based on semester/quarter performance or cumulative GPA.
 - 2018–19 - 230
 - 2019–20 - 254
 - 2020–21 - 272
 - 2021–22 - 248



Academics Report

■ President's List

- Semester course load of at least 12 graded credit hours earning a GPA of 3.900 or above

| | | |
|---------------|----|--------------|
| ■ Fall 2018 | 26 | 15 - 4.0 GPA |
| ■ Spring 2019 | 32 | 17 - 4.0 GPA |
| ■ Fall 2019 | 43 | 25 - 4.0 GPA |
| ■ Spring 2020 | 61 | 26 - 4.0 GPA |
| ■ Fall 2020 | 53 | 27 - 4.0 GPA |
| ■ Spring 2021 | 41 | 24 - 4.0 GPA |
| ■ Fall 2021 | 29 | 16 - 4.0 GPA |
| ■ Spring 2022 | 38 | 22 - 4.0 GPA |

■ Dean's List

- Semester course load of at least 12 graded credit hours earning a GPA of 3.500 to 3.899

| | |
|---------------|-----|
| ■ Fall 2018 | 66 |
| ■ Spring 2019 | 73 |
| ■ Fall 2019 | 88 |
| ■ Spring 2020 | 113 |
| ■ Fall 2020 | 122 |
| ■ Spring | 96 |
| ■ Fall 2021 | 112 |
| ■ Spring 2022 | 79 |



Academics Report

- **Tutoring Services (July 2021 – June 2022)**
 - 147 Fall tutors/129 Spring tutors at a cost of \$45,906.80
 - Fall 2021 – 502 requests and 1,777 meetings
 - Spring 2022 – 428 requests and 1,389 meetings
 - Summer 2021 – 23 requests and 45 meetings
- Every Incoming athlete meets with our Learning Psychologist for initial testing
- Newly added Academic Mentorship meetings

NCAA Waiver Update

**Stephen LaPorta, Assistant A.D.,
Compliance**

**Jennifer Phillips, Senior Associate A.D.,
Student-Athlete Development/SWA**





NCAA Waiver

- An institution seeking to reclassify from FCS to FBS football must go through a two year transition period
- Once a school submits the application for reclassification they are no longer eligible for the FCS championship
- Not eligible for FBS postseason play until the reclassification process is complete



NCAA Transition Process

- Submit application to NCAA by June 1
 - Include strategic plan, supporting materials, other NCAA reports
- Strategic Vision and Planning Committee reviews all materials
- Year one requirements
 - Address questions from SVPC
 - Orientation session conducted by NCAA staff
 - Submit annual report and updated strategic plan
 - Report all violations

NCAA Transition Process



- Year two requirements
 - Full compliance with FBS legislation and membership requirements
 - Annual report and updated strategic plan
 - Report all violations as part of the annual report
- Compliance review by outside authority
- Board of Directors will vote to approve reclassification on August 1

NCAA Waiver Opportunities



- Postseason football participation
 - Timeline issues
 - Current record
 - Case precedent

NCAA Waiver Opportunities



- Reduced transition period (two years to one)
 - Transformation committee
 - Timeline issues
 - Currently no case precedent
 - Precedent for DII to DI

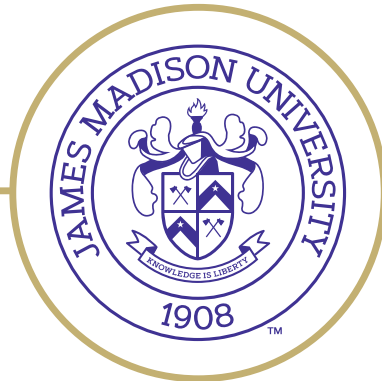


Anticipated Timeline

- February 2023- receive information for annual report
- March 2023- Request an expedited review
- April 2023- SVPC reviews year one information
- May 2023- Submit annual report and any updated information that SVPC requests
- June 2023- Submit waiver requesting reduction in transition period
- August 2023- Board of Directors approves JMU's transition as a full FBS member

Development Update

**Scooter Renkin, Associate A.D.,
Development**





Development Update

By Fiscal Year YTD

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|
| Duke Club Seat Contribution | \$316,090 | \$133,542 | \$91,338 | \$216,910 | \$284,010 |
| Proud and True Fund | \$48,085 | \$274,582 | \$570,399 | \$334,450 | \$351,750 |
| Athletics Restricted | \$152,928 | \$97,003 | \$63,274 | \$81,819 | \$108,121 |
| Athletics Capital | \$304,993 | \$77,197 | \$113,740 | \$221,176 | \$20,677 |
| Athletics Endowed | \$39,054 | \$43,119 | \$48,710 | \$33,043 | \$9,375 |
| Event Contribution Restricted | \$0 | \$0 | \$0 | \$0 | \$13,632 |
| Total | \$861,150 | \$625,443 | \$887,461 | \$887,398 | \$787,565 |

(Includes Gifts, Matching Gifts, and Pledge Payments as of the Report Date in each Fiscal Year)

Current FY Annual Fund Dollars: \$635,760

Athletics Annual Fund FY Goal: \$4,300,000

Percent of Goal: 15%

Total Unique Athletics Donors by Fiscal YTD

Includes unique spouseholds

| 2019 | 2020 | 2021 | 2022 | 2023 |
|-------|-------|------|-------|-------|
| 1,613 | 1,708 | 900 | 1,468 | 2,326 |

**As of October 21, 2022*

**THE COMMONWEALTH OF VIRGINIA
THE VISITORS OF JAMES MADISON UNIVERSITY**

Governance Committee
November 17, 2022
4:30 pm; Meeting Room 2

Agenda

1. Approval of Minutes for September 15, 2022*
2. Revisions to the Board Manual

a. Article XI. MEETINGS

A. The Annual Meeting

The annual meeting of the board is held at the final regularly scheduled meeting of the university's fiscal year. The election of officers and the transition to new officers occur at the annual meeting.

3. Potential committee name change for the Audit Committee
4. Board Retreat 2023

**THE COMMONWEALTH OF VIRGINIA
THE VISITORS OF JAMES MADISON UNIVERSITY**

GOVERNANCE COMMITTEE

Minutes of the Meeting of September 15, 2022

The Governance Committee of the James Madison University Board of Visitors met on Thursday, September 15, 2022 in the Festival Conference and Student Center at James Madison University. Jeff Grass, chair, called the meeting to order at 4:18 pm.

PRESENT:

Falcon, Chris
Grass, Jeff, Chair
Harper, Donna, liaison

Herod, Maribeth
Tompkins Johnson, Deborah
White, Jack

ALSO PRESENT:

Alger, Jonathan, President
Knight, Jack, Legal Counsel

On motion by Chris Falcon, seconded by Maribeth Herod, approved the minutes of the April 21, 2022 meeting.

Board Retreat Takeways

The committee reviewed a summary of the main themes and topics and suggestions from the Board's April retreat. The information will be shared with the respective university administrators and board committee chairs to consider when organizing the board committee agendas.

Board Self-Evaluation Process

The committee reviewed the results of the board self-evaluation survey concluding the overall feedback was quite positive. Some areas of focus were identified such as communications and board engagement. The committee discussed considerations for changes to the next self-evaluation.

The Partners Group – 2022 College Governing Board Accountability Assessments

The committee reviewed this report looking at their feedback on transparency, accessibility and receptiveness. The committee suggests promoting full board meetings on social media; posting the full board binder on the website; and changing the wording for communication with the board to "comments and correspondence can be sent to the Rector".

Qualifications and Competencies of Board Members

The committee confirmed the qualifications and competencies of JMU board members shared

with the board at the last meeting. The committee recommends approval with one change: amend “critical mass” to “a majority of the board members are JMU alumni.”

Revisions to the Board Manual

The committee reviewed the proposed changes to the Board Manual. On motion by Maribeth Herod, seconded by Deborah Tompkins Johnson, approved the “All-Virtual” meeting policy, the “Remote Participation” requirements and the changes from 10 days to 7 days for motions or resolutions to be sent. The committee recommends approval by the full board. The committee also discussed board attendance at meetings and proposed the following addition to Section XI: “All board members are expected to attend all meetings in person consistent with provisions in the board manual.” The committee recommends approval by the full board.

Board Retreat 2023

Mr. Grass reminded board members of the retreat scheduled for Saturday, April 22, 2023. The committee began discussion on possible themes/agenda and resources for the retreat.

With no further business, the committee adjourned at 5:48 pm..

Jeff Grass, Chair

Donna L. Harper, Secretary

**THE COMMONWEALTH OF VIRGINIA
THE VISITORS OF JAMES MADISON UNIVERSITY**

Finance and Physical Development Committee
Thursday, November 17, 2022
Meeting Room 3
1:00 p.m.

Agenda

1. Approval of Minutes* – September 15, 2022
2. Financial Review
Mark Angel, Assistant Vice President, Finance
3. University Debt Review
Mark Angel, Assistant Vice President, Finance
4. Assistant Vice President for Business Services Search
Mark Angel, Chairperson of Search Committee
5. 2023 General Assembly Budget Initiatives
Caitlyn Read, Director, Government Relations
6. Capital and Non-Capital Projects Update
Towana Moore, Vice President, Administration and Finance

***Action Items**

**THE COMMONWEALTH OF VIRGINIA
THE VISITORS OF JAMES MADISON UNIVERSITY**

Minutes of the Finance and Physical Development Committee

The Finance and Physical Development Committee met on Thursday, September 15, 2022 at 1:00 p.m. The meeting was called to order by Mr. John Rothenberger.

Present:

Rothenberger, John, Chair
Grass, Jeffrey
Obenshain, Suzanne
Stoltzfus, Michael

Absent:

Jankowski, Maria

Others:

Moore, Towana – Vice President, Administration and Finance
Angel, Mark – Assistant Vice President, Finance
Larson, Rick – Assistant Vice President, Human Resources, Training, and Performance
Stamp, Diane – Assistant Vice President, Budget Management

On motion of Jeff Grass, and seconded by Suzanne Obenshain, the minutes of the April 21, 2022 meeting were approved.

Financial Review:

Mr. Mark Angel, Assistant Vice President for Finance, reviewed the 2021-2022 financial report that is provided to the committee on a quarterly basis. This financial report included operational activity for the full fiscal year. He reported the University's revenue and expenditures for the 2022 fiscal year exceeded the university's revised budget expectations.

2021-2022 Receivables Write-Offs:

Mr. Angel presented the 2021-2022 Receivables Write-Offs Report. The university annually writes off accounts that have been deemed uncollectible. The write-offs were well within the board's established guidelines.

Revised 2022-2023 Budget:

Ms. Towana Moore, Vice President for Administration and Finance, and Ms. Diane Stamp, Assistant Vice President for Budget Management, briefed the committee on the revised 2022-2023 budget. The revised 2022-23 budget totaled \$684.8 million. The total increase from the previous year was 6.7%,

which was largely attributed to the university receiving new state resources during the legislative process, for which the university is very appreciative.

2023-2024 Budget Requests:

Ms. Moore reported that the university’s proposed budget requests included \$1.2 million for growing commonwealth health care needs, \$605,449 for the new information technology major and \$478,143 for student mental health services.

Six-Year Plan Update:

Ms. Moore and Ms. Stamp presented the annual six-year plan update. Institutions are required by the Higher Education Opportunity Act of 2011 to amend or affirm the plan in the even numbered year. Estimated fiscal year 2023-24 expenditure changes included academic strategies of \$1.7 million, financial strategies for state mandated salary increase costs of \$8.6 million, student financial aid of \$6.0 million and technology integration costs of \$500,000. The plan also included projected tuition and fee increases to cover the university’s share of the six-year plan costs. The board was reminded that the six-year plan is a planning document, and by approving the amended six-year plan, they were not approving tuition and fees for the 2023-24 academic year.

On motion of Jeff Grass, and seconded by Michael Stoltzfus, the amended six-year plan was approved.

Workforce Issues:

Mr. Rick Larson, Assistant Vice President for HR, Training, and Performance presented an overview of the Virginia Department of Human Resource Management’s Workforce Planning and Development Report, which is required on an annual basis. The report was summarized and included the current economic impact on hiring and a plan to minimize employee turnover.

The chair then called for the committee to move into Closed Session. Mr. John Rothenberger made the following motion: “I move the Finance and Physical Development committee go into closed session to discuss the following matters: pursuant to Virginia Code Section 2.2-3700-A-3 of the Code of Virginia to discuss the acquisition/disposal of real property.”

The motion was seconded by Suzanne Obenshain and the committee moved into closed session.

Following the closed session, Mr. John Rothenberger then stated the following:

During the closed session, the committee discussed only matters lawfully exempted from open meeting requirements and only those types of matters identified in the motion for the closed session.

RECORDED VOTE: The following is an affirmative recorded member-by-member vote:

**Rothenberger, John, Chair
Grass, Jeffrey
Obenshain, Suzanne
Stoltzfus, Michael**

There being no further business the committee adjourned at 2:45 p.m.

Respectfully submitted,

John Rothenberger, Chairman

Donna Harper, Secretary to the Board

**James Madison University
2022 - 2023 Revenue Summary**

| | FY2023 | | | | FY2022 | | |
|---------------------------------------------------|------------------------|--------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------|------------------------|
| | Revised Revenue Budget | Actual Revenue as of 9/30/2022 | Uncollected Budget Balance 9/30/2022 | Percentage Collected as of 9/30/2022 | Percentage Collected as of 9/30/2021 | Revised Budget as of 9/30/2021 | Actual as of 9/30/2021 |
| Educational and General | | | | | | | |
| State General Fund Appropriations - Operations | 138,174,634 | 35,730,280 | 102,444,354 | 26% | 23% | 115,529,250 | 26,164,549 |
| State General Fund Appropriations - Financial Aid | 13,977,457 | 13,977,457 | - | 100% | 100% | 12,728,026 | 12,725,146 |
| Tuition and Technology Fee (1) | 254,489,553 | 129,298,685 | 125,190,868 | 51% | 50% | 251,912,600 | 126,549,051 |
| Non General Fund Transfer to State (1) | (3,098,291) | - | (3,098,291) | 0% | 0% | (3,098,291) | - |
| Undergraduate and Graduate Application Fees | 1,529,623 | 99,621 | 1,430,002 | 7% | 6% | 1,229,623 | 75,925 |
| Miscellaneous Revenue | 2,509,999 | 1,400,066 | 1,109,933 | 56% | 49% | 2,557,945 | 1,253,783 |
| Total Education and General | 407,582,975 | 180,506,109 | 227,076,866 | 44% | 44% | 380,859,153 | 166,768,454 |
| Auxiliary Enterprises | | | | | | | |
| Dining Services | 70,658,519 | 24,082,882 | 46,575,637 | 34% | 33% | 64,246,636 | 21,499,847 |
| Retail Services | 1,585,000 | 240,205 | 1,344,795 | 15% | 37% | 1,561,000 | 575,243 |
| Residential Facilities | 39,154,187 | 14,244,926 | 24,909,261 | 36% | 39% | 37,061,538 | 14,582,098 |
| Parking and Transportation | 7,642,498 | 4,852,917 | 2,789,581 | 63% | 65% | 7,463,892 | 4,872,308 |
| Telecommunications | 2,007,117 | 782,997 | 1,224,120 | 39% | 36% | 1,782,686 | 647,458 |
| Health Center | 6,139,669 | 2,625,263 | 3,514,406 | 43% | 41% | 5,977,155 | 2,471,484 |
| Student Union and Student Services | 7,979,129 | 3,524,134 | 4,454,995 | 44% | 43% | 6,826,436 | 2,908,823 |
| Recreation Center | 13,283,311 | 5,757,687 | 7,525,624 | 43% | 42% | 9,544,191 | 3,982,850 |
| Athletics | 61,377,298 | 26,335,190 | 35,042,108 | 43% | 46% | 53,863,779 | 24,693,973 |
| Other | 18,476,520 | 9,063,846 | 9,412,674 | 49% | 46% | 26,751,202 | 12,411,947 |
| Total Auxiliary Enterprises | 228,303,248 | 91,510,047 | 136,793,201 | 40% | 41% | 215,078,515 | 88,646,031 |
| TOTAL REVENUE | 635,886,223 | 272,016,156 | 363,870,067 | 43% | 43% | 595,937,668 | 255,414,485 |

(1) Budgeted revenue includes a reduction of \$3,098,291 for non-general fund cash to be transferred back to the State. This, in effect, is a transfer of tuition, fee and other Educational and General revenue previously collected. The State makes these transfers for standard items such as debt service on state bond issues to finance equipment and capital fee assessments on out-of-state students.

James Madison University
Tuition and Technology Fee Revenue
November 17, 2022

| Description | Budget | Actual Revenue 9/30/22 | Uncollected Budget Balance | Percentage Collected as of 9/30/22 |
|---------------------------------------------------|----------------------|---------------------------|-------------------------------|------------------------------------------|
| Regular Undergraduate In-State Tuition | \$108,399,397 | \$50,979,096 | \$57,420,301 | 47% |
| Summer Undergraduate In-State Tuition | 9,335,622 | 10,671,276 | (1,335,654) | 114% |
| Graduate In-State Tuition | 12,053,788 | 6,521,167 | 5,532,621 | 54% |
| Regular Undergraduate Out-of-State Tuition | 103,711,317 | 46,935,197 | 56,776,120 | 45% |
| Summer Undergraduate Out-of-State Tuition | 6,842,929 | 6,331,159 | 511,770 | 93% |
| Graduate Out-of-State Tuition | 7,164,231 | 4,367,705 | 2,796,526 | 61% |
| Instruction - Off Campus | 5,941,725 | 3,062,924 | 2,878,801 | 52% |
| Course and Other Fees | 1,040,544 | 430,161 | 610,383 | 41% |
| Total Tuition & Technology Fee Revenue | \$254,489,553 | \$129,298,685 | \$125,190,868 | 51% |

**James Madison University
2022 - 2023 Expenditure Summary**

| | FY2023 | | | | FY2022 | | |
|--------------------------------------------------------|----------------------------------|-------------------------------------------|-----------------------------------|-------------------------------------------|-------------------------------------------|--------------------------------------|---------------------------|
| | Revised Expenditure Budget | Actual Expenditures as of 9/30/2022 | Unexpended Budget 9/30/2022 | Percentage Expended as of 9/30/2022 | Percentage Expended as of 9/30/2021 | Revised Budget as of 9/30/2021 | Actual as of 9/30/2021 |
| Education and General | | | | | | | |
| Instruction | 193,392,297 | 53,977,970 | 139,414,327 | 28% | 29% | 179,735,661 | 52,869,592 |
| Research and Public Service | 1,803,562 | (185,043) | 1,988,605 | -10% | -19% | 1,720,928 | (333,305) |
| Academic Support | 50,627,173 | 12,051,454 | 38,575,719 | 24% | 24% | 48,826,146 | 11,606,618 |
| Student Services | 28,576,346 | 6,557,409 | 22,018,937 | 23% | 25% | 26,369,316 | 6,559,418 |
| Institutional Support | 65,363,190 | 13,850,640 | 51,512,550 | 21% | 23% | 59,800,337 | 13,774,295 |
| Operation and Maintenance of Plant | 42,250,629 | 11,011,127 | 31,239,502 | 26% | 23% | 40,812,940 | 9,553,930 |
| Student Financial Assistance - University and State GF | 25,569,778 | 11,428,549 | 14,141,229 | 45% | 48% | 23,593,825 | 11,362,889 |
| Total Education and General | 407,582,975 | 108,692,106 | 298,890,869 | 27% | 28% | 380,859,153 | 105,393,437 |
| Auxiliary Enterprises | | | | | | | |
| Dining Services | 69,044,498 | 3,262,994 | 65,781,504 | 5% | 3% | 62,994,665 | 1,837,657 |
| Retail Services | 1,269,973 | 157,199 | 1,112,774 | 12% | 8% | 1,245,973 | 100,680 |
| Residential Facilities | 39,771,357 | 9,386,084 | 30,385,273 | 24% | 16% | 36,855,221 | 5,959,691 |
| Parking and Transportation | 7,689,128 | 3,226,273 | 4,462,855 | 42% | 28% | 7,463,892 | 2,077,893 |
| Telecommunications | 2,007,117 | 795,966 | 1,211,151 | 40% | 16% | 1,782,868 | 282,962 |
| Health Center | 6,259,812 | 1,913,145 | 4,346,667 | 31% | 25% | 5,592,098 | 1,398,180 |
| Student Union and Student Services | 8,495,293 | 2,130,452 | 6,364,841 | 25% | 21% | 6,965,123 | 1,456,027 |
| Recreation Center | 13,525,323 | 5,666,515 | 7,858,808 | 42% | 25% | 10,148,547 | 2,554,023 |
| Athletics | 63,368,652 | 18,062,959 | 45,305,693 | 29% | 29% | 56,283,386 | 16,233,711 |
| Other | 17,091,033 | 5,057,244 | 12,033,789 | 30% | 17% | 25,441,542 | 4,399,567 |
| Auxiliary Reserve Projects (1) | 21,924,213 | 6,411,973 | 15,512,240 | 29% | 20% | 17,399,414 | 3,469,910 |
| Total Auxiliary Enterprises | 250,446,399 | 56,070,804 | 194,375,595 | 22% | 17% | 232,172,729 | 39,770,301 |
| TOTAL EXPENDITURES | 658,029,374 | 164,762,910 | 493,266,464 | 25% | 24% | 613,031,882 | 145,163,738 |

(1) Auxiliary Reserve Projects are generally short-term projects funded from Auxiliary Cash Reserves. Because these projects are funded from reserves accumulated over prior years, there is NO related auxiliary operating revenue budget.

Revenue Variance Analysis

Education and General

No variances in excess of 10%.

Auxiliary Enterprises

Decrease in Retail Services

The decrease is related to the timing of receipt of Bookstore commissions. In FY2023, we received \$116,000 related to June 2022 sales. In FY2022, we received \$486,000 related to May through August 2021 sales. During October 2022, we received commissions of \$213,000 related to July and August 2022 sales that are not reflected as of 9/30/2022.

**Note: Analysis is provided for all budget to actual revenue variances in excess of 10%.

Expenditure Variance Analysis

Education and General

No variances in excess of 10%.

Auxiliary Enterprises

Increase for Parking and Transportation

Debt service is \$2,131,000 in FY2023 compared to \$1,105,000 in FY2022. The FY2022 amount was low due to the 2021 restructuring and refinancing of 9(d) debt.

Increase in Telecommunications

FY2023 includes actual expenses of \$422,000 and recoveries of \$33,000 as compared to FY2022 actual expenses of \$60,000 and recoveries of \$54,000. FY2023 expenses primarily relate to telecom expenses for Darcus Johnson Hall.

Increase in Recreation

Debt service has a budget of \$4,408,236 and actual expenditures of \$3,802,038 in FY2023 compared to a budget of \$1,366,000 and actual expenditures of \$679,000 in FY2022. The FY2022 amount was low due to the 2021 restructuring and refinancing of 9(d) debt.

Increase in Other

FY2023 actual expenses increased by \$658,000, but related FY2023 budgets decreased by \$8,351,000. That decrease mostly reflects the debt service savings noted above, but offset by revenue adjustments due to enrollment changes. In order to keep the revenue and expense budgets in balance, the debt service savings were budgeted as an expense line in other.

**Note: Analysis is provided for all budget to actual expenditure variances in excess of 10%.

James Madison University
Restricted Funds
2022 - 2023 Expenditure Summary

FY2023

| | Appropriation/ Allotment | Actual Expenditures as of 9/30/2022 | Unexpended Appropriation | Comment |
|--------------------------------------------------------|-----------------------------|----------------------------------------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sponsored Programs, Grants and Contracts | | | | |
| Virtual Library Of Virginia | 8,769,890 | (285,001) | 9,054,891 | The University manages procurement for the VIVA program. VIVA benefits all the state's higher education institutions. The program provides shared access to programs, services and collections, including electronic resources such as e-books and journals, research databases, etc. |
| Federal grants and contracts | 26,000,000 | 11,020,159 | 14,979,841 | Current year includes \$7,819,117 in financial aid (mostly PELL grants). |
| State and nongovernmental grants and contracts | 15,000,000 | 6,259,458 | 8,740,542 | Includes Indirect Costs, Work-Study, Eminent Scholars, Excess Indirect Costs and Surplus Property. Work-Study and Eminent Scholars are recorded near year-end by moving incurred expenses in E&G to these funds. |
| All Other grants and contracts | 5,970,078 | 630,129 | 5,339,949 | |
| COVID19 Pandemic Related | | | | |
| ARPA - Fiscal recovery funds (Online Virginia Network) | 553,484 | 36,786 | 516,698 | Federal pass-through funds from Old Dominion University, original award was \$620,000. |
| ARPA - Fiscal recovery funds | 5,263,954 | 2,613,115 | 2,650,839 | SCHEV allocation for need based financial aid for in-state undergraduate students. Due to timing of receipt of funds, financial aid awards will occur Fall 2022 and Spring 2023 |
| COVID Testing Grant | 10,678 | 10,678 | 0 | Majority of award spent in FY2022, final expenses to close out the grant in FY2023. |
| CARES Act - GEER | 1,274,303 | 501,166 | 773,137 | Grant awards to Higher Education Institutions via the Governor's Emergency Relief Fund for undergraduate financial aid. |

Appropriations - the legal spending authority for State agencies to incur expenditures. Basic appropriation authority is established by the General Assembly through the biennial Appropriation Act. The Department of Planning and Budget has administrative responsibility for managing the process of appropriating and allotting funds. Agencies submit requests for appropriation and allotment actions and adjustments approval to DPB.

Allotments - method under authority of the Governor to manage the rate of agency spending against its appropriation.

Unexpended Appropriation - Nongeneral fund unexpended appropriations do not automatically carry forward to the next fiscal year. While nongeneral fund cash balances do carry forward, those balances must be reappropriated to be available for expenditure.

Note 1 - The appropriation/allotment amount in Sponsored Programs, Grants and Contracts represents an estimate of the maximum amount of spending that could occur in the fiscal year. For the other categories, the appropriation/allotment amount is the actual award or revenue.

Education and General -

Those activities which embrace the three programs directly related to the higher education mission: (1) instruction, (2) research and (3) public service. These activities encompass support programs (1) academic support, (2) institutional support and (3) operation and maintenance of physical plant.

Financial Assistance for Education and General -

Those activities which provide resources for education and general services through: (1) state scholarships and fellowships, (2) sponsored programs and (3) eminent scholars

Auxiliary Enterprises -

Those activities which are supported entirely through sales of services and use fees, such as housing, dining services, telecommunications and bookstore.

Instruction -

Expenditures for the primary mission of the University, including teaching faculty, support staff, instructional equipment and related routine operating costs.

Research -

Encompasses expenditures for activities such as support for research faculty, but does not include sponsored research. Activities include Summer Faculty Research and Faculty Assistance.

Public Service -

Activities includes University supported workshop and institutes (Elderhostel, Civil War Institute, Center for Service Learning, Student Theatre and Music productions, and the University's Public Radio Station).

Academic Support -

This program encompasses the Carrier Library, Multimedia center and student computer labs, activities of the deans of colleges and schools, honors program and other related expenditures.

Student Services -

This programs primary purpose is to contribute to the students' emotional well being and to their intellectual, cultural and social development outside the classroom.

Institutional Support -

Primary purpose is to support the financial, administrative, logistical and development activities of the University.

Operation and Maintenance of Plant -

Activities related to the operation and maintenance of the physical plant of the University, net of amounts charged to auxiliary enterprises.

Student Financial Assistance -

University funded scholarships and fellowships.

FORMAT CHANGES AS OF THE 9/30/22 BOV REPORT

REVENUE AND EXPENSE SUMMARY

*Eliminate the "middle section" Financial Assistance for Educational and General Services"

REVENUE SUMMARY

*Add the State General Fund Appropriation for Financial Aid to the E&G section under operating State Appropriations (formerly in the "middle section")

EXPENSE SUMMARY

*Add the State General Fund Appropriation for Financial Aid to the E&G section, combine with amounts in line "Student Financial Assistance" (formerly in the "middle section")

*Add line for Auxiliary Reserve Projects to the Auxiliary Enterprises section, this will require the budget and actual to be pulled out of each program line (obtain from Auxiliary Reserve Schedule - Budget v Actual)

NEW RESTRICTED FUNDS SUMMARY PAGE

*This will replace some of the information formerly reported in the middle section

*Will report expenses ONLY

*Generally organized by FUND, and will include a line for the VIVA program excluded from the E&G Revenue and Expense Summaries

*Budget line replaced by current year Appropriation/Allotment

*Separate lines for Pandemic related funding

University Debt Review

Mark Angel
Assistant Vice President
Finance





Debt Obligation of the University

| | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | Later Years | Total |
|----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| Dining | 5,342,938 | 5,664,067 | 5,911,418 | 6,088,613 | 6,390,144 | 59,935,000 | \$89,332,180 |
| Dormitory | 6,571,992 | 6,878,434 | 7,198,736 | 7,544,735 | 7,431,056 | 59,590,228 | \$95,215,181 |
| Parking | 1,525,000 | 1,600,000 | 1,680,000 | 1,765,000 | 1,830,000 | 19,600,000 | \$28,000,000 |
| Recreation | 3,154,750 | 4,223,050 | 4,383,400 | 4,496,200 | 4,559,000 | 34,819,550 | \$55,635,950 |
| Athletics | 5,690,250 | 5,981,950 | 6,226,600 | 6,448,800 | 6,661,000 | 80,835,450 | \$111,844,050 |
| Education & General | 1,055,000 | 1,100,000 | 1,145,000 | 1,190,000 | 1,265,000 | 3,425,000 | \$9,180,000 |
| Student Health | 525,000 | 670,000 | 675,000 | 675,000 | 680,000 | 4,765,000 | \$7,990,000 |
| Other | 405,000 | 415,000 | 430,000 | 440,000 | 455,000 | 2,355,000 | \$4,500,000 |
| Total Bonds Payable | \$24,269,930 | \$26,532,501 | \$27,650,154 | \$28,648,348 | \$29,271,200 | \$265,325,228 | \$401,697,361 |



Debt Ratio Analysis – June 30, 2022

| | |
|--------------------------|------------------------|
| Annual Debt Service Cost | \$ <u>29,969,942</u> |
| Total Operating Revenue | \$ 620,837,285 = 4.83% |

Note: Maximum Annual Debt Service Cost as a percentage of Total Operating Revenue shall not exceed 10%.



Comments Regarding Our Debt Portfolio

- The University has issued two categories of bonds pursuant to Section 9 of Article X of the Constitution of Virginia.
 - 9(c) bonds – General Obligation bonds backed by the full faith and credit of its Commonwealth.
 - 9(d) bonds – Debt Obligations backed by general revenue pledges of the University.



Comments Regarding Our Debt Portfolio

- All of the University's bonds are fixed rates with maturities ranging from 2023 through 2049. JMU does not have any derivative products nor has it used any credit agreements to enhance its credit in the portfolio.
- The University has complied with all significant financial and operating covenants and complied with all tax arbitrage calculations on its existing debt issues.
- The University does not have any "Off-Balance Sheet" financing held on its behalf by the James Madison University Foundation.

Assistant Vice President for Business Services Search

Mark Angel
Chairperson
Search Committee



2023 General Assembly Budget Initiatives

Caitlyn Read
Director
State Government Relations





State Government Relations



Caitlyn Read
Director



Savanna Funkhouser
Assistant Director



Charlie King
Government Relations



2023 Session Key Dates

- December 15: Governor presents budget
- January 13: Budget amendment request deadline
- February 5: Crossover
- February 25: Sine Die
- March 27: Last Day for Governor's action on legislation
- Early April: Reconvened Session



FY23-24 JMU Budget Requests

| | Requested* | Budget | | | Final |
|-------------------------------------|---------------|-----------|----------|-----------|-----------------|
| | | Executive | House | Senate | |
| Carrier Library | \$108.7M (GF) | \$108.7M | \$108.7M | \$108.7M | \$108.7M |
| Steamplant – Phase 2 | \$30.1M (GF) | \$30.1M | \$30.1M | \$30.1M | \$30.1M |
| Teacher Recruitment Program | \$4.1M | \$4.1M | \$4.1M | \$4.1M | \$4.1M |
| Center for Innovative Youth Justice | \$300,000 | \$300,000 | | \$300,000 | |
| Address JMU Funding Disparity | \$10.0M | | \$12.0M | | \$12M |
| Increase Pell-eligible Students | \$5.0M | | \$1.6M | | |
| Expand Nursing Programs (D.N.P.) | \$3.2M | | \$1.2M | | |
| Launch New IT Program | \$1.7M | | \$1.2M | | |
| Reengineering Madison Software | \$13.4M | | | | |

All figures represent total amount over the biennium.



FY24 JMU Budget Requests

| | Requested | Budget | | | Final |
|----------------------------------|-----------------|-----------|-------|--------|-------|
| | | Executive | House | Senate | |
| Expand Nursing Programs (D.N.P.) | \$ 1,254,558 | | | | |
| Launch New IT Program | \$ 454,638 (GF) | | | | |
| Support Student Mental Health | \$ 478,143 | | | | |



FY24 SCHEV System Budget Requests

Total cost increase estimates for FY 2024 (in millions)

| Area | Total Cost |
|---------------------------------------------------------------------|--------------|
| Salary increase (institution share of cost) | \$101 |
| Nonpersonal services | \$42 |
| O&M of new facilities in FY 2024 | \$12 |
| Virginia military survivor tuition waiver growth FY 2023 to FY 2024 | \$23 |
| Total costs | \$177 |

Capital and Non-Capital Projects Update

Towana Moore
Vice President
Administration and Finance





Capital Projects



Projects in Construction



Convocation Center Renovation



- Total Project Budget: \$22,500,000
- Gross Square Footage: 113,275
- Projected Completion Date: April 2023



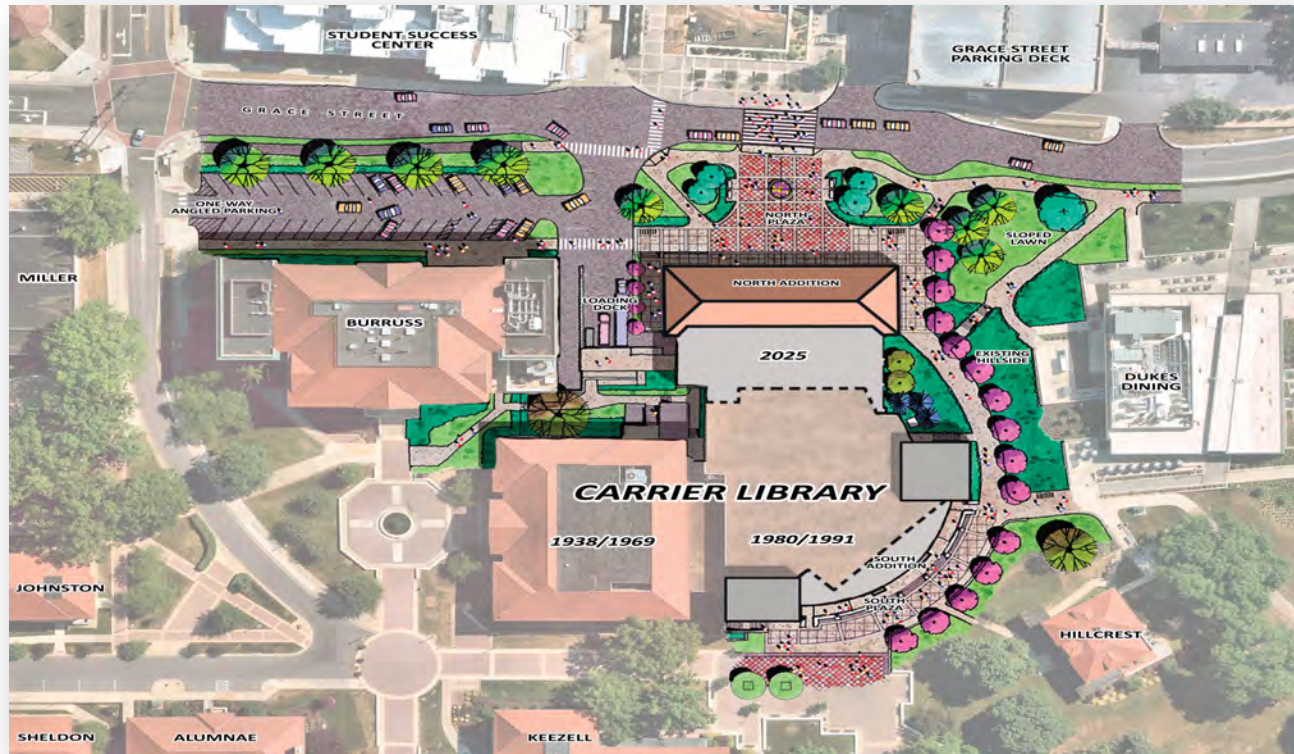
Convocation Center Renovation





Projects in Design

Carrier Library Renovation/Expansion



- Total Budget Project: \$109,850,000
- Existing Gross Square Footage: 121,200
- Addition Gross Square Footage: 56,400

Carrier Library Renovation/Expansion



- Construction Start: June 2023
- Project Completion Date: January 2026

Village Student Housing – Phase 1



- Total Project Budget: \$66,240,000
- Gross Square Footage: 183,591
- Project Completion Date: August 2025

East Campus Power Plant – Phase 1



- Total Budget Project: \$6,579,237

East Campus Power Plant – Phase 2



- Total Budget Project: \$43,130,000
- Existing Gross Square Footage: 17,087
- New Gross Square Footage: 11,000
- Project Completion Date: March 2025

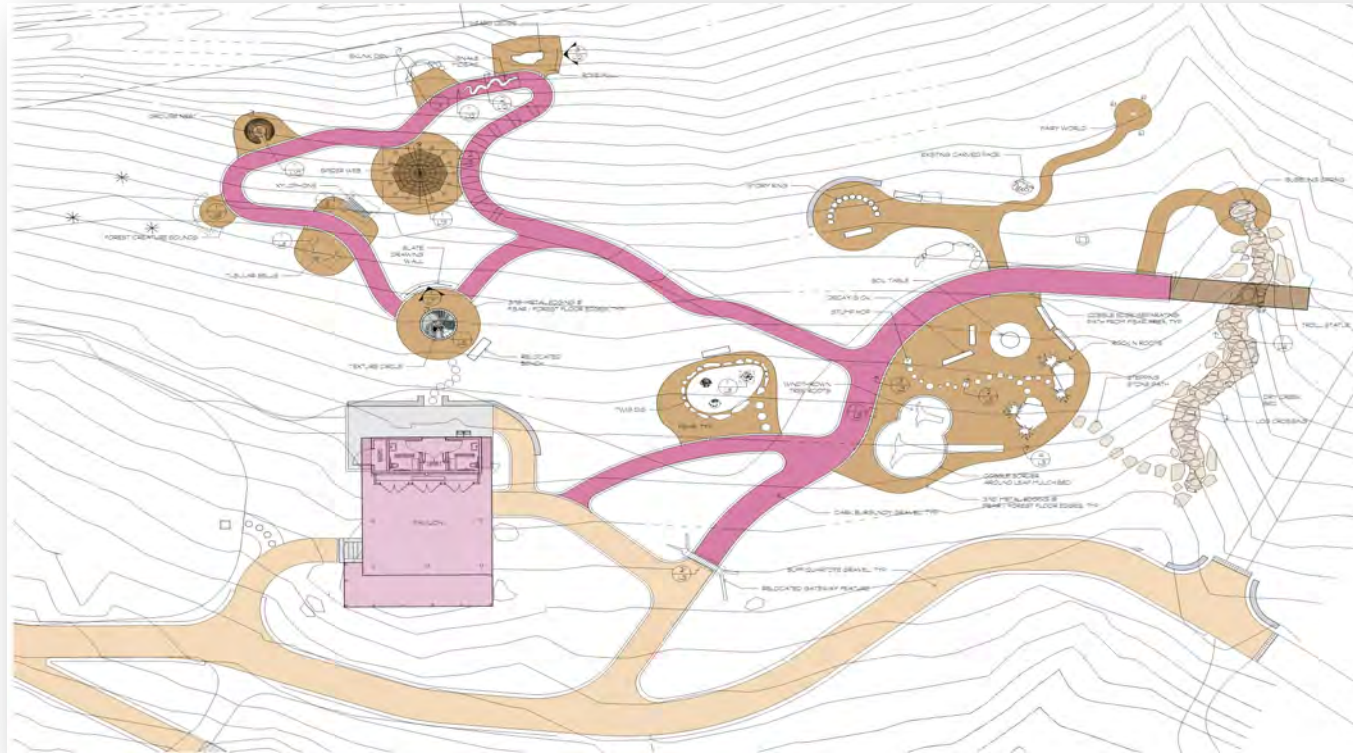


Non-Capital Projects



Completed Projects

Arboretum – Children’s Play Area



- Total Project Budget: \$1,373,000
- Completion Date: April 2022



Arboretum – Children’s Play Area



Arboretum – Children’s Play Area



Duenkel Athletic Complex



- Total Project Budget: \$2,981,423
- Gross Square Footage: 2,700
- JMU Locker Room and Sports Medicine
- Completion Date: August 2022

Duenkel Athletic Complex



Duenkel Athletic Complex



Duenkel Athletic Complex



- Gross Square Footage: 2,100
- Visiting Locker Room and Concessions
- Completion Date: August 2022



Duenkel Athletic Complex





ISAT Solar Panels



- Total Project Budget: \$725,000
- Completion Date: September 2022

Campus Parking Decks - Fencing

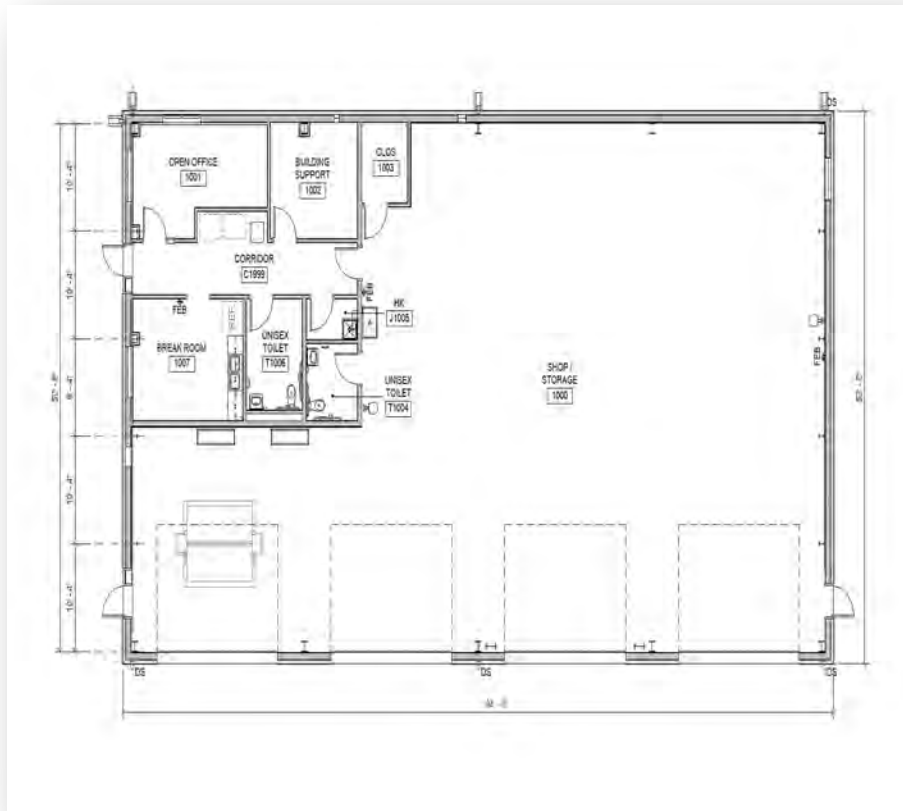


- Total Budget Project: \$1,872,000
- Total Linear Feet: 5,580
- Completion Date: August 2022



Projects in Construction

Landscape Storage Building



- Total Project Budget: \$2,277,300
- Gross Square Footage: 4,950
- Project Completion Date: March 2023

Softball Stadium Expansion



- Total Project Budget: \$2,800,000
- New Seats: 900
- Completion Date: February 2023

Softball Stadium – New Lighting

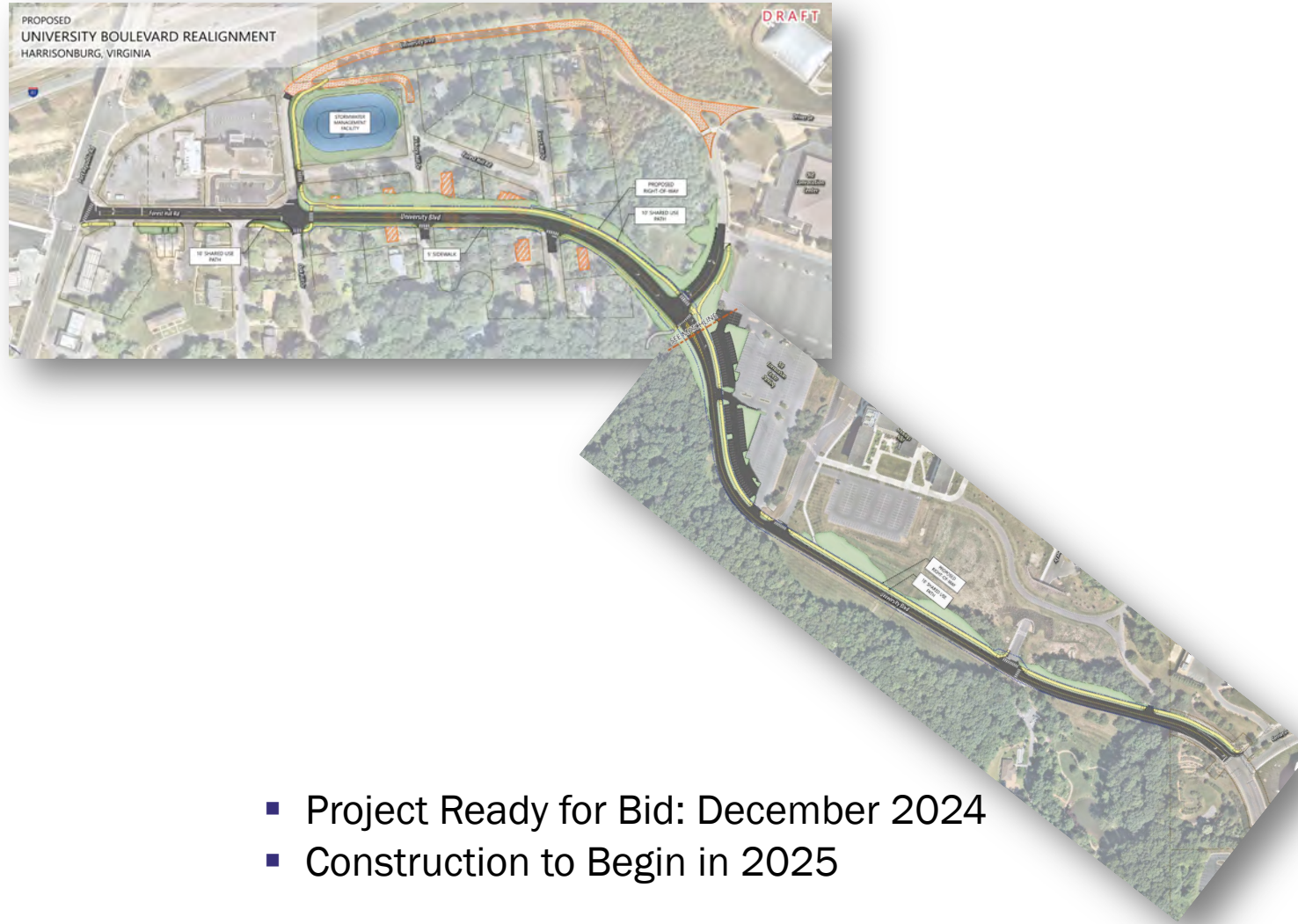


- Total Project Budget: \$569,600
- Completion Date: February 2023



Projects in Design

University Boulevard Realignment



- Project Ready for Bid: December 2024
- Construction to Begin in 2025

Student Affairs Committee

November 17, 2022



THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Student Affairs Committee
Thursday, November 17, 2022, 1:00 p.m.
Festival Conference and Student Center, Ballroom B

Agenda

1. Opening Remarks and Approval of Minutes for September 15, 2022 Student Affairs Committee Meeting*
Deborah Tompkins Johnson, Chair
2. Student Affairs Update
Tim Miller, Vice President for Student Affairs
3. Student Government Association Report
Shawdee Bakhtiari, President
4. Student Representative to the Board of Visitors Report
Xaiver Williams, Representative
5. Diversity, Equity, Inclusion and Accessibility Spotlight
Brent Lewis, Associate Vice President, Diversity, Equity, Inclusion & Accessibility
Valarie Ghant, Director, Center for Multicultural Student Services
Lee Dyer, Director of Sexual Orientation, Gender Identity & Expression
Valerie Schoolcraft, Director of Disability Services
6. Student Panel
Alexis Alston, Sophomore, DEIA Advisory Board & Center for Multicultural Student Services
Emily Kunowsky, Graduate Student-School Counseling-Office of Disability Services
Jerrin Norton, Senior, Public Policy, Center for Multicultural Student
Lynn Vassar, Junior, Psychology, Sexual Orientation, Gender Identity & Expression

*Action Required

Opening Remarks and Approval of Minutes

Deborah Thompkins Johnson, Chair



**THE COMMONWEALTH OF VIRGINIA
THE VISITORS OF JAMES MADISON UNIVERSITY**

Minutes of the Student Affairs Committee

The Academic and Student Life Committee met on Thursday, September 15, 2022, in Ballroom B of the Festival Conference and Student Center at James Madison University. Deborah Tompkins Johnson, Chair, called the meeting to order at 1:00 p.m.

Present:

Edwards, Terrie
Tompkins Johnson, Deborah, Chair

John Lynch

Absent:
Major, Lara

Others:

Anderson, Jackie, Senior, Business Management and Communication Studies
Bakhtiari, Shawdee, President, Student Government Association
Blyer, Kristina, Associate Vice President Health and Well-Being
Cottrell, Kevin, Junior, Psychology, Dean of Students Representative
Hall, Hollie, Dean of Students
Herod, Maribeth, Rector
Miller, Tim, Vice President for Student Affairs
Moore, Madison, Graduate Student, School Counseling M.Ed./Ed.S. Program
Phommachanthone, Hannah, Senior, Biology
Rouzer, Nerissa, Associate University Counsel
Williams, Xaiver, Student Representative to the Board of Visitors

Approval of Minutes

On the motion of Maribeth Herod and seconded by John Lynch, the minutes of April 21, 2022, were approved.

Opening Remarks

Deborah Tompkins Johnson welcomed new committee members Terri Edwards and John Lynch.

Student Affairs Update

Tim Miller provided an overview of the last several months including Weeks of Welcome, Move-In, the launch of both TimelyCare and Kognito, and our creation of the Coalition to End Sexual Violence at JMU, the Alcohol Council, and the President's committee on Health and Well-Being. He also shared updates on trainings related to Adam's Law which focuses on hazing prevention and a campus-wide partnership with Athletics about civility and fan behavior at sporting events.



**Board of Visitors
September 15, 2022**

Student Government Association Report

Shawdee Bakhtiari, Student Government Association President, has made it her goal to support the needs of the student body, incoming and returning, as we adjust and readjust to the culture and environment of James Madison University during this transitional period of the global pandemic. The Student Government Association has transitioned its focus on the needs of the student body as well as strengthening relations with senior administrators and faculty to help streamline the process of making change on campus as well as addressing current student needs. Shawdee hopes to help facilitate and grow on campus unity and strengthen the bond of the JMU community as we reenter this era.

Student Representative to the Board of Visitors Report

Xaiver Williams, Student Representative to the Board of Visitors, shared with the committee updates regarding the work he hopes to complete this semester. He shared updates regarding Student Convocation, Weeks of Welcome, events for students across campus, and utilizing climate study results to create sustainable solutions on campus. He also announced an upcoming student event, Half Time on the Quad, to be held on October 5th, 2022 5-6:30 p.m.

Health and Well-Being and Dean of Students Spotlight

Kristina Blyer, Associate Vice President of Health and Well-Being, reported on the health and well-being area within Student Affairs, which includes the Counseling Center, University Recreation, and the University Health Center. Together this area provided over 835,000 health and well-being visits for our students last year. Mental health is a global concern and requires a comprehensive approach. In August 2022, JMU became a part of the Health Promotion Campus Network in line with the Okanagan Chart. Additional efforts to address the mental health crisis include the President's Council for Health and Well-being, the addition of TimelyCare for virtual mental health services, adoption of the JED foundation approach to suicide prevention, Kognito suicide prevention training for all staff and students, and the addition of fences to campus parking decks.

Hollie Hall, Dean of Students, reported that the Dean of Students office is extending hours of operation to provide support services to students in need of support after hours. This is a measure to address more issues in real time before students experience a significant mental health crisis. We are using the term wrap around services as we aim to wrap around our students with other support services to improve continuity of care and reduce the number of hours between a referral and point of contact for services.

Student Panel

Jackie Anderson, Senior, Business Management & Communication Studies, UREC Student Representative;
Kevin Cottrell, Junior, Psychology, Dean of Students Representative;
Madison Moore, Graduate Student, School Counseling M.Ed./Ed.S. Program, CC Student Representative; and
Hannah Phommachanthone, Senior, Biology, UHC Student Representative

The student panel shared their experiences serving as members of various jobs, clubs, and organizations on campus. Many of their efforts focus on the Health and Well-Being of JMU students as well as developing a sense of belonging. Some include Active Minds, Core and Connect, and interacting with students in an office/reception setting.

Hannah shared her volunteer experience at the height of the Pandemic in the Health Center and stated that she feels she helped many students and promoted a sense of belonging to the students during a difficult time.

Madison's work at the Counseling Center included interacting with professional staff, and supporting survivors of sexual assault, which encouraged her to continue her studies to become a counselor.

Jackie shared her work at UREC as an Operations Supervisor and shared how her daily work positively impacted the lives of JMU students.

Kevin shared his experiences developing a peer-to-peer mental health support club and working directly in the Dean of Students' office.

There being no further business, on the motion of Maribeth Herod and seconded by John Lynch the Student Affairs Committee meeting adjourned at 2:21 p.m.

Respectfully submitted,

Deborah Tompkins Johnson, Chair

Donna Harper, Secretary to the Board

Vice President for Student Affairs Update

Dr. Tim Miller



Student Government Association Report

Shawdee Bakhtiari





Student Outreach: Halftime on the Quad



Student Government Association New Member Induction



BOARD OF VISITORS



Homecoming Festivities: Madison Royal Court & Unleashed





Homecoming Festivities: Purple Out and StompMania



Shawdee Bakhtiari
Student Life Committee Presentation

Summary Paragraph for Minutes:

Student Government Association Report

Shawdee Bakhtiari, Student Government Association President, has made it her goal to increase outreach to the student body as well as support the needs of the Student Government Association initiatives to welcome new student advocates. She is actively in support of Student Government Association work in student and academic life. Including, helping establish the role of academic senators as well as spreading the word about the ASL bill of opinion to increase accessibility and volume of ASL classes on campus. In addition, she is using her platform to bolster the presence of other student organizations on campus. She is implementing social media initiatives on her personal social media as well as the SGA social media. In addition to this, she is participating in various events and campaigns on campus to promote school spirit and celebrate JMU students!

Student Government Association Report

➤ ***Student Outreach***

- Sundays with Shawdee Social Media Initiative
- Halftime of the Quad

➤ ***Mental Health Initiative***

- Statewide collegiate student leader meeting for mental health initiatives
- Outreach to public *and* private Virginia schools

➤ ***Student Government Association New Member Initiative***

- Welcomed and inducted new members
- Building relationships with Deans and Academic Senators
- ASL Bill of Opinion

➤ ***Homecoming***

- Madison Majesties
- Purple Out
- Unleashed
- Stompmania

Student Representative to the Board of Visitors Report

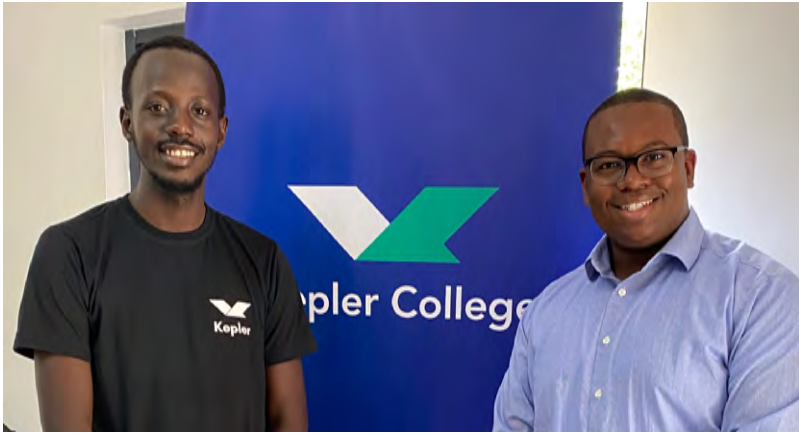
Xaiver Williams



Halftime on the Quad – October 6, 2022



Rwanda – October 8-15, 2022



Student Representative Report

Xaiver Williams

Student Life Committee Meeting– November 17, 2022

“Leadership is the capacity to translate vision into reality.” ~ Warren Bennis

- **Innovation**

- Halftime on the Quad
 - October 6, 2022 – The Quad
 - Objectives of the event:
 - Celebrate and encourage students as they prepare to complete the second half of the semester
 - A proactive way to uplift our community in a meaningful way
 - Provide resources for student to “de-stress” from midterms

- **Collaboration**

- Rwanda Initiative
 - Joined nine other representatives from across the university to discuss partnerships that can be developed in Rwanda
 - Developed relationships with student leaders in Rwanda
 - Potential opportunities to have a joint meeting with student leaders from Kepler University, the University of Rwanda, and James Madison University
- Student Mental Health Roundtable
 - November 10, 2022 – Zoom
 - Objectives:
 - Connecting student leaders across the Commonwealth
 - Developing solutions in a collaborative effort to address mental health on college campuses
 - All four-year colleges and universities invited to attend

- **Dedication**

- Providing Board Members with opportunities to meet with students directly
- Engaging with more student organizations
- Succession Planning

Updates on DEIA in Student Affairs

Brent E. Lewis, Associate Vice President, Diversity, Equity, Inclusion & Accessibility

Valarie Ghant, Director, Center for Multicultural Student Services

Valerie Schoolcraft, Director, Office of Disability Services

Lee Dyer, Director of Sexual Orientation, Gender Identity & Expression





DEIA Structure & Leadership Team

Brent Lewis, Associate Vice President, DEIA

Valarie Ghant, Director of CMSS

Valerie Schoolcraft, Director of ODS

Lee Dyer, Director of SOGIE

Kiki Burns, Presidential Engagement Fellow, DEIA

DaNae Peterson, Executive Assistant, DEIA



Unit Goals & Objectives

- To promote diversity, equity, inclusion & accessibility efforts across the Division of Student Affairs.
- Create new collaborative opportunities between ODS, CMSS, & SOGIE while building on existing initiatives between the departments.
- Identify new approaches to enhance institutional initiatives for diversity, equity inclusion, & accessibility.



Core Qualities and University Goals of JMU's Strategic Plan for 2020-2026

- Goal 2A: The university will cultivate a campus climate that is inclusive and equitable.
 - The DEIA area of Student Affairs works to address this goal by implementing programs and resources to improve students overall sense of belonging. Examples include:
 - DEEP Impact Program (CMSS)
 - Community Chats (SOGIE)
 - CMSS/SOGIE Clubs & Organizations
 - Student Accommodations (ODS)



Reaching our Goals

- Student Centered Approach- DEIA Student Advisory Board- Meetings with students to gain their feedback & plan new campus initiatives
- Collaboration- Building on the relationship between student affairs & other Divisions on campus such as partnerships with Alumni Affairs & Black Alumni Chapter (mentoring program in partnership with CMSS).
- Advocacy- Listening to students & advocating for their needs, advocating for best practices when creating intentional, accessible & inclusive spaces
- Institutional Change & Education- Implement Student Staff DEI Training in all SA units, Improved Bias/Harassment Reporting Process, Policy updates, Everfi/Vector – **Diversity, Inclusion & Belonging** Training -for all new students (Freshmen, Transfer, & Graduate); **We are JMU.**



Center for Multicultural Student Services (CMSS)

- The Center for Multicultural Student Services (CMSS) has added Affinity and Cultural Lounge spaces. Each area represents a different affinity group. While their common purpose is to acknowledge and affirm the importance of intersecting identities and to promote interpersonal inclusion we welcome all students in each space as we nurture a deeper sense of community through cultural exploration and collaboration.
- Conducted 3 focus groups with over 40 students
 - The Lounges are primarily used for socializing, organization development and studying
 - Students feel comfortable in all the lounges regardless of social affiliation
- The Lounges have been used for over a dozen events in the past 4 months, here are some highlights
 - Furious Flower Poetry Workshop with Malika Booker
 - Native American Student Workshop
 - Meet the DEI Leaders
 - Latinx Heritage Month Keynote Speaker Couch Conversations
 - APIDA Faculty Caucus Open House



Lounge areas include:
Black Student Lounge, Asian Pacific Islander Desi American Student Lounge, Latinx Student Lounge and the Intersecting Lounge area along with SOGIE Lavender Lounge





Sexual Orientation, Gender Identity, & Expression (SOGIE)

- Innovation:
 - SOGIE's inaugural year as a department with a full time director and assistant director
 - Inaugural LGBTQIA+ student focused symposiums commences April 2023
- Advocacy: Created student LGBTQIA+ advisory board
- Collaboration: The SOGIE Advisory Board benchmarked LGBTQIA+ inclusive practices across comparable peer institutions





SOGIE Programs

Community Chats

Multiple LGBTQIA+ Identity-based Affinity Groups

Proud of My Pride

Duke's Pride Week

Peer Education Presentations

Lavender Graduation and etc.





Office of Disability Services (ODS)

- Students are engaging: 1788 students registered for accommodations as of mid-October
- Staffing and reorganization:
 - Associate Director (NEW) for Clinical and Administrative Support
 - Faculty Liaison (NEW) Lori Hostetler from College of Ed is with ODS .25 FTE for assessing and creating new content to connect with faculty.
- Disability Awareness events and out reach
 - Virginia AHEAD, November 4, 2022
 - Disability Awareness Week, March 2023
 - 3rd Biennial Disability Studies and Music Education Symposium April 2023

DISABILITY SERVICES
JAMES MADISON UNIVERSITY





Questions:

How many students in postsecondary education have a disability? How many at JMU?

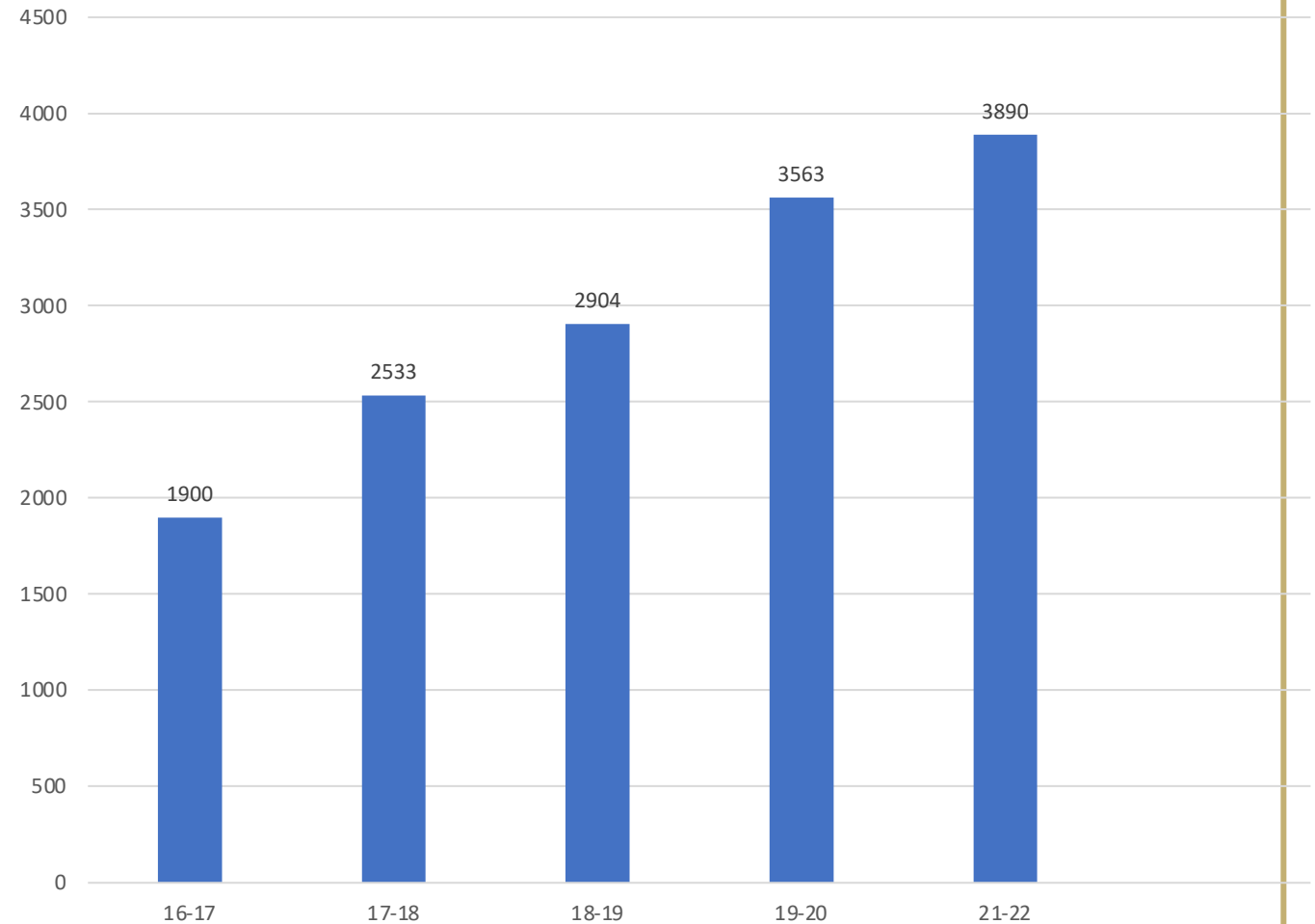
- According to the National Center for Education Statistics, just over **19% of undergraduate students report disability**. (2016 data)
- This fall, we have over **1788 students** seeking accommodations.
 - This increase from last year is steep and significant!
(1289 Fall 2021 / 1788 Fall 2022)
 - We continue to see new students connecting each day. We may reach 10% of students at JMU registering for accommodations this year.



What does this mean?

- Additional demand on ODS program areas
- Increased need for faculty participation in provision of accommodations and discussion
- We must proactively plan for student accommodations
- We must promote universal design strategies in academics and programming

Exams Proctored by ODS / Academic year





We must live our values: Resources and Institutional Strategies

Exam Support: Spaces and staff

Accessible Media-Increase focus on accessibility by design

Increase staffing in ODS "AcMe" team

ODS/Faculty Connections and Professional Support



Questions?

Student Panel

Alexis Alston, Sophomore, DEIA Advisory Board & Center for Multicultural Student Services

Emily Kunowsky, Senior, Public Policy, Center for Multicultural Student Services

Jay Norton, Senior, Public Policy, Center for Multicultural Student Services

Lynn Vassar, Junior, Psychology, Sexual Orientation, Gender Identity & Expression



Questions?



Thank You



ITINERARY
November 17-18, 2022

PLEASE NOTE THE COMMITTEE START TIMES.

Thursday, November 17, 2022:

| | |
|---------------------|-----------------------------------------------------------|
| 12:00 pm – 1:00 pm | Lunch - Board Dining Room |
| 1:00 pm – 2:30 pm | Academic Excellence Committee - Highlands Room |
| 1:00 pm – 2:30 p.m. | Finance & Physical Development Committee – Meeting Room 3 |
| 1:00 pm – 2:30 pm | Student Affairs Committee – Ballroom B |
| 2:45 pm – 4:15 pm. | Advancement and Engagement Committee - Allegheny Room |
| 2:45 pm – 4:15 pm. | Athletics Committee – Ballroom B |
| 2:45 pm – 4:15 pm | Audit Committee - Meeting Room 1 |
| 4:30 pm – 5:30 pm | Governance Committee - Meeting Room 2 |
| 6:15 pm – 7:00 pm | Board Reception – Hall of Presidents |
| 7:00 pm – 8:00 pm | Dinner with students – Hall of Presidents |

Friday, November 18, 2022:

| | |
|--------------------|---------------------------------|
| 8:30 am – 11:30 am | Full Board Meeting – Board Room |
| 12:00 pm | Board Lunch – Board Dining Room |

Board of Visitors
November 17-18, 2022

**THE VISITORS OF JAMES MADISON UNIVERSITY
THE COMMONWEALTH OF VIRGINIA
BOARD MEETING AGENDA**

**FRIDAY, NOVEMBER 18, 2022
8:30 a.m.**

**1
CALL TO ORDER**

**2
*CONSENT AGENDA:
Approval of Minutes: September 16, 2022; Personnel Action Report**

**3
*COMMITTEE REPORTS
Academic Excellence – Matthew Gray-Keeling
Advancement and Engagement– Craig Welburn
Athletics – John Lynch
Audit – Chris Falcon
Finance & Physical Development – John Rothenberger
Governance Committee-Jeff Grass
Student Affairs – Deborah Tompkins Johnson**

**4
PRESIDENT’S REPORT
Jonathan Alger**

**5
UNIVERSITY CAREER CENTER AND CAREER OUTCOMES PRESENTATION
Myles Surrett
Associate Vice President for Career, Experiential Learning and Transition**

**6
QEP (QUALITY ENHANCEMENT PLAN) UPDATE
Paul Mabrey
QEP Director; Assistant Professor, Learning Centers**

**7
INTERNSHIP TASK FORCE PREVIEW
Heather Coltman, Provost and Senior Vice President for Academic Affairs
Tim Miller, Vice President for Student Affairs**

**8
ADJOURNMENT**

***Action Required**

**THE COMMONWEALTH OF VIRGINIA
THE VISITORS OF JAMES MADISON UNIVERSITY**

Volume LIX No. 1

Minutes of the Meeting of September 16, 2022

The Visitors of James Madison University met on Friday, September 16, 2022 in the Festival Conference and Student Center Board Room on the campus of James Madison University. Maribeth Herod, Rector, called the meeting to order at 8:30 am.

PRESENT:

Bell, Dickie
Edwards, Terrie
Falcon, Chris, Vice Rector
Grass, Jeff
Gray-Keeling, Matthew
Herod, Maribeth, Rector
Lynch, John

Obenshain, Suzanne
Rothenberger, John
Stoltzfus, Michael
Tompkins Johnson, Deborah
Welburn, Craig
White, Jack

Williams, Xavier, Student Representative to the Board of Visitors
Harper, Donna, Secretary

ABSENT:

Jankowski, Maria
Major, Lara

ALSO PRESENT:

Alger, Jonathan, President
Carter-Hoyt, Malika, Vice President for Diversity, Equity and Inclusion
Coltman, Heather, Provost and Senior Vice President for Academic Affairs
Miller, Tim, Vice President for Student Affairs and University Planning
Moore, Towana, Vice President for Administration and Finance

Cramer, Ginny, Associate Director, Communications
Ott Walter, Kathy Speaker, Faculty Senate
Knight, Jack, University Counsel

The Rector welcomed the new board members. She also welcomed Kathy Ott Walter, Speaker for the Faculty Senate; Xavier Williams, Student Representative to the Board of Visitors; and Shawdee Bakhtiari, Student Government Association President. Members of Dr. Hamilton's Management 390 class were also acknowledged. A new board orientation packet was shared with all the board members.

CONSENT AGENDA

On motion of Chris Falcon, seconded by Craig Welburn, the consent agenda was approved which included the minutes from the April 22, 2022 meeting; minutes from the Executive Committee meetings on June 22 and August 29, 2022; and the bank resolution.

COMMITTEE REPORTS

Academic Excellence Committee

Matthew Gray-Keeling, Chair, presented the report of the Academic Excellence Committee: (Attachment A)

- Divisional update from Dr. Coltman;
- Report from the speaker of the faculty senate, Kathy Ott Walter;
- Presentation on the College of Education's Grow Your Own and Lab School programs from Mark L'Esperance, Dean;
- Faculty hiring update from Elizabeth Oldmixon, Vice Provost for Faculty and Curriculum;
- Update on Student Academic Success from Rudy Molina, Vice Provost; and
- College Spotlight on the College of Arts and Letters from Robert Aguirre, Dean.

On motion of Mr. Gray-Keeling, seconded by John Rothenberger, the Academics Excellence report was accepted.

Advancement and Engagement Committee

Craig Welburn, Chair, presented the report of the Advancement and Engagement Committee: (Attachment B)

- Fundraising report from Athletics and Advancement;
- Vice President update and introductions;
- Enrollment marketing update for fall, 2022; and
- Women for Madison 10-year anniversary and update.

On motion of Mr. Welburn, seconded by Chris Falcon, the Advancement and Engagement report was accepted.

Athletics Committee

John Lynch, Chair, presented the report of the Athletics Committee: (Attachment C)

- Athletic Director update;
- 2021-22 Strategic Plan Accountability Measures Report;
- Compliance update;
- Fundraising update; and
- Sun Belt update.

On motion of Mr. Lynch, seconded by Craig Welburn, the Athletics report was accepted.

Audit Committee

Chris Falcon, Chair, presented the report of the Audit Committee (Attachment D)

- JLARC (Joint Legislative Audit and Review Committee) report on compliance with Level 3;
- Annual report review by Becky Holmes, Director; and
- Approval of the Internal Audit Budget and revised Internal Audit plan.

On motion of Mr. Falcon, seconded by Jeff Grass, the Audit report was accepted.

Finance and Physical Development Committee

John Rothenberger, Chair, presented the report of the Finance and Physical Development Committee: (Attachment E)

- Financial Review by Mark Angel, Assistant Vice President;
- 2021-22 Receivables Write-Offs;
- Reviewed the revised 2022-23 budget;
- 2023-24 Budget Requests;
- Six-Year Plan update;
 - On motion from committee, the Board approved the updated Six Year Plan; and
- Workforce Planning and Development Report from Rick Larson, Assistant Vice President.

On motion of Mr. Rothenberger, seconded by Jeff Grass, the Finance and Physical Development report was accepted.

Governance Committee

Jeff Grass, Chair, presented the report of the Governance Committee (Attachment F)

- Reviewed the main themes and key topics from the April retreat;
- Reviewed the board self-evaluation report and potential changes to the next self-evaluation process;
- Reviewed the report of the Partners Group 2022 College Governing Board Accountability Assessment and suggestions for changes;
- Confirmed the qualifications and competencies for board members:
 - On motion from committee the Board approved the qualifications and competencies amending the term “critical mass” to “a majority of the board members are JMU alumni”;
- Reviewed the proposed changes to the Board Manual including the All-Virtual Meeting policy and Remote Participation requirements:

-
- On motion from committee the Board approved the changes to the board manual.
 - Discussed expectations for attendance at board meeting and recommends this addition to the Board Manual:
 - On motion from committee the Board approved the following addition to Section XI: “All board members are expected to attend all meetings in person consistent with provisions in the Board Manual.”

On motion of Mr. Grass, seconded by Chris Falcon, the Governance report was accepted.

Student Affairs Committee

Deborah Tompkins Johnson, Chair, presented the report of the Student Affairs Committee (Attachment G)

- Student Affairs update;
- Report from Shawdee Bakhtiari, Student Government Association President;
- Report from Xaiver Williams, Student Representative to the Board of Visitors;
- Presentation on Health and Well-Being from the Dean of Students office; and
- Heard from a student panel representing various student organizations.

On motion of Ms. Johnson, seconded by John Rothenberger, the Student Affairs report was accepted.

PRESIDENT’S REPORT

Mr. Alger presented information on the following: (Attachment H)

- The university welcomed 4,861 students as part of the class of 2026, with 1,257 being out of state, 23% being underrepresented minorities and 14% being first-generation students;
- A new Center for First-Generation Students was announced;
- A summary of health and well-being resources and initiatives including Kognito training, TimelyCare telehealth support for students, and safeTALK training for the Office of Residence Life and the new 988 number;
- A \$1.4 million National Science Foundation S-STEM grant to increase STEM degree completion of low-income undergraduates;
- A \$1.4 million TRIO Talent Search grant to support local first-generation, low-wealth or disabled students;
- The creation of an information technology major;
- A snapshot of career outcomes. Over 95% of graduates are employed or pursuing an advanced degree; 60% of graduates remain in Virginia for employment; graduates are working in 49 states, Washington, D.C. and 14 countries;

-
- JMU ranks #51 nationally in Washington Monthly ranking, #19 most cost-effective by Stacker and #72 public by US News & World Report;
 - There was record investment by the General Assembly in higher education and recognition of the university's historic funding disparity. Tuition will be held flat for in-state students with a one-time scholarship. Faculty and staff will receive salary increases;
 - Construction updates including plans for a complete renovation of Carrier Library, renovation of the old convocation center, demolition of Ikenberry Hall and construction of a 500-bed facility, softball stadium expansion and Sentara Park locker room addition;
 - An update on the economic revitalization series hosted by JMU and the creation of working groups to focus on workforce development, transportation, housing and childcare;
 - The *Unleashed* campaign wrapped up on June 30th raising over \$250 million;
 - The recognition of the IMPACT program with the American Association of State Colleges and Universities Award for Leadership Development and Diversity;
 - An introduction of new leadership within the Center for Civic Engagement and the focus on free speech, civil discourse and voter and civic engagement;
 - Introduction of vice president for Diversity, Equity and Inclusion and Chief Diversity Officer, Dr. Mailka Carter-Hoyt;
 - Towana Moore's appointment as the new vice president for Administration and Finance;
 - The football team won their first two games and the Sun Belt Conference has a focus on sportsmanship;
 - Encouragement for participation in the Purple Friday initiative.

DASHBOARD UPDATE

Chris Orem, Director for Institutional Research explained the rationale and purpose of the Strategic Plan Performance Measures dashboard and shared examples from the dashboard.

NATIONAL UNIVERSITY UPDATE

Heather Coltman and Anthony Tongen explained the strategy and analysis of resources and programs related to the criteria for Carnegie's National university and how the university will continue to meet this criteria. (Attachment I)

UNLEASHED CAMPAIGN UPDATE

Andy Perrine, Associate Vice President for Marketing and Branding and Sheila Smith, Associate Vice President for Planning and Operations, shared the planning process and the successes of the *Unleashed* campaign.

CLOSED SESSION

Chris Falcon made the following motion:

“Madam Rector: 1) pursuant to Virginia Code Section 2.2-3711.A.1, to discuss personnel matters involving promotions, retirements, hiring, resignations, evaluation, salary adjustments, and status changes of faculty members, university administrators and appointees; 2) pursuant to Section 2.2-3711.A.3 of the Code of Virginia, to discuss the acquisition of real property located in Harrisonburg, Virginia; and 3) pursuant to Section 2.2-3711.A.7 of the Code of Virginia, to consult with legal counsel pertaining to actual litigation.”

The motion was seconded by Jeff Grass and the Board moved into closed session.

Following the closed session, Mrs. Herod then stated the following:

During the closed session, the board discussed only matters lawfully exempted from open meeting requirements and only those types of matters identified in the motion for the closed session.

RECORDED VOTE: the following is an affirmative recorded, member by member vote:

| | |
|----------------------------|---------------------------|
| Bell, Dickie | Obenshain, Suzanne |
| Edwards, Terrie | Rothenberger, John |
| Falcon, Chris, Vice Rector | Stoltzfus, Michael |
| Grass, Jeff | Tompkins Johnson, Deborah |
| Gray-Keeling, Matthew | Welburn, Craig |
| Lynch, John | White, Jack |

The Rector then asked if there were any motions to come forward.

On motion from John Rothenberger, seconded by Jeff Grass, approved the following real estate transactions with Terrie Edwards recusing herself:

- a. 709 Hickory Hill Drive at a purchase price of \$410,000;
- b. 1617 South Main Street at a purchase price of \$477,000;
- c. 1625 South Main Street at a purchase price of \$397,000;
- d. 1641 South Main Street at a purchase price of \$397,500;
- e. 1681 South Main Street at a purchase price of \$371,000; and
- f. The East Fairview Alley being transferred from the City of Harrisonburg at no charge.

On motion from Chris Falcon, seconded by Terrie Edwards, approved the amended personnel action report.

ADJOURNMENT

There being no further business, on motion of Chris Falcon, seconded by Deborah Tompkins Johnson, the Board voted to adjourn. The meeting was adjourned at 12:02 pm.

Maribeth Herod, Rector

Donna L. Harper, Secretary

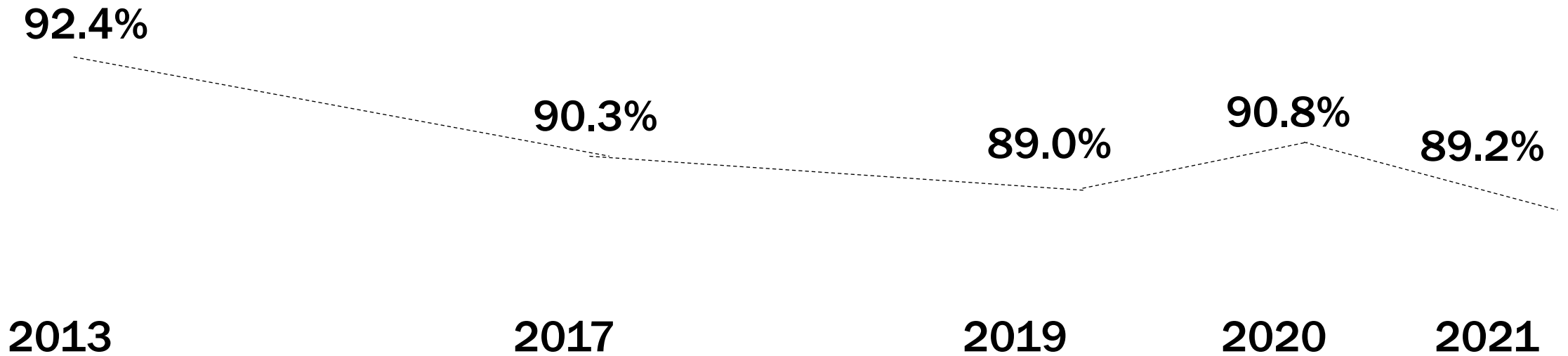
JMU Quality Enhancement Plan: Early Student Success: Improving Retention & Closing the Equity Gap

Paul Mabrey, QEP Director





Overall Retention Rates



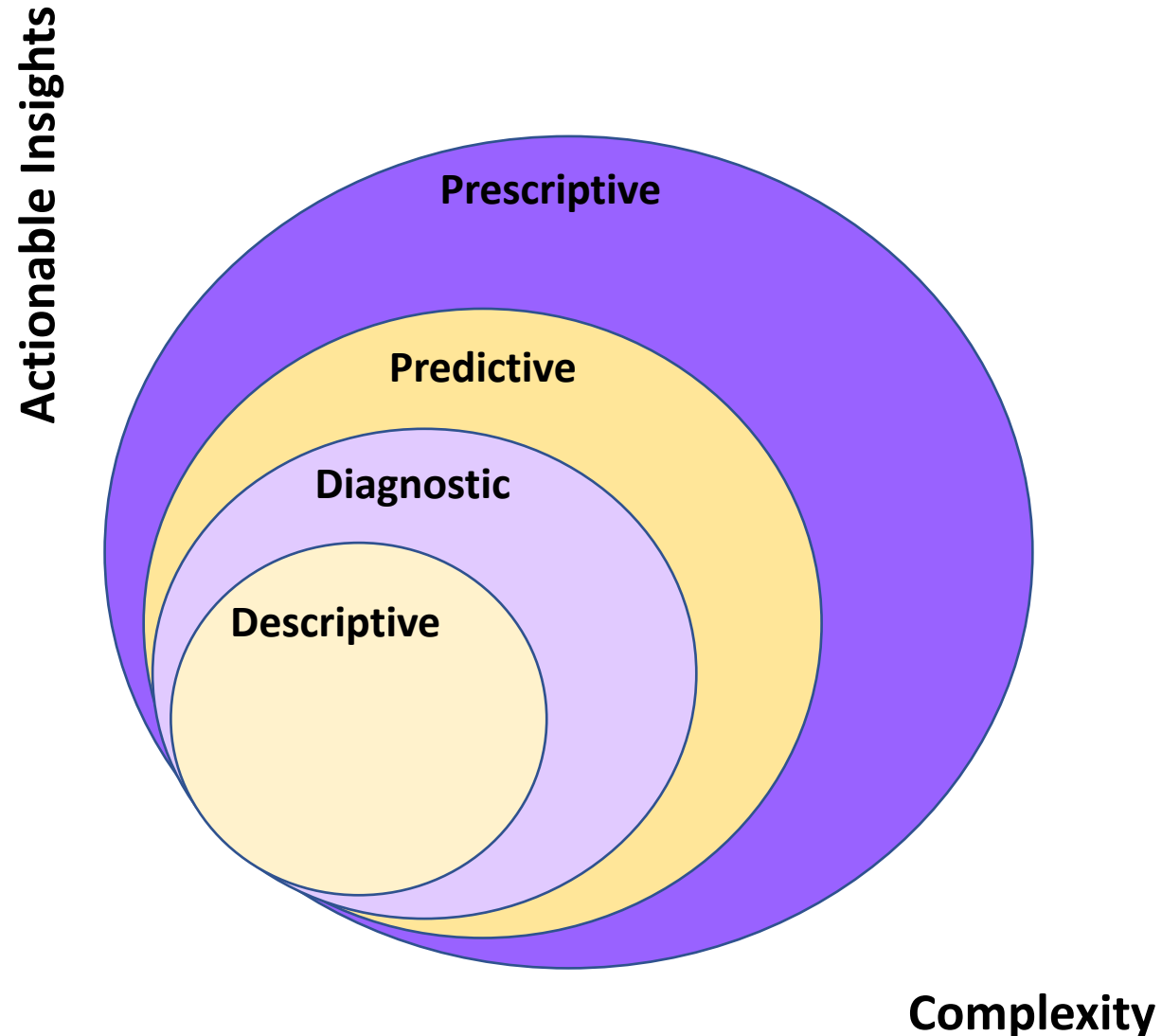


Retention Rate Equity Gaps

| | | 1 st Gen | Out of State | Black | Hispanic. | Transfer | Pell-eligible | |
|-------------|-------------|---------------------|--------------|--------------|--------------|---------------|---------------|-------------|
| 92.4 | 2013 | 89.8% | 89.4% | 87.1% | 92.3% | 86.1% | 91.5% | 92.4 |
| 90.3 | 2017 | 87.0% | 88.8% | 87.2% | 85.5% | 84.9% | 88.3% | 90.3 |
| 89.0 | 2019 | 83.8% | 85.0% | 88.9% | 88.4% | 85.9% | 86.5% | 89.0 |
| 90.8 | 2020 | 88.9% | 89.7% | 91.9% | 87.3% | 82.7% | 88.5% | 90.8 |
| 89.2 | 2021 | 83.6%. | 87.3% | 84.9% | 86.8% | 79.8%. | TBD | 89.2 |

Early Student Success System Framework

- Evidence-informed
 - Iterative process, small pilots
 - Data-informed reflection
- Empowerment framework
 - Agency
 - Asset-based, positive
 - Pro-active
- Culture & change management
 - Technology necessary, but not sufficient
 - A university ready for students
- Data ethics
 - Transparency, agency in participation
 - Research question driven processes
- Individual & systems approach
 - High-touch, personal care
 - Leveraging technology & data across groups





Evidence-informed Design

When Students Have Left JMU Last 5 Years Spring 2017 – Fall 2021

| Year | Semester | # Leaving | % | Total % |
|-------------|-----------------|------------------|--------------|----------------|
| 1 | 1 | 664 | 34.44 | |
| | 2 | 380 | 19.71 | 54.15 |
| 2 | 3 | 353 | 18.31 | |
| | 4 | 186 | 9.65 | 82.11 |
| 3 | 5 | 183 | 9.49 | |
| | 6 | 68 | 3.53 | 95.13 |
| 4 | 7 | 45 | 2.33 | |
| | 8 | 17 | 0.88 | 98.34 |

Evidence-informed Design

Why Students Have Left JMU Last 5 Years Spring 2017 – Fall 2021



| Reason | # | % |
|--------------------------|----------|----------|
| Transfer | 230 | 15.69% |
| Psychological | 204 | 13.92% |
| Leave of Absence | 190 | 12.96% |
| Fit/Belonging | 157 | 10.71% |
| Health | 136 | 9.28% |
| Personal | 115 | 7.84% |
| Finances | 105 | 7.16% |
| Home | 79 | 5.39% |
| COVID | 65 | 4.43% |
| Family | 59 | 4.02% |
| Medical | 48 | 3.27% |
| Academics | 35 | 2.39% |
| Job | 20 | 1.36% |
| Major/Program of Study | 19 | 1.30% |
| Extenuating (DoS Office) | 4 | 0.27% |

Evidence-informed Design



Faculty / Staff Focus Groups

- Sense of belonging
- Academic readiness
- Mental health / resiliency
- Help seeking / self-advocacy
- Interpersonal skills

Student Focus Groups

- Access / knowledge of resources
- Connection with peer community (social + academic communities)
- Connection with faculty / staff member
- Initiative / accountability
- Time management / structure

External Validation of Design



JMU Campus Climate Study

- Sense of belonging
- Lack of diversity
- Mental health
- Academic concerns
- Self-efficacy



STATE COUNCIL OF HIGHER
EDUCATION FOR VIRGINIA

SCHEV "What Matters Most" Report

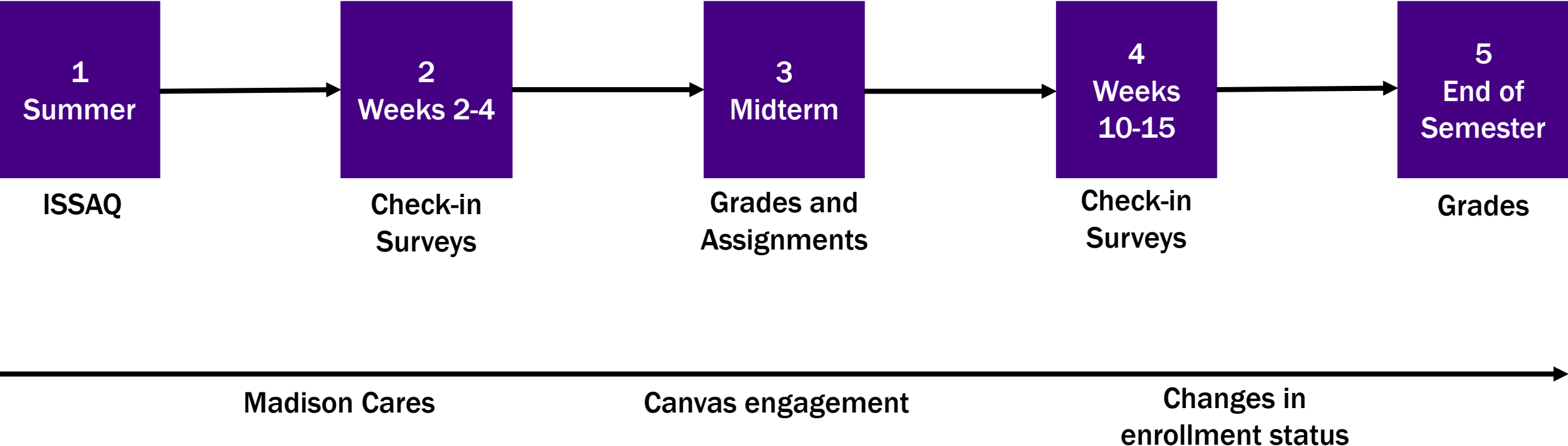
- College life/preparedness
- Sense of belonging
- Basic needs
- Mental Health & well-being



Boyer 2030 Commission Equity Imperative (UERU)

- Equity & Excellence Intertwined
- Accessible High Impact Practices
- Pro-active, holistic advising

Early Student Success System



University Career Center and Career Outcomes

Myles Surrett
Associate Vice President
Career, Experiential Learning, and Transitions



The University Career Center Team



JMU University
Career Center



Presentation Components

Career Development at JMU

Job Placement Data: Class of 2021

Long-Term Impact of a JMU Degree

JMU's Role in Preparing a Workforce for Virginia





Preparing JMU Students for the Workplace

2021-2022 Academic Year:

Career Center Programming

- Reported 12,834 engagements
- Reached 7,283 unique students

Top Engagements

- Classroom Presentations
 - Reaching 3,356 Students
- Career Fairs
 - Reaching 2,961 Students
- Career Advising Appointments
 - Reaching 2,378 Students



JMU University
Career Center

Additional Services:

- **Networking Events**
 - Alumni and Employer Panels
 - Practice Networking Event
- **College Specific Programming**
 - College and Major Specific Resume Review Workshops
 - College Drop-In Hours
 - Creative Careers Week



Reducing Barriers to Student Success

- **Career Closet**

- New in Fall of 2022
- Served 212 students since opening
- Donation Based

- **Advocate for Paid Internships**

- This year, 89.6% of internships posted through the UCC are paid.

- **Free headshots weekly**



- **Increasing early access for students**

- 23.5% of first-year students have already accessed UCC services this year.
- Up from 14% last year

- **Unpaid Internship Scholarship**

- Awarded \$55,236 in Summer 2022
- Revenue generated from University Career Fairs supports scholarship funds
- Increasing area of emphasis for University

Feeling the Impact



"I was feeling very lost after some life events drastically changed my perspective on job searching, and my career advisor helped restore my confidence in being able to find something that allowed me to follow my passions. She also renewed my interest in finding a job somewhere I originally thought was closed to me."

**-Anonymous Student Appointment Feedback
Fall 2021**

A career advisor "presented to our graduate education seminar, and I realized that my concept of a resume was vastly different from what was expected during an interview for teaching. This was three days before my first interview. She even made extremely valuable recommendations the evening before my first interview. I was much more comfortable during the experience, and I signed a letter of intent that morning for the teaching job that I have been dreaming about!"

**-Anonymous Student Appointment Feedback
Spring 2022**



Strategy: Preparing for 2022 and Beyond

Goal for 2022-2023: 25% Increase in Student Engagement

Introducing the 5 Ways to Be #CareerReady

1. Engage with JMU's Online Career Resources.
2. Schedule Advising Appointments Annually.
3. Attend Career Fairs each Semester.
4. Verbalize Impact of Coursework on Future Career Plans.
5. Pursue Internships, Part-Time Jobs, and Other Career Related Experiences



Early Indicators for Success in 2022-23

63% Increase in Total Attendance
50% Increase in Students Reached

Gaining Traction in Primary Engagements

68% Increase in Career Fair Attendance

21% Increase in Class Presentation Attendance

17% Increase in Individual Student Appointments

The Immediate Impact of JMU Education

Tracking JMU Students Post-Graduation





Post- Graduation Career Outcomes

Defined as:

- The outcome of a college education within six months of one's graduation date.

Normed by the National Association of Colleges and Employers (NACE)

- Same language used by Department of Education

Career Outcomes include:

- Full-Time Work
- Part-Time Work
- Graduate school enrollment
- Fellowships/Internships
- Active military service

Students Without Career Outcomes are:

- Still Seeking Employment or Enrollment for Additional Education
- Not Seeking – Taking a Gap Year, Family Obligations etc.



Class of 2021 Career Outcomes Overview

95.9% of Degree Recipients Have a Career Outcome

| Primary Activity | Bachelors | Advanced Degree |
|-------------------------------------------------|--------------|-----------------|
| Working | 71.3% | 93.5% |
| Continuing Education | 22.8% | 4.6% |
| Military | 1.5% | 0.0% |
| <i>Total with a Career Outcome</i> | <i>95.6%</i> | <i>98.1%</i> |
| Still Seeking (employment or education) | 4.0% | 1.9% |
| Not Seeking (due to life events, travel, etc.) | 0.4% | 0.0% |
| <i>Total Without a Career Outcome</i> | <i>4.4%</i> | <i>1.9%</i> |

The data reflects knowledge of 3,534 bachelor's degree recipients and 539 advanced degree recipients, for a knowledge rate of 73.6%.

WORKING

Full Time Employed (30 hours+ per week)
Part Time Employed (Less than 30 hours per week)
Participating in a Volunteer Organization
(AmeriCorps, Teach for America, etc.)

CONTINUING EDUCATION

Enrolled in a doctoral program, graduate school,
certificate program ect.

MILITARY

Serving in the United States Military

STILL SEEKING

Still seeking employment or education

NOT SEEKING

Not seeking education or employment due to life
events, health concerns, family responsibilities, travel,
etc.

Undergraduate Outcomes



Percentage of Undergraduates with a Career Outcome

| NACE ¹ Averages | Class of 2020 | Class of 2021 |
|----------------------------|---------------|---------------|
| National Average | 82.4% | 83.8% |
| R2 Institutions | 83.0% | 87.5% |

Benchmarking peer institutions across Virginia

| Institution Name | Class of 2020 | Class of 2021 |
|----------------------------------|---------------|--------------------|
| James Madison University | 88% | 96% |
| College of William and Mary | 83% | 93% |
| George Mason University | 84% | 88% |
| Virginia Tech | 83% | 73% |
| Virginia Commonwealth University | 65% | 70% |
| University of Virginia | 92% | Data Not Available |

¹National Association of Colleges and Employers, the professional association for college career services professionals, university relations and recruiting professionals. NACE is the leading source of information on the employment of the college graduates.

Undergraduate Career Outcomes Academic College Breakdown



| College ¹ of Graduate's Primary Major | # in College ² | Working | Continuing Education | Military | Still Seeking (Employment/Education) | Not Seeking (Employment/Education) |
|--------------------------------------------------|---------------------------|--------------|----------------------|-------------|-----------------------------------------|---------------------------------------|
| Arts and Letters | 1,005 | 75.4% | 18.2% | 2.1% | 3.6% | 0.7% |
| Business | 1,097 | 82.3% | 10.8% | 1.1% | 5.4% | 0.4% |
| Education | 267 | 25.0% | 72.8% | 0.9% | 1.3% | 0.0% |
| Health and Behavioral Studies | 1,394 | 62.5% | 32.8% | 1.6% | 2.9% | 0.2% |
| Integrated Science and Engineering | 418 | 87.4% | 4.3% | 3.7% | 4.6% | 0.0% |
| Science and Math | 358 | 65.6% | 29.1% | 0.0% | 4.1% | 1.2% |
| Visual and Performing Arts | 251 | 79.3% | 15.8% | 0.0% | 4.9% | 0.0% |
| JMU Bachelor's Overall | 4790 | 71.4% | 22.9% | 1.5% | 4.0% | 0.2% |

¹The above data does not include certificate recipients.

²For students who completed more than one major, data in the above chart reflects only student's primary major.

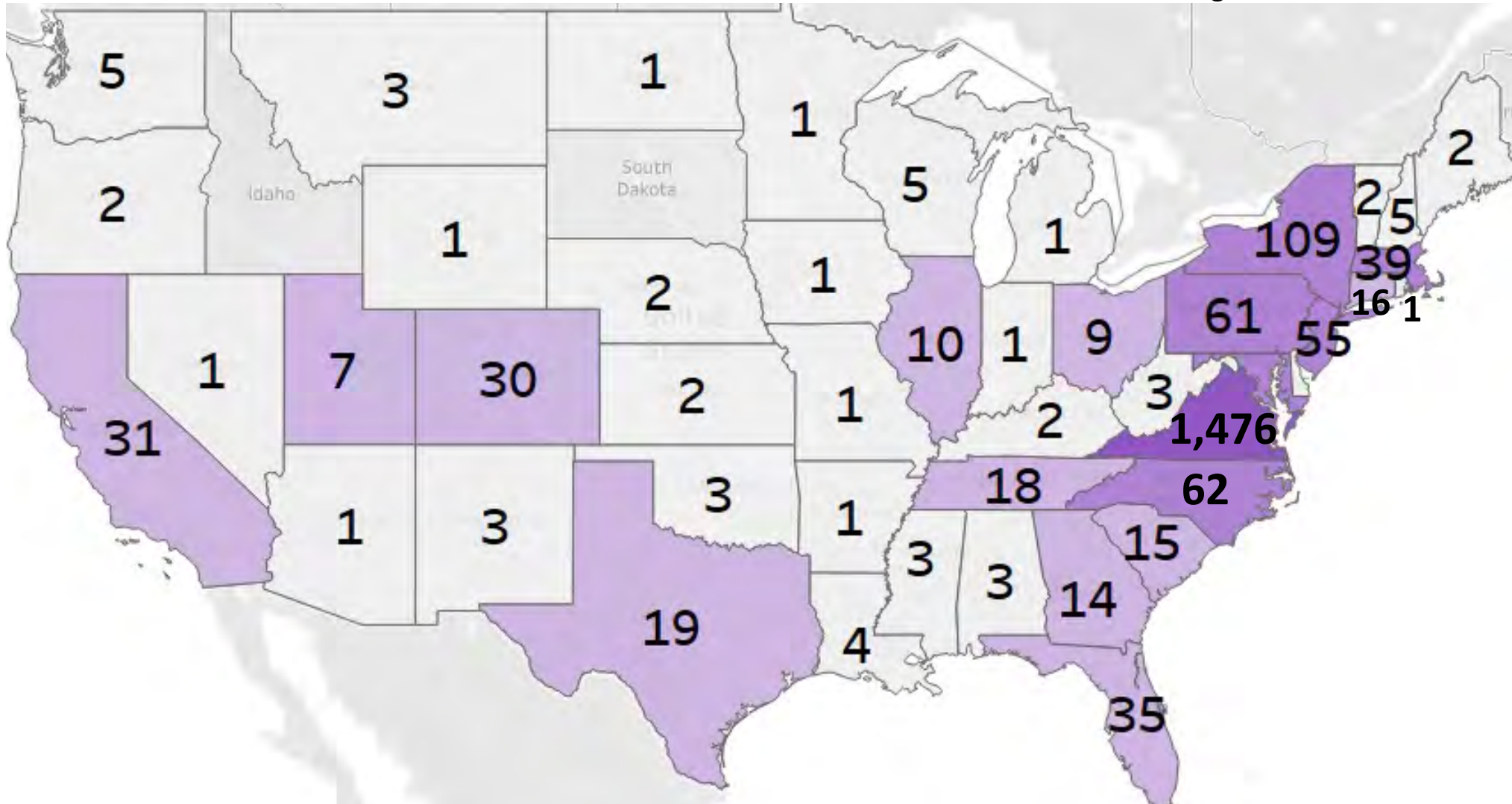
N=3,534 (Number of Bachelor's Degree Recipients with a Career Outcome)

Undergraduate Career Outcomes

Locations of Employed Graduates in the U.S.



The Class of 2021, for whom we have location information, reside in 48 U.S. States & Washington D.C.



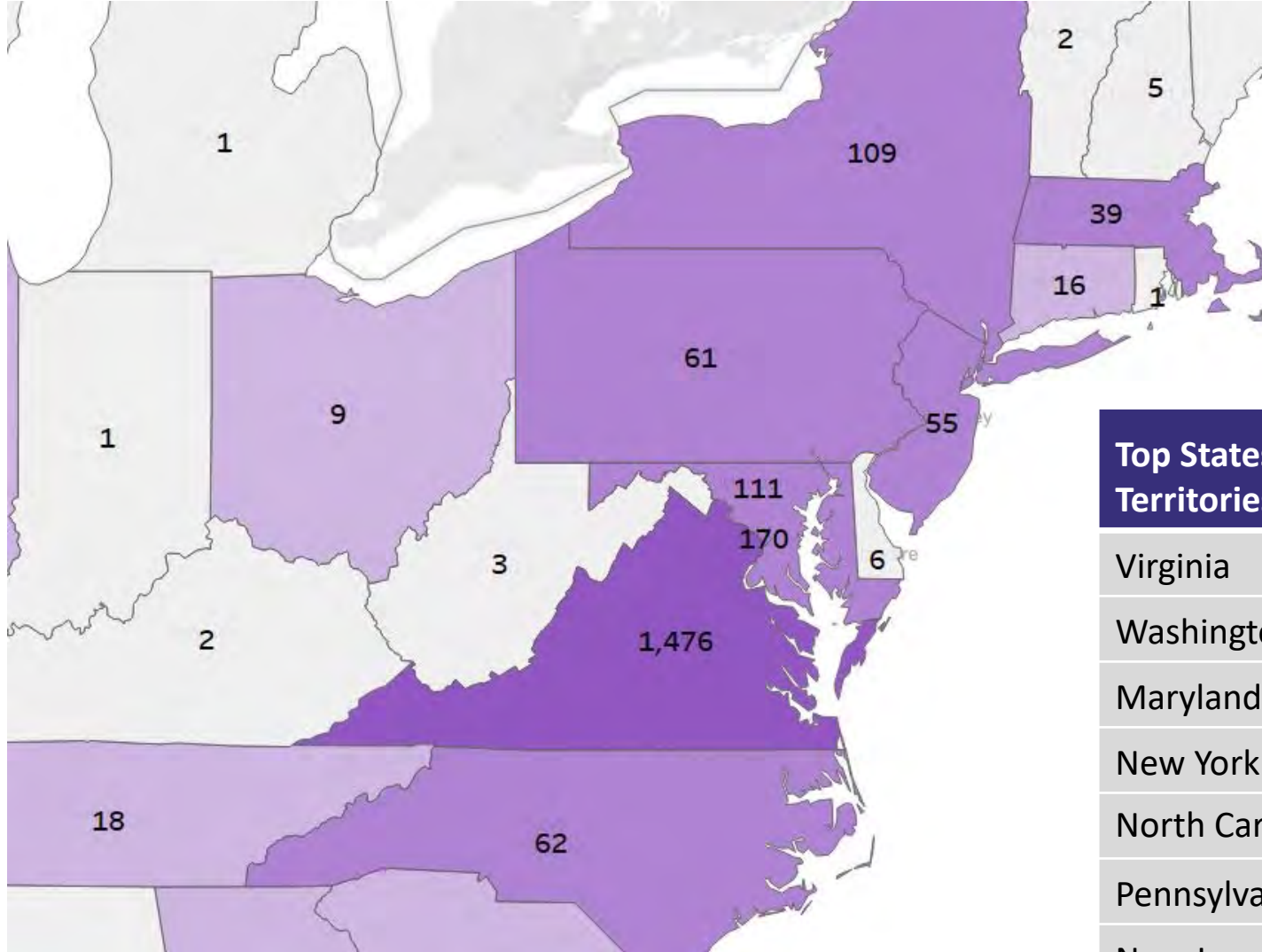
BOARD OF VISITORS

N=2,357 (This represents the number of undergraduates who indicated an employment location within the U.S.)



A Closer Look at the East Coast

The Class of 2021, for whom we have location information, reside in 48 U.S. States & Washington D.C.



N=2,357 (This represents the number of undergraduates who indicated an employment location within the U.S.)

| Top States/ Territories | # of Employed Grads | % of Grads Employed |
|-------------------------|---------------------|---------------------|
| Virginia | 1,476 | 60.4% |
| Washington D.C. | 170 | 7.0% |
| Maryland | 111 | 4.5% |
| New York | 109 | 4.5% |
| North Carolina | 62 | 2.5% |
| Pennsylvania | 61 | 2.5% |
| New Jersey | 55 | 2.3% |

Long-Term Impact of JMU Education

Success and Satisfaction from JMU Alumni





**78.9% of JMU Graduates say
"I am satisfied with my life"**

#1 of 20 VA public schools

*As found in Virginia Educated Post-College Outcomes Study of
VA Public College University Graduates from 2007 to 2018*



78.1% of JMU Graduates are Satisfied with their Long-Term Career Goals

#2 of 20 VA public schools

As found in *Virginia Educated* Post-College Outcomes Study of VA Public College University Graduates from 2007 to 2018



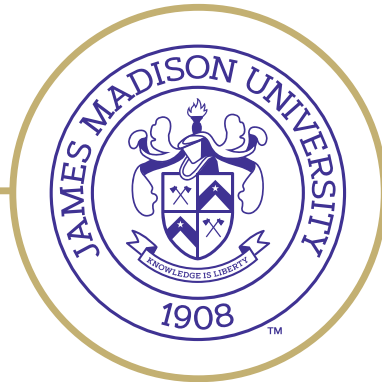
**78.4% of JMU Graduates are
Satisfied with how their Institution Prepared
them for the Workplace**

#3 of 20 VA public schools

*As found in Virginia Educated Post-College Outcomes Study of
VA Public College University Graduates from 2007 to 2018*

Preparing a Workforce for Virginia

JMU Graduates Contributing to
Virginia Post Graduation



Graduates Working in Virginia



60.4% of bachelors' degree graduates who are employed indicated they are working in Virginia post-graduation

74.5% of advanced degree graduates who are employed indicated they are working in Virginia post-graduation



N= 1,477 (Number of employed bachelors' degree graduates who indicated an employer located in Virginia.)



Graduates Working in Virginia



| Regions of Virginia ¹ | % of Graduates Per Area |
|----------------------------------|-------------------------|
| Northern Virginia | 48.4% |
| Central Virginia | 22.2% |
| Shenandoah Valley | 17.6% |
| Hampton Roads | 5.5% |
| Chesapeake Bay | 3.4% |
| Virginia Mountains | 1.9% |
| Southwest Virginia | 0.6% |
| Southern Virginia | 0.3% |
| Eastern Shore | 0.1% |

N= 1,477 (Number of employed bachelors' degree graduates who indicated an employer located in Virginia.)

¹Source: <https://www.virginia.org/places-to-visit/regions>

Top Employers of Bachelor's Graduates in Virginia



25+ Hires

Inova Health System
 James Madison University¹
 Sentara Health Systems

15-25 Hires

Accenture Federal Services
 Carahsoft
 Deloitte

¹The high volume of students employed at James Madison University includes coordinator level positions in various offices across campus as well as teaching assistants and adjunct professor positions

7-14 Hires

| | |
|--------------------------------------------|----------------------------------|
| Amazon | Grant Thornton |
| B3 Group Inc. | KPMG |
| Bon Secours Health System | Massanutten Resort |
| Booz Allen Hamilton | memoryBlue |
| CGI Federal | Merck |
| Children's Hospital of the King's Daughter | TEKsystems |
| Cvent | UVA Health Systems |
| Enterprise Holdings | Valley Health |
| Ernst & Young (EY) | Virginia Commonwealth University |
| Fairfax County Public Schools | Virginia Hospital Center |

N= 1,477 (Number of employed bachelors' degree graduates who indicated an employer located in Virginia.)

JMU Graduates Teaching in Virginia



Top Employers of JMU Graduates who are Teaching in Virginia

15+ Hires

Fairfax County Public Schools

Loudoun County Public Schools

6-15 Hires

Accomack County Public Schools

Chesterfield County Public Schools

Harrisonburg City Public Schools

Prince William County Public Schools

Rockingham Country Public Schools

Stafford Country Public Schools

Virginia Beach City Public Schools

Waynesboro Public Schools



224 JMU graduates indicated they are in a Teaching Profession and are employed in Virginia.

80.6% of JMU graduates who indicated they are employed in a Teaching Profession are Teaching in Virginia.

JMU Nursing Majors Across Virginia



Top Employers of Nursing Majors In Virginia

| 15+ Hires |
|-----------------------|
| Inova Health System |
| Sentara Health System |

| 4-15 Hires |
|--------------------------------------------|
| UVA Health System |
| Augusta Health |
| Bon Secours Health System |
| Children's Hospital of the King's Daughter |
| Valley Health |
| Virginia Commonwealth University Health |
| Virginia Hospital Center |



64.5% JMU Nursing Majors who indicated they are employed post-graduation are employed in Virginia.



95 JMU Nursing Majors who indicated they are employed post-graduation are employed in Virginia.

JMU in the Workplace and Workforce



Career development work at JMU is resulting in:

- Exceptional career outcomes post-graduation
- Long-term alumni satisfaction in:
 - Job preparation
 - Career achievements
 - Life Post-Graduation
- JMU Graduate filling vital gaps for Virginia



Questions?

Email: surretmd@jmu.edu

Phone: 540-568-7448



Methodology and Quick Facts



Methodology

The University Career Center annually surveys each graduating class regarding their post-graduation destination. Data collection begins the semester before each graduating class will receive their degrees. Additional follow-up is conducted for six months after graduation for those who reported they were still seeking employment or graduate school upon graduation, as well as those who did not respond to the survey. Methods of data collection include: Direct survey responses from students (30%), Phone Calls Made to Students (11%), Information from the JMU Registrar (27%), LinkedIn or other Online Searches (29%), National ClearingHouse Data (2%) and data retrieved from JMU Faculty or Staff (1%).

Class of 2021 Graduate Quick Facts:

- The Class of 2021 includes those who graduated in August 2020, December 2020, and May 2021
- There were 5,536 degree recipients for the Class of 2021, including:
 - 4,790 Bachelor's degree recipients
 - 746 Advanced degree (Master's, PhD, etc.) recipients
- The total count of students per academic program may vary slightly from other sources of this information because of students with double majors. Any graduate with two majors will be counted just once, and included in the statistics for their primary major.
- This report highlights the post-graduation pursuits of 4,073 graduates (73.6% of the total 5,607 degree recipients for the Class of 2021.). Thus our “knowledge rate” of the “first destination outcomes” for the Class of 2021 cohort is 73.6%.

Source: www.nacweb.org/job-market/graduate-outcomes/first-destination/standards-and-protocols

Definitions



- **Knowledge Rate:** a term used to describe the percentage of graduates for which the university has reasonable and verifiable information. This includes graduates who responded to a survey or who the Career Center was able to find, using reputable sources. Sources include JMU faculty and graduate program representatives, employers, the National Clearinghouse dataset of continuing education, LinkedIn, etc.
- **Career Outcome:** Graduates are considered to have a career outcome if their primary activity is one of the following: employment (full or part-time), military, continuing education, or full-time service/volunteering.
- **First Destination Outcomes:** Activities of graduates occurring within 6 months of graduation.
- **Employment:** Includes working full-time or part-time in an organization, fellowship, internship, volunteering, self-employed or freelance
- **Military:** Actively serving within a branch of the U.S. Military
- **Continuing Education:** pursuing additional education with an institution of higher education
- **Still Seeking:** Students who indicated they are actively searching for employment or a graduate school program
- **Not Seeking:** Students who indicated they were not interested in seeking employment or education (because they were taking a gap year, traveling, etc.)

Source: www.nacweb.org/job-market/graduate-outcomes/first-destination/standards-and-protocols

Internship Task Force

Heather Coltman, Provost and Senior Vice President for Academic Affairs
Tim Miller, Vice President for Student Affairs





Charge to the Internship Task Force

- Assess the landscape of internships and other related, similarly-named high impact practices (HIP) at the university (student teaching, clinical placement, experiential learning experience, applied learning experience, field experience, etc.)
- Understand how internships/HIPs are currently operating so that they can be consistently tracked, assessed, supported (resources and personnel), and expanded to strengthen their value and ensure all students have the opportunity to participate.
- Help JMU prepare to respond to additional requests from SCHEV and Governor's office related to expanding internship opportunities and be positioned to assist with submissions for funding that may be available from SCHEV and other entities.
- Make recommendations related to better centralizing, formalizing, documenting and growing our internship operations.



Members of the Internship Task Force

- Sîan White, College of Arts and Letters, *Co-Chair*
- Steve Whitmeyer, College of Science and Mathematics, *Co-Chair*
- Libby Westley, University Career Center, *Co-Chair*
- Kirk Armstrong, College of Health and Behavioral Sciences
- John Burgess, Faculty Affairs and Curriculum
- Sam Collier, College of Business
- Alysia Davis, Honors College
- Steve Grande, Community Service Learning
- Arin Hawse, Academic Enrollment Management
- Keith Holland, Research and Scholarship
- Katy Hopkins, University Career Center
- Bayo Ogundipe, College of Integrated Science and Engineering
- Chris Orem, Institutional Research
- Alphonso Sealey, Coordinator of Field Experiences
- Katie Sensabaugh, Center for Global Engagement
- Dave Stringham, College of Visual and Performing Arts
- Nick Swartz, School of Professional and Continuing Education



Moving Forward

- Approach
- Timeline

