
THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Academic Excellence Committee
Thursday, September 15, 2022, 1:00 p.m.
Highlands Room

Agenda

1. Opening Remarks and Approval of Minutes for April 21, 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. College of Education: Grow Your Own and Lab School for Innovation and Career Exploration
Mark L'Esperance, Dean
5. Faculty Hiring Update
Elizabeth Oldmixon, Vice Provost for Faculty Affairs and Curriculum
6. Student Academic Success
Rudy Molina, Vice Provost for Student Academic Success and Enrollment Management
Laura Miller, Executive Director, The Learning Centers
Marquis McGee, Director, University Advising
Jolie Lewis, Associate Director of Transfer Student Success, University Advising
7. College Spotlight: Arts and Letters
Robert Aguirre, Dean
Melinda Adams, Associate Dean
Grace Gordon ('22), Applied Public History and Archaeology

*Action Required

Opening Remarks and Approval of Minutes

Matthew Gray-Keeling, Chair



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

Minutes of the Academic Excellence Committee

The Academic Excellence Committee met on Thursday, April 21, 2022, in the Highlands Room of the Festival Conference and Student Center at James Madison University. As Lucy Hutchinson was unable to join the meeting Matthew Gray-Keeling served as chair and called the meeting to order at 1:03 p.m.

Present:

Jankowski, Maria	Herod, Maribeth
Gray-Keeling, Matthew	Lynch, John

Others:

Alger, Jonathan R., President, James Madison University
Allemeier, John, Director, School of Music
Bryson, BJ, Professor, Social Work
Coltman, Heather, Provost and Senior Vice President for Academic Affairs
Larsen, Val, Speaker, Faculty Senate
L'Esperance, Mark, Dean, College of Education
Linder, Fletcher, Dean of University Studies and Associate Provost for Online Strategy
Liu, Juhong Christie, Director of Instructional Design, Libraries
O'Fallon, Michael, Policy Specialist, Faculty, Curriculum and Policy
Smith-Woofter, Monica, Program Director, Learning Technology and Leadership Education
Zugelder, Bryan, Associate Dean for Academic Affairs and Partnerships, College of Education

Absent:

Hutchinson, Lucy

Approval of Minutes

On motion by Maribeth Herod and seconded by Maria Jankowski, the Academic and Student Life Committee minutes of February 17, 2022 were approved.

Academic Affairs Divisional Update

Dr. Heather Coltman provided the committee with a description of the Faculty, Curriculum and Policy area of Academic Affairs, the administrative area that works most closely with faculty through their shared governance responsibilities. She also provided an update on hiring within the division, as well as a description of various activities, including the Sparks Celebration and faculty awards. She detailed the growing use of open educational resources and the status of the Climate Study project. The committee also heard an update on student performance and faculty consideration during COVID from Dr. Fletcher Linder.

Learning Access through Universal Design



**Board of Visitors
April 21, 2022**

The committee heard a presentation on the Learning Access through Universal Design (LAUD) initiative from Dr. Juhong Christie Liu, Associate Professor, Libraries, and Dr. B.J. Bryson, Professor, Department of Social Work. The LAUD program is an intensive yearlong collaboration between the College of Health and Behavioral Studies, JMU Libraries, and the College of Education which began in May 2021. This initiative teaches JMU faculty about principles and practices of universal design for learning (UDL). Using UDL can enable faculty to create learning experiences that are accessible and broadly applicable, meeting the diverse needs of more students, regardless of ability status, learning preferences, situational challenges, or diverse identity. The LAUD initiative offers Canvas-based self-paced training, a faculty learning community, and customized consultations. By participating in LAUD, faculty learn about essential UDL practices and explore how to apply them in their teaching to build inclusive learning opportunities for students. Dozens of faculty and staff from multiple JMU units, colleges, and divisions collaborated to design, develop, present, evaluate, and implement the LAUD initiative. Through interdisciplinary collaboration, flexible and hybrid options, and ongoing content creation, LAUD is helping JMU faculty members create and sustain inclusive learning environments for JMU students.

Curriculum Update

Dr. John Allemeier, Director of the School of Music, presented a proposal for a new degree program, the Bachelor of Arts in Music, with two concentrations: Music Studies and Music Industry. This degree complements the School of Music's existing Bachelor of Music and will allow opportunities for music students to take advantage of JMU as a comprehensive university by allowing electives and double majors. It also increases access to a music degree for students who may have been unable to afford private music lessons. Seven institutions in Virginia offer a B.A. in music, and JMU is one of only six schools of the 636 National Association of Schools of Music accredited programs (1%) offering bachelor's, master's, and D.M.A.s in Music without a B.A. in Music.

Employment projections for careers related to this degree program, according to the Bureau of Labor Statistics and the Virginia Employment Commission, are strong and anticipated to increase. No funding is requested from the state.

On motion by Maria Jankowski and seconded by Maribeth Herod the committee unanimously approved the Bachelor of Arts in Music degree program.

Dr. Mark L'Esperance, Dean of the College of Education, presented a proposal for a new degree program, the Doctor of Education in Education, with two concentrations: Curriculum, Instruction and Educational Equity and Leadership, Equity, Innovation and Learning. This will be JMU's first Ed.D. and a natural extension of the college's current master's programs, with a current enrollment of over 300 students. This degree addresses professional education employment needs in the commonwealth by providing a pathway to a terminal degree for master's-level graduates and practicing administrators. Several institutions in Virginia offer an Ed.D., but none offer this degree in the same curriculum category, giving JMU a unique niche in the field.

Employment opportunities for education administrators are currently high and increasing, according to the Bureau of Labor Statistics and the Virginia Employment Commission. No funding is requested from the state.

On motion by John Lynch and seconded by Maria Jankowski the committee unanimously approved Doctor of Education in Education degree program degree program.

Faculty Handbook Update

Suggested revisions to the 2022-23 Faculty Handbook were presented by Dr. Michael O'Fallon, Policy Specialist, Faculty, Curriculum, and Policy. The changes were the result of a year-long, multi-phase faculty review and suggestion process. The edits apply to two sections of the faculty handbook: III. Faculty Employment Policies and Procedures and IV. Faculty Role in Governance. The Faculty Handbook Committee's list of proposed edits was shared with the Faculty Senate Speaker, the Provost and the President. Twenty-three changes were advanced for review by the Academic Excellence committee.

A significant number of the changes were related to the establishment of two new ranks: Senior and Principal Lecturer. Other changes included revising all text to use inclusive language and correcting references to university policies that have changed/been removed.

On motion by Maria Jankowski and seconded by Maribeth Herod the committee unanimously approved the changes to the Faculty Handbook.

Faculty Senate Speaker Report

Dr. Val Larsen, Faculty Senate Speaker, shared information from Faculty Senate's February and March meetings. During these meetings, the Faculty Senate passed resolutions that endorsed JMU's statement on the war in Ukraine; urged that faculty have options to protect themselves and their family as mask mandates for COVID are lifted; called upon the administration to rescind the 2021 hiring guidelines and affirm that it will not make consequential policy changes when faculty are not consulted; rescinded an attribution of a DEI motive for creating the 2021 hiring policy; and added as a required syllabus element a statement inviting students to share with faculty anything that may help create an inclusive and welcoming learning environment.

The Faculty Senate Speaker acknowledged the Provost's good faith effort to address the faculty's concerns with the hiring guidelines, and he expressed the expectation of a good working relationship between the Provost and the next Faculty Senate Speaker. The speaker went on to note that he looks forward to more joint collaborations and co-branded initiatives between administration and Faculty Senate. Dr. Larsen also expressed his gratitude to the Board of Visitors for the support that he, the Faculty Senate, and the faculty have received during the past two years.

There being no further business, on the motion of Maribeth Herod and seconded by Maria Jankowski, the Academic Excellence Committee meeting adjourned at 2:41p.m.

Respectfully submitted,

Matthew Gray-Keeling, Acting Chair

Donna Harper, Secretary to the Board

Academic Affairs Divisional Update

Heather Coltman
Provost and Senior Vice President



Faculty Senate Report

Katherine Ott Walter, Speaker



Faculty Senate Written Report to the Board of Visitors September 15th and 16th, 2022

April 2022

Resolutions/Motions

During the April meeting of the JMU faculty senate the campus well-being resolution passed. The resolution asks JMU faculty support the initiation of the American Foundation for Suicide Prevention's After a Suicide: A Toolkit for Schools (with pertinent modifications), which outlines a crisis response plan, guidance on helping students cope, guidance for working with the community, and the media among other crisis tools for campus administrators. Additionally, we support a campus-wide effort to talk about mental health amongst faculty and students and to Be the Change among college campuses as a supportive learning environment that encourages mental wellness and resiliency and provides support as needed, including increased funding for the Counseling Center to allow for competitive compensation.

After three amendments, the motion to uphold academic freedom passed. The motion states that the Faculty Senate of JMU resolutely rejects any attempts by bodies external to the faculty to restrict or dictate university curriculum on any matter, including matters related to racial and social justice, and will oppose any such encroachment on faculty authority and disciplinary expertise;

To preserve the mission and values of the university, the JMU Faculty Senate urges the JMU administration and Board of Visitors to reject any attempt from bodies external to the faculty to restrict or dictate university curriculum on any matter and oppose any legislation in the Virginia legislature that infringes on academic freedom and its expression.

Additional Business

The Faculty Senate voted to hold a special meeting at 3:55 p.m. on May 5, 2022, to finish the academic year's unfinished business.

May 2022

Resolutions/Motions

In a special May meeting the senate passed the resolution regarding the DEI training pause. This resolution asks that the administration develop support mechanisms for faculty, staff, and students for how to respond to online and other forms of external harassment and fully defend campus constituents to uphold academic freedom; and that the administration articulate clear policies specifying how the university should respond when aspects of the fundamental mission of the university are challenged by opposing forces.

After three amendments, the motion to review JMU's AUH leadership model and transition to a department chair model of leadership passed. The resolution states that:

- I. JMU, in collaboration with the Faculty Senate, form a task force to study the possibility of a transition from the current Academic Unit Head model to a

Department Chair Model that a) includes term limits; b) reflects principles of shared governance, and c) includes clear checks and balances in the powers associated with the Department Chair position.

- II. The task force returns recommendations to the faculty senate for further discussion for endorsement or rejection.
- III. The administration work with the Senate to impanel a transition-and-implementation task force that is at least half faculty (appointed by the Senate), a body with the charge to work out all transition and logistical issues including but not limited to:
 1. Reviewing current faculty governance structures at the departmental and college levels, emphasizing shared governance.
 2. Assessing the existing AUH model in terms of shared governance, collegiality, and collaboration among key stakeholders at the departmental and college levels.
 3. Recommending actionable pathways towards shared governance that include the perspectives of all stakeholders.
 4. Recommending structural changes to make leadership positions at the department level a desirable and sustainable model that will attract faculty to the post.
 5. Providing data to help structure department-level leadership that reflects shared governance principles and focuses on building a research-intensive university.
 6. Reviewing the history of faculty governance structures at the departmental and college levels, with a specific focus on how JMU's AUH model has developed over time.
 7. Evaluating the effectiveness of JMU's departmental and college governance structures compared to those implemented at other R2 universities.
- IV. Faculty in departments will have an anonymous vote as to whether they choose to transition from AUH to Chair, or to retain the AUH model.

After three amendments, the Motion to recommend department policy for supporting equitable faculty workloads passed. The Faculty Senate recommends departments cultivate working conditions that support equitable workloads within departments, with a specific emphasis on establishing transparency, clarity, credit, norms, context, and accountability as described in "Equity-Minded Faculty Workload" by KerryAnne O'Meara (Equity-Minded-Faculty-Workloads.pdf).

The motion to set up a task force to define an appropriate R2 peer group for JMU passed. The Faculty Senate urges the creation of a task force, which will include members of the Faculty Senate, including the Budget, Compensation, and Government Relations committee, and/or other faculty designated by the Senate, as well as

members of the Academic Council, to define one or more peer groups for use by the Compensatory Advisory Committee and other JMU committees as appropriate.

Grow Your Own Program

Mark L'Esperance

Dean, College of Education





\$4,200,000 in State Funding

- 25 High School Students
- Full Tuition
- Room & Board
- Comprehensive Fees
- Elementary Education
- Early Childhood Education
- Special Education
- Middle Grades Education
- 75 Paraprofessionals
- Community College Tuition (Associate's Degree)
- BIS Program in Early Childhood, Elementary, Special Education



Partnerships

Eligible School Divisions

- Harrisonburg
- Rockingham
- Warren
- Frederick
- Petersburg
- Portsmouth

Community Colleges

- Blue Ridge
- Brightpoint
- Laurel Ridge
- Tidewater



\$620,000 in Federal (Congressional) Appropriations

- 167 paraprofessionals with bachelor's degrees
- Eligible for provisional license
- Chesapeake
- Loudoun
- Petersburg
- Portsmouth

JMU Supports

- VDOE alternative licensure application
- Modules in professional studies requirements
- Coaching/mentoring support
- E-portfolio assessment

Lab School for Innovation & Career Exploration

Mark L'Esperance

Dean, College of Education





Physical Sites

	2023-2024		2024-2025		2025-2026		2026-2027	
High School	Target	Grades	Target	Grades	Target	Grades	Target	Grades
East Rockingham	25-50	9	50-100	9-10	75-125	9-11	100-150	9-12
Broadway	25-50	9	50-100	9-10	75-125	9-11	100-150	9-12
Spotswood			25-50	9	50-100	9-10	100-125	9-11
Turner Ashby			25-50	9	50-100	9-10	100-125	9-11
Total	50-100		150-200		250-450		400-550	



Lab School Partnerships

- Rockingham County Public Schools
- JMU College of Education
- JMU College of Health and Behavioral Studies
- JMU Research and Scholarship (X-Labs)
- Blue Ridge Community College



Innovation Hub

- **Early Career Support**
- **Flexible Spacing**
- **Infrastructure**
- **Leadership Support**
- **Research**
- **Technology**



Career Exploration Sampling

- Aviation Maintenance
- Career and Technical Skills
- Education
- Human Services
- Health Professions
- Public Service



Workforce Redesign

Rethinking School Staffing

Teaming – Multiple Teachers

Stipend Incentives

Professional Development

Curriculum Development

**Transdisciplinary and Collaborative
Planning/Instruction**

- **Education Teams**
- **Industry Experts**
- **Lead Teacher(s)**
- **Pre-service Professionals**
- **Paraprofessionals**



Governance

- **JMU President (or Designee)**
- **JMU Alumni Member**
- **JMU Community Stakeholder**
- **Rockingham County Public Schools Superintendent (or Designee)**
- **Rockingham County Public Schools Board Member**
- **Rockingham County Community Stakeholder**
- **Blue Ridge Community College President (or Designee)**



Start-up Budget (Planning Grant)

- **\$5,000,000**
- **Stipends for Personnel**
- **JMU/Blue Ridge Community College Faculty Reassignments**
- **Graduate Assistants**
- **Technology/Equipment**
- **Laboratory Design**
- **Facilities Renovations (Rockingham County Public Schools and JMU)**
- **Research & Partnerships**
- **Teacher/Principal Support**

Faculty Hiring Report

Elizabeth Oldmixon

Vice Provost, Faculty Affairs and Curriculum





Outstanding
Academic Programs

Excellence in
Teaching and
Scholarship

National Prominence

Access, Inclusion and
Diversity

Faculty



AY 21-22

Instructional Faculty Hiring

Approximately 102 positions

More than half hold terminal degrees from an R1 university

Contract Type	Number
Tenured	11
Tenure-track	43
Renewable Term Appointment	20
Fixed Term Appointment	28



AY 21-22

Faculty Hiring (A&P and Instructional)

113 Hires

Up from:

- 73 hires in 2019-2020
- 43 hires in 2020-2021

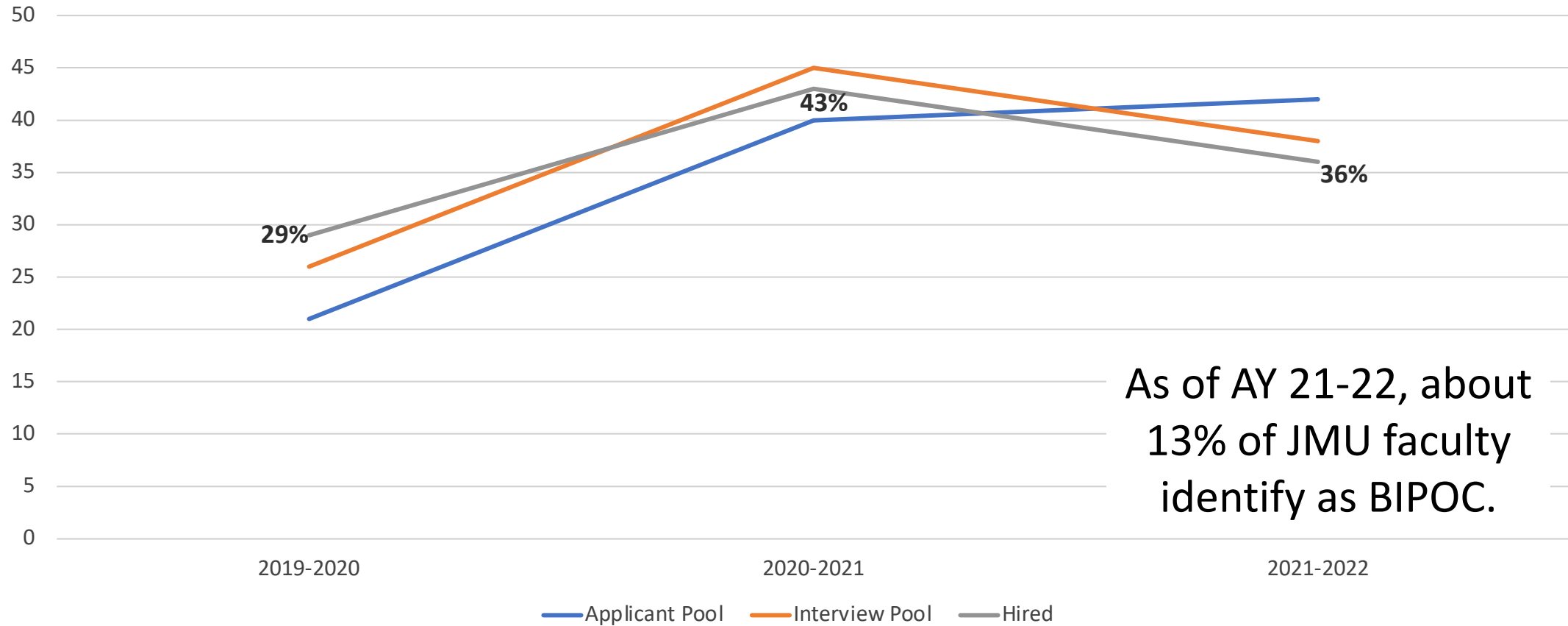
68 Female/45 Male

42 BIPOC (20 Female)

Majority are instructional.



Faculty Hiring Summary: BIPOC Faculty



As of AY 21-22, about 13% of JMU faculty identify as BIPOC.

Latinx Cohort, College of Arts and Letters



Dr. Jason Baltazar joins us from the University of Kansas as an Assistant Professor of English. His research areas include fiction writing; hybrid forms; speculative fiction; and multiethnic and diasporic American literatures.



Dr. Reslie Cortés joins us from Arizona State University as an Assistant Professor of Communication Studies. A writer, director, and performer, her research areas include Puerto Rican food, history, and decolonialism; cultural and racial performance; and more.



Dr. Verónica Dávila Ellis joins us from Smith College as an Assistant Professor of Foreign Languages, Literatures, and Cultures. Their research areas include Latinx and Caribbean cultural studies; popular music; gender and queer theory; and sound and performance studies.



Dr. María José Delgadillo joins us from the University of Houston as an Assistant Professor of English. Her research areas include fairy-tale studies in contemporary literature; fantasy, wonder, gender, and horror in women writers in Latin America; translation as political practice; creative writing and bilingualism; and more.



Dr. Eduardo Duran joins us from the University of California, Los Angeles as an Assistant Professor of Sociology. His research interests include cultural sociology; medical sociology; phenomenological sociology; and the sociology of the senses.



Dr. Elim Hernandez joins us from the University of Oregon as an Assistant Professor of Media Arts & Design. His research areas include bilingualism; codeswitching; Spanglish; language intensification; advertising; persuasive communication; copywriting; and Hispanic-American consumers.

All cohort faculty received their terminal degrees from R1 universities.

- Latinx studies across several disciplines, with interconnected and multidisciplinary interests
- Latin American, Latinx and Caribbean Studies; global studies; and the humanities and social sciences at large

Student Academic Success & Enrollment Management

Rudy Molina, Vice Provost

Laura Miller, Executive Director, The Learning Centers

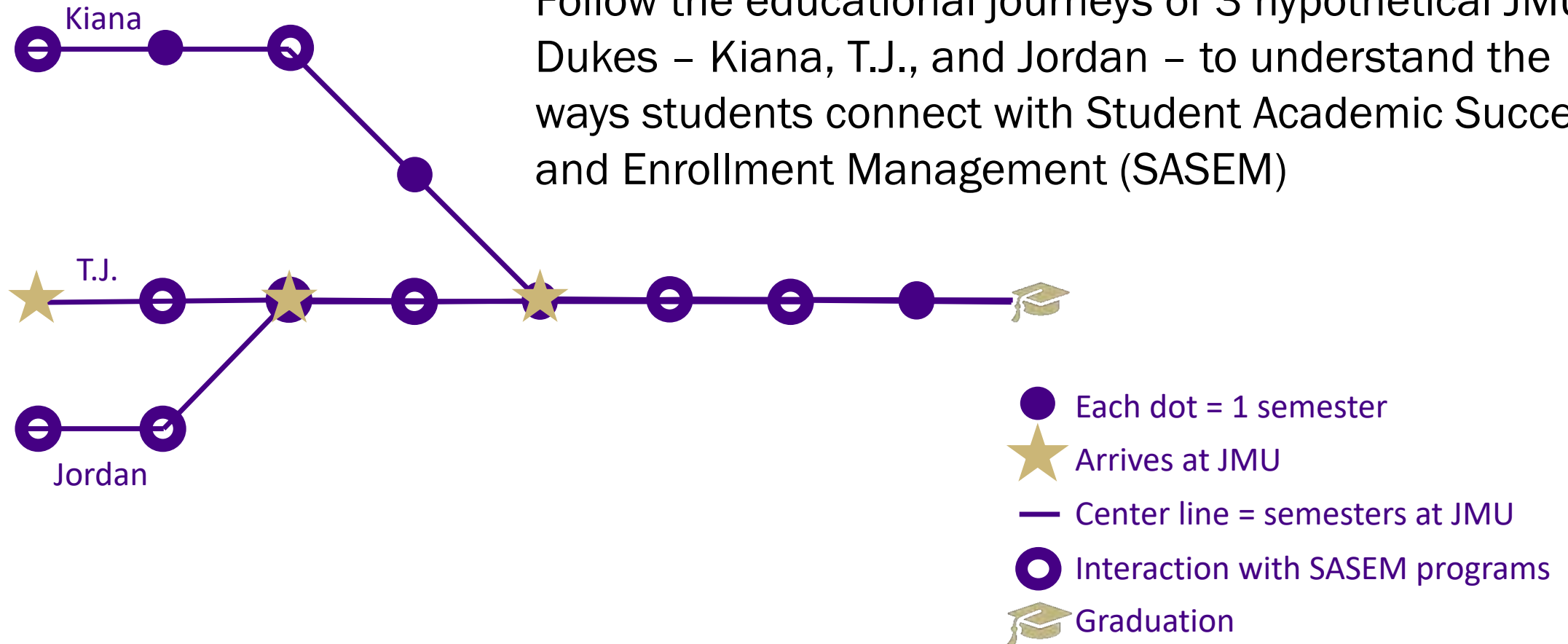
Marquis McGee, Director, University Advising

Jolie Lewis, Associate Director of Transfer Student Success, University Advising



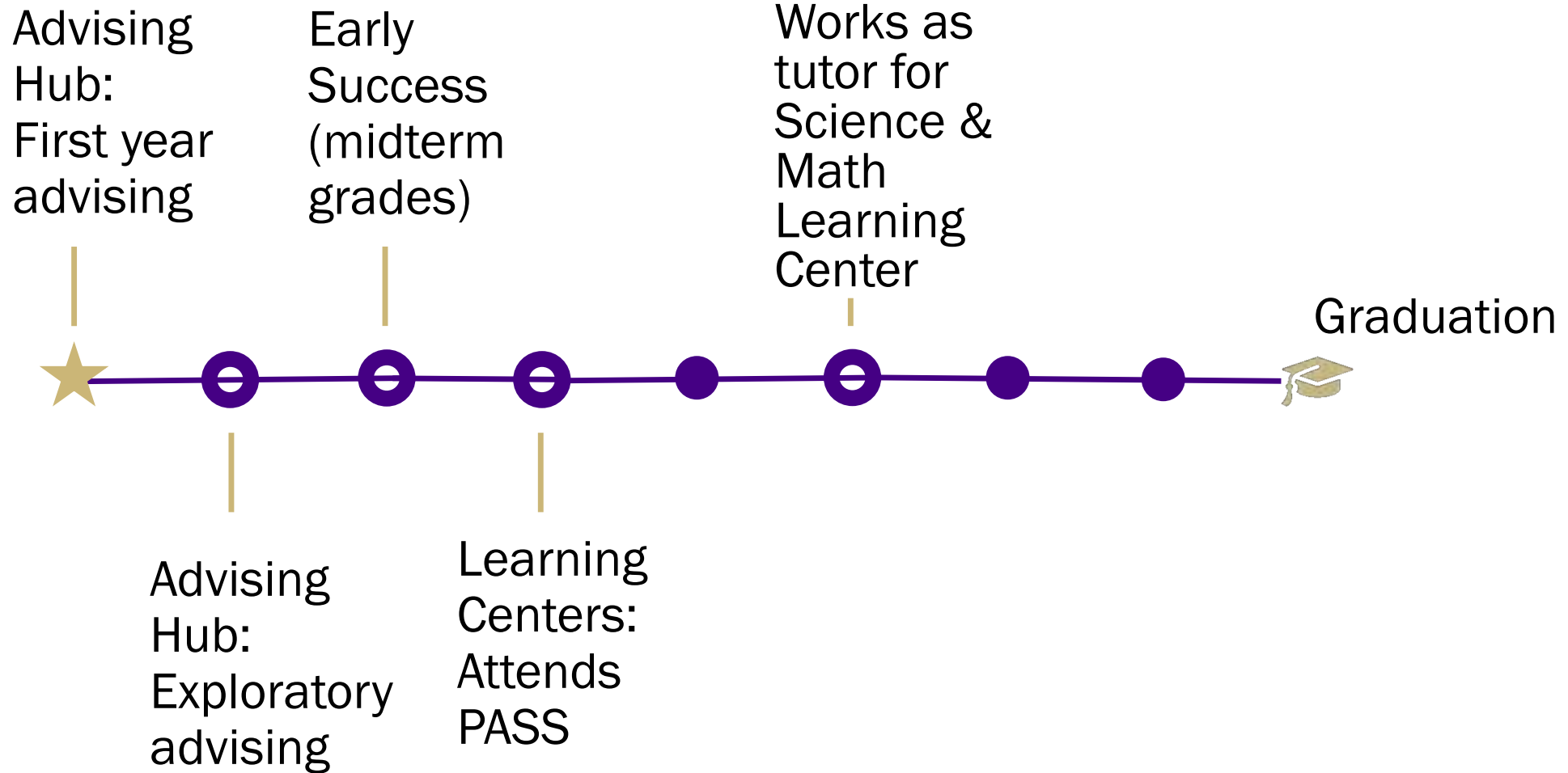
The Journey to a JMU Degree

Follow the educational journeys of 3 hypothetical JMU Dukes – Kiana, T.J., and Jordan – to understand the ways students connect with Student Academic Success and Enrollment Management (SASEM)



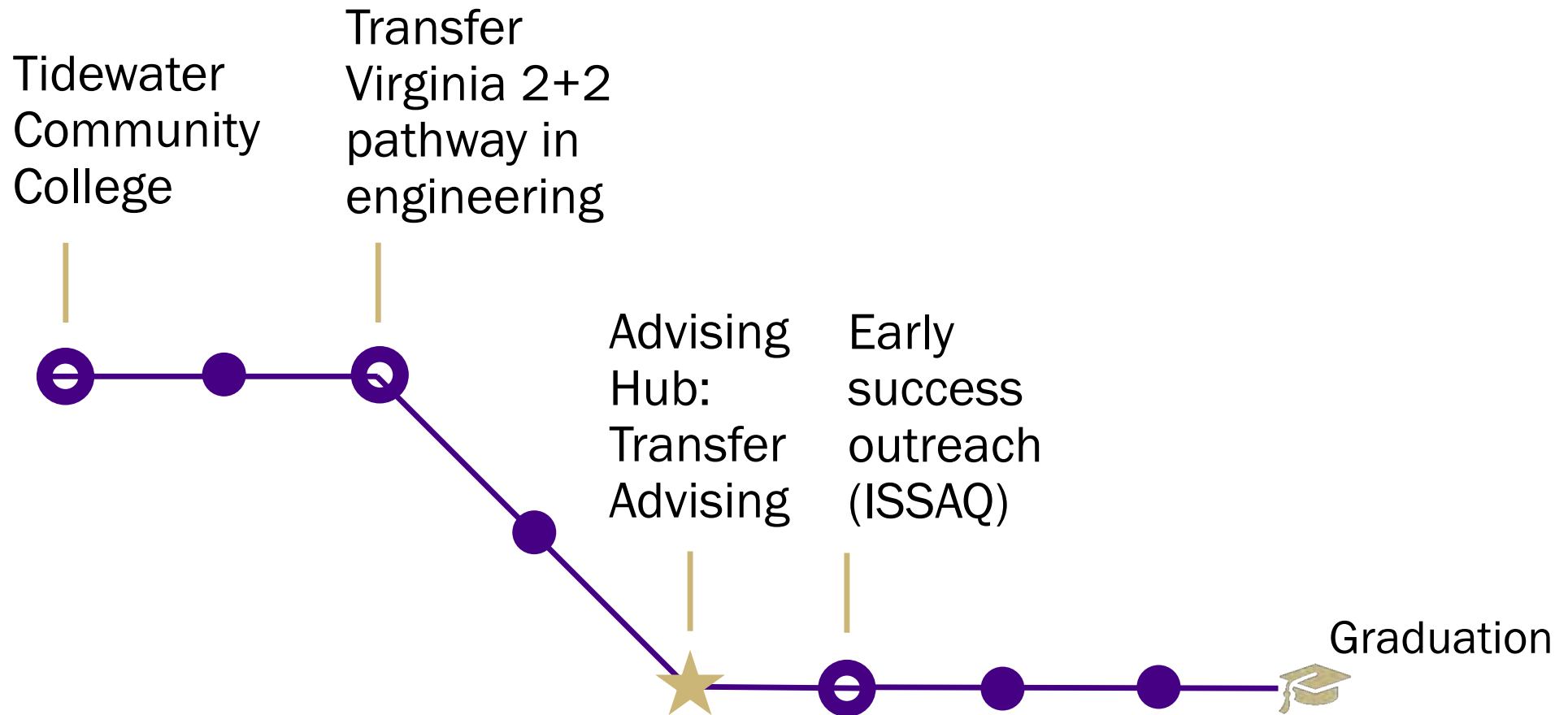


JMU Journey: T.J., an undecided first-year student



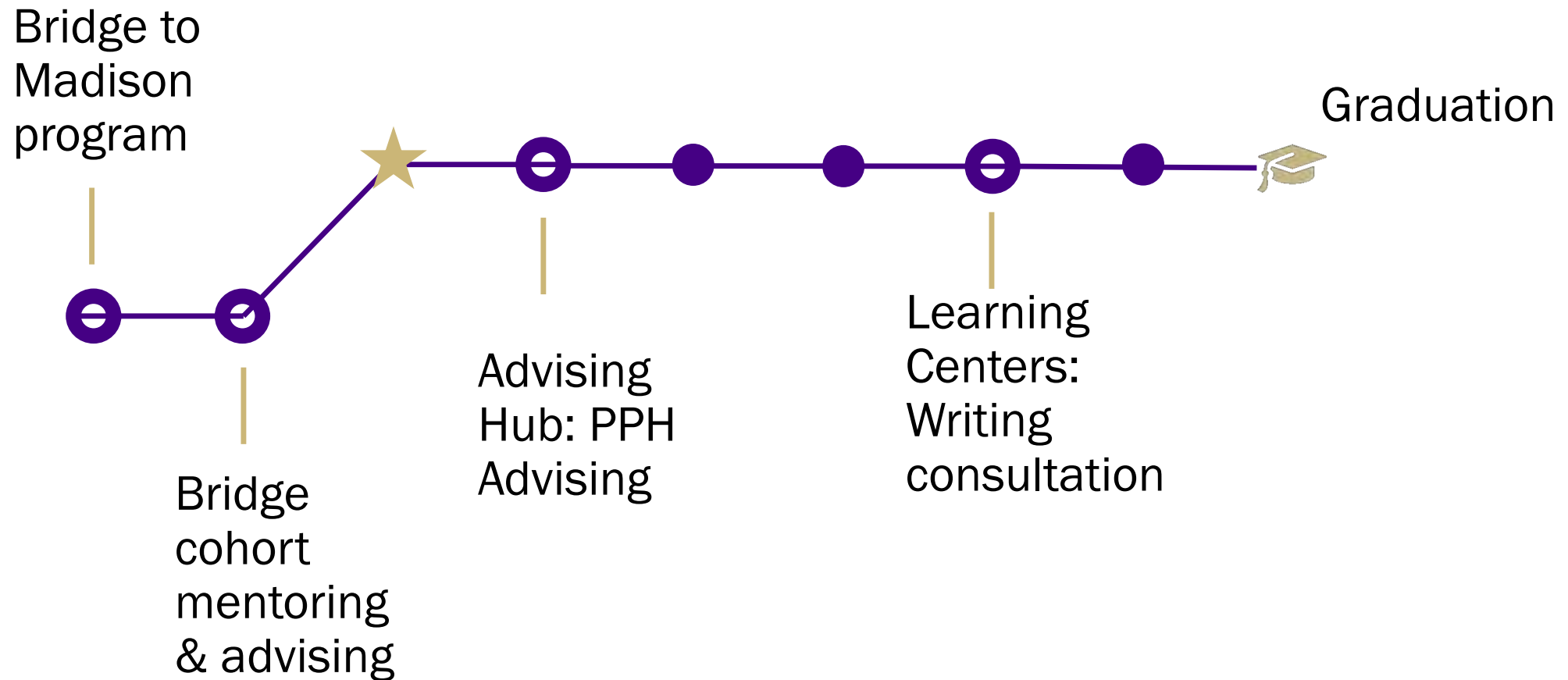


JMU Journey: Kiana, a transfer engineering major





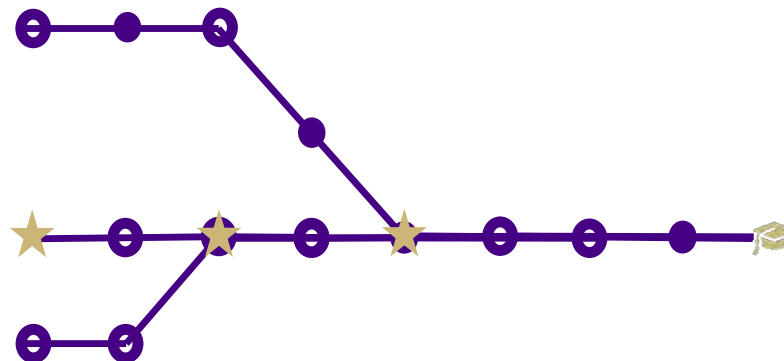
JMU Journey: Jordan, a Bridge to Madison student



Many Journeys, One JMU

Discussion

- How do we connect student success and enrollment management?
- What does it take for JMU students to achieve success?
- What is the role of JMU leadership – including the BOV – in elevating access, quality and affordability?



College Spotlight: Arts and Letters

Robert Aguirre, Dean

Melinda Adams, Associate Dean

Grace Gordon ('22), Applied Public History and Archaeology





College of Arts and Letters

Humanities

Social Sciences

Communication and
Media



Building Our Research Infrastructure

- i. Creation of associate dean for research, scholarship and creative activities/endeavors, with a budget for the first time (2018-19)
- ii. Creation of new programs to stimulate research
- iii. Expansion of internal educational leaves to 8 of 10 academic units, with the college covering the other two
- iv. Expansion of centers and institutes in the college
- v. New Dean's Office Faculty Fellow



SMAD professor awarded prestigious fellowship to study Black women in pop culture



English professor secures NEH grant, exceeding \$1 million in external funding





JMU History professor receives Guggenheim Fellowship



A digital future for Black poetry at JMU, thanks to new \$2 million grant



JMU professors receive 4-VA grant to study COVID experiences in Latinx communities



Student Opportunities



JMU STUDENTS TAKE FIRST PLACE IN THE "BEST OF THE WEB/BEST OF DIGITAL" NATIONAL COMPETITION

By Ginny Cramer

A James Madison University duo has won first place in the Large School (10,000+) Individual/Team/Single Class app category at the 2022 AEJMC "Best of the Web/Best of Digital" competition for their app BookBuddy. Created by Madeline Miller and Lyndsay Criscitello, the app offers a new way for students to buy and sell textbooks.

The students designed the app after identifying difficulties with current textbook selling platforms as part of a SMAD (School of Media Arts & Design) class. BookBuddy offers a centralized location for buying and selling textbooks. The app includes features such as pick-up hubs, contactless payment, school verification and background checks and direct messaging to increase safety, as well as price matching.

"As rising seniors, Lyndsay and I have bought our fair share of textbooks and have tried almost everything to find affordable textbooks without having to spend hours looking for them, we decided to do something about this and that's where we got the idea for Bookbuddy. Bookbuddy is an app that will connect students on their college campus and allow users to buy the exact textbook they need from students who already used them and sell their books to the people who need them next. This app includes pick up hub options on campus to eliminate the scariness of having to meet strangers, price selling suggestion features to allow users to get the best price to buy and sell books, as well as a community page where users can get information on their textbooks to find out if they are even worth purchasing," said Miller.

Miller and Criscitello found that the average student spends \$400 a year on textbooks. Many students are eager to pass on textbooks no longer



in use. Scheduled trading in the app between past and future students in the same classes can help students recoup the cost of textbooks.

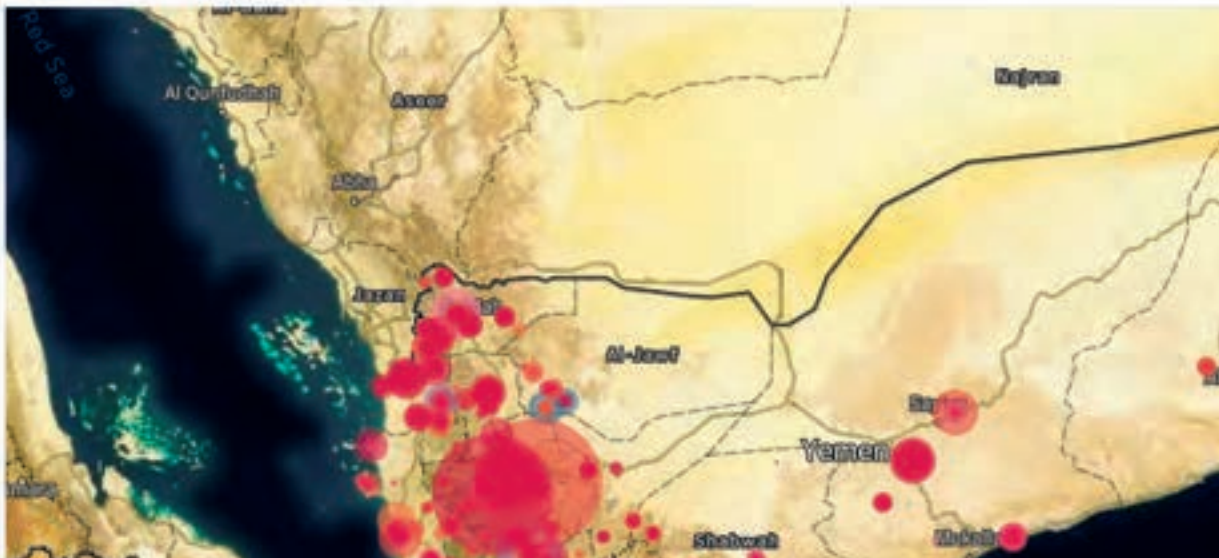
"We hope to keep moving forward with the further development and refinement of Bookbuddy and hopefully we can get in touch with some developers to turn this into a fully functional app," Miller added.

"Our SMAD students have been winning numerous digital design contests but winning first place in the app category at AEJMC is particularly meaningful. I am very proud of our talented students – Madeline and Lyndsay. The award is an acknowledgment of their hard work, dedication, and passion for user experience design. They spent an intensive amount of time researching the topic, conceptualizing, designing, and developing their ideas. I am pleased that our students' exemplary work has been recognized in such a prestigious professional venue," said Dr. Chen Guo, whose class inspired the app.

The "Best of the Web/Best of Digital" Competition is an annual Web and app design contest co-sponsored by the Communication Technology (CTEC) and Visual Communication (VisComm) Divisions of the Association for Education in Journalism & Mass Communication (AEJMC). Web and app design professionals and academics with a background in Web and app design technology are responsible for judging the competition.

Miller and Criscitello receive a cash prize with the award and will be traveling to present their work at the AEJMC annual conference this August in Detroit, Michigan.

Human Security Map



Civilian Casualties per Air Raid

0 100

Year

(All)

2015

2016

2017

2018

2019

2020

Cancel Apply

Date (Month/Year)

(All)

January

February

March

April

May

PROFESSOR, STUDENTS LAUNCH INTERACTIVE MAP VISUALIZING CIVILIAN DEATH TOLL IN YEMEN

Bernd Kaussler, professor of political science at James Madison University, worked with two student research assistants and students in his “International Security and Conflict Management” class to launch the Yemen Human Security Map.

The map visualizes the civilian death toll of the Saudi-led 5-year air campaign and US drone attacks in Yemen. During the Spring 2021 semester, ten undergraduate students worked under the direction of alumnae Jamie Zeigler (‘20), who majored in media arts and design, and Jenna Janson (‘21), who majored in computer information systems, to geo-locate over 22,000 conflict events in Yemen and visualize them in an interactive map.

Kaussler anticipates the Yemen Human Security Map will be a good teaching tool not only for his future classes, but for other classes across campus. Drawing attention to drone attacks and civilian casualties in Yemen also has implications for human rights law and international humanitarian law. “It’s a terrible situation in Yemen, and I am hoping that this project can help shed some more light on the plight of [its] people, especially children. Over 80% of Yemen’s population – 24 million – are living in poverty and deprivation, with more than 12 million children in need of humanitarian assistance.” Kaussler notes that

while “war by surrogate” may seem tempting to US policymakers as it provides a veneer of deniability, the humanitarian disaster that the war in Yemen brought about must serve as a reminder of the true cost of selling weapons to authoritarian governments.

“This project started off as a lot of research and data retrieval. We learned through trial and error the best ways to compile such a large data set,” Zeigler said. In designing the data visualization, Zeigler was able to apply the skills that she developed in her media arts and design courses. “Learning graphic design, print design, video editing and data visualization techniques aided in my ability to design this website.” Her role in the Yemen Human Security Project helped her land her current role as lab manager at the JMU X-Labs.

The experience of working on the map enabled Kathleen Brett, a history and political science double major, to participate directly in research and learn about U.S. foreign policy in the Middle East. “I gained a lot of knowledge working on the research for the Yemen Human Security Map,” Brett said. “I am grateful for the opportunity to collaborate with my classmates to create a better understanding of the crisis in Yemen.” International affairs major Derek Gilmore said, “Dr. Kaussler is very passionate about his research and working so closely with him has been a great privilege.”

Kaussler was the inaugural recipient of the Betty Coe (64) and Paul J. Cinquegrana Presidential Chair of Faculty Teaching Excellence and Research. Support from the award helped fund the development of the Yemen Human Security Map.

APPLIED PUBLIC HISTORY AND ARCHAEOLOGY

Grace Gordon is from Alexandria, Virginia, a city brimming with historic sites and museums on the Potomac River waterfront. Still, she largely took the city's history for granted until enrolling in a World History course taught by Maritza Mullervy at Bishop Ireton High School. Mullervy's class changed Gordon's perspective on history: transforming it from a litany of names and dates into a fascinating story of human development and the movement of cultures. "Choosing not to learn and understand the history that came before us is like opening a book in the middle. You can't just read from there and expect to make sense of it. You need to know what happened before in order to make sense of the world that exists now."

Gordon's interests in history were further piqued by participation in the National Institute of American History & Democracy (NIAHD), a pre-college summer program in American History offered by The College of William & Mary. NIAHD is dedicated to the study and preservation of American history, material culture, architectural history, archaeology, and public history. It teaches students how to analyze written documents, material objects, buildings, landscapes, and oral histories. At NIAHD Grace visited a number of local history sites that played an important role in the growth of the American nation.

Gordon recently completed a History and Independent Scholars double major at James Madison University, with a minor in Honors Interdisciplinary Studies. She loves learning about the many epochs of human history, from ancient civilizations all the way up to the present. "I am a generalist, honestly," she says. "I like to learn as much as I can so I can paint the fullest picture possible."

Curiosity about ancient times led Grace to take a class in Archaeology and learn more about material culture. "You can learn a lot from artifacts," she explains. "Objects are not writing, but they can be studied and interpreted nonetheless." Through the class, Gordon met JMU Anthropology professor Dennis Blanton. She studied slave dwellings and the material culture of enslaved peoples on the grounds of James Madison's Montpelier in Orange County, Virginia. "It's so important to look for and find evidence of the slaves on the Montpelier plantation," she says. "We know about



the everyday lives of slaves because of material culture revealed by archaeologists. It's really the only way to uncover their stories, which would otherwise be lost to history."

Last summer, Gordon participated in the JMU Summer Archaeology Field School with Dr. Blanton in rural south-west Georgia. The Field School is an immersion experience in which a half dozen undergraduates, local volunteers, and specialists with ground-penetrating radar and metal detecting equipment worked on a Native American site that may have seen an encounter between Native peoples and Hernando de Soto's expedition during his exploration of what is now the southeastern United States. After the field school, Gordon created an inventory for all of the metal artifacts found in many of Dr. Blanton's archeological excavations in Georgia. "I took measurements and described each artifact with Dr. Blanton's help. Every artifact that he thought was not modern we photographed in the lab and included in the inventory..

In Fall 2021, Gordon served as a teaching assistant for Dr. Blanton. This time around, members of the class conducted a dig at Fort Harrison in Dayton, Virginia. Fort Harrison is a bluestone house constructed by Daniel Harrison in 1748. Because the house was made of rock-solid materials, it became a defensive fort against raids by Native Americans in the years before the French & Indian War. According to accounts, Harrison's farmstead included a stockade protecting the house, a natural spring for water, and—according to local legend—an underground tunnel for shelter. At Fort Harrison,

Blanton and Gordon instructed students on how to dig standard units, wash artifacts, and catalogue them. "The nonprofit that runs Fort Harrison originally wanted to know if there actually had been a tunnel," says Gordon. "Dr. Blanton and JMU students have not had any luck in the past with locating a tunnel, but we have found evidence of a previously unknown structure on the site." Archaeology there will continue in order to determine the size, function, and use of this structure. The class did find ceramics, animal bones, glass, nails, buttons, and other metal artifacts at Fort Harrison.

Gordon's Independent Scholars major is currently entitled "Applied Public History and Archaeology." It combines archaeology, public history, applied skills, technical writing, and geographic information systems. "My Independent Scholars major is focused mainly on four areas: historical research, historical archaeology, historic preservation, and public history, as well as the technical and practical skills needed to succeed in those disciplines." Grace heard about the possibilities available through Independent Scholars in her junior year. "I wanted to keep bringing together seemingly disparate interests. I believe in the importance of interdisciplinary study, and understand that in the end there shouldn't be strict boundaries between disciplines."

She enjoys the research process, and recently added a Public History concentration to her History major. During the COVID-19 pandemic, Grace conducted research on a historic neighborhood called Plunkettsville for the Historic Staunton Foundation. Plunkettsville contains a number of commercial buildings and historic homes, including kit homes and mail order catalog houses from Sears and Roebuck and other suppliers. The purpose of this research was to make visible the neighborhood's potential for architectural revitalization, rehabilitation, and adaptive reuse.

The Historic Staunton Foundation has said of her efforts: "Grace Gordon has done an incredible job creating the Plunkettsville StoryMap. We believe this digital map will be a fun and engaging resource—especially for residents of the West End." Gordon completed her work with Mary Bishop Carter Internship funding.

In her last semester at JMU, Gordon interned for the Madison Art Collection (MAC), an on-campus museum. She sought out the internship because she felt she

lacked museum experience. "My goal has been to get as much hands-on experience in as many aspects of public history as I could during my undergrad career," she says. At the MAC, Gordon conducted research on artifacts from all over the world and all different periods, photographed them, assisted in cataloging the collection, scanned and filed records, and handled fragile and expensive works of art.

For her senior honors thesis in the Department of History under the advisement of Dr. Skip Hyser, Gordon examined state-sanctioned compulsory sterilization prior to and after *Buck v. Bell* in early twentieth-century Virginia. The eugenics movement had a profound impact in the state, but much remains unknown about this period of history. Gordon's thesis, "For the Best Interest of the Patient and of Society": Sterilization in Virginia's Mental Institutions in the 20th Century," analyzed the reaction and involvement of Virginia's state mental institutions in eugenic sterilization. Gordon also examined discrepancies in the number of sterilizations reported in previous scholarship. For her thesis, Gordon won the Phi Beta Kappa Best Thesis Award.

Gordon has taken two history classes with Dr. Hyser and worked closely with him for multiple semesters to complete her thesis. "Dr. Hyser taught me how to do thorough historical research and how to stay sane in the process. I would not have been able to complete my thesis if not for his patience and words of wisdom." Of Gordon, Hyser remarks, "She has a quiet personality that belies a fiery curiosity about the historical past. She genuinely wants to know how people came to hold certain views that influenced their actions, so she researches carefully and reads the sources closely, hoping to glean understanding. Grace is that rare student who asks difficult questions and then works diligently to answer them."

Gordon is a member of the national service fraternity Alpha Phi Omega and president of the campus chapter of Phi Alpha Theta, the history honors fraternity. After graduation, Gordon seeks a position in cultural resource management (CRM) doing the sort of "everyday archaeology" required under local, state, and federal law to protect cultural heritage assets—the buildings, places, and objects that are important to understanding, appreciating, and preserving the past.

ARTS AND LETTERS REVIEW



FACULTY FOCUS

Innovation and discovery, in and out of the classroom

COMINGS & GOINGS

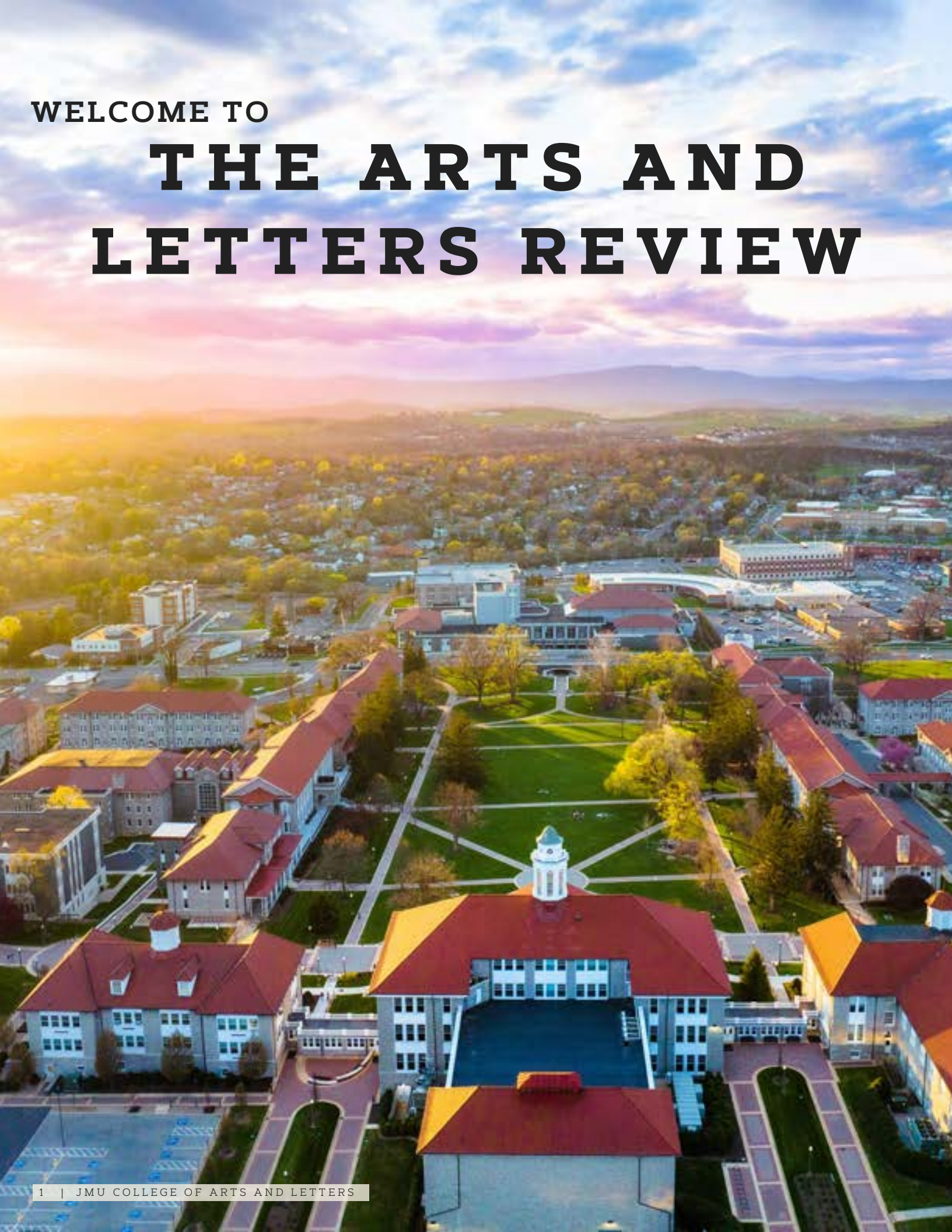
Saying farewell to beloved faculty and welcoming newcomers

WELCOMING NEW DUKES

A drive-thru event for newly admitted local Dukes sparks joy

WELCOME TO

THE ARTS AND LETTERS REVIEW





CONTRIBUTORS

Dr. Melinda Adams,
Associate Dean, Professor of
Political Science

Dr. Robert D. Aguirre,
Dean of the College,
Professor of English

Becca Evans,
Communications &
Marketing Specialist

Karina Kline-Gabel,
Assistant Dean, Lecturer in
Foreign Languages,
Literatures and Cultures
(Spanish)

Dr. Siân White,
Associate Dean, Professor of
English

Dr. Traci Zimmerman,
Associate Dean, Professor of
Writing, Rhetoric and
Technical Communication

I am pleased to present the inaugural *Arts and Letters Review*. Here you will find profiles detailing the exemplary teaching and research of our faculty, the dedication of our staff, and the inspiring achievements of our students. Although we have condensed a great deal in the following pages, we have only captured a fragment of all that happens in our great college.

The College of Arts and Letters grounds JMU's well-deserved reputation for excellence in liberal arts education. Each year, our faculty teach not only the 3000 students majoring in a CAL discipline but also legions of others from across the university who take our courses. We teach with passion and purpose, upholding the university mission to create "educated and enlightened citizens, engaged with ideas and the world." We do so with a single-minded focus on drawing out the best from students. This means mastering the sophisticated art of listening, as well as imparting. It means supporting students' inquisitiveness and curiosity. And it means challenging them to go beyond settled beliefs to engage the abiding issues of our times, none of which have easy answers. Liberal arts education as we practice it here prepares students for lives of meaning and purpose. Our students go forth into the world equipped with the dispositions and habits of mind that will help them transform it for the better, even as they have been transformed themselves.

Arts and Letters plays a key role in supporting the university's highest ambitions, which include reclassification as an R2 research university and the embrace of national status. Across our ten departments and growing number of centers and institutes, we exemplify a university that is forging a unique path, one in which cutting-edge research goes hand in hand with student-focused teaching and deep engagement with our community. Considered singly, each of these ventures constitutes a tall order. Doing all three at a high level requires great talent and commitment. As I hope you agree, we are well on our way.

Dr. Robert D. Aguirre,
Dean of the College of Arts and Letters



WELCOME

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Latinx student leaders on a trip to Washington, D.C. with Karina Kline-Gabel, Assistant Dean.



Community and Inclusivity in CAL

This year, the Assistant Dean for Diversity, Equity, and Inclusion, Karina Kline-Gabel, has focused on building relationships with current CAL students representing BIPOC student communities. She established a Student Diversity Council, which made recommendations to the Dean that emphasized how to balance academics, advocacy, and leadership while maintaining boundaries and practicing self-care.

Kline-Gabel also organized a Latinx student leadership trip in May to celebrate our CAL and university student leaders. The group attended a cultural dinner and theater production in Spanish, and met with Marvin Figueroa, Director of Intergovernmental and External Affairs for the Department of Health & Human Services, and Melody Gonzales, Executive Director of the White House

Initiative on Advancing Education Equity, Excellence & Economic Opportunity for Hispanics.

On a university level, Kline-Gabel orchestrated a community collaboration to host All Are Welcome, part of a JMU Admissions virtual event. She and Melinda Wood, Director of Admissions, also organized an admitted student drive-thru to strengthen relationships with local student applicants. JMU faculty enthusiastically welcomed students who attended and offered special JMU swag to get them excited for the fall.

Kline-Gabel also helped establish the first Global Citizens Community Scholarships, a university-wide effort to help local Harrisonburg students attend JMU with renewable scholarships starting this fall.

Newly admitted students attending a drive-thru event to welcome them to JMU. Photos by Lucia Gabel.





Teaching With Compassion

For Dr. Allison Fagan, English professor, the most important learning is ethical, creative, and collaborative. It also reaches beyond the conventional classroom. Whether working with JMU X-Labs or in the community, Fagan turns an average semester course into a transformative experience, lifting up student and community voices. Her innovative teaching earned her top Provost and College teaching awards in 2021.

The Antiracist Gen Ed Project, a course Fagan designed in collaboration with JMU X-Labs and co-taught with Carah Whaley (Political Science); Amy Lewis (Music Education); and Tolu Odumosu (ISAT), brought theory into practice by focusing on problem-solving related to antiracism in the General Education curriculum. In addition to showing students how the General Education Program works, the course guided them to brainstorm and propose curricular changes. The students' proposed solution—a tagging system to help enrolling students identify courses that address particular topics like diversity, equity, and inclusion—has been implemented this fall.

Courses like this validate students' ideas and empower them to act. "My voice isn't the only voice in the classroom," said Fagan. "I'm trying to navigate a path that is supportive and amplifying rather than centering my perspective."

Including multiple perspectives is a cornerstone of Fagan's teaching. She revised her long-standing Introduction to Ethnic American Literature course to center on stories from Harrisonburg's immigrant and refugee population, one of the largest in Virginia. She aimed to raise students' awareness about unique stories right in our community and to teach them to be good stewards of others' stories. Students recorded interviews with local community members, then wrote and edited the final podcasts. The result? Harrisonburg 360, an ongoing multi-episode oral history podcast that raises the voices of this particular population.

Fagan has been teaching for over a decade, and projects like Harrisonburg 360 sustain her enthusiasm for her profession. "The things that do help me, the things that I'm interested in and excited about, are the things I get to teach." Her excitement in the classroom—when talking about immigrant narratives, for instance—transfers to her own scholarship about unique narratives.

Teaching can be as transformative for faculty as for students. Fagan's teaching philosophy and the most common piece of advice she gives to students have changed radically over the last few years. "If you had asked me three years ago, I would have said something like, you have to make revision a part of your life, because you shouldn't think you'll ever get it right on the first try." But now, her answer is much more personal: "You matter. You are more than this class, this semester...what you have to say and what you see in the world matters. And there are people who want to hear what you have to say, and I am one of them."

2022 CAL Award Recipients:

Carl Harter Distinguished Teacher Award for the College of Arts and Letters

- Allison Fagan, English

Madison Scholar Award for the College of Arts and Letters

- Timothy LaPira, Political Science

Distinguished Service Award for the College of Arts and Letters

- Mary Thompson, English



Mapping Environmental Justice

Case Watkins, Associate Professor of Justice Studies, is the 2022 Provost Award Winner for Excellence in Research and Scholarship for the College of Arts and Letters. Watkins joined the Department of Justice Studies in Fall 2017. His teaching and scholarship contribute to numerous programs at JMU, including Justice Studies, geography, political science, Latin American, Latinx, and Caribbean Studies (LAXC), and African, African American, and Diaspora (AAAD) studies.

An accomplished scholar who has done research in Brazil and New Orleans as well as here in the

Shenandoah Valley, Watkins studies the intersections of power, environment, and justice and, in his words, “how long-term ecological, economic, cultural, and political processes coalesce to transform landscapes and societies.”

“As a cultural and environmental geographer, my research agenda in Northeast Brazil and Virginia’s Shenandoah Valley analyzes the interactive political and ecological forces that shape our communities, economies, and environments.” Watkins makes his work accessible to activists and policymakers in Brazil by developing research and policy reports written in Portuguese and freely available to the public.

In Harrisonburg, Watkins involves students in local projects that focus on environmental justice by partnering with local organizations like NewBridges Immigrant Resources Center, Vine and Fig, Give Solar, and the City of Harrisonburg. Last year, he collaborated with the Jubilee Climate Farm to promote social and environmental justice efforts. Four students from his Fall 2021 Mapping Justice class continued working with the Farm in the spring semester. They developed an educational story map in ArcGIS to highlight the farm’s projects and share the organization’s history and work.

Student Aubrey Spagnoli (‘23) described the course’s impact: “This experience of working in the community alongside Dr. Watkins allowed me to connect what we were learning in class to the world around me in a hands-on setting where I was also learning about the Harrisonburg community.” Another student, Nick Chaky (‘22), noted: “I learned a lot about social action in the Harrisonburg community. This project has been very rewarding... and I can’t wait to come back to see how the Jubilee Climate Farm has grown.”

University-Wide Award Recipients of CAL:

Ford Faculty Support Endowment for Excellence in Teaching

- Allison Fagan, English

Goodman Faculty Fellowship for Excellence in Teaching

- Emily Gravett, Philosophy and Religion

Provost Award for Excellence in Graduate Advising

- Corey Hickerson, Communication Studies

Provost’s Award for Excellence in Outreach and Engagement

- Adrienne Hooker, Media Arts and Design

Provost Award for Administrative Excellence

- Sandra Purington, Writing, Rhetoric and Technical Communication

Provost Award for Excellence in Research and Scholarship for the College of Arts and Letters

- Case Watkins, Justice Studies

Shirley Hanson Roberts ‘56 and Richard D. Roberts Endowment for Faculty Excellence

- Cathryn Molloy, Writing, Rhetoric and Technical Communication

STUDENT SHOWCASE



JMU Justice Studies and Honors student Kelly Crook ('22, left) pictured with Christal Reedy (right), Tutor & Literacy Programs Manager at Skyline Literacy, which partners with River Bend Elementary School and offers preparatory classes for the U.S. citizenship test.

Students in Dr. Marianne Mason's SPAN 496 class bring their classroom language skills to provide much-needed translation and interpreting services to the Harrisonburg community, supplementing the efforts of professionals in the Valley.

Dr. Mason works closely with local organizations – including Healthy Families, Blue Ridge Legal Services, and the Rockingham County Police Department – to secure internship placements for students where they can offer crucial and meaningful assistance in areas from literacy services and education to food pantries and counseling services.

"Translation and interpreting services can be very costly," Dr. Mason shared. "The students help provide a free service that is very needed."

Some students, like Kelly Crook (Justice Studies, '22), work directly in classrooms helping young children with little or no English language proficiency. "I really like seeing the students' confidence grow as they're taught. It's very rewarding, especially with younger students and how quickly they can pick up things," Crook said of assisting English learners at River Bend Elementary School who are studying for their naturalization exam.

Using the language in a new context strengthens students' comprehension skills and expands their vocabulary. That experience has brought Crook greater comfort in her own Spanish classes at JMU. "I'm more confident in speaking even without knowing the exact context or answer," Crook said. "I feel comfortable being able to work anywhere now."

Classes like Dr. Mason's benefit both JMU students and the local community. Students grow their practical skills and language proficiency by volunteering to translate complex legal documents, tutor children, even teach self-defense – while providing services where much-needed resources are stretched thin. Most rewarding, though, are the connections forged between community members, working together.

Translating and Interpreting Harrisonburg



Nick Rubino ('22) teaches Spanish-speaking children exercise routines and self-defense through Empowerment3, a student-run program.

The JMU Debate Team received more named or merit awards than any other school in the nation this year. The team finished the 2021-2022 season ranked #4 in the nation by the Cross-Examination Debate Association (CEDA), JMU's highest finish in its debate history.

Adonis Ortiz ('23) earned the Outstanding Newcomer Award, given to the top-rated first-year debater nationally, and Ian Lowery ('22M) received the Matt Grindy Outstanding Graduate Student Coach Award.

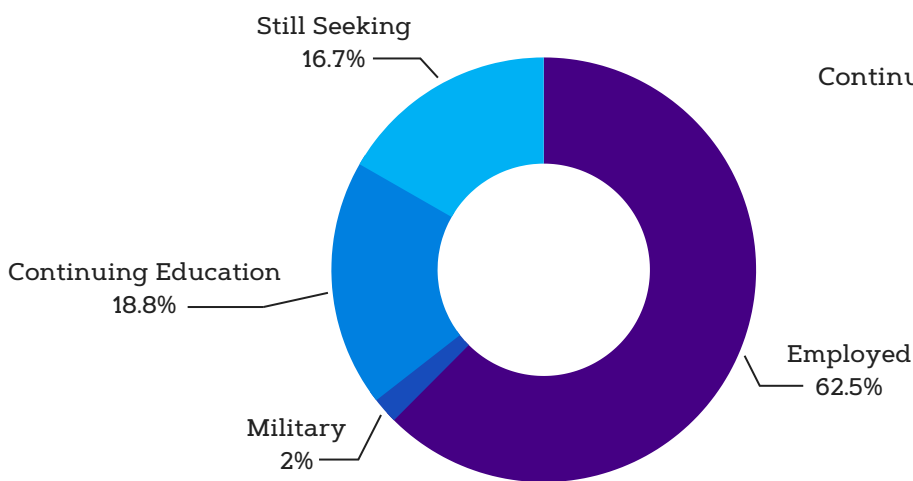
The CEDA Alumnus Award was given to Chaz Wyche, the departing Assistant Director of Debate, recognizing him as one of the nation's top innovative coaches for his work addressing political, philosophical, social, and psychological challenges facing students of color and second-language learners.

National Recognition for JMU Debate Team

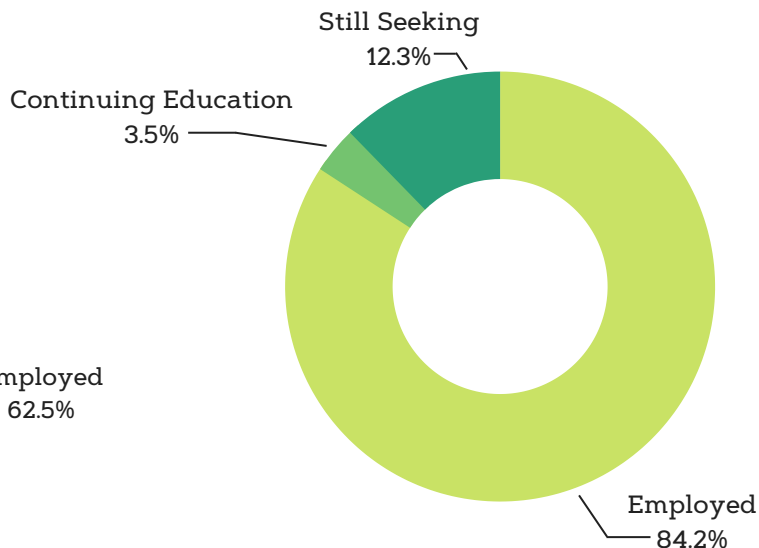


MEASURING SUCCESS

Undergraduate Employment



Graduate Employment



2022 Fulbright Scholars

- Matthew Boyd ('22), Spanish
- Kyle Chambers ('18, '21M), History
- Lauren Evers ('22), Justice Studies, German

Spring 2022 Gilman Scholarship Recipients

- Hanna Dunn ('22), Political Science, Spanish
- Emilia Petty ('23), English
- Noelle Cooper ('24), Media Arts and Design

Boren Scholars (2020, 2022)

- Cameron Wade ('22), Anthropology
- Ashley Harrell ('22), History

Japan Exchange and Teaching (JET) Program

- Madison Kambic ('18, '19 M), English

GROWING OUR COLLEGE

Arts and Letters celebrates significant hiring successes in recent years, welcoming dozens of new colleagues across the College. Many arrive as part of a cohort hire, a practice that clusters hiring opportunities to recruit candidates from different disciplinary backgrounds but who share common research and teaching interests.

“Last year, the College of Arts and Letters was fortunate to hire seven new faculty members in our initial cohort hire, and they are already transforming the university for the better,” said Dean Robert D. Aguirre. “This year’s cohort hire will build on this effort, advancing our teaching and research about Latinx culture, a critically important field of study in the humanities, social sciences, and communication arts.”

Cohort hiring has allowed us to bring cutting-edge scholars into a ready-made community and immediately into conversation with one another. The resulting network, in turn, helps transform our campus, not just in cross-disciplinary efforts, but in ways that revise and reinvigorate our curriculum, teaching, research and outreach – and, ultimately, that reimagine how we understand the role of a liberal arts and social sciences education.

Our two successful cohort hires – welcoming thirteen new CAL faculty in two years – signal our commitment to elevating and engaging with the critical issues that inform our current moment and will shape the future.



2022 Latinx Studies Cohort



Dr. Jason Baltazar joins us from the University of Kansas as an Assistant Professor of English. His research areas include fiction writing; hybrid forms; speculative fiction; and multiethnic and diasporic American literatures.



Dr. Verónica Dávila Ellis joins us from Smith College as an Assistant Professor of Foreign Languages, Literatures, and Cultures. Their research areas include Latinx and Caribbean cultural studies; popular music; gender and queer theory; and sound and performance studies.



Dr. Eduardo Duran joins us from the University of California, Los Angeles as an Assistant Professor of Sociology. His research interests include cultural sociology; medical sociology; phenomenological sociology; and the sociology of the senses.



Dr. Reslie Cortés joins us from Arizona State University as an Assistant Professor of Communication Studies. A writer, director, and performer, her research areas include Puerto Rican food, history, and decolonialism; cultural and racial performance; and more.



Dr. María José Delgadillo joins us from the University of Houston as an Assistant Professor of English. Her research areas include fairy-tale studies in contemporary literature; fantasy, wonder, gender, and horror in women writers in Latin America; translation as political practice; creative writing and bilingualism; and more.



Dr. Elim Hernandez joins us from the University of Oregon as an Assistant Professor of Media Arts & Design. His research areas include bilingualism; codeswitching; Spanglish; language intensification; advertising; persuasive communication; copywriting; and Hispanic-American consumers.

2021 Racial & Social Justice Cohort



Dr. Tatiana Benjamin joined us from the University of Maryland, College Park, as an Assistant Professor of Justice Studies. Her research interests include prison abolition; immigration; access to mental health for Black immigrant communities; and more.



Dr. Deborwah Faulk joined us from The Ohio State University as an Assistant Professor of Sociology. Her research interests include race and racial inequality in higher education, with a special focus on the way identities affect decisions about education.



Dr. Graciela Perez joined us from the University of Delaware as an Assistant Professor of Justice Studies. Her research interests include punishment and social control; race and ethnicity; and the policing and victimization of immigrants.



Dr. Ja'La Wourman joined us from Michigan State University as an Assistant Professor of Writing, Rhetoric and Technical Communication. Her research areas include race and culture in professional and technical communication, with a specialization in digital media and African American rhetoric.



Dr. Tiffany González joined us from Texas A&M University as an Assistant Professor of History. Her research areas include 20th and 21st century U.S. History with an emphasis on American politics; Chicana/Latinx populations; and women & gender studies.



Dr. Rachel Torres joined us from the University of Iowa as an Assistant Professor of Political Science. Her research interests include the relationship between U.S. immigration policy and the Latinx community; the politics of race; and political communication.



Dr. Cyril Uy joined us from Brown University as an Assistant Professor of Philosophy and Religion. His research "analyzes how mystics and philosophers across the medieval Islamic world produced knowledge to negotiate identity and relationships of power."

"During meetings with these candidates, I was so impressed with their academic excellence, but even more with their desire to join the CAL community as well as the local community, which is such an important asset to our faculty experience at JMU."

- Karina Kline-Gabel, Assistant Dean

New Faces Across the College



Dr. Kristiana L. Báez joins us from the University of Iowa as an Assistant Director of the JMU Debate team in Communication Studies. Her research areas include rhetoric, culture, and engagement and is heavily influenced by Black, Indigenous, and Latinx Feminism at the intersections of protest, history, and more.



Dr. Becky Childs joins us from Coastal Carolina University as the Academic Unit Head for the Department of English. Her research areas include linguistics and challenging assumptions and stereotypes surrounding African-American English, Appalachian English, Bahamian English, and Newfoundland English.



Dr. Taylor Johnson (17M) joins us from the University of Utah as an Assistant Director of Debate of the JMU Debate team in Communication Studies. Her research areas include Native American and Indigenous Studies; environmental justice; and rhetoric.



Dr. Kenneth L. Pearce joins us from Trinity College Dublin as the Academic Unit Head for the Department of Philosophy and Religion. Pearce's research areas include the history of 17th- and 18th- century philosophy and philosophy of religion.



Dr. Constance Pruitt joins us from Howard University as a Postdoctoral Fellow in Political Science. Her research areas include comparative politics and international relations in Africa, with a focus on international organizations, elections, democratization, and peace and conflict in sub-Saharan Africa.



L. Renée joins us from Indiana University as the Assistant Director of the Furious Flower Poetry Center and an Assistant Professor of English. Her research interests include Black Appalachian subjectivity; oral history collection as a mode of cultural memory; and familial archives.

Photo by Jeffrey Albright



Nathan Selove (17) joins us from the University of Northern Iowa as an Assistant Director of Individual Events of JMU Speech in Communication Studies. His research areas include disability rhetoric and advocacy; performance; and political rhetoric and advocacy.



Dr. Joost Burgers joins us from Ashoka University in India as an Associate Professor of English and the first Arts and Letters Digital Humanities/Social Sciences Faculty Scholar. His research includes narrative visualization and literary demography; Faulkner and digital Yoknapatawpha, global modernisms; and more.



Dr. Muhammad Ittefaq joins us from the University of Kansas as an Assistant Professor of Communication Studies. His research interests include global health communication; new media and technologies; health mis/disinformation; public health; and burnout among public relations professionals.



Dr. Sombo Muzata joins us from Virginia Commonwealth University as an Assistant Professor of Political Science. Her research areas include public financial management focusing on public budgeting and public debt; and economic development focusing on entrepreneurship.



Dr. Delores B. Phillips joins us from Old Dominion University as the Director of the African, African American, and Diaspora (AAAD) Studies Center and as an Associate Professor of English. Her research areas include postcolonial literature and theory with a focus on depictions of food, waste, and everyday life in culinary writing.



Dr. Yufan "Sunny" Qiu joins us from the University of Florida as an Assistant Professor of Communication Studies. Her research interests include internal communication; leadership communication; relationship management; corporate purpose; and corporate social advocacy.



Dr. Amina Saidou joins us from the University of Louisiana at Lafayette as an Assistant Professor of Foreign Languages, Literatures, and Cultures. Her research areas include colonial, de- and post-colonial, cultural and transcultural studies; feminisms; resistance; immigration; identity construct; and more.



Dr. Jaimee Swift joins us from Howard University as an Assistant Professor of Political Science. Her research includes radical Black feminist politics and movement building in Brazil; historical and contemporary global Black feminist political struggles and memories; and more.

Photo by Kennedy Carter

Saying Farewell

Our best wishes to those who retired this year:

Dr. Steven D. Anderson, *Media Arts & Design*

Dr. J. Chris Arndt, *History, Associate Dean in the College of Arts and Letters*

Dr. John J. Butt, *History*

Elizabeth K. Castro, *Foreign Languages, Literatures, and Cultures*

Dr. Stephen Chappell, *History*

Dr. Giuliana Fazzion, *Foreign Languages, Literatures, and Cultures*

Dr. Joanne Gabbin, *Furious Flower Poetry Center, English*

Dr. Richard E. Gaughran, *English*

Dr. Bill Hawk, *Philosophy and Religion*

Gretchen Hazard, *Communication Studies*

Dr. JoAnne Holman, *Media Arts & Design*

Dr. Skip Hyser, *History*

Dr. Richard Meixsel, *History*

Sarah O'Connor, *Writing, Rhetoric and Technical Communication*

Dr. Kurt Schick, *Writing, Rhetoric and Technical Communication*

Honoring and remembering
two dear colleagues we lost:

Dr. Terry Beitzel

*Director of the Mahatma Gandhi
Center for Global Nonviolence,
Justice Studies*

Dr. Steven Guerrier

History





750 Donors

\$71,096 Raised

Your generosity funds College of Arts & Letters initiatives, including:

- Arts & Letters Opportunity Fund
- Legacy Fund
- Washington Semester Program Fund
- Furious Flower Poetry Center
- African, African American, and Diaspora Studies Center

Special thanks for generous gifts, totaling over \$550,000, given throughout the year by donors like you:

- The Mahatma Gandhi Center for Global Nonviolence
- The Imre-Crusse Scholarship Endowment for Excellence in the School of Media Arts and Design
- The Lindsay Czarniak ('00) Scholarship Endowment for Excellence in the School of Media Arts and Design
- The Jeff ('74) and Betsy Hamlin Scholarship Endowment in Political Science
- The James Acosta ('93) Scholarship for Excellence in Media
- The JMU Washington Semester Endowment in the School of Public and International Affairs
- The Governor's Fellows Endowment Endeavor
- The Furious Flower Poetry Center
- The Dr. Ben Douglas Skelley Faculty Support Endowment in Political Science
- The Guerrier Family Memorial Scholarship Endowment in the Department of History
- The Geoffrey F. Morley-Mower Scholarship in the Department of English
- The Sean T. Harrington ('96) Scholarship in the School of Media Arts and Design
- The James Madison Center for Civic Engagement
- The Whitten Maher Memorial Scholarship Endowment for Writing and Design - WRTC
- The Breeze
- The Michael L. Allain Scholarship Endowment in Classical Studies

Giving Tuesday is November 29th!

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THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Advancement and Engagement Committee
Thursday, September 15, 2022
2:45 p.m.

Agenda

1. Approval of Minutes* – April 21, 2022
2. Fundraising Report
Ally Henchy, Athletic Development Officer
Jeff Gilligan, Associate Vice President for Development
3. Vice President Updates and Introductions
Nick Langridge, Vice President for University Advancement
4. Enrollment Update Fall 2022
Chris Meyers, Director of Enrollment Marketing
5. Women for Madison – 10 year anniversary
Cannie Campbell, Associate Vice President for Constituent Engagement
6. Closed Session

*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, April 21, 2022. Mr. Frank Gadams called the meeting to order at 2:47 p.m.

COMMITTEE MEMBERS PRESENT:

Gadams, Frank, Chair
Gray-Keeling, Matthew
Tompkins Johnson, Deborah
Warden, Kathy

ABSENT:

Hutchinson, Lucy

OTHERS PRESENT:

Anderson, Michelle, Administrative Assistant to Corporate and Foundation Relations
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.
Combs, Carrie, Director of Alumni Relations and Annual Giving
Gilligan, Jeff, Associate Vice President for Development
Hart Lyn, Executive Assistant to the Vice President for University Advancement
Jordan, Debbie, Associate Vice President for Advancement Information Services
Langridge, Nick, Vice President for University Advancement
Major, Lara, Board of Visitors Rector
Mayhood, Erin, Vice President for Product Development, Mentor Collective
Meck, John, Director of Corporate and Foundation Relations
Meyers, Chris, Director of Enrollment Marketing
Perrine, Andy, Associate Vice President for University Communications and Marketing
Renkin, Scooter, Assistant Athletics Director
Risch Mott, Karen, Grant Writer, Corporate and Foundation Relations
Rouser, Nerissa, University Council
Smith, Sheila, Associate Vice President for Advancement Planning and Operations
Vass, Mary-Hope, Executive Director of Communications and University Spokesperson
Williams, Jordan, Associate Director of Annual Giving

NEW STAFF

Nick Langridge introduced Miriam Bradley who will replace Weston Hatfield as Assistant Vice President for Principal Relationships Development on July 1, 2022. Miriam comes to JMU from the University of Virginia where she is currently Director of Development for University Priorities and Chief Development Officer of Global Affairs.

APPROVAL OF MINUTES

The minutes of the February 17, 2022 meeting were brought before the committee and approved as presented on a motion by Matthew Gray-Keeling, seconded by Deborah Tompkins-Johnson.

FUNDRAISING REPORT

Scooter Renkin shared that Athletics fundraising is at \$3M for the fiscal year, up \$200K versus the same time last year. The donor count is also up versus last year at 3,240. Overall Athletics fundraising is up \$375K.

Jeff Gilligan reported through March 25, 2022 donors committed funds in the amount of \$25.3 million for FY22 surpassing the \$17 million raised at the same point last year. Annual Giving totals remain strong at \$2.5 million and is tracking ahead of the prior year. The Organizational Major Gift category has a total of \$1.7 million to date. The Organizational Sponsored Programming commitments is \$8.5 million, the highest it has been in the Unleashed Campaign. Currently we have \$14 million in active major gift proposals that we are attempting to close.

ENROLLMENT FALL 2022

Chris Meyers reported on updated marketing initiatives for prospective students and the overall impact of reaching the Class of 2026 enrollment goals. He shared that CHOICES moved back to in-person attendance and was up from previous year's. He talked about the newly released Digital Campus Map and Virtual Tour that was pushed out to newly accepted students. The university had the highest number of applicants ever recorded with deposits currently at 63% of the goal.

CORPORATE AND FOUNDATION RELATIONS

John Meck informed the committee that the Corporate and Foundation Relations office facilitates private organizational giving and in FY22 has been responsible for \$10.7 million, a significant increase over previous years due to improved faculty outreach. This team also manages the annual Madison Trust innovation funding event, which this year has raised more than \$85,000 since March.

MENTOR COLLECTIVE

Carrie Combs and Erin Mayhood shared that the Office of Alumni Relations partnered with the Black Alumni Chapter and Mentor Collective to launch its first-ever formal student to alumni

mentor program. The program is dedicated to making life-changing relationships a feature of every student's college experience.

GIVING DAY FOLLOW UP

Jordan Williams reported that the sixth annual Giving Day was championed by the Office of Annual Giving in February bringing together the entire University community raising an impressive \$1M+ in philanthropic support.

FOOTBALL SCHEDULE AND EVENTS

Nick Langridge shared the Fall 2022 football schedule highlighting JMU's new position in the SunBelt conference. He asked members of the committee to think about away games and events that could be offered to donors around those dates. It was suggested that the ODU game on November 12, 2022 might offer a great opportunity to develop relationships with alumni. It was also suggested that home games will give fans a chance to familiarize themselves with these new teams.

The meeting adjourned at 4:27 p.m.

Respectfully submitted,

Frank Gadams, Chair

Donna L. Harper, Secretary to the Board

Board of Visitors Advancement and Engagement Committee

September 15, 2022



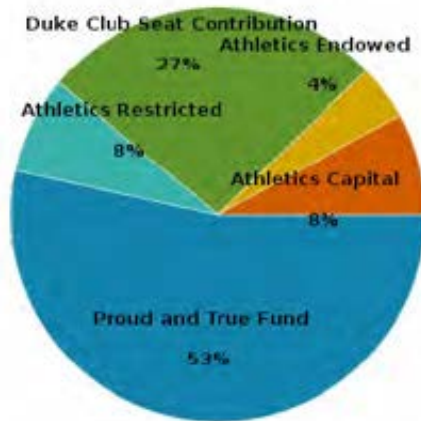
Fundraising Report

Ally Henchy, Athletics Development Officer

Jeff Gilligan, Associate Vice President for Development



Athletics Current Fiscal Year Cash by Category



Athletics FY22

Athletics Cash and Receipts by Fiscal Year

	2022	2021	2020	2019	2018
Duke Club Seat Contribution	\$1,349,362	\$641,549	\$659,199	\$1,281,697	\$2,482,874
Proud and True Fund	\$2,694,885	\$2,144,907	\$1,340,066	\$1,359,163	\$156,416
Athletics Restricted	\$383,069	\$416,393	\$410,233	\$606,368	\$444,585
Athletics Capital	\$400,324	\$1,050,488	\$951,742	\$1,282,669	\$1,183,283
Athletics Endowed	\$217,430	\$168,040	\$358,448	\$132,867	\$192,040
Event Contribution Restricted	\$15,340	\$77,840	\$36,836	\$46,631	—
Event Contribution Unrestricted	\$20,994	—	\$48,733	\$30,176	—
Total	\$5,081,405	\$4,499,216	\$3,805,257	\$4,739,570	\$4,459,198

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

Athletics Donors by Fiscal Year

Includes unique spouseholds for all Athletics allocations

2022	2021	2020	2019	2018
4,695	3,770	3,413	4,331	4,457



Weekly Duke Club Report

Dollar Amounts and Donor Counts as of:
Aug 19, 2022

By Fiscal Year YTD

	2019	2020	2021	2022	2023
Duke Club Seat Contribution	\$175,195	\$84,195	\$69,529	\$149,770	\$203,656
Proud and True Fund	\$29,732	\$134,331	\$211,830	\$192,699	\$140,537
Athletics Restricted	\$99,984	\$65,400	\$36,673	\$47,892	\$32,504
Athletics Capital	\$77,211	\$29,251	\$17,060	\$64,870	\$18,814
Athletics Endowed	\$25,527	\$10,555	\$20,973	\$1,583	\$1,950
Total	\$407,649	\$323,732	\$356,066	\$456,814	\$397,461

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

Current FY Annual Fund Dollars: \$344,193

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

Percent of Goal: 8%

Total Unique Athletics Donors by Fiscal YTD

Includes unique spouseholds

2019	2020	2021	2022	2023
1,019	1,116	502	992	1,202



Funds Raised to Date
Compressed
 Year End FY 2022
 07/01/2017 - 06/30/2022

Provided by:
 AIS/Data Analysis & Reporting



Fund Raised Program - Compressed	FY 2022	FY 2021	FY 2020	FY 2019	FY 2018
PRD/Strategic Gifts	\$11,149,315	\$10,019,409	\$6,872,105	\$9,367,238	\$4,378,332
Corp/Found	\$11,437,336	\$3,551,467	\$3,402,106	\$3,106,127	\$3,603,472
All Athletics	\$6,257,580	\$4,185,139	\$2,975,229	\$4,288,303	\$4,856,356
Annual Giving	\$3,068,572	\$2,555,702	\$2,701,459	\$2,716,291	\$2,757,705
Organization Annual Gifts	\$386,158	\$330,378	\$387,609	\$420,133	\$365,276
Matching Gifts	\$471,659	\$443,382	\$504,145	\$484,399	\$525,729
Realized Planned Gifts	\$1,175,312	\$1,866,187	\$494,459	\$1,592,834	\$3,751,720
Above Sub-Total - Total	\$33,945,932	\$22,951,663	\$17,337,112	\$21,975,326	\$20,238,589
WMRA Gifts	\$773,148	\$763,508	\$750,352	\$737,722	\$757,392
WMRA Total - Total	\$773,148	\$763,508	\$750,352	\$737,722	\$757,392
Above - Total	\$34,719,080	\$23,715,172	\$18,087,464	\$22,713,047	\$20,995,981
Conditional Pledges	\$6,980,412	\$18,803,701	\$6,184,828	\$4,086,405	\$2,563,511
Non-charitable Sponsorship Commitments	\$36,515	\$77,840	\$3,585,569	\$76,807	\$2,337,860
Below Sub-Total - Total	\$7,016,927	\$18,881,541	\$9,770,397	\$4,163,212	\$4,901,371
Below - Total	\$7,016,927	\$18,881,541	\$9,770,397	\$4,163,212	\$4,901,371



Campaign Totals

Public Phase Goals	Status 06/30/22	Goal	% of Goal
Opening Our Doors	\$102,641,303	\$80,000,000	128.30%
Advancing Our Understanding	\$83,555,844	\$65,000,000	128.55%
Building Our Success	\$39,125,640	\$32,000,000	122.27%
Renewing Our Civil Society	\$13,940,257	\$15,000,000	92.94%
Realizing Our Vision	\$11,841,741	\$8,000,000	148.02%
Overall - Total	\$251,104,785	\$200,000,000	125.55%



Funds Raised to Date
Compressed
 07/01/2022 - 08/26/2022

Provided by:
 AIS/Data Analysis & Reporting



Fund Raised Program - Compressed	FY 2023	FY 2022	FY 2021	FY 2020	FY 2019
PRD/Strategic Gifts	\$71,652	\$470,487	\$321,780	\$917,819	\$1,348,000
Corp/Found	\$4,996,992	\$5,712,368	\$830,573	\$1,345,834	\$320,436
All Athletics	\$435,510	\$459,805	\$309,178	\$272,982	\$501,903
Annual Giving	\$182,403	\$202,897	\$139,363	\$110,811	\$196,540
Organization Annual Gifts	\$30,752	\$43,739	\$41,583	\$31,965	\$19,355
Matching Gifts	\$27,752	\$54,727	\$81,077	\$31,632	\$26,609
Realized Planned Gifts	\$8,627	\$36,288	\$5,181	\$158,172	\$214,446
Above Sub-Total - Total	\$5,753,688	\$6,980,310	\$1,728,735	\$2,869,214	\$2,627,290
WMRA Gifts	\$43,965	\$42,389	\$42,764	\$48,022	\$43,034
WMRA Total - Total	\$43,965	\$42,389	\$42,764	\$48,022	\$43,034
Above - Total	\$5,797,653	\$7,022,699	\$1,771,500	\$2,917,236	\$2,670,324
Conditional Pledges	\$961,820	\$1,175,410	\$0	\$1,040,001	\$266,901
Non-charitable Sponsorship Commitments	\$90	\$0	\$0	\$3,500,000	\$0
Below Sub-Total - Total	\$961,910	\$1,175,410	\$0	\$4,540,001	\$266,901
Below - Total	\$961,910	\$1,175,410	\$0	\$4,540,001	\$266,901

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



Pipeline

As of August 25, 2022

Pre solicitation: 64 proposals = \$7,505,000

Solicitation proposals: 83 proposals = \$15,973,450

Closed Major Gifts: 11 for \$5,791,264

Vice President Updates and Introductions

Nick Langridge, Vice President for University Advancement



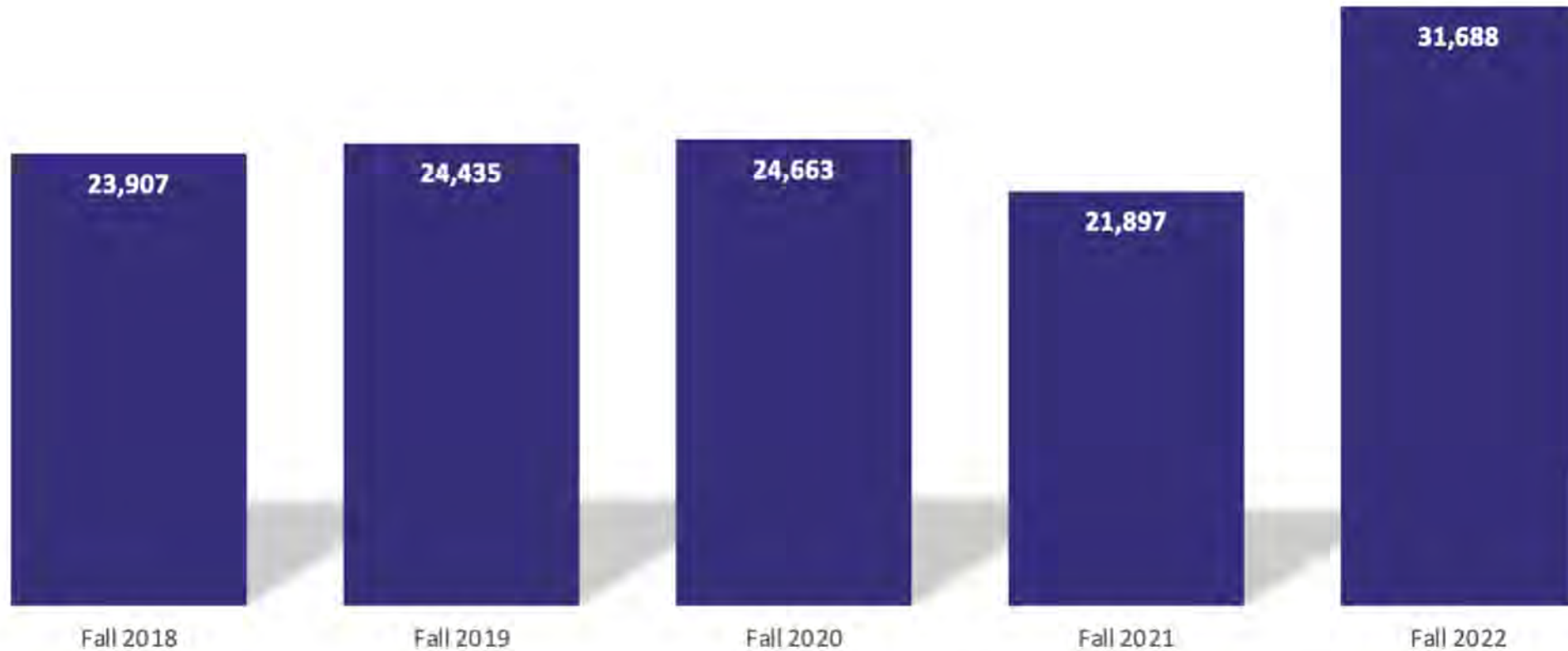
Enrollment Update Fall 2022

Chris Meyers, Director of Enrollment Marketing



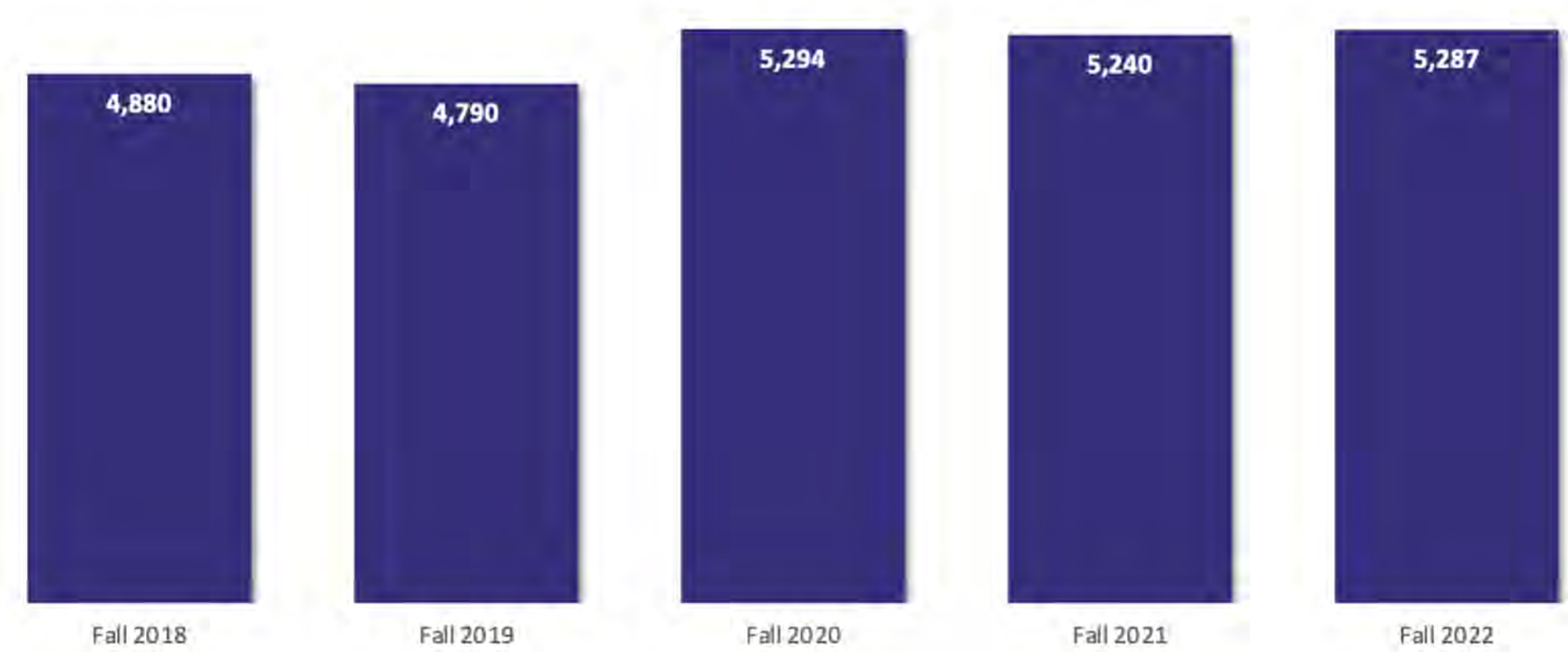


Applications





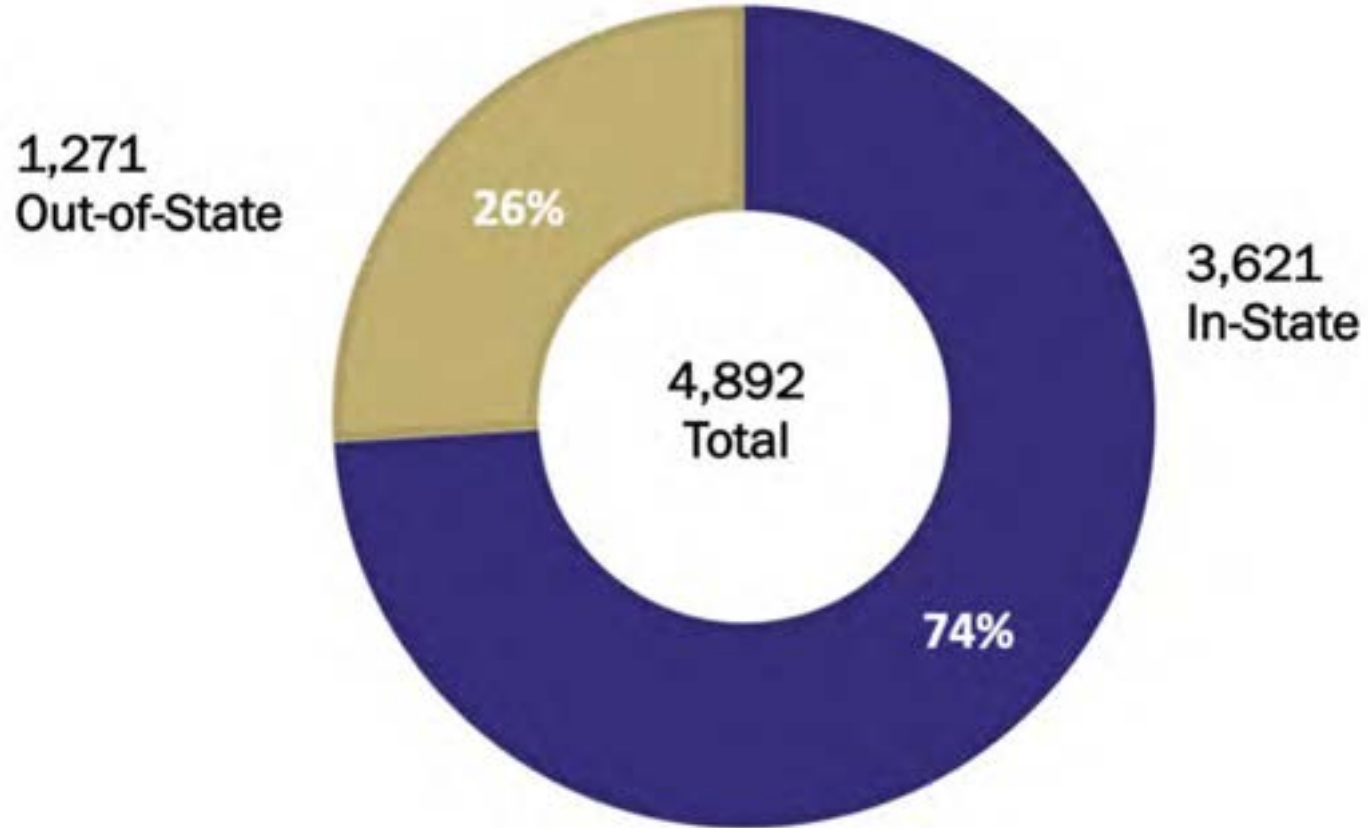
Deposits



*Goal: 5,100

Class of 2026 Enrollment

as of 8/24/2022



*Goal: 4,750

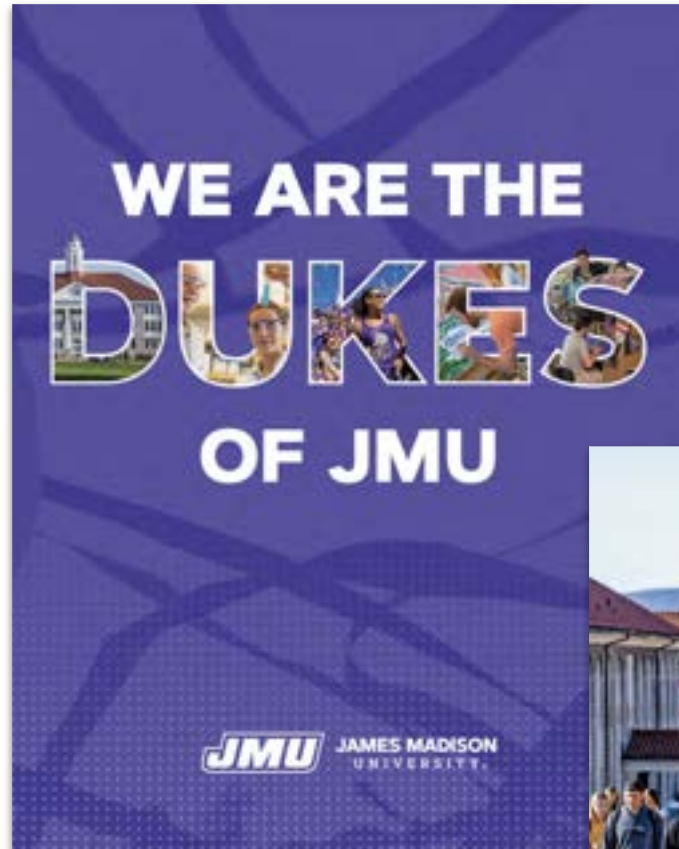


University Advertising

- New position: Associate Director of Enrollment Marketing
 - Digital advertising strategy
 - Advertising initiatives
 - Project management
- Additional \$155K for institutional advertising
 - Digital advertising hosted by JMU
 - Geographic and event-based ads
 - Search engine marketing
 - Institutional brand awareness
 - Expanded contract with Niche.com
 - Expanded contract with Keystone



Underclassmen Marketing



- New print materials
- New email workflows
- Partnership with Niche.com to capture underclassmen data
- Advertising



Digital Map and Virtual Tour

- Published May 2022





WOMEN FOR
Madison

10 years ... and we are just getting started!

Looking Back at an Exceptional Decade

- Started in 2013
- Grown exponentially
- It started with a dream
 - “Would JMU women want this?”
 - inspirational conferences
 - social events
 - a support network
 - philanthropy



Dreams do come true!



- 10 years later we have achieved it all and more!
- [Timeline](#)
- And we are still reaching for the stars!

10 Years of Redefining Philanthropy

- **Practical Vision**

- Women are a visible and leading force in JMU's rise to national prominence. At the forefront of this charge, Women for Madison harnesses the power of women and their networks to focus on meaningful involvement and bold investment in the Madison Experience. JMU women OPEN doors for future generations of Dukes: **O**pportunities, **P**hilanthropy, **E**quity, **N**ow!



Engagement

- Signature Events
 - Circles
 - Rallies
 - Summits
 - WFM Webinar Series
 - Campus Partnerships



Networking

- Peer-to-peer fundraising
- Sharing our WFM story
- Including our JMU friends & family into the WFM Circle



Philanthropy (the early years)

- Focus on fundraising for JMU Scholarships
- Have consistently supported funds such as
 - Centennial Scholars
 - Valley Scholars
 - Madison For Keeps
 - Dolley Madison Dukes Pay It Forward Scholarship
 - Duke Club
 - Unrestricted
 - And many, many more!



Amethyst Circle (2018)

- More intentional, philanthropic focus to raise \$1,000,000. The Amethyst Circle is a giving society committed to growing women's engagement, leadership and philanthropy at JMU. This Circle serves as a vehicle **to more deeply engage and receive advice regarding women in philanthropy at JMU.**
 - **Who:** a minimum of 200 women
 - **What:** \$5000 over 2 years (an Annual Giving Society)
 - **How:** peer-to-peer
 - **When:** Timeline: 2-year period (Summit cycles)
 - Celebrate end of first Cycle at Summit 2023
- **Founders Success**





Philanthropy Success!

- Currently - first AC student are at JMU!
 - Raised over \$950,000 in expendable and endowment dollars
- More scholarships are on the way.
 - “We still need 60 more women to step up and join us, but I fully expect and hope that we will have a huge celebration at our spring summit. Our vision is to announce we’ve reached that first \$1 million goal and to see our first 25 recipients lining the stage as we clap — not for us, for them.”

WFM, On the National Stage

- National model for other universities
 - Speaking at conferences
 - CASE, Gender Matters , STAFF Conference, Southeast Annual Giving Conference, Women's Philanthropy Symposium
 - Strategic Thought Partner in Women's Philanthropy
 - Contributing to the national research on giving with Women's Philanthropy Institute

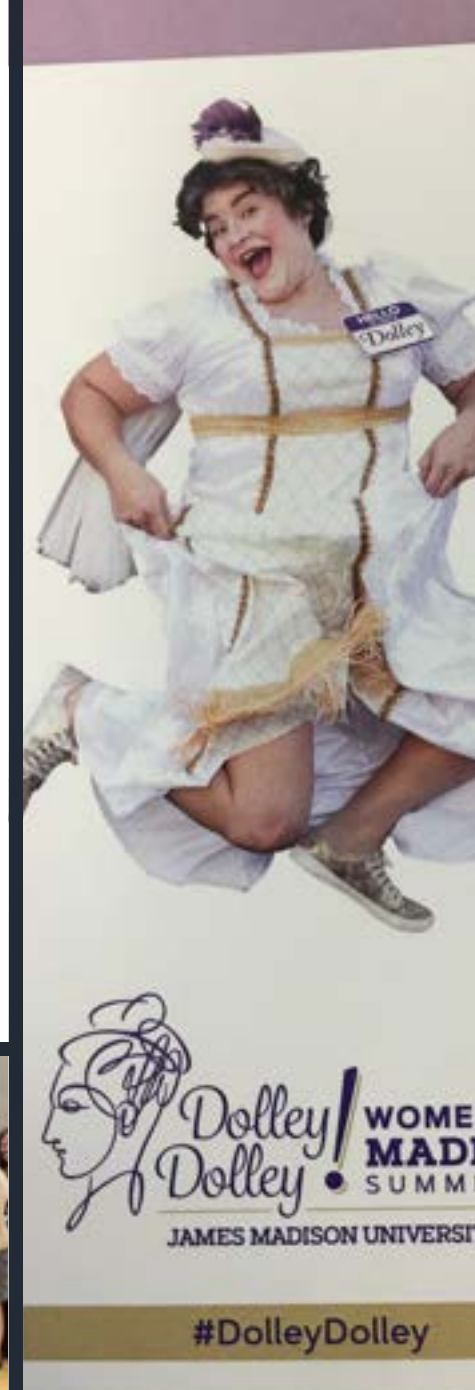




10 years later...
and we are just
getting started!



<https://www.jmu.edu/news/2022/08/18-wfm-10-years.shtml>



Closed Session



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

Athletics Committee
Thursday, September 15, 2022
Festival, Ballroom B
2:45 P.M.

Agenda

1. Approval of Minutes – April 21, 2022*
2. Introductions and Sports Update
Jeff Bourne, Director of Athletics
3. 2021-2022 Strategic Plan Accountability Measures
Geoff Polglase, Deputy Athletics Director
4. Compliance Update
Stephen LaPorta, Assistant Athletics Director, Compliance
5. Development Report
Scooter Renkin, Associate A.D. for Development
6. Sun Belt Conference Update
Jeff Bourne, Director of Athletics

*Action Required



**Board of Visitors
September 15, 2022**

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

Minutes of the Athletics' Committee

The Athletics' Committee met on April 21, 2022, in Ballroom B of the Festival and Student Center. The meeting was called to order at 2:51 p.m. by Vanessa Evans-Grevious, Chair.

Present:

Evans-Grevious, Vanessa, Chair
Herod, Maribeth
Jankowski, Maria
Rothenberger, John
Welburn, Craig

Others:

Alger, Jonathan, President
Ryan, Felicity, SAAC President
Burgess, Brad, Assistant A.D. for Internal Development
Crawford, Meredith, Assistant A.D. for Student-Athlete Leadership
Gorton, Eric, University Media Relations Coordinator
Knight, Jack, University Counsel
Phillips, Jennifer, Senior Associate A.D. for Student-Athlete Development/SWA
Polglase, Geoffrey, Deputy Director of Athletics
Renkin, Scooter, Assistant A.D. – Major Gifts Officer
Wood, Cliff, Senior Associate A.D. for Development

She then called for a motion to approve the minutes. It was moved by John Rothenberger and seconded by Maribeth Herod to approve the minutes of the February 17, 2022, meeting of the Athletics' Committee. Ms. Evans-Grevious acknowledged that this would be her final meeting as Athletics' Committee Chair and thanked the committee for its service and partnership.

Sports Update

Jennifer Phillips, Associate A.D., Student-Athlete Development/SWA, recognized Head Coach, Dane Pedersen, Swimming, on his ECAC Coach of the Meet honor and related team accomplishments from this past season. Coach Pederson addressed the Athletics' Committee and highlighted his team's past success and noted the resiliency of his student-athletes. He acknowledged that it was a special year that offered "unique challenges" while still dealing with COVID and the transition to the Sun Belt, and the CAA's decision to preclude his team's ability to participate for its fifth-straight CAA Championship. Winning the ECAC Championship made Swim and Dive the first JMU sports program to "five-peat"—win five consecutive championships (4-CAA; 1-ECAC). Geoff Polglase, Deputy Director of Athletics, acknowledged the leadership of Athletics' Committee Chair, Vanessa Evans-Grevious, and thanked her on behalf of Mr. Bourne and the entire department for her leadership as the Committee's Chair and to the

institution as a whole. Mr. Polglase then presented a Sports Update. JMU teams have compiled a 166-121-2 cumulative record for a .578 winning percentage. The current .646 winning percentage in men's sports is JMU's best since at least 2011. Forced out of the CAA Championship, Swimming & Diving competed in the 19-team, open ECAC Championships and captured their fifth consecutive team title in a championship meet; sophomore Jess Payne Swimmer of the Meet. Five Dukes qualified for the NCAA Zone A diving meet. Men's golf will compete as individuals in the CAA Championships this weekend in Dataw Island, S.C. Women's golf competed as individuals in the CAA Championship, highlighted by sophomore, Amelia Williams, finishing sixth. As a team, JMU shattered its season-long team scoring average record with a 293.03 (+5.43) to top the previous mark of 301.52 (+13.52). Kendall Turner (73.24), Kate Owens (74.12) and Amelia Williams (74.21) established the three lowest single-season scoring averages in JMU history. Women's Tennis finished 9-11 after the Dukes significantly increased their strength of schedule with the CAA automatic bid opportunity removed. Men's Tennis posted its best season since 1990, going 14-6 overall, highlighted by No. 1 singles Holden Koons going 18-2 in singles matches. Having lost the bulk of its offense and top starting pitcher from the 2021 WCWS team, softball sits at 18-21 after opening the season ranked as high as 17th nationally. The Dukes are tied for third in the CAA. Lacrosse sits at 11-4 overall with an active eight-game winning streak, which included knocking off top-five ranked Maryland on the road. Molly Dougherty was named to the preseason top-50 watch list for the Tewaaron Award, and Isabella Peterson was added to the list mid-season. JMU is in first in the CAA and ranked 11th. Baseball sits at 20-17 and sits in sixth place in the CAA. The indoor track & field season concluded with JMU placing sixth at the ECAC Championships with six All-East honors earned. Individually, Rachel Lloyd set the program's pole vault record and Erica Moolman matched it later at the ECAC Championships. Holly Mpassy also set the 400-meter record at ECACs. The Hall of Fame Class of 2022 was announced in January, with a group that includes: 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). The 2022 Class will be inducted on September 9, 2022, at the JMU Festival Conference and Student Center. Kylie Moulin (women's tennis) and Anthony Piccolino (baseball) were honored as CAA Institutional Scholar-Athletes for the year, and Carly Lyvers (women's golf) was one of two CAA student-athletes selected to attend the NCAA Student-Athlete Leadership Forum in November in Houston. Following questions from Committee Members, Mr. Polglase concluded his update.

Title IX Participation Report

Jennifer Phillips, Associate A.D., Student-Athlete Development/SWA, provided a summary of the recent Title IX review conducted within the JMU Athletics Department. Ms. Phillips reported that overall, that the JMU Athletics program should be commended with its efforts to fully comply with Title IX requirements. She recognized that the coaches continue to do a great job managing their respective rosters and despite financial challenges, make accommodations where they are able. In Academic Year 2021-2022, Ms. Phillips reported that JMU met the requirements of Title IX Compliance Test 1, regarding providing proportional participation opportunities for males and females with respect to their overall enrollment in the University, and that the Department should continue to follow its current Roster Management Plan and monitor enrollment rates. All men's and women's teams had student athletes to attend summer school and receive athletic financial assistance. Access to summer school and Bridge

Program athletic financial assistance continues to be equivalent and based on nondiscriminatory prescribed qualifying criteria. The overall Title IX report yielded that there were no significant issues; however, progress continues on previous years' recommendations: JMU continues to explore upgrade opportunities for the swimming and diving team and has plans for a locker room and coaches offices for field hockey to be included in the Convocation Center Facilities Update Plan, which should be completed and ready for occupancy in the Summer of 2023. Additionally, Student-Athletes and coaches interviewed stated that Social Media content and quantities had improved significantly. Further, a Director of Player Development has been hired for women's basketball. This year, Helen Grant Consulting, the agency that conducted the Title IX review, also studied efforts relating to Diversity & Inclusion (Leadership, Infrastructure, Evaluation and Assessment, Education, and Collaboration), and applauded our Departmental efforts, noting that "It is apparent that access, diversity, inclusion, and Title IX is a concerted effort for JMU and JMU Athletics." Review of the department's diversity and inclusion efforts this year, stems from recent NCAA legislation which requires Athletic departments to review its diversity and inclusion efforts every four years. Internally, the Gender Equity Committee is reviewing JMU's Transgender Policy. The department has partnership with Athlete Ally (a nonprofit LGBTQ athletic advocacy group based that focuses on making athletic communities more inclusive and less discriminatory and helping athletes to advocate for LGBTQ equality), to help better publicize JMU Athletics equality efforts. JMU Athletics currently follows the NCAA's Transgender Policy. Following questions from the Committee, Ms. Phillips concluded her update.

Student-Athlete/SAAC Update

Meredith Crawford, Assistant A.D., Student-Athlete Leadership Program, and Student-Athlete Advisory Committee (SAAC) President, Felicity Ryan (Women's Diving), provided an overview of SAAC's priorities and sponsored initiatives with various local organizations, including Greeters at local elementary schools, Trick or Treat on Greek Row, Dental Supplies Drive, Blue Ridge Area Food Drive, Angel Tree w/ Salvation Army, Letters to First Responders, American Cancer Society Relay for Life, Out of the Darkness Walk, Open Doors Homeless Shelter, Big Brothers/Big Sisters and On the Road Collaborative. Ms. Ryan shared her goal as President of SAAC, to further foster Togetherness and Unity among student-athletes and discussed ways in which student-athletes are addressing areas of Diversity, Equity and Inclusion, and Mental health. Through Duke's Let's Talk, and Dukes LEAD events, in addition to recently-established Affinity Support groups, the celebration of Black History Month through Social Media, creating a Unity Pledge and developing a Diversity Equity & Inclusion Statement and corresponding video, student-athletes have found ways to both celebrate differences and unify as one. Additionally, efforts have been made to "Build Back Community" and more closely unite student-athletes with their peers here at JMU. Ms. Ryan spoke of the excitement surrounding next week's Student-Athlete Gala which will be a night of celebration and fellowship for all JMU student-athletes. Mrs. Crawford then provided an update on the Student-Athlete Leadership Program, highlighting various Workshops (which average roughly 200 student-athletes at each workshop) and guest speakers offered this year as well as noting new enhancements to the Program, including the addition of second fulltime staff member in Jake Van Roekel, the establishment of the Leadership Academy and the creation of the Canvas Professional Toolkit. Further, the creation of the JMU Athlete Network, various Affinity Groups, and a focus on Student-Athlete Stories, provides additional resources to better grow and support our student-athletes. Community service continues to be performed at a very high caliber—currently, over 6,445 hours of community service have been performed by student-athletes and the athletics department. Goals

for FY 23 were discussed, including finding ways to allow student-athletes to participate in study abroad opportunities. President Jonathan Alger, shared that the University is exploring additional study abroad opportunities, which offer shorter windows of participation; a model that would make it more conducive for a student-athlete with limited availability to participate in such an experience. Following questions from Committee Members, Mrs. Crawford concluded the update.

Development Update

Cliff Wood, Senior Associate A.D., Development, provided a fundraising update. While there is still work to be done, the Duke Club is making traction. The Annual Fund is up over \$800K year-over-year, and over \$600K vs FY19, which was the last non-COVID impacted year, and is currently on pace for a record setting year. Total Donor Count is up versus the pandemic years, but still lags FY19 and FY18. Overall Athletics Fundraising is up over \$375K versus FY21 and down about \$9K versus FY19. Currently, there are roughly 3,240 donors, and giving by alums, continues to be low at roughly 5.2%. Following a discussion on the importance of creating a culture of philanthropic giving while students are here at JMU, Mr. Wood concluded his update. Mr. Polglase then shared with the Committee that Cliff Wood will be retiring at the end of June, 2022, and that the Duke Club and Ticket Office is currently restructuring.

FBS Transition

Geoff Polglase, Deputy Director of Athletics, provided a brief update on JMU's transition to the Sun Belt Conference. The Sun Belt Conference Senior Staff visited JMU last week for an "orientation" to prepare for JMU's move to the SBC. The SBC Staff met with various areas within Athletics to discuss expectations as well and SBC policies and procedures. Multiple sports are not included in the Sun Belt Conference; lacrosse will join the American Athletic Conference for 2022-2023. Field hockey will compete as an independent for the 2022 season. Swimming & diving remains to be announced, however, is currently exploring the Coastal Collegiate Sports Association (CCSA) as a potential home. Earlier this month the Sun Belt announced the addition of men's soccer to the conference, giving the JMU men's program a home. Mr. Polglase shared that the 2022-2023 Football Schedule has been released with the Dukes opening up on September 3, against non-conference Middle Tennessee University. Mr. Polglase concluded his update by once more thanking Mrs. Evans-Grevious for her leadership as the Athletics Committee Chair.

There being no further business, Ms. Evans-Grevious then called for a motion to adjourn. It was moved by Maria Jankowski and seconded by John Rothenberger. The meeting was adjourned at 4:15 p.m.

Respectfully submitted,

Vanessa Evans-Grevious, Chair

Donna L. Harper, Secretary to the Board

Athletics Committee

September 15, 2022



Sports Update & Introductions

Jeff Bourne, Director of Athletics



**2021-2022 Strategic Plan
Accountability Measures
Geoff Polglase, Deputy Athletics
Director**



JMU Athletics Accountability Measures Report to the Board of Visitors September 15, 2022

The report reflects the results for the accountability measures for JMU Athletics as outlined in its strategic plan. As required in the plan, the BOV receives this report annually.

Athletics Strategic Plan Themes

- Student-Athlete Well-Being and Athletic Performance Development
- Academic Achievement and Student-Athlete Development
- Sustainable Athletic-Generated Revenues
- Contemporary Athletic Competition and Training Facilities
- Competitive Sports Supporting a National Profile
- Access and Inclusivity
- Fiscal Accountability and Transparency

Academic Year (AY) 2021-22 Measures and Results

Theme - Student-Athlete Well-Being and Athletic Performance Development

Measures –

- Complete a comprehensive model for integrated sports performance (9.1.2015)
- Develop and implement a comprehensive crisis management plan (8.1.2015)
- Develop a plan for Sports Nutrition (6.30.2015)

Each item was completed on schedule as defined in initial plan

Theme - Academic Achievement and Student-Athlete Development

Measures -

- Achieve an NCAA Graduation Success Rate of 85
 - **AY2020-21 (most recent data available) Result = 90**
- Achieve a cumulative Student-Athlete Grade Point Average of 3.0
 - **AY2021-22 Result = 3.08**
- All teams will maintain a multi-year Academic Performance Rate (APR) score of 960 or higher. The most recent data reflects the 2020-21 academic year.
 - **AY2020-21 Result = all teams met the 960 score**
- Achieve a total of 5,000 hours of Student-Athlete and Athletics Staff Community Service
 - **AY2021-22 Result = 7,085 total hours**

Theme - Achieve Annual Revenue Goals from Athletics 3-Year Financial Plan (by category) –

**Game Guarantees impacted by not having a Power 5 football opponent in 2021*

Measures -

	FY18	FY19	FY20	FY21	FY22
Annual Fund	2,639,265	2,671,670	\$2,100,829	\$2,864,396	\$4,044,396
Capital Fundraising	1,208,683	1,182,669	\$ 951,742	\$1,050,488	\$ 400,324
Ticket Sales	2,943,794	2,589,364	\$2,471,395	\$ 251,281	\$2,834,803
Corporate Sponsorships	677,000	768,953	\$ 606,055	\$1,477,482	\$1,103,343
Game Guarantees*	442,666	617,500	\$ 682,000	\$ 44,000	\$ 8,000

Reach \$12M in pledges for new Convocation Center – 6.30.2016 - Achieved

Theme - Contemporary Athletic Competition and Training Facilities

Measures -

- Atlantic Union Bank Center on schedule for (2018 construction) 2020 completion
 - ***Opened on schedule for 2020-21 Basketball seasons***
- Current Convocation Center conversion plan finalized **(6.30.2016)***
 - ****Previously completed and amended in Athletics Facility Master Plan. Under renovation and set for teams' use Fall 2023***
- Major projects added to University Master Plan **(12.31.2015)***
 - ****Previously completed and amended in Athletics Facility Master Plan.***

Theme - Competitive Sports Supporting a National Profile

Measures -

- Achieve highest ranking within Directors Cup standings amongst conference members (Colonial Athletic Association) ****AY22 Results impacted by CAA's decision to prohibit JMU's participation in Conference Championships**
 - ***AY2021-22 Result = 4th in CAA and 126th Nationally*****
- Five (5) teams will win conference championships annually
 - ***AY2021-22 Result = 2*****
- Seven (7) teams will be represented in NCAA post-season annually
 - ***AY2021-22 Result = 5*****
- Implement comprehensive plan to strengthen JMU Athletics brand nationally (6.30.2015)
 - Status of this objective – **Completed**
- Completion and initial implementation of team-specific strategic planning (6.30.2016)
 - Status of this objective – **Completed**

Theme - **Access and Inclusivity**

Measures -

- Completion of Annual Gender Equity Report and program initiatives
 - **AY2021-22 Result = Completed**
- Completion of Annual Title IX Report by external consultant
 - **AY2021-22 Result = Completed**
- Completion of Annual Athletics Diversity Report and program initiatives
 - **AY2021-22 Result = Completed**

Theme - **Fiscal Accountability and Transparency**

Measures -

- Meet all University and NCAA reporting deadlines to ensure Commonwealth financial management standards
 - **AY2021-22 Result = completed as outlined**
- Distribute *Engaged in Excellence* report card annually to key constituents
 - **AY2021-22 Result = completed as outlined**

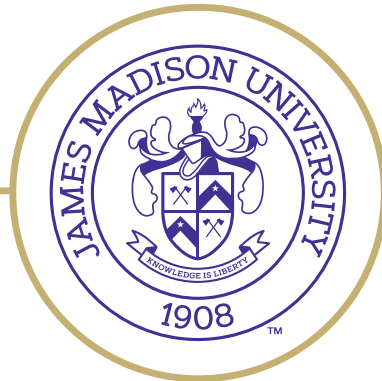


2021-2022 Strategic Plan Accountability Measures

- Questions

Compliance Update

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





NCAA v. Alston

- Supreme Court decision June 21, 2021
- Issue: Can the NCAA restrict educational related compensation, and if it does, does that violate federal anti-trust law
- Decision: NCAA restricting non-cash education related benefits violates anti-trust law.



NCAA v. Alston

- Outcome: Unanimous decision for Alston
- Change in NCAA legislation relating to educational related benefits
- Examples:
 - Scholarships for vocational schools
 - Post-eligibility scholarship opportunities
 - Academic or graduation incentive
 - Educational benefits such as tutoring, study abroad, tangible items not included in cost of attendance



NCAA v. Alston

- Additional ramifications:
- SCOTUS decision removes perceived anti-trust exemption
- Precedent set for future cases regarding amateurism rules
 - Name, Image, and Likeness
- Possible precedent for other court cases
 - NCAA v. Johnson
 - House v. NCAA



Name, Image, and Likeness

- July 2021: Student-athletes are permitted to begin profiting off of their name, image, or likeness
- NCAA rules
- Virginia law
- JMU policy



NCAA Transformation Committee

- Created after the NCAA Constitution Committee completed their work in January 2022
- Areas of focus include:
 - Issues related to transfers
 - Modernization of NCAA rules
 - Timely infractions process
 - Division 1 Membership standards
 - Enhanced student-athlete support and benefits



NCAA Transformation Committee Timeline

- Board of Directors will review the following items:
- August 3: Took action on student-athlete benefits legislation
- August 31: Transfers and Infractions process
- October 26: Coaching staff limits, Recruiting, and Membership minimums
- December: Championship access and Governance model

Development Update

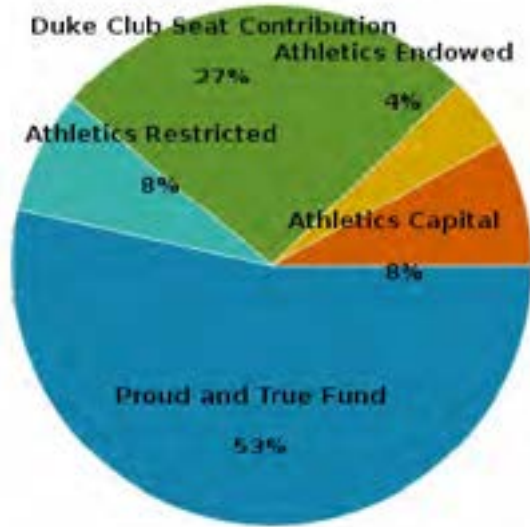
**Scooter Renkin, Associate A.D.,
Development**



Development Update



Athletics Current Fiscal Year Cash by Category



Athletics FY22

Athletics Cash and Receipts by Fiscal Year

	2022	2021	2020	2019	2018
Duke Club Seat Contribution	\$1,349,362	\$641,549	\$659,199	\$1,281,697	\$2,482,874
Proud and True Fund	\$2,694,885	\$2,144,907	\$1,340,066	\$1,359,163	\$156,416
Athletics Restricted	\$383,069	\$416,393	\$410,233	\$606,368	\$444,585
Athletics Capital	\$400,324	\$1,050,488	\$951,742	\$1,282,669	\$1,183,283
Athletics Endowed	\$217,430	\$168,040	\$358,448	\$132,867	\$192,040
Event Contribution Restricted	\$15,340	\$77,840	\$36,836	\$46,631	—
Event Contribution Unrestricted	\$20,994	—	\$48,733	\$30,176	—
Total	\$5,081,405	\$4,499,216	\$3,805,257	\$4,739,570	\$4,459,198

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

Athletics Donors by Fiscal Year

Includes unique households for all Athletics allocations

2022	2021	2020	2019	2018
4,695	3,770	3,413	4,331	4,457

Development Update



By Fiscal Year YTD

	2019	2020	2021	2022	2023
Duke Club Seat Contribution	\$175,195	\$84,195	\$69,529	\$149,770	\$203,656
Proud and True Fund	\$29,732	\$134,331	\$211,830	\$192,699	\$140,537
Athletics Restricted	\$99,984	\$65,400	\$36,673	\$47,892	\$32,504
Athletics Capital	\$77,211	\$29,251	\$17,060	\$64,870	\$18,814
Athletics Endowed	\$25,527	\$10,555	\$20,973	\$1,583	\$1,950
Total	\$407,649	\$323,732	\$356,066	\$456,814	\$397,461

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

Current FY Annual Fund Dollars: \$344,193

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

Percent of Goal: 8%

Total Unique Athletics Donors by Fiscal YTD

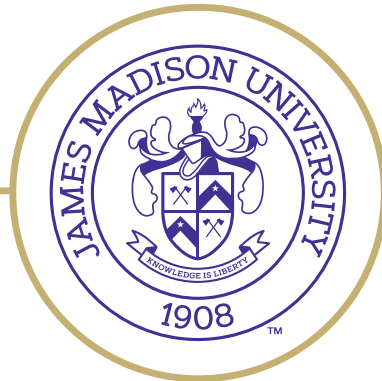
Includes unique spouseholds

2019	2020	2021	2022	2023
1,019	1,116	502	992	1,202

**As of August 19, 2022*

Sun Belt Conference Update

Jeff Bourne, Director of Athletics



Athletic Areas





Athletics Business Office

Athletic Business Office Staff and Overview: The Athletics Business Office at JMU is comprised of three full-time staff. Amongst the staff, the ABO manages the budget for the entire department, payroll processing, HR functions, event billing, financial reporting and more. Mac Hart is the Assistant Athletic Director for Business and Finance, and leads this office.

The ABO works closely with coaches and department heads within athletics to develop and monitor budgets. The ABO also provides guidance and direction on the use of both auxiliary and private funds to ensure compliance with State, conference, and NCAA policies and procedures.

Funding for Athletics: The budget for the department is comprised of several different revenue sources. It should be noted that athletics is an auxiliary budget, meaning that General Funds provided by the state may not be used to fund the department. The athletics budget is funded through the following:

- Student Fees – each student at JMU is charged a comprehensive fee on a per-semester basis of \$2,589 (annually for Fiscal Year 22 this amounts to \$5,178). Of this fee, athletics receives \$2,226 annually per student. The comprehensive fee is mandatory, and covers non-academic services at the university.
- Ticket Revenue/Hospitality – Currently JMU only charges admission for Football, Men’s Basketball, and Women’s Basketball. For any teams that advance to NCAA post-season play, we charge admission to those post-season games. To date in FY22, we have collected a combined total of \$3.6 million in tickets and hospitality sales
- NCAA Revenues – The NCAA provides funding based on several different criteria, including sport sponsorship, academic performance, grants-in-aid, conference funding, basketball tournament shares, student assistance funding, and more. Additionally, for post-season play, the NCAA will provide stipends for travel, lodging, meals, and other ancillary activities.
- Conference Revenues – The Sun Belt Conference provides funding to each member institution. The funding from the conference is comprised of media rights deals for the conference. When JMU was a member of the Colonial Athletic Association (CAA), conference funding was negligible.
- Third Party Right/Sponsorship – Athletics is partnered with LearfieldIMG (JMU Sports Properties). The advertisements you see displayed within athletics venues, the JMU Sports website, and other media sources are all happening because of our partnership with Learfield. One of the most recognizable examples is the naming rights for the Atlantic Union Bank Center, for which Learfield played a major role in closing the deal.

- Facility Rentals – Our Athletics Facilities team facilitates the rental of athletic fields, buildings, and other spaces to both internal (JMU) and external customers. For the usage of space, labor to convert space to meet the needs of groups, equipment, and other goods and services, a fee is charged.
- Donations – The JMU Duke Club is the fundraising arm of athletics. Sources of revenue within the Duke Club stem from seat/parking contributions, endowment funds, private donations, and more. Donors are able to donate to a particular sport/department, an endowment, to a general fund, and more. For Fiscal Year 22, the Duke Club will be offsetting scholarship costs by \$1.49 million.

Other Items to Note:

- **Cox Bill** - JMU and all public universities in Virginia with an athletics department are limited in the amount of student fee funds used to fund an athletics department. With JMU becoming a Division 1-A member from a “Group of Five” conference, we are limited to no more than 55% funding from Student Fees. Virginia Tech and UVA, being members of a “Power Five” group of schools, are limited to no more than 20% funding from student fees.
- **Audits** – The financial work performed by the Athletic Business Office is audited on a regular basis both internally and externally. Each budget is audited once a year by internal JMU auditors, credit card transactions are audited by expenditure code on a daily basis, and the entire athletics budget (including use of foundation funds) are audited annually by the Virginia Auditor of Public Accounts through a lengthy process.

Several internal controls have been established to ensure that all financial activity falls within the policies outlined by the State of Virginia, the NCAA, JMU Finance, and our conference.



Athletics Communications & Creative Services

Athletics Communications & Creative Services Staff and Overview: Evolved from the historical name of sports information, how JMU Athletics promotes its brand and student-athletes has now grown into two collaborative units – communications and creative services. These units are tasked with telling the story of JMU Athletics via all available mediums, whether the traditional methodology of media relations, statistics and websites or the newer tools of in-house digital streaming, social media, graphic design, creative video and more. We are focused on using technology and innovation to serve a more proactive public relations role using our own communication tools to deliver messages directly to consumers. Kevin Warner is the Assistant A.D. for Communications, and Melissa Wyant is the Assistant A.D. for Creative Services & Fan Engagement; together they lead a team of roughly 15 full and part time individuals, which comprise the JMU Athletics Communications & Creative Services team.

Functions of the JMU Athletics Communications unit include:

- Public Relations
- Media Relations
- Crisis Communications
- Website Management
- Social Media
- Live Video Streaming
- Press Conferences
- Publications
- Statistics
- Record Keeping

Functions of the JMU Athletics Creative Services unit include:

- Website Management
- Social Media
- Graphic Design
- Photography
- Creative Video
- Stadium Video Boards

Overview

Public Relations – We are ultimately responsible for the dissemination of information to the public and determining the best channels for doing so to fit different situations. We accomplish this distribution most frequently via the web and social media, but we work from a bigger picture mentality of the overall message and how it is being delivered.

Media Relations – Our unit serves an important role in media placement, pitches and requests. We handle media requests both from the local media as well as media across the state and the country. We also work to place stories about our student-athletes in their hometown media and other relevant outlets to spread JMU's name. The move to FBS increases JMU's potential media reach.

Crisis Communication – Athletics communications works closely with athletics administration as well as key university representatives (communications, President’s office, etc.) in areas of crisis communication. Most cases are areas dealing with student-athlete discipline. When possible, we try to be proactive and first to report an incident with transparency.

Website Management – JMU Athletics houses its website with a third party called SIDEARM Sports, a move that happened in June of 2014 after seven years with Neulion. Communications staff works in conjunction with other external operations areas to ensure that JMU Sports.com is a comprehensive, one-stop shop for information about JMU Athletics, including live video streaming, tickets, donation information, schedules, rosters, news, social links, contact information and more.

Social Media – Platforms such as Facebook, Twitter, Instagram and YouTube provide the primary means for JMU Athletics to create and share content to tell its story. Social media is a collaborative process with communication staff members curating team social accounts while creative services operates the JMU Sports branded accounts, in addition to providing content to service the team accounts. Altogether, over a dozen staff members have a role in maintaining over 75 social media accounts representing the department.

Live Video Streaming – As part of the Sun Belt’s media rights agreement with ESPN, all JMU athletics live streaming productions air on ESPN+. These broadcasts are done by the schools with direct transmission via ESPN’s subscription streaming platform. An exception occurs if ESPN selects a particular game for linear television coverage on one of its network channels (ESPN, ESPN2, ESPNU, ESPNNews). JMU produces all home football and basketball games in conjunction with local media company Telemedia Productions. JMU aims to air as many other home events as possible among other sports, with broadcasts produced by internal staff with the support of students.

Press Conferences – JMU conducts postgame media press conference for all home football and basketball games and occasional postseason competitions in other sports. The unit also conducts a weekly press opportunity with a variety of coaches.

Publications – Publications are mostly digital in nature and include record books, game notes and game programs.

Statistics – All home sporting events have statistics recorded by our staff or individuals hired by our staff. At football and basketball, we hire community members to handle the actual statistical inputting. At all our other home events, our staff does the actual recording of statistics. We offer live statistics for football, basketball, soccer, field hockey, volleyball, lacrosse, baseball and softball with live results also usually available for track and field.

Record Keeping – In conjunction with the live recording of statistics, our staff works to archive statistics and maintain historical records. Some records are stored in our archives while others are published online via a record book published digitally.

Creative Video – Video is the most in-demand form of content, and we have gradually shifted increased resources. Currently the unit consists of two full-time associate directors plus a 1,500-hour part-time assistant. Videos are created for a variety of platforms, dominated by social media, and include hype pieces, recaps, interviews, brand promotion, recruiting content and more.

Stadium Video Boards – JMU contracts with the supplier of our video boards, Daktronics, to provide a staff member who manages the operation of the boards. We are fortunate to have the same person in place in that position since the stadium opened in 2011. The creative video unit has one position specifically targeted for creating content for the various video boards in different venues.

Photography – While many schools must work with freelancers for their photography needs, we are fortunate to have a photographer on our staff who can coordinate event coverage and fulfill many of the day-to-day needs of the department. Cathy Kushner has been in this role over 20 years and manages the photographic needs of all home sporting events with occasional travel to away events as well. She oversees a staff of student photographers while also contracting with a few community members as needed.

Graphic Design – Along with video, graphic design has emerged as a key piece to generating attractive and eye-catching digital content. JMU has one full-time position dedicated to graphic design plus a number of other positions with a hand in design.

Summary

Bottom line, our communications and creative services units fill a variety of collaborative roles and dedicate long, tireless hours to promote JMU. In season, most of our staff work greater than 50 hours per week. During busy times of the season and especially when seasons overlap, it is common to work 70-80 hours per week to promote our programs.



JMU Athletics Facilities

Athletics Facilities Staff and Overview: Ty Phillips is the Assistant A.D. for Facilities and Events and leads a team of 11 full-time staff members, which oversee the maintenance and day-to-day operations of JMU's 12 Athletics facilities.

Overview: JMU Athletics released the Athletics Master Plan in December 2018 in collaboration with the JMU 10-Year Campus Master Plan. The comprehensive plan provided a framework for the department's growth through 2028 that would allow for improving and repurposing sites for the various Athletics programs. The following is a summary of significant improvements, renovations, and new construction that has occurred since the release as well as a prioritized list of future projects based on the current state of athletic facilities, feedback from the annual Gender Equity report, and feedback from coaches, staff, and administrators. The plan provides direction and ideas that supports the Athletic Master Plan.

- **Atlantic Union Bank Center (Basketball Arena)** – Built and opened new state of the art basketball arena and 1500+ Parking Deck adjacent to arena. Multi-use facility for university and community programming and supporting the Men's and Women's Basketball programs including a practice gym, improved amenities to enhance the game day experience, premium seating (suite, loge, court-side opportunities), and multi-use hospitality space to be used on game day for donors and non-game day for banquets, socials, and meetings. Opened November 2020.
- **Baseball, Soccer/Lacrosse, and Football Turf Replacements** – replaced all turfs due to end of life. Completed during Summer/Fall 2019-20.
- **Bridgeforth Stadium & Sentara Park A/V Upgrades** – replaced message board with videoboard at Sentara Park (Soccer/Lacrosse/Track & Field). Replaced videoboard at Bridgeforth with higher resolution board due to end of life; replaced sound system; added a new ribbon board. Completed in July 2021.
- **APC Weight Room Renovation** – complete renovation of space including new flooring, equipment, and graphics. Provides better space efficiency for training. Completed January 2022.
- **Softball Locker Rooms/Lobby Renovation** – renovations included opening up space, replacing lockers, updating finishes, and creating a lounge area. Create more space efficiency. Lobby will include storefront entrance, display cases, updated finishes and graphics. Expected completion is fall of 2022.
- **Football Office additions** – add three offices within APC due to SBC transition/staff increases. Will be accomplished by repurposing existing space. Estimated completion is July 2022.
- **APC Sports Medicine Hydrotherapy Renovation** – demolition and replace hydrotherapy with larger tubs for better efficiency. Completed summer of 2022.
- **Sentara Park Gameday Locker Rooms** - This project is the first phase of a two-phase project. Phase 1 consists of two separate standalone buildings that will flank both ends of the existing Sentara Park stadium spectator bleachers. The 1-story structures are approximately 2,400 SF and 2,880 SF and will feature the exterior architectural vocabulary of the existing JMU Athletic and UREC buildings located at the Park. Building 1 will contain the Visitor's Team locker room,

Field storage and the Stadium Concessions unit. Building 2 will contain the Home Team locker room and a Sports Medicine Clinic space. Expected completion is August 2022.

- **Softball Stadium Expansion** – expansion of existing seating into second tier with approximately 600+ additional seats, renovation to existing press box, and upgrades to field lighting to broadcast standards. Expected completion is February 2023.
- **Convocation Center Renovation** – Renovation began April 2022. This renovation and repurposing of 113,275 GSF will become the new hub for multiple Athletics sports and departments. The building will primarily become a Volleyball arena, where varsity matches will move from Godwin Hall and be played in the existing sunken basketball performance court. The repurposed facility will also include offices and locker rooms for several other sports, including cheerleading, lacrosse, soccer, tennis, and track and field/ cross-country. The building will have a variety of mixed-use spaces, such as auxiliary locker rooms, conference rooms, concessions, storage, multi-purpose rooms, multi-purpose track and field surfaces, as well as an indoor track. Expected completion is April 2023.

Future Projects:

- **Football/Academic/ Administration** – complete a study to determine long-term location for football offices and other administrative offices. This would include looking into a renovation and programming of space under the East Side of Bridgeforth Stadium vs offices within/connect to a Fieldhouse at Football Practice Fields to include Band Pavilion/practice field
- **Outdoor Tennis Courts** – Complete study to build outdoor tennis courts in the large parking lot of the Convocation Center. Hillside Tennis Courts would then be given full access to academics and UREC in the center of campus.
- **Field Hockey Facility** - Complete study to review costs to build necessary field and support at Sentara Park vs building field/press box at UREC Turf Field between Jennings Hall/Convo to take advantage of proximity to Field Hockey new home. UREC would gain the current Field Hockey/Track Complex and have access for their Club Field Hockey on the newly build FH Facility. Another option is to build Press box/concessions/restrooms/team meeting room @ Current Support. Development has fundraised \$700,000 but there are time limits to the commitments.
- **East Campus Athletics Administration Building** – Building support building on east campus adjacent to Convocation Center to consolidate athletics administration and provide support facilities for the balance of programs remaining in Godwin following migration to Convocation Center and providing future space to include External Operations.
- **Aquatics Competition and Practice Facility** – Collaborate with city and county to research future viability of facility to be shared with Harrisonburg City and Rockingham County.
- **Golf Clubhouse** – Build facility adjacent to existing short-game facility to include indoor practice facility.



**VETERANS
MEMORIAL PARK**

HILLSIDE COURTS

**JMU FIELD
HOCKEY COMPLEX**

GODWIN HALL

**BRIDGEFORTH
STADIUM**

**CONVOCA-
TION
CENTER**

**ATLANTIC UNION
BANK CENTER**

**PLECKER ATHLETIC
PERFORMANCE CENTER**

**EAST CAMPUS
TENNIS COURTS**

**GOLF TRAINING
FACILITY**

**JMU ATHLETICS
TRAINING CENTER**

SENTARA PARK



**HOME IN
THE VALLEY**

06 Mar 2021



Compliance

Compliance office staff: The JMU athletics compliance office consists of three full time staff members that handle the day to day compliance operations. Stephen LaPorta is the Assistant Athletics Director for Compliance, and he has two Directors of Compliance that report to him.

Overview of Compliance Office: The compliance office is responsible for educating our student-athletes, staff, and outside constituents of NCAA and conference rules. This includes areas such as recruiting, amateurism, financial aid, academic eligibility, awards and benefits, and playing seasons to name a few. They are also the office that is responsible for setting up systems to monitor and enforce the rules. The compliance office does not work for the NCAA, but rather is JMU's liaison to the NCAA.

Current Important Topics: The compliance office is handling several topics that are of national significance that we feel are important, of which you should be aware. They include:

1. **Name, Image, and Likeness (NIL)-** As of July 1, 2021, the NCAA began to permit student-athletes to profit off of their name, image, and likeness. At that time JMU created a policy to address issues that may arise from NIL activities. This includes topics such as University involvement, prohibited activities, use of intellectual property, and a disclosure process. In August, 2021 the Commonwealth of Virginia passed a state law regarding to NIL activities. Both the state law and JMU policy can be found through this link www.jmusports.com/nil.
2. **Transfer Portal-** The transfer portal is a database that shows students at any NCAA member institution that have declared their intent to transfer from their current institution. If a student wishes to be entered into the portal they must submit their request in writing to the compliance office and complete a required educational module. The institution does not have the ability to prevent or deny a student from entering the portal. Further, the institution cannot limit or restrict the student's choice of schools. The NCAA transformation committee is considering making adjustments to transfer legislation, and we expect that to be finalized prior to the conclusion of 2022.
3. **NCAA FBS Transition-** JMU will officially begin the transition from NCAA Division I FCS (Football Championship Subdivision) to NCAA Division I FBS (Football Bowl Subdivision) on June 1, 2022. We received confirmation from the NCAA in July that our application has been accepted and we are able to enter the first year of the transition period. Currently, there is a two-year legislated transition period before the NCAA will recognize JMU as a full FBS member. There are several items that we must complete in the first year of transition. They include attending an orientation session at the NCAA office, making the necessary updates to our strategic plan, completing an outside compliance review, and submitting an annual report to the NCAA. Our goal will be to complete many of those tasks by the beginning of 2023. We then plan to submit a legislative relief waiver to the NCAA so that we may complete our transition in one year as opposed to the legislated two-year process. There is currently not case precedent for a waiver of this nature, but we feel that due to our preparedness we will be able to make a compelling argument for relief. If the waiver is approved, we will be considered a full FBS member which will grant us access to bowl eligibility in fall 2023.

4. **NCAA Governance-** All NCAA Divisions (I, II, and III) operate under the same constitution. In January 2022 the NCAA adopted a new constitution that provided more autonomy and authority to the individual divisions. After the new constitution was ratified, the Division I Board of Directors created a Transformation Committee that was charged with making recommendations for how to address DI's most significant challenges and more effectively meet the needs of student-athletes. The Transformation Committee is currently working on updating legislation across all bylaws including coaching staff limitations, transfer eligibility, recruiting, and Division I membership requirements. The work of the Transformation Committee will continue through at least the end of the year.



Duke Club Overview

The Duke Club office consists of eight full-time staff members and is the fundraising arm for JMU Athletics. The Duke Club raises contribution to support our over 450 student-athletes and the general athletic budget. We also aid in athletic facility enhancements and other needs through capital campaigns. By financially supporting the Duke Club, you play an active part of JMU Athletics' Mission and the future of our student-athletes.

Duke Club Annual Fund

- The Annual Fund is the primary fundraising goal of the Duke Club staff. The annual fund is made up of two different accounts, The Proud and True Fund and the Duke Club Seat Contribution.
 - The "Proud and True" Fund (PATF) supports JMU student-athlete scholarships and general operating budget while providing the donor game day experience benefits related to hospitality and parking. All gifts to the PATF are 100% tax deductible. Donations to the "Proud and True" Fund, as well as a Duke Club Seat Contribution, provide support for JMU student-athlete scholarships and the general operating budget.
 - The Duke Club Seat Contribution (DCSC) is the vehicle to support our student-athlete scholarships and general operating budget through per seat contributions tied to football and men's basketball season tickets. These per seat contributions are unable to receive a tax deduction per the Tax and Jobs Cut Act of 2017.
- The Duke Club also raises money for capital projects, sport specific needs, and endowments.

Duke Club Priority Points and Ranking

- Priority points are used to recognize contributions and rank donors for future benefits. From the time of making their first gift to the Duke Club, a donor will begin to accumulate Priority Points through their support of JMU Athletics. Priority Points are used when assigning tickets and parking, including away games and postseason events. A current year Proud and True Fund gift at a minimum \$50 is required to activate Priority Points. There are a number of ways to earn Priority Points to access premier game day parking, earn the opportunity to buy away game tickets and gain access to other game day amenities.



Faculty Athletic Representative (FAR)

Faculty Athletic Representative: Dr. Roger Soenksen, JMU's Faculty Athletic Representative since 2006. I'm also a Professor in the School of Media Arts and Design with a joint appointment to the School of Communication Studies.

Overview of FAR Duties: The Faculty Athletic Representative (FAR) is responsible for serving as the liaison between the athletic department and the faculty and shall represent faculty concerns relative to the institution's conduct of its intercollegiate athletics program. I have an integral role relative to ensuring academic integrity, facilitating institutional control, and enhancing the student-athlete experience. I work with Compliance to ensure all parties follow NCAA regulations as well as the intent and ethical standards evident within the rules. In addition, I'm a resource for our student-athletes and shall act as a liaison between the students and the university as appropriate.

One of my main duties is to Chair the Faculty Athletic Advisory Committee. This committee is made up of faculty, administrators, student-athletes, members of the community, and student government representatives.

Members are established by the President with input from the Provost. Members serve a maximum of two years. The purpose of this committee is to inform the members and solicit feedback on athletic issues both within our institution and occurring nationally. Members are then in a better place to provide feedback, as well as dispel rumors or myths concerning athletics at JMU that they may encounter in their daily routines with their colleagues and constituents.

Current Efforts: I work closely with the Head of the Athletic Academic Support division, the athletic academic advisers, the Athletic Director, and the Associate Directors of Athletics. We regularly conduct a systematic review of student-athletes' academic standing and eligibility. We work together to structure an academic plan for any student-athlete facing academic issues. I also participate in senior-exit interviews to allow student-athletes to provide feedback concerning their academic and athletic experience at JMU.

I also have an integral role relative to ensure fair academic policies are in place so that our student-athletes are not penalized for representing JMU at both on and off-campus competitions. In cooperation with the Head of the Athletic Academic Support division, I schedule meetings with Academic Unit Heads, Deans, and Provosts to discuss academic policies, share perspectives on student-athletes, and address issues that occurred during the academic year.

I regularly meet with the President of JMU to detail my observations, my activities, and analysis of the academic and well-being status of our student-athletes. I have also served on search committees for coaches, assistant coaches, athletic academic advisers, and other positions throughout the athletic department. I meet with the Leadership Team, the Administration Team, Student-Athlete Advising Staff, and FARs from the Sun Belt. I try to attend Compliance Rules Education meetings, Head Coach's meetings, and Eligibility meetings. I also happily write letters of recommendation for student-athletes for professional schools, graduate schools, fellowships, and student assistantships.



Integrated Health & Sports Performance

Integrated Health & Sports Performance Staff and Overview: The Integrated Health and Sports Performance Unit at James Madison University is a holistic, multidisciplinary, and innovative team of professionals committed to assisting student-athletes realize their full potential, achieve competitive excellence, and have an exemplary student-athlete experience during their time at JMU. Our model focuses on the integration, collaboration, and coordination of the aforementioned various student-athlete support services that contribute to student-athletes' wellbeing, in game performance, and pursuit of championships to include sports medicine, strength and conditioning, sports psychology, mental health/clinical psychology, and sports nutrition.

SPORTS MEDICINE

- Team of 16 fulltime licensed/certified Athletic Trainers licensed/certified Athletic Trainers.
- Medical Director and Team Physician is Cameron Straughn, DO. He is a fulltime employee of JMU.
- Since 2003 JMU has been in a partnership with UVA Health System for Orthopedic Physician/Surgical services.
- Team of individuals provide timely injury evaluations, management of injuries, coordinate the care plans, provide post injury and post-surgical rehabilitation/corrective exercise programs designed to return student-athletes as safely and quickly as possible to their sport.
- Sports Medicine professionals also collaborate with others in identifying risk factors to potentially minimize a student-athlete's risk of injury.
- Formal institutional drug testing/education program through a collaboration with UHC since 2007.
- Formal medical/clinical policies in place such as but not limited to: concussion management, emergency management plans, disordered eating, emergent management of spinal injuries, sudden cardiac arrest and more.

STRENGTH AND CONDITIONING

- Team of five fulltime certified strength and conditioning professionals and one Graduate Assistant.
- Establish programs aimed to develop and enhance the physical capability of each JMU student-athlete.
- Strength and Conditioning professionals work with each student-athlete and sport coach to develop a strength and conditioning program that is scientifically based and targets the physical sport-specific needs of each individual athlete involving exercises and drills to optimize strength, power, flexibility, mobility, agility, speed, and work capacity.
- These programs are intended to optimize sports performance, decrease injury potential, increase mental toughness, improve overall confidence, and contribute to team cohesiveness/chemistry/culture.

SPORT PSYCHOLOGY

- The development of mental skills is another pillar in our support structure for our student-athletes and coaches as they pursue competitive excellence. Our Sports Psychologists work with our student-athletes and coaches individually as well as in team building sessions to develop their skills and abilities to excel in high performance environments and help them develop the psychological, technical, and tactical strategies required to be competitive, and assist them in overcoming the pressure and stress related to competition. Areas of focus typically include: mental toughness, confidence, motivation, dealing with anxiety and pressure. The ability to identify mental barriers and develop strategies to prevent these from interfering with the achievement of one's goals plays a fundamental role in the optimization of sports performance as well as the development of a positive team culture.
- Since 2008 Dr. Bob Harmison has served as the Sport Psychologist for JMU Athletics. He also is the Kibler Professor of Sport Psychology in the Department of Graduate Psychology and the Director of the JMU Center for Sport Psychology.
- Dr. Harmison coordinates the annual McMillen Sport Psychology Forum.

MENTAL HEALTH/CLINICAL PSYCHOLOGY

- NCAA has identified student-athlete mental health services as an area of emphasis and critical importance.
- Clinical psychology support is a significant component of our holistic health model for student-athlete care as part of our commitment to ensuring student-athlete wellbeing and that they have a positive student-athlete experience at JMU.
- Clinical psychology services will be utilized when student-athletes are suspected of dealing with clinical mental health issues that are outside the scope of practice for our sports psychologist or when diagnosed and referred by the Team Physician. Student-athletes seeking and/or referred to mental health clinicians can rest assured that their confidentiality will be maintained.
- Collaboration with the JMU Counseling and Student Development Center (CSDC) to have an identified Athletics Liaison for Mental Health Referrals.
- Developed protocol and procedures for co-management of student-athletes by JMU Team Physician and Counseling Center staff.
- Emerging partnership with Graduate Psychology Department and Counseling and Psychological Services (CAPS) to provide wellbeing surveys and psychological services to student-athletes.

SPORTS NUTRITION

- Two Fulltime Sports Dietitians and one Graduate Assistant make up the Sports Nutrition Department.
- Our Sport Dietitian provides critical performance nutrition support to our student-athletes and sports programs.
- This support is delivered through individualized nutrition counseling sessions and dietary assessments, team education sessions, menu planning, cooking demos, shopping/dining hall tours, and medical/clinical nutrition services in conjunction with the Team Physician to support those student-athletes with medical/health needs.

INTEGRATED HEALTH AND SPORTS PERFORMANCE UNIT

- The development of an integrated sports performance unit has been identified as a key strategy and goal within the “Engaged in Excellence” A Strategic Plan for JMU Athletics.



JMU Student-Athlete Services

Student-Athlete Service Staff: Jennifer Phillips, Senior Associate A.D. for Student-Athlete Development/SWA, eight fulltime and one part time staff member make up JMU's Student-Athlete Services Department. Under SAS, student-athletes are afforded the following services:

- **Academic Advising & Monitoring**
 - Academic Advice on courses, majors, study skills, grade checks, eligibility certification, academic award nominations, study hall monitoring, and post-graduation preparation.
- **Academic Space & Technology Loans:**
 - Student-Athletes have access to a computer lab and tutor rooms. Resources are available for student-athletes to check out for educational use, such as laptops, calculators, rulers, headphones, etc.
- **Learning Screenings:**
 - Our student-athletes complete a reading screening and may qualify and/or request additional learning style testing. Results are submitted to JMU's Office of Disability Services if a student-athlete qualifies for accommodations.
- **Tutoring:**
 - Academic tutorial services are available to all student-athletes. Typically tutoring occurs in a one-on-one setting.

NCAA minimum standards

- The NCAA offers academic unit distribution to member institutions that meet minimum academic standards. These are ongoing discussions with the coaches throughout the year and expectations addressed in coach contracts. The minimum benchmarks are:
 - Single year overall Academic Performance Rate (APR) for all sports programs of a 985;
 - The Graduation Success Rate (GSR) for the most recently available year is 90 percent based on the single-year rate of all student-athletes;
- Or**
- Federal Graduation Rate 13% greater for your athlete population compared to the general student body.

OUR STUDENT-ATHLETES

CLASS YEAR
FRESHMEN-114
SOPHOMORES- 136
JUNIORS-95
SENIORS- 86
GRADUATE- 25
CONTINUING ED-19

GENDER
F-250
M- 225

ETHNICITY
AMER. INDIAN/ALASKA NATIVE - 0.2%,
ASIAN- 0.6%, BLACK/AFR. AMER.-19.1%,
HAWAIIAN/OTHER PACIFIC ISLANDER-0.2%
HISPANIC-2.0%, WHITE- 69.3%
TWO OR MORE RACES- 7.5%
UNREPORTED-0.8%

IN STATE VS. OUT OF STATE

VA-44.3%

NON-VA: 46.2%

INTERNATIONAL: 9.5%

(REPRESENTING: AUSTRALIA, CANADA, CHINA, EGYPT, ENGLAND,
FRANCE, GERMANY, GHANA, GREAT BRITAIN, ICELAND, ITALY,
NETHERLANDS, PORTUGAL, RUSSIA, S.AFRICA, SPAIN, SWEDEN,
SWITZERLAND)

475

Student-Athletes
participate and
make up our 18
Athletic Programs

3.079

Fall 2021 (3.017/Term)
Student-Athlete GPA

116

JMU Fall 2021 Academic Honors
Dean's List- 95
President's List - 21

89%

NCAA
Graduation Success Rate (GSR)
2020-2021

990

NCAA
Academic Performance Rate (APR)
2020-2021

TOP MAJORS

Fall 2021

Communication Studies
Finance/Management
Health Science
Kinesiology
Psychology
Sports Recreation Mgt.

*20 or more student-athletes declared



Student-Athlete Leadership Program (Dukes LEAD)

Student-Athlete Leadership Program Staff and Overview: The JMU Student-Athlete Leadership Program is led by Meredith Crawford, Assistant A.D. for Student-Athlete Leadership and is comprised of one full-time staff member and a Graduate Assistant. The Student-Athlete Leadership Program has developed a platform where JMU student-athletes can intentionally focus on positive initiatives outside of athletics and academics to prepare them for life after college. We strive to build up the entire individual through opportunities in professional development, personal development, life skills and leadership skills.

- **Workshops & Guest Speakers:**
 - Student-Athletes attend required events each semester. Workshops focus on personal and professional development to expose the attendees to different topics that will ready them for life after sport.
 - Current topics include Mental Health, Diversity, Equity & Inclusion, Body Image, Resilience, Financial Literacy, Job Readiness, and Alumni Connections.
- **Leadership Growth:**
 - **Student-Athlete Advisory Committee** - Group of student-athletes from all 18 sport programs focused on growing the student-athlete community and the impact it makes within NCAA Athletics, the JMU campus community and Harrisonburg.
 - SAAC Subcommittees: Community Service, Well-Being, Communication, Program, Diversity, Equity, & Inclusion
 - **Leadership Academy** - Exclusive group of student-athletes that meet multiple times each semester to build their own personal leadership skills to enhance their student-athlete experience and future.
- **Building Community:**
 - **Affinity Groups** - Small group gatherings meant to bring student-athletes from different sports together to show support, learn from and talk about important issues facing student-athletes.
 - Current Affinity Groups - Dukes Let's Talk, Black Athlete Sister Circle, The Barbershop, Body Positive Dukes, LGBTQ+ Friends, International Student-Athletes, Conservative Student-Athletes
- **Community Service:**
 - JMU Athletics strives to complete 5,000 hours of community service each year. All student-athletes and coaches track 10 hours or more via the Helper Helper app.
 - Several ongoing partnerships have been made in the community including Blue Ridge Area Food Bank, Salvation Army, Open Doors Homeless Shelter, On the Road Collaborative, Big Brothers Big Sisters and Harrisonburg City Public Schools.

- **Career Development:**
 - **Professional Toolkit** - Student-athletes create a professional portfolio that gives them the tools needed when making their next step -- resume, personal statement, LinkedIn profile, alumni network connections and more.
 - **Office Hours** - Staff available to help student-athletes with their resume, internship and job search, graduate school application, and more in a one-on-one setting.
 - **Internships and Job Opportunities** - Establish relationships with a variety of companies looking to hire student-athletes, as well as assisting student-athletes in finding these opportunities.
 - **Professional Headshots** - Access to photos for their LinkedIn profile or resume.
 - **Alumni and Company Networking Nights** - Events held to mix and mingle with alumni and companies face-to-face to learn more about their company and grow their network.
 - **Athlete Network Partnership** - Partner with the Duke Club to use a platform that allows current and former JMU student-athletes to stay connected with their programs, grow important relationships with each other through a mentorship tab, and search for opportunities after sport via a job board specifically for student-athletes.



JMU Title IX

Oversight for Title IX initiatives: Jennifer Phillips, Senior Associate A.D. for Student-Athlete Development/SWA, two reporting officers, Meredith Crawford, Assistant AD for Dukes LEAD and Lisa Schneider, Director of Compliance. Under Title IX, Athletics offers the following services:

- **Roster Management**
 - JMU has a rolling three-year roster management plan that we follow closely to ensure we are meeting participation numbers required under Title IX legislation. This practice was established when the decision was made to cut sports in an effort to prevent any issues with the number of sports JMU offers.
- **Gender Equity Committee:**
 - JMU Athletics has an internal Gender Equity Committee that meets throughout the academic year to discuss national issues and review impact on our institution to make recommendations to the Athletic Director and the President.
- **Title IX education:**
 - Our student-athletes receive Title IX training through the JMU Title IX office.
- **Misconduct forms:**
 - JMU requires misconduct forms for all incoming students (freshmen and transfers) to be completed by the student and the previous institutions.
- **Annual Review:** As a best practice, JMU Athletics annually contracts with an outside firm to conduct a Title IX review of the Department. This review is usually completed in November and results are shared with the Athletics Committee at a Spring BOV meeting.

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

Finance and Physical Development Committee
Thursday, September 15, 2022
Meeting Room 3
1:00 p.m.

Agenda

1. Approval of Minutes* – April 21, 2022
2. Introduction of Administration and Finance Team
3. Financial Review
Mark Angel, Assistant Vice President, Finance
4. 2021-2022 Receivables Write-Offs
Mark Angel, Assistant Vice President, Finance
5. Revised 2022-2023 Budget
Towana Moore, Vice President, Administration and Finance
Diane Stamp, Assistant Vice President, Budget Management
6. 2023-2024 Budget Requests
Towana Moore, Vice President, Administration and Finance
7. Six-Year Plan Update*
Towana Moore, Vice President, Administration and Finance
Diane Stamp, Assistant Vice President, Budget Management
8. Capital Projects Update
Towana Moore, Vice President, Administration and Finance
9. Workforce Issues
Rick Larson, Assistant Vice President, Human Resources, Training and Development
10. Closed Session*

*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 meeting met on Thursday, April 21, 2022 at 6:45 p.m. The meeting was called to order by Mr. John Rothenberger, Chair.

Present:

Rothenberger, John, Chair
Gadams, Frank
Ragon, Maggie

Also Present:

Falcon, Chris	Grass, Jeff
Gray-Keeling, Matthew	Herod, Maribeth
Hutchinson, Lucy	Jankowski, Maria
Lynch, John	Major, Lara, Rector
Tompkins Johnson, Deborah, Vice Rector	
Warden, Kathy	Welburn, Craig

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

Alger, Jonathan, President
Moore, Towana, Interim Vice President, Administration and Finance
Angel, Mark, Assistant Vice President, Finance
Read, Caitlyn, Director, Government Relations

ABSENT:

Evans-Grevious, Vanessa

It was moved by Ms. Maggie Ragon and seconded by Mr. Frank Gadams to approve the minutes of the February 17, 2022 meeting of the Finance and Physical Development Committee. The motion was approved.

Financial Review:

Mr. Mark Angel, Assistant Vice President for Finance, reviewed the financial report and reported the university's revenue and expenditures, considering the circumstances, were appropriate for the period July 1, 2021 through February 28, 2022 of the fiscal year.

2020-2021 Audit Review:

Mr. Mark Angel provided an update on the university's June 30, 2021 financial statements audit. The university received an unqualified opinion on the statements. During the audit, the auditors provided two verbal comments where controls can be improved and the university is developing plans to correct those comments. The university did not receive any written comments during the audit. The university did receive three written comments as a result of the Student Financial Assistance audit, which was performed in fall 2021. Action plans have been developed to correct those comments.

General Assembly Update:

Ms. Caitlyn Read, Director of State Government Relations, gave an update on the 2022-2024 Biennial JMU budget requests. She shared that the House and Senate have not yet agreed on a budget. A number of projects, including the Carrier Library renovation and expansion, Phase 2 work on the JMU steam plant, and JMU's teacher preparation program are funded in both the House and Senate budgets. However, the two chambers' introduced budgets vary greatly as it relates to a number of other JMU budget requests and in their overall approach to higher education operating and financial aid funding.

2022-2023 Tuition and Fees:

Ms. Towana Moore, Interim Vice President for Administration and Finance, presented the 2022-2023 tuition and fees for the academic year and the 2022-2023 summer tuition and fees. She discussed the factors affecting tuition and fees such as employee compensation, health insurance, and unavoidable inflationary costs.

On motion of Ms. Maggie Ragon and seconded by Mr. Frank Gadams, the 2022-2023 tuition and fees and the 2022 and 2023 summer tuition and fees were approved by the committee and recommended approval by the board.

If adjustments are necessary once the pending state budget is passed, the Executive Committee will convene for an updated tuition and fee proposal and vote.

2022-2023 Budget:

Ms. Towana Moore presented the 2022-2023 budget. She discussed the revenue and cost factors affecting the budget and how they impacted the proposed budget. The university budget, based on the introduced state budget for the 2022-2023 year, will be \$675.8 million, which reflects a total increase of \$33.9 million or 5.3% over the current budget.

On motion of Ms. Maggie Ragon and seconded by Mr. Frank Gadams, the 2022-2023 budget was approved by the committee and recommended approval by the board.

On motion of Ms. Maggie Ragon was seconded by Mr. Frank Gadams and the committee meeting was adjourned.

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

Rothenberger, John, Chair

Gadams, Frank

Ragon, Maggie

The meeting adjourned at 7:50 p.m.

Respectfully submitted,

John Rothenberger, Chair

Donna L. Harper, Secretary to the Board

Introduction of Administration and Finance Team

Towana Moore
Vice President
Administration and Finance



**James Madison University
2021 - 2022 Revenue Summary**

	FY2022				FY2021		
	Revised Revenue Budget	Actual Revenue as of 6/30/2022	Uncollected Budget Balance 6/30/2022	Percentage Collected as of 6/30/2022	Percentage Collected as of 6/30/2021	Revised Budget as of 6/30/2021	Actual as of 6/30/2021
Educational and General							
State General Fund Appropriations	141,463,239	126,571,951	14,891,288	89%	77%	104,615,691	80,208,824
Tuition and Technology Fee (1)	247,125,897	248,915,701	(1,789,804)	101%	100%	246,351,336	247,060,565
Non General Fund Transfer to State (1)	(3,098,291)	(3,098,291)	-	100%	104%	(2,992,205)	(3,098,291)
Undergraduate and Graduate Application Fees	1,252,966	1,935,666	(682,700)	154%	115%	1,229,623	1,413,939
CARES Act - Institutional	-	7,060,348	(7,060,348)	-	-	-	-
Miscellaneous Revenue	2,600,445	3,050,506	(450,061)	117%	145%	2,208,942	3,201,885
Total Education and General	389,344,256	384,435,881	4,908,375	99%	94%	351,413,387	328,786,922
Financial Assistance for Education and General Services							
State Appropriations for Financial Aid	13,165,520	13,211,551	(46,031)	100%	100%	11,821,628	11,857,628
Sponsored Programs and Indirect Cost Recoveries	75,333,761	27,440,143	47,893,618	36%	33%	58,253,153	19,134,501
CARES Act - Student	15,914,548	15,914,548	-	100%	0%	6,040,329	6,040,329
CARES Act - Institutional	15,859,247	488,323	15,370,924	3%	0%	11,839,863	-
Coronavirus Relief Funds and GEER Fund	-	-	-	0%	100%	5,380,588	5,380,588
Total Financial Assistance for Education and General Services	120,273,076	57,054,565	63,218,511	47%	45%	93,335,561	42,413,046
Auxiliary Enterprises							
Dining Services	63,881,511	68,955,955	(5,074,444)	108%	87%	52,465,749	45,687,073
Retail Services	1,561,000	1,589,808	(28,808)	102%	71%	1,431,100	1,017,249
Residential Facilities	37,663,836	37,861,833	(197,997)	101%	82%	34,542,657	28,374,710
Parking and Transportation	7,463,892	8,037,730	(573,838)	108%	100%	6,319,960	6,334,710
Telecommunications	1,782,868	1,715,736	67,132	96%	106%	1,452,024	1,543,375
Health Center	6,022,155	6,007,488	14,667	100%	100%	6,361,005	6,377,011
Student Union and Student Services	6,826,436	6,832,234	(5,798)	100%	100%	6,074,247	6,071,026
Recreation Center	9,544,191	9,479,754	64,437	99%	100%	13,014,673	12,981,904
Athletics	56,241,475	55,997,508	243,967	100%	100%	51,799,995	51,831,786
Other	26,903,792	26,095,427	808,365	97%	97%	20,332,674	19,747,472
CARES Act - Institutional	-	8,310,576	(8,310,576)	-	-	-	11,839,863
College of Business Gift Funds	-	-	-	-	-	-	5,800,000
Total Auxiliary Enterprises	217,891,156	230,884,049	(12,992,893)	106%	102%	193,794,084	197,606,179
TOTAL REVENUE	727,508,488	672,374,495	55,133,993	92%	89%	638,543,032	568,806,147

(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. Actual revenue includes a reduction of \$254,504 for HEETF lease payments and \$2,843,787 for capital fees.

The FY2021 budgets reflected significant estimates for the impact of the University's Fall 2020 temporary transition to online learning and the continuing impact of the COVID19 pandemic.

James Madison University
Tuition and Technology Fee Revenue
September 15, 2022

Description	Budget	Actual Revenue 6/30/22	Uncollected Budget Balance	Percentage Collected as of 6/30/22
Regular Undergraduate In-State Tuition	\$108,538,097	\$108,605,173	-\$67,076	100%
Summer Undergraduate In-State Tuition	9,196,310	9,309,550	(113,240)	101%
Graduate In-State Tuition	12,362,999	12,696,085	(333,086)	103%
Regular Undergraduate Out-of-State Tuition	97,643,985	98,113,854	(469,869)	100%
Summer Undergraduate Out-of-State Tuition	5,634,499	5,684,224	(49,725)	101%
Graduate Out-of-State Tuition	7,460,230	7,658,813	(198,583)	103%
Instruction - Off Campus	5,287,665	5,886,295	(598,630)	111%
Course and Other Fees	1,002,112	961,707	40,405	96%
Total Tuition & Technology Fee Revenue	\$247,125,897	\$248,915,701	-\$1,789,804	100.7%

**James Madison University
2021 - 2022 Expenditure Summary**

	FY2022				FY2021		
	Revised Expenditure Budget	Actual Expenditures as of 6/30/2022	Unexpended Budget 6/30/2022	Percentage Expended as of 6/30/2022	Percentage Expended as of 6/30/2021	Revised Budget as of 6/30/2021	Actual as of 6/30/2021
Education and General							
Instruction	199,514,641	193,026,133	6,488,508	97%	93%	182,840,696	169,345,128
Research and Public Service	1,868,820	1,588,749	280,071	85%	84%	1,550,394	1,309,303
Academic Support	56,273,375	43,561,113	12,712,262	77%	88%	45,882,721	40,166,382
Student Services	26,700,163	27,385,007	(684,844)	103%	99%	24,220,459	24,013,551
Institutional Support	51,808,999	55,106,191	(3,297,192)	106%	104%	48,076,047	50,032,370
Operation and Maintenance of Plant	42,273,959	37,632,277	4,641,682	89%	87%	39,039,310	34,074,550
Student Financial Assistance	10,904,299	10,691,591	212,708	98%	98%	9,803,760	9,564,104
Total Education and General	389,344,256	368,991,061	20,353,195	95%	93%	351,413,387	328,505,388
Financial Assistance for Education and General Services							
State Financial Aid, Sponsored Programs, and IDC	88,499,281	38,547,750	49,951,531	44%	44%	70,074,781	31,018,407
CARES Act - Student	15,914,548	15,914,548	-	100%	100%	6,040,329	6,040,329
CARES Act - Institutional	15,859,247	488,323	15,370,924	3%	0%	11,839,863	-
Coronavirus Relief Funds and Greer Fund	-	-	-	0%	100%	5,380,588	5,380,588
Total Financial Assistance for Education and General Services	120,273,076	54,950,621	65,322,455	46%	45%	93,335,561	42,439,324
Auxiliary Enterprises							
Dining Services	63,771,292	62,857,983	913,309	99%	90%	56,430,841	50,577,025
Retail Services	1,245,973	1,185,529	60,444	95%	113%	1,105,054	1,245,254
Residential Facilities	39,967,582	31,848,869	8,118,713	80%	82%	35,555,095	29,294,278
Parking and Transportation	13,047,179	6,428,937	6,618,242	49%	67%	10,032,528	6,761,860
Telecommunications	2,654,590	700,888	1,953,702	26%	27%	2,337,393	628,136
Health Center	5,734,673	5,454,223	280,450	95%	91%	6,510,706	5,943,422
Student Union and Student Services	6,899,636	5,318,838	1,580,798	77%	79%	6,561,273	5,175,224
Recreation Center	10,311,489	9,504,091	807,398	92%	86%	13,188,511	11,284,169
Athletics	73,026,961	61,795,124	11,231,837	85%	83%	62,149,989	51,405,575
Other	27,544,009	(2,432,479)	29,976,488	-9%	-10%	18,889,591	(1,888,443)
Total Auxiliary Enterprises	244,203,384	182,662,003	61,541,381	75%	75%	212,760,981	160,426,500
	(1)						
TOTAL EXPENDITURES	753,820,716	606,603,685	147,217,031	80%	81%	657,509,929	531,371,212

(1) Revised Auxiliary expense budgets include 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

Increase in General Fund Appropriations

The 2022 General fund appropriation budget and actual includes \$24,647,000 reverted in 2021 and re-appropriated in 2022. 2022 actual includes \$14,894,000 reverted back to the state.

Increase in Undergraduate and Graduate Applicant Fees

Undergraduate applications increased significantly once the University joined the Common Application.

Decrease in Miscellaneous Revenue

Unbudgeted interest yield decreased \$366,000 in FY22.

Financial Assistance for Education and General Services

Increases for CARES Act - Student

The 2022 student aid portion of Federal Cares Act funding is \$15,914,548 compared to \$6,040,329 in both 2021 and 2020.

Increases for CARES Act - Institutional

The 2022 institutional aid portion of Federal Cares Act funding is \$15,859,000 compared to \$11,840,000 and \$6,040,000 for 2021 and 2020, respectively. In both 2021 and 2020, the University only recognized the revenue related to this funding in Auxiliary Enterprises since those funds were fully used to mitigate dining, residential and parking refunds issued to students. The current year auxiliary allocation of \$8,311,000 includes the remaining refunds from Spring 2021 and other lost revenue due to the pandemic. The allocation of \$7,060,000 to Education and General to cover lost revenue was computed based on FY2021 and FY2022 decreases in out-of-state tuition. The remaining funds of \$488,000 cover pandemic expenses charged directly to the Cares Act funding.

Auxiliary Enterprises

Increase in Dining Services

Commuter meal plans are up significantly in 2022 (\$13,244,000) compared to the pandemic year 2021 (6,382,000). In 2021 Aramark revenue was significantly impacted due to the pandemic resulting in \$6,514,000 in commissions based on 21% of sales compared to \$10,830,000 in 2022. In addition flex and dollars gold transferred to dining services increased \$1,700,000 to \$2,681,000 in 2022.

Increase in Retail Services

Bookstore commission revenue increased \$486,000. Commissions were down in 2021 due to the pandemic's impact.

Increase in Residential Facilities

The increase reflects the lower occupancy rate in Spring 2021 as compared to the current year. Last year, six buildings were unoccupied and used for quarantine and isolation housing. In addition, many students were released from their housing contracts due to virtual classes.

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

Expenditure Variance Analysis

General Expense Comment

In comparing 2022 and 2021 for each period, the estimated impact of the University's 4-week transition to online learning (September 2020) and the pandemic's continuing financial impact was reflected in the University's 2021 budget. By December 2020, the Education and General and Auxiliary Enterprise revenue budgets included reductions of \$8,266,000 and \$30,382,000, respectively. Related expense reductions impacted all reporting lines. Renegotiated Dining Services contracts with Aramark were a significant portion of the overall Auxiliary Enterprises reductions and across the board budget reductions impacted all areas.

2022 Auxiliary Enterprise budgets include a decrease of \$12,595,000 related to debt service. This decrease mostly is the result of the 2021 restructuring and refinancing of 9(d) debt service. The restructuring was a measure to provide cash flow relief given the uncertainties surrounding the pandemic. The University chose to defer 2022 principal payments on selected 9(d) debt issues of approximately \$10,100,000. The State also refinanced a number of debt issues on the University's behalf, resulting in additional principal and interest savings for 2022.

Education and General

Decrease for Academic Support

Actual Academic Support expenses increased \$3,395,000, or 8.5%. However, the related budget increased \$10,391,000, resulting in the percentage of actual to budget decreasing as compared to the prior year. The current year budget increase is due to several factors. In most years, the original budget for Academic Support is significantly enhanced by transfers from central institutional sources, such as the Vice President for Academic Affairs budget. Due to the pandemic's financial impact, 2021's Academic Support original budget actually decreased during the year as a result of across the board budget reductions and greatly reduced allocations from central sources. 2022's budget includes greater allocations from central services consistent with fiscal years prior to the pandemic.

Another factor is related to the General Fund carryover of 2021 funds to 2022. In 2022, the University budgeted \$7,025,000 of the carryover in Academic Support. This amount corresponds to the planning funds that the University will cover for the Carrier Library Renovation/Expansion project. Once construction begins, all funds that are expended for planning will eventually be reimbursed by state bond proceeds.

Financial Assistance for Educational and General Services

Increases for CARES Act - Student

The 2022 student aid portion of Federal Cares Act funding is \$15,915,000 compared to \$6,040,000 in both 2021 and 2020.

Increases for CARES Act - Institutional

The 2022 institutional aid portion of Federal Cares Act funding is \$15,859,000 compared to \$11,840,000 and \$6,040,000 for 2021 and 2020, respectively. In both 2021 and 2020, the University did not recognize any expenses since all revenue related to this funding was moved to Auxiliary Enterprises to mitigate dining, residential, and parking refunds issued to students. In 2022, we moved \$7,060,000 to Education and General revenue and \$8,311,000 to auxiliary revenue to mitigate lost revenue in those programs. The remaining funds of \$488,000 cover pandemic expenses charged directly to the Cares Act funding.

Auxiliary Enterprises

Decrease for Retail Services

The budget for Sales to other University departments (recoveries) decreased \$78,000 in 2022 to \$482,000 while actual recoveries increased \$181,000 to \$414,000.

Decrease for Parking and Transportation

Parking Special Projects has a budget of \$2,555,000 and actual expenditures of \$238,000 in 2022 compared to a budget of \$296,000 and actual expenditures of \$57,000 in 2021. In addition, 2022 has a capital reserve budget of \$984,000 compared to a budget of \$11,000 in 2021. There are no actual expenditures related to the capital reserve budgets.

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

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.

2021-2022 Receivables Write-Offs

Mark Angel
Assistant Vice President
Finance





Write-Off Criteria

- Student no longer attends James Madison University
- Student has not responded to JMU collection procedures, and
- Student has not responded to either the State Attorney General's collection efforts or James Madison University's contracted collection agencies



Write-Off Review

CLASSIFICATION	FY22 Write-Off	FY21 Write-Off	FY20 Write-Off
Tuition/Fees/Room /Board	\$ 362,748	\$ 160,156	\$ 234,713
Parking	2,233	1,474	2,007
Clinics/Grants/Univ Conf/Other	4,324	6,768	3,877
Total	\$ 369,305	\$ 168,398	\$ 240,597



Write-Off Comparison

Institution	FY22 Write-Off	FY21 Write-Off	FY20 Write-Off
JMU	\$ 369,305	\$ 168,398	\$ 240,597
VT	294,305	147,328	407,000
GMU	0,000,000	3,297,888	2,485,979
ODU	3,648,103	5,928,138	2,938,599



Write-Off vs. Authorization

	FY22	FY21	FY20
Total Write-Off	\$ 369,305	\$ 168,398	\$ 240,597
Total Billings	\$ 476,903,553	\$ 466,603,172	\$ 497,732,249
Write-Off Percentage	.077%	.036%	.048%

- The Board of Visitors has approved the University to write-off up to one-half of one percent (.5%) of total billings, which would amount to a total of \$2,384,518 for FY22.



Debt is not forgiven...

- Write-Off is performed for Financial Statement purposes only
- Hold is placed on the individual's account
- Collection efforts by outside agencies continue
- Amount is sent to the State Treasurer's office to be included in the debt set-off program



FY22 Collection Payments

- Precollect – \$369,089
- Attorney General – \$112,931
- Debt Set-Off – \$44,106
- Outside Collection Agencies – \$179,991

Revised 2022-23 Budget

Towana Moore
Vice President
Administration and Finance





University Revenue Highlights

- State Appropriations
 - 5% Pay Adjustments
 - Financial Assistance
 - Affordable Access
 - Base Funding
 - Teaching Initiative
- Other University-Wide Institutional Resources
 - Academic On-line Programs
 - Summer & Winter Sessions
 - Application Revenues
 - Auxiliary Services



University Funding Priorities

- Faculty & Staff Compensation
- Financial Aid & Scholarships
- University Strategic Initiatives
- Continued Operational Costs/Contractual Obligations
- Reengineering Madison
- Future Capital Improvements



2022-23 Budget Summary (Millions)

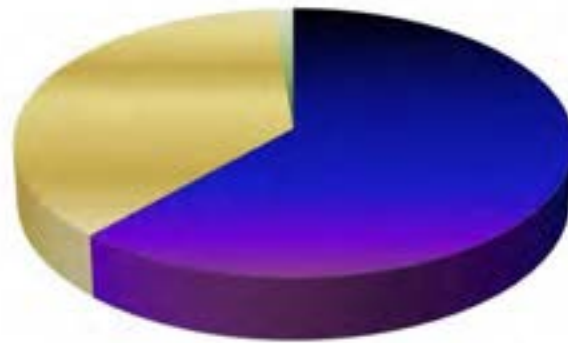
	2021-22	2022-23	\$ Change	% Change
Education & General	360.6	385.2	24.6	6.8%
Auxiliary Enterprises	215.1	227.6	12.5	5.8%
Financial Aid	23.5	25.3	1.8	7.7%
E&G, F/A & Auxiliary	\$ 599.2	\$ 638.1	\$ 38.9	6.5%
Sponsored Programs	\$ 42.7	\$ 46.7	\$ 4.0	9.4%
Total Operating*	\$ 641.9	\$ 684.8	\$ 42.9	6.7%

* Excludes Equipment Trust Fund



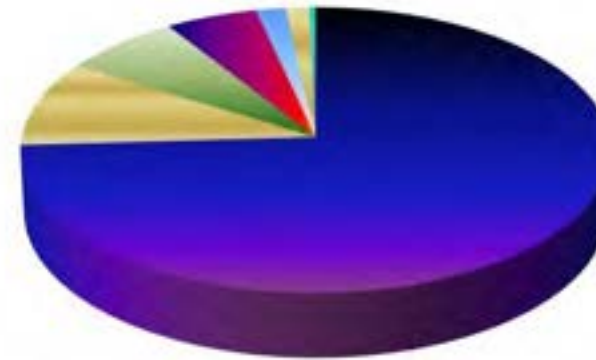
2022-23 Education & General (E&G) Budget Including Financial Aid (F/A)

E&G Revenues



- Tuition 61.7%
- General Funds 37.0%
- Miscellaneous 1.3%

E&G Expenditures

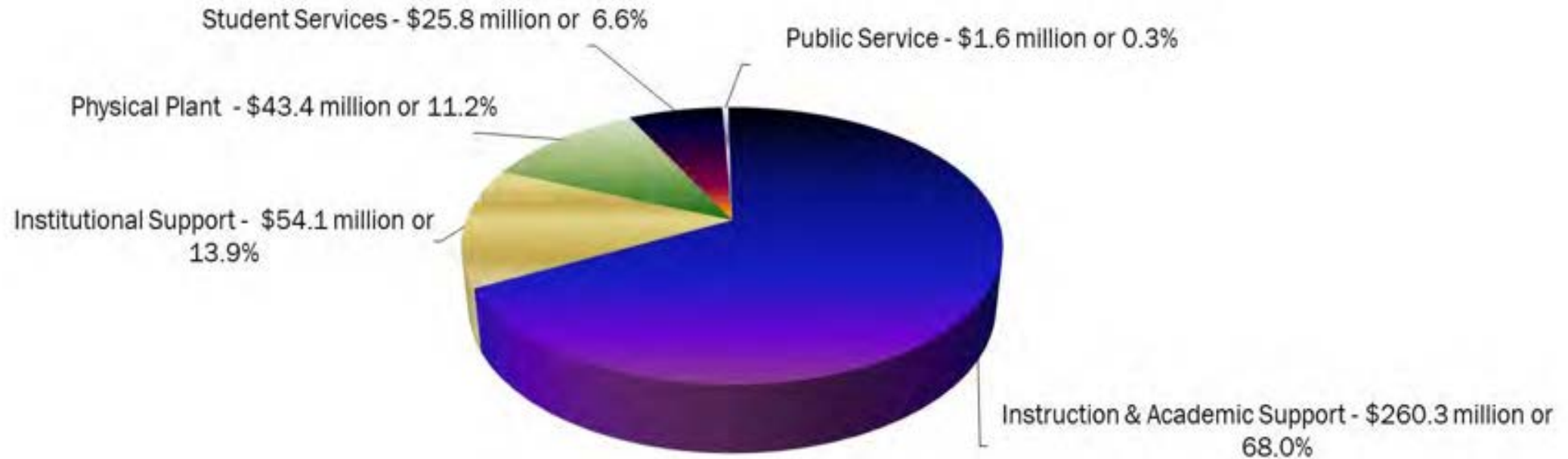


- Compensation 74.1%
- Financial Aid & Scholarships 9.7%
- All Other 7.1%
- Utilities 5.5%
- Equipment 1.8%
- Repairs & Maintenance 1.4%
- Debt .4%

Total E&G & F/A Budget
\$410.5 M

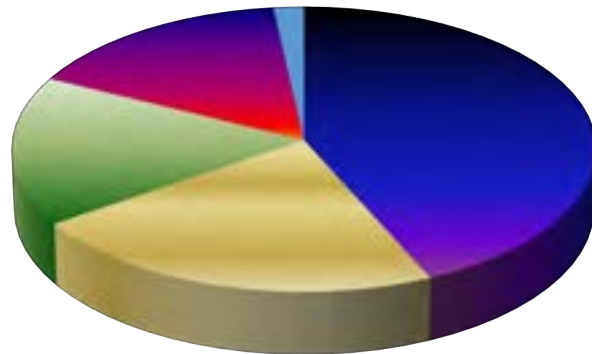


2022-23 Education & General Expenditure Budget By Category



2022-23 Auxiliary Budget

Auxiliary Revenues



- Comprehensive Fee 43.3%
- Board Fee 22.0%
- Non Fee Revenue 17.0%
- Room Fee 15.9%
- Parking Fee 1.8%

Total Auxiliary Budget
\$227.6 M

Auxiliary Expenditures



- Dining 21.7%
- Debt 16.8%
- All Other 8.2%
- Scholarships 7.4%
- Mandatory Reserves 2.0%
- Compensation 19.9%
- Repair and Maintenance 9.0%
- Utilities 8.0%
- Agency Service Charge 6.2%
- Equipment 0.8%



In-State and Out-of-State Undergraduate Tuition, Required Fees and Room and Board for Virginia's State-Supported Institutions of Higher Education, 2022-23

	In-State Tuition and Mandatory E&G Fees		Out-of-State Tuition and Mandatory E&G Fees		Mandatory Non-E&G Fees		Average Room and Board ⁽¹⁾		Total In-State		Total Out-of-State	
1	CWM	\$ 17,570	UVA	\$ 51,491	VMI	\$ 10,132	CWM	\$ 13,828	CWM	\$ 37,798	UVA	\$ 67,256
2	UVA	\$ 15,339	CWM	\$ 40,796	CWM	\$ 6,400	GMU	\$ 13,120	UVA	\$ 31,104	CWM	\$ 61,024
3	VCU	\$ 12,956	VMI	\$ 39,590	LU	\$ 6,180	LU	\$ 13,032	VMI	\$ 30,588	VMI	\$ 60,396
4	VT	\$ 12,289	VCU	\$ 34,902	CNU	\$ 6,050	ODU	\$ 12,928	VCU	\$ 27,881	GMU	\$ 50,688
5	GMU	\$ 9,795	GMU	\$ 33,959	JMU	\$ 5,408	UVA	\$ 12,876	LU	\$ 27,632	VCU	\$ 49,827
6	VMI	\$ 9,782	VT	\$ 32,543	UMW	\$ 5,296	VCU	\$ 12,239	CNU	\$ 27,415	VT	\$ 45,676
7	CNU	\$ 9,375	ODU	\$ 27,207	UVAW	\$ 5,274	CNU	\$ 11,990	GMU	\$ 26,524	ODU	\$ 44,508
8	UMW	\$ 8,998	UVAW	\$ 26,318	ODU	\$ 4,373	UVAW	\$ 11,919	UMW	\$ 25,890	UVAW	\$ 43,511
9	LU	\$ 8,420	UMW	\$ 25,918	NSU	\$ 3,870	UMW	\$ 11,596	VT	\$ 25,422	UMW	\$ 42,810
10	RU	\$ 8,252	JMU	\$ 24,744	RU	\$ 3,664	VSU	\$ 11,544	ODU	\$ 24,558	JMU	\$ 41,600
11	JMU	\$ 7,684	CNU	\$ 22,613	GMU	\$ 3,609	JMU	\$ 11,448	JMU	\$ 24,540	CNU	\$ 40,653
12	ODU	\$ 7,257	LU	\$ 21,230	VSU	\$ 3,385	NSU	\$ 10,844	UVAW	\$ 23,417	LU	\$ 40,442
13	VSU	\$ 6,269	RU	\$ 20,789	UVA	\$ 2,889	VT	\$ 10,756	RU	\$ 22,340	RU	\$ 34,877
14	UVAW	\$ 6,224	VSU	\$ 18,024	VCU	\$ 2,686	VMI	\$ 10,674	VSU	\$ 21,198	VSU	\$ 32,953
15	NSU	\$ 5,752	NSU	\$ 17,680	VT	\$ 2,377	RU	\$ 10,424	NSU	\$ 20,466	NSU	\$ 32,394

(1) Charges shown in the table represent the weighted average double occupancy room charge and the maximum weekly meal plan offered, not necessarily the plan used by most students. The JMU 14 meal plan is shown in the chart as this is the most popular plan at the university and the plan approved by the Board of Visitors.

Source: SCHEV, 2022-23 Tuition and Fees Report, August 2022

2023-2024 Budget Requests

Towana Moore
Vice President
Administration and Finance





2023-2024 Budget Requests - Operating

Budget Request Description	Nongeneral Funds	General Funds	Total
1. Support Growing Commonwealth Healthcare Needs with Advanced Degrees		1,254,558	1,254,558
2. New Information Technology Major Resources	150,811	454,638	605,449
3. Student Mental Health Services		478,143	478,143
Total Budget Request	\$150,811	\$2,187,339	\$2,338,150

Six-Year Plan Update

Towana Moore
Vice President
Administration and Finance





Six-Year Financial Plan Assumptions

- Emphasis on 2022 – 2024 Biennium, Focus 2023-24
- Strategies related to JMU Madison Plan and Virginia Higher Education Plan
- Projected enrollment
- Projected tuition and fees



Six-Year Financial Plan – Revenue & Expense Estimate Assumptions

- Tuition and fee revenue estimate
 - Based on projected enrollments by degree level & residency
 - Excludes general fund for new initiatives
- Expenditures include state mandated compensation, financial aid and targeted institutional strategies



Six-Year Financial Plan – Costs Summary

Academic & Financial Plan Strategies		Incremental Expense Change 2023-2024		
		General Funds & Reallocation	Nongeneral Funds	Total
1.	Faculty and Staff Authorized Salary Increases	3,066,401	5,566,851	8,633,252
2.	Increase Funding Faculty Promotions	0	491,872	491,872
3.	Additional Undergraduate Student Financial Assistance	5,318,350	686,922	6,005,272
4.	Early Alerts: Improving Retention and Closing the Equity Gap	0	450,000	450,000
5.	Implement and Grow a High Demand Technology Degree	0	150,811	150,811
6.	Grow Your Own - Teacher Recruitment and Retention	314,338	0	314,338
7.	Support Increased Research Activities and Opportunities	264,425	0	264,425
8.	Service Delivery and Web-base Technology Integration	0	500,000	500,000
Total Academic & Financial Operating Strategies		\$8,963,514	\$7,846,456	\$16,809,970



Six-Year Financial Plan E&G – Nongeneral Fund Revenue Estimate

Tuition & Fees Change – Planning Purposes

	2022-23	2023-24	\$ Chg	% Chg
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VIRGINIA STUDENT				
Tuition & Fees	\$ 7,684	\$ 8,060	\$ 376	4.90%
Comprehensive Fee	\$ 5,408	\$ 5,646	\$ 238	4.40%
TOTAL COMMUTER COSTS	\$ 13,092	\$ 13,706	\$ 614	4.70%

NON-VIRGINIA STUDENT				
Tuition & Fees	\$ 24,744	\$ 25,106	\$ 362	1.50%
Comprehensive Fee	\$ 5,408	\$ 5,646	\$ 238	4.40%
TOTAL COMMUTER COSTS	\$ 30,152	\$ 30,752	\$ 600	2.00%

GRADUATE (Per Credit Hour)				
Virginia	\$ 529	\$ 554	\$ 25	4.70%
Non-Virginia	\$ 1,251	\$ 1,271	\$ 20	1.60%



Six-Year Financial Plan E&G & F/A – Summary

2023-24 Incremental Change (\$s in millions)

Sources of Funds:

Nongeneral Fund Estimate	7.8
General Fund Assumption & Reallocation ⁽¹⁾	9.0
Total	\$16.8

Uses of Funds:

Compensation - Pay Adjustments	8.6
Student Financial Assistance	6.0
Academic Initiatives	1.7
All Other Operating Needs	0.5
Total	\$16.8

⁽¹⁾ Assumes no new state general funds for new initiatives

2022 SIX-YEAR PLAN NARRATIVE (Part II)

INSTITUTION: James Madison University

OVERVIEW

The totality of the six-year plan should describe the institution's goals as they relate to state goals found in the *Pathways to Opportunity: The Virginia Plan for Higher Education*; the Higher Education Opportunity Act of 2011 (TJ21); and the Restructured Higher Education Financial and Administrative Operations Act of 2005.

The instructions under institutional mission and alignment to state goals, below, ask for specific strategies, in particular related to equity, affordability and transformative outcomes. Other sections will offer institutions the opportunity to describe additional strategies to advance institutional goals and state needs. *Please be as concise as possible with responses and save this narrative document with your institution's name added to the file name.*

SECTIONS

Section A. Pandemic Impact: Briefly discuss, in one to two paragraphs, how the pandemic has impacted your institution. What things did your institution already have in place that proved helpful? What lessons were learned? What short-term changes have been made? What long-term changes will be made? What are the concerns moving forward?

RESPONSE:

During JMU's move to online delivery necessitated by COVID, the university's established processes and technologies, operations generally continued successfully. JMU already delivered many online and hybrid classes and has multiple faculty who are experienced in multi-modal teaching, despite offering a majority of in-person courses. JMU benefited from several consolidated procedures that facilitated a complete move to operating virtually, ranging from centralized development of academic policies and resources to improve online teaching and learning to centrally-located decision-making regarding budgets.

As we think about the future, JMU anticipates growth in online courses and programs in identified areas where engagement and rigor are equal to or greater than that achieved during in-person classes. JMU will focus on creating additional virtual, online, and hybrid classes to reach non-traditional students and close the equity gap. We will make good use of the technology we have acquired to improve our course design and delivery. The university also plans to implement lessons learned about teleworking during the pandemic and deployment of that learning through policy and best practices.

Section B. Institutional Mission, Vision, Goals, Strategies, and Alignment to State Goals: Provide a statement of institutional mission and indicate if there are plans to change the mission over the six-year period.

Provide a brief description of your institutional vision and goals over the next six years, including numeric targets where appropriate. Include specific strategies (from Part 3 – Academic-Financial Plan and Part 4 – General Fund Request) related to the following state themes and goals:

- **Equitable:** Close access and completion gaps. Remove barriers to access and attainment especially for Black, Hispanic, Native American and rural students; students learning English as a second language; students from economically disadvantaged backgrounds; and students with disabilities.
- **Affordable:** Lower costs to students. Invest in and support the development of initiatives that provide cost savings to students while maintaining the effectiveness of instruction.
- **Transformative:** Expand prosperity. Increase the social, cultural and economic well-being of individuals and communities within the Commonwealth and its regions. This goal includes efforts to diversify staff and faculty pools.

Strategies also can cross several state goals, notably those related to improved two-year and four-year transfer, and should be included here. If applicable, include a short summary of strategies related to research. The description of any strategy should be one-half page or less in length. Be sure to use the

same short title as used in the Part 3 and Part 4 worksheets. If federal stimulus funds will fund activities and are included in Part 3 as reallocations, please note how they will be used.

RESPONSE:

Institutional Mission

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

Institutional Vision

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

Institutional Strategic Priorities

To align the management of fiscal, human, and material resources, JMU established *strategic priorities*. When the university is determining where to invest resources or how to assess performance, these priorities serve as the starting points for consideration.

Priority #1 – Being the Change at Work and in the World

We will be an innovative engine powering student lifelong learning and providing the skill sets and solutions that education, business, government, and other constituents have come to expect from JMU as we are truly being the change.

Priority #2 – Advancing Diversity, Equity, and Inclusion

We will advance access and affordability for students from all backgrounds, and we will champion and foster a welcoming and inclusive environment for faculty, staff, and students.

Priority #3 – Attracting the Students of Tomorrow

Our approach to enrollment management will be visionary and innovative, astutely anticipating national demographic trends, meeting community needs, and fueling Virginia's commitment to be the most well-educated state.

Priority #4 – Recovering and Learning from COVID-19 in 2020-21 and Beyond

As we join our local and regional communities, the commonwealth, and the nation in recovery from the impact of COVID-19, we will diligently restore systems and processes to optimum operation, improve policies and practices to prepare for future disruptions, and capitalize on continued innovation and new adaptations so that they become new-normal best practices.

Academic & Financial Assistance Strategies

VA Plan	Virginia Plan Strategies	JMU Six Year Plan Academic/Financial Strategies & General Fund (GF) Requests
Goal 1 - Equitable: Close access and completion gaps		
	1.1 Expand postsecondary opportunities and awareness to Virginians who may not view higher education as an option.	7. Additional Financial Assistance GF3 Support Resources for Student Mental Health Services R/13. Establish a Lab School Within the College of Education A/10. Grow Your Own - Teacher Recruitment and Retention
	1.2 Advance digital access, adoption and literacy as well as high-quality, effective remote-learning programs.	
	1.3 Strengthen student support services for persistence and completion: mental health, mentoring, career services, social, student basic needs, information technology, disability support and other services.	8. Early Alerts: Improving Retention and Closing the Equity Gap
Goal 2 - Affordable: Lower costs to students		
	2.3 Update and reform funding models and policies to improve equity, affirm return on investment, and encourage increased and consistent levels of state funding.	
	2.4 Foster program and administrative innovations that enhance quality, promote collaboration and improve efficiency.	R/15. Address Operational Costs, Inflationary Alignment & Strategic Initiatives
Goal 3 - Transformative: Expand prosperity		
	3.1 Support experiences that improve students' employment outcomes, income and community engagement.	12. Support Increased Research Activities and Opportunities GF1. Support Growing Commonwealth Healthcare Needs with Advanced Degrees
	3.2 Improve the alignment between post-secondary academic programs and labor market demands.	A/9,GF2. Implement and Grow a High-Demand Technology Degree
	3.3 Cultivate a climate of inclusion and innovation through scholarship, research, a diverse faculty and other programming.	6. Provide Targeted Institutional Instructional Faculty Promotions 14. Leverage Academic Affairs DEI Actions A/11. Establish an Innovation Center for Youth Justice

Additional Financial Assistance (University Strategy #7)

In 2021-22, the university met an average of 32% of remaining need for those with estimated family contribution (EFC) up to \$15,000 (approximately 3,083 students). For future strategies, we will continue

investigating new programs to assist in the matriculation of low-income students and to provide additional support for middle-income students. Our primary goals are to annually increase the EFC used for grant awards to equal 50% of the Cost of Attendance (COA) while working toward increasing the award to equal an average of 50% of remaining need. We have met the 50% of COA goal, but have work to do with the 50% of remaining need goal.

In order to reach more of the unmet need, the university will rely on a combination of state general fund support, institutional support, and private dollars. Additional institutional resources include funding for the Valley Scholars program for first-generation students, base budget expansion, and costs associated with tuition changes.

- FY 2022-23 \$0 salary + benefits + \$2,402,433 operating costs
 - Total Cost \$2,402,433
- FY 2023-24 \$0 salary + benefits + \$8,407,705 operating costs
 - Total Cost \$8,407,705

Early Alerts: Improving Retention and Closing the Equity Gap (University Strategy #8)

There is a growing decline in the overall higher education retention rates for students from underrepresented groups: Black, Indigenous, Students of Color (BISOC); low-income; and first-generation college students, in addition to an increasing equity gap. JMU is creating a data-informed early alert advising system to improve retention rates for these segments of students. This formal, proactive feedback system will notify involved areas of issues related to targeted student segments so the appropriate staff and faculty can take action to intervene with personalized attention to student-specific needs.

- FY 2022-23 4.16 FTE, \$412,721 salary + benefits + \$131,000 operating costs
 - Total Cost \$543,721
- FY 2023-24 17.21 FTE, \$821,879 salary + benefits + \$171,842 operating costs
 - Total Cost \$993,721

Implement and Grow a High-Demand Technology Degree (University Strategy #A9)

With an increasing number of innovative companies being established within the commonwealth, there is an ever-growing need for technical talent in Virginia's workforce. To meet this need, JMU finalized approval for and implemented a Bachelor of Science in Information Technology degree program that prepares students to serve as a link between computer technology and its users.

- FY 2022-23 4.30 FTE, \$435,000 salary + benefits + \$15,000 operating costs
 - Total Cost \$450,000
- FY 2023-24 4.30 FTE, \$435,000 salary + benefits + \$165,811 operating costs
 - Total Cost \$600,811

Grow Your Own - Teacher Recruitment and Retention (University Strategy #A10)

Virginia continues to face a growing teacher shortage. To strengthen the teacher pipeline and to increase teacher retention, we will partner with the Virginia Community College System for a "Grow Your Own" initiative, a nationally recognized strategy for teacher recruitment and retention. The program creates pathways to increase access to quality teacher education for those from diverse geographic and demographic areas. Through this initiative, students entering JMU will receive high-quality support throughout their academic career, then induction support during their first three years of teaching.

- FY 2022-23 8.53 FTE, \$185,080 salary + benefits + \$1,730,288 operating costs
 - Total Cost \$1,915,368
- FY 2023-24 9.27 FTE, \$185,080 salary + benefits + \$2,044,626 operating costs
 - Total Cost \$2,229,706

Establish an Innovation Center for Youth Justice (University Strategy #A11)

The university has aligned with the Robert F. Kennedy National Resource Center for Juvenile Justice to create the Innovation Center for Youth Justice (ICYJ). Based on our shared goal of equal and fair justice for all youth, we envision the proposed ICYJ as the national and international pacesetter in promoting positive transformation of policy and practice in youth justice systems. The ICYJ will feature field-based

practice and policy innovation; partnerships with prominent juvenile justice leaders from across the country; and a ground-breaking undergraduate minor curriculum featuring an internship program that will train the future workforce in transformative youth justice practice.

- FY 2022-23 1.84 FTE, \$56,913 salary + benefits + \$93,087 operating costs
 - Total Cost \$150,000
- FY 2023-24 1.84 FTE, \$56,913 salary + benefits + \$93,087 operating costs
 - Total Cost \$150,000

Support Increased Research Activities and Opportunities (University Strategy #12)

JMU's evolution has included the growth of our doctoral programs, combined with over \$5 million in research expenditures. In response, Carnegie classified JMU as a Doctoral University: High Research Activity (R2) in 2022. This re-classification is a recognition of our ongoing faculty research, outstanding academic programs, and commitment to undergraduate and graduate students. To continue and adequately support our trajectory, we will support academic programs with additional faculty and increased doctoral assistantships. Other plans will strengthen the university's research infrastructure and increase the visibility of JMU scholarship.

- FY 2022-23 0.00 FTE, \$0 salary + benefits + \$0 operating costs
 - Total Cost \$0
- FY 2023-24 2.00 FTE, \$244,696 salary + benefits + \$19,729 operating costs
 - Total Cost \$264,425 Reallocation

Establish a Lab School within the College of Education (University Strategy #R13)

Pursuant to the College Partnership Laboratory Schools Fund in the FY 2023 state budget, the JMU College of Education intends to apply for the planning grant to pursue the creation of two new college partnership laboratory schools to include: 1) The Lab School at JMU, in partnership with Rockingham County Public Schools; and 2) expansion of the Young Children's Program. Application for the planning grants will include building infrastructure in facilities, providing state of the art technology spaces, collaborative curriculum development, and the establishment of partnerships designed to expand research on teaching and learning.

- FY 2022-23 Total Cost (Net Cost \$0/Grant Request & Institutional Reallocation)
- FY 2023-24 Total Cost (Net Cost \$0/Grant Request & Institutional Reallocation)

Leverage Academic Affairs DEI Actions (University Strategy #14)

As an institution of higher education in the Commonwealth of Virginia, JMU shares a responsibility to address the lack of diversity and equity on campus. Academic Affairs has adopted an explicit, proactive *Anti-Racist and Anti-Discrimination Agenda* to cultivate and sustain institutional excellence through increased diversity efforts. Examples include expanding cohort hiring, reviewing budget allocations through an anti-racist and anti-discrimination lens, and increasing advising and support for BIPOC faculty and students to increase retention. There are also plans to diversify the curriculum through the support of interdisciplinary centers and increased curriculum development grants. to cultivate and sustain institutional excellence through increased diversity efforts.

- FY 2022-23 1.00 FTE, \$94,462 salary + benefits + \$5,000 operating costs
 - Total Cost \$99,462
- FY 2023-24 1.00 FTE, \$94,462 salary + benefits + \$5,000 operating costs
 - Total Cost \$99,462

General Fund Request Strategies 2023-24

Support Growing Commonwealth Healthcare Needs with Advanced Degrees (University GF Strategy #1)

Online Accelerated Advanced Degree - Leadership in Health Care Systems (BSN to DNP)

JMU has a thriving post MSN to DNP (Doctor of Nursing Practice) program. With this proposed online program, students with a BSN may complete the DNP with a focus on leadership in health care systems after three years. Strategic planning, program management, and interprofessional leadership are central to

the curriculum, as is active participation in a virtual Simulation Laboratory where a dynamic learning environment mimics the acute care practice setting.

Online Certificate in Health Policy & Administration

Healthcare workers in a variety of clinical fields, including Nursing, Occupational Therapy, and Physicians Assistant, frequently participate in developing policies and advocacy efforts for health-related issues. This post-baccalaureate certificate will be an interdisciplinary, flexible, cost-effective option for individuals to grow their knowledge and skills in health policy and administration development, advocacy, and analysis.

- FY 2022-23 0 FTE, \$0 salary + benefits + \$0 operating costs
 - Total Cost \$0
- FY 2023-24 11.97 FTE, \$1,165,324 salary + benefits + \$89,234 operating costs
 - Total Cost \$1,254,558

Implement and Grow a High-Demand Technology Degree (University GF Strategy #2)

With an increasing number of innovative companies being established within the commonwealth, there is an ever-growing need for technical talent in Virginia's workforce. To meet this need, we established and implemented a Bachelor of Science in Information Technology degree program that prepares students to serve as a link between computer technology and its users. We anticipate this program to expand annually.

- FY 2022-23 0.00 FTE, \$0 salary + benefits + \$ operating costs
 - Total Cost \$0
- FY 2023-24 4.98 FTE, \$454,638 (GF) salary + benefits + \$150,811 (NGF) operating costs
 - Total Cost \$605,449 (GF + NGF)

Support Resources for Student Mental Health Services (University GF Strategy #3)

Request resource investment in student mental health services. While we look forward to continuing to address mental health system-wide, many of our students are struggling now and we couldn't wait to act. We recently procured a virtual care service that provides students with free access to licensed counselors. JMU, Virginia Tech and Virginia Commonwealth University entered into a system-wide agreement for telehealth and tele-mental health services. As a part of the university's mental health programs, JMU is also providing faculty and staff with additional training to increase the understanding and awareness of mental health.

- FY 2022-23 0 FTE, \$0 salary + benefits + \$0 operating costs
 - Total Cost \$0
- FY 2023-24 0.00 FTE, \$0 salary + benefits + \$478,143 operating costs
 - Total Cost \$478,143

Section C. In-state Undergraduate Tuition and Fee Increase Plans: Provide information about the assumptions used to develop tuition and fee information the institution provided in the Excel workbook Part 1. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the institution's mission, market capacity and other factors.

RESPONSE

James Madison University was established as a college for teachers and is, today, the second largest producer of teachers in Virginia. The nursing program has grown tenfold since it started in 1980, and JMU continues to grow programs in the STEAM-H areas, giving undergraduates access to hands-on research opportunities and meeting the needs of tomorrow's workforce. For a third year in a row, JMU is the Best College for Getting a Job in Virginia. The institution prides itself on creating a culture of professionals with technical skills who can also think critically, reason ethically, and communicate proficiently.

In the last decade, JMU has answered Virginia's call to increase enrollment, providing access to more Virginians seeking a quality education at an affordable price. JMU's in-state undergraduate enrollment has grown 23%, almost 3,000 students, in the last ten years. This is the second highest growth among schools in the commonwealth.

While the university is very appreciative of funding received from the commonwealth, state appropriations for JMU have not kept pace with the institution's exponential growth. As of FY 2020-21, JMU receives the least amount of money per in-state full-time student from the commonwealth. The university receives 25% (or \$2,050) less per in-state student than the average four-year public school in Virginia. In 2021-22, JMU transitioned its Carnegie Classification to a R2 Doctoral University. When compared to William and Mary, the only other institution currently classified as R2 in the state, JMU receives 39% (or \$4,021) less per in-state student.

JMU has previously offset the state funding disparity with out-of-state tuition revenue. An out-of-state enrollment decline from around 30% in 2010 to 21% in Fall 2021 has resulted in a significant revenue loss.

Despite financial pressures, JMU remains committed to keeping tuition affordable and maintains the fifth lowest tuition in the commonwealth. The institution is very grateful for the additional state support for FY 2023. An in-state tuition increase of 3.9% for the upcoming year was approved by the Board of Visitors at their April meeting. However, after receiving additional state resources, the board decided to revisit the tuition increase. The Executive Committee of the board met in June to approve a tuition decrease to 3% and to approve a one-time scholarship to cover the cost of the tuition increase to help keep costs down for families. While tuition will rise, the scholarship will offset the increase for all Virginia undergraduate students, essentially keeping their tuition flat in fiscal year 2023.

While the university continues to be impacted by substantial cost factors including compensation increases, high inflationary pressures, and operational and strategic investments, the university's priorities of access and affordability remain, along with the alignment of efficiency and fiscal stewardship to the university's mission, strategic plan, and goals.

However, a formula of relatively low state appropriations, decreasing out-of-state revenues, and very low in-state tuition is not a sustainable funding model. JMU wants to continue providing access and affordability, but without continued increased state support more equal to peer institutions, we may be unable to keep tuition down.

The university's proposed tuition and fees are based on planning assumptions including enrollment projections, the higher education market, and projected costs of university investments.

Section D. Tuition and Other Nongeneral Fund (NGF) Revenue: Provide information about factors that went into the calculations of projected revenue, including how stimulus funds may mitigate tuition increases.

RESPONSE

The university's proposed tuition and nongeneral fund revenues for both years of the 2022-24 biennium are based on financial modeling practices and assumptions, which include historical analysis, proposed tuition rates for student classifications, and enrollment projections (volume and demographic). At this time, revenue projections do not include stimulus funds due to their limited and one-time nature.

Section E. Other Budget Items: This section includes any other budget items for which the institution wishes to provide detail. Descriptions of each of these items should be one-half page or less.

RESPONSE

Increase Institutional Instructional Faculty Salaries (University Strategy #1)

Faculty and staff compensation continues to be a challenge for the university and represents one of our most important areas of emphasis. The university is very appreciative of the commonwealth's support of instructional faculty compensation and providing the associated funding for the general fund costs for a five percent salary increase in both years of the FY 2022-24 biennium.

- FY 2022-23 \$6,127,148 salary + benefits
 - Total Cost \$6,127,148
- FY 2023-24 \$12,236,936 salary + benefits
 - Total Cost \$12,236,936

Increase Institutional Administrative and Professional Faculty Salaries (University Strategy #2)

Faculty and staff compensation continues to be a challenge for the university and represents one of our most important areas of emphasis. The university is very appreciative of the commonwealth's support of Administrative and Professional faculty employee compensation and providing the associated funding for the general fund costs for a five percent salary increase in both years of the FY 2022-24 biennium.

- FY 2022-23 \$1,722,694 salary + benefits
 - Total Cost \$1,722,694
- FY 2023-24 \$3,517,470 salary + benefits
 - Total Cost \$3,517,470

Increase Classified Salaries (University Strategy #3)

The university is very appreciative of the commonwealth's support of state employee compensation as faculty and staff compensation continues to be a challenge for the university and represents one of our most important areas of emphasis. With funding to support the general fund cost from the state, the university will provide a five percent salary increase in both years of the FY 2022-24 biennium.

- FY 2022-23 \$2,786,854 salary + benefits
 - Total Cost \$2,786,854
- FY 2023-24 \$0 salary + benefits
 - Total Cost \$5,555,503

Increase Adjunct Faculty & Graduate Assistantships Pay (University Strategy #4)

The university is very appreciative of the commonwealth's support of state employee compensation as faculty and staff compensation continues to be a challenge for the university and represents one of our most important areas of emphasis. With funding to support the general fund cost from the state, the university will provide a five percent increase in both years of the FY 2022-24 biennium for adjunct faculty and graduate assistantship pay.

- FY 2022-23 \$439,055 salary + benefits
 - Total Cost \$439,055
- FY 2023-24 \$0 salary + benefits
 - Total Cost \$899,804

Bonus Pay for Full-time Staff (University Strategy #5)

The university is very appreciative of the commonwealth's support of state employee compensation as faculty and staff compensation continues to be a challenge for the university and represents one of our most important areas of emphasis. With funding to support the general fund cost from the state, the university will provide a one-time bonus in December 2022 for full-time employees.

- FY 2022-23 \$2,500,710 salary + benefits one-time
 - Total Cost \$2,500,710 one-time
- FY 2023-24 \$0 salary + benefits
 - Total Cost \$0

Provide Targeted Institutional Instructional Faculty Promotions. (University Strategy #6)

Recognizing faculty who reach the highest levels of teaching and scholarship performance and achieve tenure within the academic ranks helps us to attract and retain high-quality professors. We plan to provide resources to acknowledge faculty promotions. The targeted faculty promotions are not across the board.

- FY 2022-23 \$491,872 salary + benefits + \$0 operating costs
 - Total Cost \$491,872
- FY 2023-24 \$983,744 salary + benefits + \$0 operating costs
 - Total Cost \$983,744

Address Operational Costs, Inflationary Alignment, and Strategic Initiatives. (University Strategy #R15) The university has allocated funding in both years of the 2022-24 biennium to provide resources for

operational costs, inflationary costs and strategic initiatives. A summary of specific areas of investment includes:

Service and Operational Costs and Inflationary Costs. Additional resources for continued operations, minimum wage increases, and impacts of inflation across the university.

- FY 2022-23 11.00 FTE, \$936,498 salary + benefits + \$3,735,298 operating costs
 - Total Cost \$4,671,796
- FY 2023-24 11.00 FTE, \$936,498 salary + benefits + \$3,735,298 operating costs
 - Total Cost \$4,671,796

University Strategic Plan Initiatives. University investment in student mental health initiatives, disability services, information technology, data analysis, student recruitment, admissions, business processes, and future strategic plan strategies of emphasis.

- FY 2022-23 11.00 FTE, \$1,000,294 salary + benefits + \$2,544,457 operating costs
 - Total Cost \$3,544,751
- FY 2023-24 11.00 FTE, \$1,000,294 salary + benefits + \$2,544,457 operating costs
 - Total Cost \$3,544,751

Phase I, Digital Transformation Project. Additional resources will be required for annual technology costs for the university's digital transformation project. Funding to address on-going costs will be needed during the multiple phases of project implementation. This project will provide university-wide service delivery and web-based technology integration.

- FY 2022-23 0.00 FTE, \$0 salary + benefits + \$1,000,000 operating costs
 - Total Cost \$1,000,000
- FY 2023-24 0.00 FTE, \$0 salary + benefits + \$1,500,000 operating costs
 - Total Cost \$1,500,000

Section F. Enrollment Projections: Include in this section information about how your institution developed its enrollment projections, whether your institution is concerned about future enrollment trends, and, if so, what planning is underway to address this concern. How have enrollment plans been impacted by the pandemic? For example, does your institution plan on enrolling more online students?

RESPONSE

JMU's Director of Institutional Research and Enrollment developed these projections based on historical enrollment numbers, percentages, and ratios, which were informed by guidance from faculty, staff, and administrators with an understanding of factors that may affect future enrollment trends. Projections are initially based on the figures from the preceding year, as we have found past enrollment the best predictor of future enrollment. Given the unprecedented nature of Fall 2020, the projections for Fall 2021 and beyond used historical percentages and ratios from Fall 2019. We based this decision on the assumption that enrollment trends in Fall 2021 for groups including on-campus and off-campus students will more closely resemble pre-pandemic levels and are a better predictor of future enrollment. Additionally, given high deferral rates and larger than usual discontinuations due to concerns over the pandemic, we anticipate Fall 2021 to have a higher than usual number of transfer students and number of readmitted students than in a traditional year.

Since 2017, JMU has experienced a period of relatively flat enrollment, precipitated by a decision to slow the growth of entering classes to more realistically meet targets, and we expect to see overall enrollments remain consistent. The pandemic affected overall enrollment somewhat, mostly due to more first-year and upper-level students taking online courses, significantly decreasing the number of on-campus students enrolled overall. We expect many students who deferred or stopped out in Fall 2020 to enroll (or re-enroll) in Fall 2021. We also anticipate a return to a ratio of in-person to online courses more closely resembling that of Fall 2019. Thus, we project a bump in Fall 2021 enrollment as students who delayed attendance due to the pandemic enroll. After Fall 2021, we expect our enrollments to slightly decline, due largely to smaller than projected first-year cohorts from Fall 2017 to Fall 2020, before a period of modest growth later in this six-year period.

Although the university is not attempting to expand enrollments, any period of decline is concerning. We believe that factors such as shifting high school student demographics, increasing competition for out-of-state students, and the general uncertainties surrounding post-pandemic life are affecting first-year enrollments. As a result, we believe that a short-term increase in first-year in-state students, followed by a period of fixed targets, will help to maintain enrollment near the levels seen previously. While increasing first-year in-state targets in Fall 2022, we have lowered future targets for out-of-state first-year students. These new targets are more realistic within the current higher education landscape, given the continued competitiveness for out-of-state students and lingering recruitment challenges relative to the pandemic. While the institution may see a brief period of lower undergraduate enrollments, we anticipate an upward trend returning by FY25, driven largely by increasing our graduate enrollment and professional and continuing education programs. Increasing the first-year in-state enrollment targets while concurrently lowering targets for first-year out-of-state enrollments acknowledges the growing challenges in enrolling this demographic and illustrates our commitment to educating Virginia's residents.

While the anticipated number of Virginia high school graduates remains relatively stable through 2024, the geographic area where JMU recruits will see a decline. The university is identifying strategies to distinguish high schools in new geographic areas and develop relationships, as well as exploring new scholarship strategies. Marketing what makes the university unique and the success of our graduates will be key to encouraging students to consider JMU. In addition, JMU will begin participation in the Common App beginning Fall 2021.

JMU is also addressing projected enrollment declines by emphasizing increasing student success outcomes. For Fall 2022, JMU is planning initiatives to increase its already strong first-to-second year retention rates, which have seen mild declines over the past several years. As JMU approaches its Southern Association of Colleges and Schools Commission on Colleges reaffirmation, we have created a Quality Enhancement Plan focused on improving the retention of at-risk students. *Early Alerts: Improving Retention and Closing the Equity Gap* is a data-informed, formal, proactive, feedback system that sends notifications about targeted student segments to JMU practitioners who can take action to intervene. This comprehensive system, currently in the first phase of development, will assist in reversing the decline in the overall retention rates and narrow the equity gap observed for students from underrepresented groups; Black, Indigenous, Students of Color (BISOC); low-income; and first-generation college students at JMU. *Early Alerts* is anticipated to be fully implemented by Fall 2023. The university can bolster enrollments by retaining more current students, thus off-setting the need to increase first-year student cohorts more than necessary.

Section G. Programs and Instructional Sites: Provide information on any new academic programs, including credentials and certificates, new instructional sites, new schools, or mergers supported by all types of funding, that the institutions will be undertaking during the six-year period. Note that as part of the revised SCHEV program approval process, institutions will be asked to indicate if a proposed new program was included in its six-year plan. Also, provide information on plans to discontinue any programs.

RESPONSE

Anticipated Academic Proposals

- African, African American, and Diaspora Studies graduate certificate
- Applied Behavioral Analysis, MA
- Applied Nutrition, MS (in progress)
- Business Law undergraduate certificate
- Civic Engagement undergraduate certificate
- Communication Sciences and Disorders, BA and BS (in progress)
- Computer Science, graduate certificate
- Dance, BA (in progress)
- Data Science, graduate certificate
- Environmental Earth Science, BA and BS (in progress)
- Educational Leadership, EdD (in progress)

- Health Analytics, BS
- Health Policy and Administration, post-bac certificate
- Health Sciences, BS (in progress)
- Industrial Design, BFA (in progress)
- Integrated Biomedical Sciences, MS
- Leadership in Health Care Systems, post-BSN to DNP
- Management, MS
- Media Arts and Design, BA and BS
- Multidisciplinary Studies, BA/BS
- Music, BA (in progress)
- Musical Theatre, BA Philosophy and Religion, BS
- Social Work, MSW
- Women, Gender, and Sexuality Studies, BS

Anticipated New Instructional Sites, Schools, or Mergers

- None

Section H. Financial Aid: Discuss plans for providing financial aid, not including stimulus funds, to help mitigate the impact of tuition and fee increases on low-income and middle-income students and their families, including the projected mix of grants and loans. Virginia’s definitions of low-income and middle-income are based on HHS Poverty Guidelines. A table that outlines the HHS guidelines and the definitions is attached.

RESPONSE:

The university is very appreciative of the state’s commitment to providing additional general funds for student financial assistance in the 2020-22 biennium. These additional state resources continue to provide opportunities for our students, supporting state and institutional goals for access and engagement.

In 2008-09, the percentage of undergraduate students receiving a Federal Pell Grant was 9.5%. We are striving to increase this number to help attract and assist more low-income students in attending JMU. While we have been successful in doing so, our efforts in this area will continue. The percentage of undergraduate students receiving a Federal Pell Grant for the three most recent award years is:

- 2021-22: 15.4%
- 2020-21: 15.3%
- 2019-20: 15.2%

If we just look at the percentage of in-state undergraduate students receiving a Federal Pell Grant, that figure was 11.5% in 2008-09. For the three most recent award years the figures are:

- 2021-22: 17.4%
- 2020-21: 17.8%
- 2019-20: 17.9%

By leveraging the Federal Pell Grant, VSFAP program, and institutional dollars, we have the ability to impact low income in-state students more than out-of-state students. As a result, our primary efforts in providing additional grant dollars to low income students focuses on in-state residents.

We are providing resources to assist low-income students and dedicating more resources toward middle income families. Our long-term plan for Virginia undergraduates who qualify for the Virginia Student Financial Assistance Programs (VSFAP) has two components.

The first is annually increasing the EFC cutoff used to determine VSFAP eligibility to equal 50% of the Cost of Attendance (COA). That goal was met in the 2021-22 award year.

The second has been to provide a VSFAP grant (or equivalent) equal to 50% of a student's remaining need. However, that goal was modified beginning with the 2021-22 award year. In 2021-22, the average remained at 32% for all eligible students. Instead of increasing the grant percentage for all students above 32%, an additional University Grant of \$2,000 was offered to students receiving a Pell Grant and VSFAP award. While the overall percentage used in the remaining need calculation remained unchanged, this population of students received an increase in their total grant package compared with prior years. This provided higher institutional resources to low-income students (Pell Grant) than to other groups of students.

Moving forward, the \$2,000 University Grant philosophy will remain intact. In 2022-23, the average remaining need grant percentage increased to 33%, which is a percentage point above the prior year. The percentage breaks down as follows:

- Commonwealth Award = 31%
- VGAP Freshmen = 32%
- VGAP Sophomore = 33%
- VGAP Junior = 34%
- VGAP Senior = 35%

JMU awards financial aid based on the U.S. Department of Education's Federal Methodology (FM). FM is used in all of JMU's aid packaging that includes institutional, state, and federal funding. Data elements other than household income are considered to determine the amount of aid a student is eligible for, including household size, number of family members in college, assets of students and parents, and Adjusted Gross Income. Consequently, some families whose household income falls into the high- or middle-high income ranges may receive need-based aid because of the combination of data elements considered in the formula.

James Madison's financial aid packaging processes and procedures target the neediest enrolled applicants, as required under state and federal law. Based on the Health and Human Services poverty levels^[1], about 37-41% of JMU's enrolled undergraduate applicants for federal financial aid fall into the low- and middle-income range. The tables below reflect all applicants (Table 1) and applicants who are active students (Table 2).

Table 1. All Applicants

Applications for Financial Aid by Income Level			
Undergraduates			
Income Level	2020-21	2021-22	Projected 2022-23
Low Income	16%	16%	16%
Middle Income	22%	21%	21%
High Income	62%	63%	63%

Table 2. Active Students

Active Students for Financial Aid by Income Level			
Undergraduates			
Income Level	2020-21	2021-22	Projected 2022-23
Low Income	17%	17%	17%
Middle Income	24%	23%	24%
High Income	59%	60%	59%

James Madison University uses institutional, state, and federal funding to help mitigate the effect of rising college costs on students from low- and middle-income families. Our definition of low-income and middle-income within the financial aid plan is as follows:

- A. Low Income Students in 2021-22 (In-state):
 - Definition = Expected Family Contribution (EFC) of \$0 – \$5,846 (Pell Grant eligible students)
 - Number of students receiving aid from institutional dollars = 1,912
- B. Middle Income Students:
 - Definition = Expected Family Contribution (EFC) of \$5,847 - \$15,000
 - Number of students receiving aid from institutional dollars = 1,171

For 2022-23, the EFC cutoff for awarding VSFAP and university grants to on-time, in-state, and undergraduate financial aid filers will be \$15,500. This is an increase to the \$15,000 EFC used in 2021-22.

Section I. Capital Outlay: Discuss the impact, if any, that the pandemic has had on capital planning, such as decreasing the need for space or other aspects. Provide information on your institution’s main Education and General Programs capital outlay projects, including new construction as well as renovations that might be proposed over the Six-Year Plan period that could have a significant impact on strategies, funding, student charges, or current square footage. Do not include projects for which construction (not planning) funding has been appropriated. *Special Note: The requested information is for discussion purposes only and inclusion of this information in the plans does not signify approval of the projects.*

RESPONSE:

JMU re-evaluated its prioritization of capital projects in light of the pandemic, which is reflected in the capital six year plan. The impact of the pandemic and physical distancing requirements has shown it is essential that our existing and new spaces be flexible to better serve our students. We must also develop functional exterior spaces adjacent to buildings for collaboration and outdoor teaching opportunities. The six year capital outlay plan focuses on renovations and upgrades to existing building systems to meet the air exchange and filtration requirements recommended by CDC and ASHRAE. The goal is to provide students, faculty, and staff spaces that align with the university’s strategic plan while integrating their technology, health, and safety needs.

The following projects are included in the university's six year capital outlay plan and are top priorities for the university:

Education & General Projects

- East Campus Infrastructure Phase 2 – Plant Upgrades \$38,500,000 (GF & NGF)
 - o The university purchased the East Campus Power Plant from the City of Harrisonburg in May 2017. The plant provides steam and chilled water to East Campus and provides the opportunity to increase capacity for the entire campus to meet current needs and planned future development. Phase 1 of the project was an emergency amendment included in Chapter 552 to replace existing boiler and chiller equipment that was at end of life and at risk of catastrophic failure that would have resulted in the need to shutter buildings. Phase 2 includes renovating 93,030 gross square feet (gsf) of the existing steam plant with an 11,000 gsf of additional space. The additional space will be used to add an 80,000 pph boiler that will expand the steam plants capacity from 180,000 pph to 250,000 pph, which will cover existing and proposed future loads of the university. Total project cost for this phase includes \$26,950,000 in general funds and \$11,550,000 in bond funding. This project was approved in Chapter 2, 2022 Special Session I.

- Carrier Library Renovation and Expansion \$95,725,000 (GF & NGF)
 - o Originally constructed in 1938, Carrier Library does not meet today's basic life safety, circulation, and accessibility standards. As a part of the university's master plan, a third party concluded that our current library facilities are inadequate to serve current and future user populations. Adequate library facilities are necessary to support the academic mission of the university. Additions were completed in 1969, 1980, and 1991, but there have been no comprehensive renovations in the last 80 years. This project proposes upgrades throughout the entire 121,200 gsf of building systems to include fire protective systems, upgrades to the existing fire wall separations, life safety and ADA-driven improvements to student circulation, and egress to be accomplished through efficient use of existing space. The project will also provide 69,300 gsf of additional space to transform the library from a traditional warehouse of print collections to the campus main gathering space for collaboration and technical research through access to digital resources. Planning and construction costs (excluding furnishings and equipment) includes \$94,625,000 in general funds and \$1,100,000 in Higher Education Operating Funds. Currently, the university has approval to work through detail planning. This project was approved to move into construction in Chapter 2, 2022 Special Session I.

- Johnston Hall Renovation \$17,919,000 (GF)
 - o Johnston Hall was originally constructed in 1929 as a residence hall and converted into faculty offices in the early 1970s. Significant modifications are required to meet program requirements, building code standards, and ADA accessibility requirements. The project proposes upgrades throughout the entire 26,272 gsf of building systems to include fire protective systems and life safety and ADA-driven improvements. After renovation, Johnston Hall will continue to provide faculty offices, labs, and multiuse instructional spaces that will better serve the student, faculty, and staff using the academic building. The total project costs include planning and construction costs (excluding furnishings and equipment).

Auxiliary Projects

- Village Student Housing Phase 1 \$60,000,000 (NGF)
 - o Currently, the Village student housing consists of nine buildings located in the center of campus that were constructed between 1966-73. The finishes and buildings systems have exceeded their normal life cycle and are inadequate to meet the needs of the students, as no significant renovations have occurred. The proposed Phase 1 will replace approximately 500 beds to meet current building codes and CDC and ASHRAE recommendations as well as meet the modern-day expectations of technology, study rooms, learning spaces, and food services. The project will replace the \$49,000,000 renovation of Eagle Hall that was approved in 2019. Total project cost (including furnishings and equipment) for this phase includes \$49,000,000 in bond funding

and \$11,000,000 in Higher Education Operating Funds. This project was approved in Chapter 2, 2022 Special Session I.

Section J. Restructuring: Provide information about any plans your institution has to seek an increased level of authority, relief from administrative or operational requirements, or renegotiation of existing management agreements.

RESPONSE:

After many years of progressive delegated authority and as part of the university's financial strategic planning process, James Madison University entered into a management agreement with the Commonwealth of Virginia and received Level III delegated authority effective February 2019. The university continues its commitment to leveraging and utilizing the delegated authority opportunities under our current management agreement. In fiscal year 2022, the Joint Legislative Audit and Review Commission (JLARC) reviewed JMU's compliance with its management agreement as required by §23.1-1007 of the Code of Virginia. Per the June 8, 2022 report,² "JMU is operating its business functions consistent with the terms of its management agreement and meeting nearly all relevant business function performance standards."

Section K. Evaluation of Previous Six-Year Plan: Briefly summarize progress made in strategies identified in your institution's previous six-year plan. Note how additional general fund support and reallocations were used to further the strategies.

RESPONSE:

Along with all other higher education institutions in Virginia, JMU was confronted with many financial and operational challenges in FY21. University resources were constrained due to the pandemic; however, early planning, budget restructuring/reductions, fiscal conservatism, and increased state general funds allowed JMU to remain focused on continuing academic success and student access, as well as provide for the health and well-being of faculty and staff. There is much optimism for FY22 due to planned continued investments in the commonwealth's workforce with pay increases and continued institutional support in university opportunities to advance the state and institutional goals.

Academic Budget Strategies

JMU appreciates the support we received from the commonwealth during the uncertain times of the last year. Our focus during the pandemic was matching innovation to current needs, allowing us to maintain – and in some cases, exceed – the high-quality experiences that JMU students are accustomed to in and outside of the classroom. General funds were used to support operations, primarily in response to COVID-19. With limited nongeneral fund revenues and a reduction in out-of-state student enrollment, the state's assistance was supplemented by internal re-allocations. Tech Talent funding was successfully used to support our growing Computer Science programs, with resources providing new faculty lines and the ability to make needed renovations for the academic program. Funding related to the Online Virginia Network (OVN) allowed JMU to fill needed gaps related to our development of virtual teaching. OVN funding is also being used to investigate and identify those academic areas that have been neglected with the intent of targeting programs where they are most needed.

- **Increase Access Through Virtual Learning and Alternative Credentials.** JMU's traditionally residential academic programming provides an engaged learning experience facilitated by teaching-focused faculty, experiences we are committed to providing virtually to increase access to JMU and broaden the opportunity and social mobility afforded by higher education. We are maximizing the delivery of high-quality online courses, certificates, and degree programs in targeted, high-need areas by developing innovative programming at the undergraduate, master's, and doctoral levels, largely in cooperation with the Online Virginia Network (OVN).
- **Address Academic and Institutional Support Resource Needs.** The student-to-faculty and student-to-staff ratios are in line with stated objectives. Strategic efforts to reallocate resources have allowed the university to remain focused on quality of classroom instruction and student services.

- **Improve Student Success and Timely Degree Completion.** JMU established the *Dukes Succeed!* program, an academic support program for undeclared, first-year students on academic probation following their first semester of JMU enrollment. The university officially launched a two-week winter session to the academic calendar after four years of pilot trials. *Transferology* was implemented to assist students and advisers in finding degree applicable transferable credit from other schools to JMU. JMU created two new online teacher licensure tracks in early childhood education and elementary education in the Adult Degree Program and worked with the Veterans Benefits Coordinator to continue to have multiple JMU programs approved for VA Benefits.
- **Establish the Libraries as an Innovative Learning and Creativity Nexus.** The Libraries enabled cross-disciplinary connections and fostered creative exploration and innovations in digital research and scholarly communication, as well as advanced teaching and learning by partnering with faculty to bring the Libraries' resources and expertise to students and produce and offer more affordable course materials. Libraries also undertook a process of reorganization to optimize their staffing and services. No additional funds were allocated to the modifications listed here, with the exception that Libraries became part of a VIVA pilot project to provide free digital textbooks for all available titles being taught by our faculty in academic year 2020-21.
- **Emphasize Innovation, Creativity, Collaboration and Entrepreneurship.** We created a ChangeMaker task force that identified ways in which we could bring an entrepreneurial mindset broadly into the curriculum. We have been working with sister schools in Virginia on projects funded by the Commonwealth Cyber Initiative (CCI). To date, approximately \$500,000 has been received to fund CCI efforts. We continue to offer course work in virtual and augmented reality.
- **Increase Graduates in Strategic Talent Areas (Performance Plan).** We have grown our Computer Science program with the help of funding from the Tech Talent initiative (8% increase in majors between 2018 and 2020). A data analytics minor began enrolling students in Fall 2019 and has since graduated 12 students (two in May 2020 and 10 in May 2021); there are currently 48 students in this program. We continue to offer summer workshops for K-12 teachers in cyberhygiene and cybersecurity, though workshops were put on hold in Summer 2020 due to the pandemic. JMU continues to sponsor the First Lego League robotics competition for K-12 students and provides workshops for teachers interested in participating.
- **Expand Cyber Intelligence Program.** Since this certificate began in 2018, enrollment and completion of this certificate has grown. We have invested \$60K of internal funds over the last two years to complete the curriculum development and broaden the marketing and recruiting.
- **Address Teacher Shortages in Virginia.** The College of Education is partnering with VDOE and Virginia State University in a Teacher Induction Program that supports 750 first- and second-year teachers, including a large number of STEM teachers. This initiative is focused on retention of teachers due to both the teacher shortage and COVID-19 pandemic, and it is approximately \$650K.
- **Grow Digital Design Programs in Emerging Disciplines.** Absent new faculty lines, the College of Visual Performing Arts reallocated several one-year positions and added adjunct funding for Graphic Design and Architecture Design, the most in-demand programs in the college. Through budget reallocations in the College of Arts and Letters (CAL), we have invested in staffing and equipment for the Wilson Hall History Studio, a prominent digital creation space containing a podcast studio and equipment for digital humanities work. We have also hired two assistant professors with expertise in digital humanities, one in English and another in History, as part of CAL's recent cohort hire.
- **Emphasize Community Involvement.** The Center for Music Engagement (CIME) was given funding of \$3,000 per year from the CVPA budget and coverage for 1-2 course releases per year from the School of Music to support their ongoing projects and the development of new projects. CIME also received an endowment and expendable gift worth \$125,000 in total. Enrollment in the Honors program has grown by 50%. The curriculum was restructured to include options for individual pathways for learning and completion. The Honors College reallocated funding to hire an Associate Dean for Diversity, Equity, and Inclusion. The James Madison Center for Civic Engagement had a leadership role in ensuring an accurate count for the 2020 Census in the local community. The center organized 11 town halls which brought presidential candidates and surrogates, as well as candidates for US

Senate, House, and City Council from across the political spectrum into conversation with students and community members leading up to the election. Each event was moderated by students and broadcast on Facebook Live, thus expanding the reach and inclusivity of our programs. These events were coupled with the distribution of voter registration and nonpartisan education materials to promote learning and action.

Other Budget Strategies:

- **Provide Additional Undergraduate Student Financial Aid.** The long-term plan for Virginia undergraduates who qualify for the Virginia Student Financial Assistance Programs (VSFAP) has contained two components. The first was to annually increase the EFC cutoff used to determine VSFAP eligibility to equal 50% of the Cost of Attendance (COA). That goal was met in the 2021-22 award year. For 2021-22, the EFC cutoff for awarding VSFAP and university grants was \$15,000. This is an increase to the \$14,000 EFC used in 2020-21 and \$12,000 EFC used in 2019-20. The second has been to provide a VSFAP grant (or equivalent) equal to 50% of a student's remaining need. However, that goal has been modified beginning with the 2021-22 award year. In 2021-22, the average will remain at 32% for all eligible students. Instead of increasing the grant percentage for all students above 32%, an additional University Grant of \$2,000 will be offered to students receiving a Pell Grant and VSFAP award. While the overall percentage used in the remaining need calculation will remain unchanged, this population of students will receive an increase in their total grant package compared with prior years. This focuses a higher amount of institutional resources on low-income students (Pell Grant) than on other groups of students.

JMU has received student emergency aid from the Coronavirus Aid, Relief, and Economic Security Act (CARES) and the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA). Both of these funds were used in two capacities:

- o Offering block grants to students with EFC's below a specific threshold (this included all Pell Grant students).
- o Allowing students who did not qualify for the block grant offer to appeal for assistance based on their qualifying circumstances.

It should be noted the CARES and CRRSAA funds cannot be included as part of a student's regular financial aid package, and the funds are non-renewable in the future. These were one-time awards.

- **Increase Institutional Instructional Faculty, Administrative and Professional (A&P) Faculty and Classified Salaries.** Faculty and staff compensation remained a top priority for the university administration and employees. In FY22, with state assistance, the university provided an average 5% salary increase for Instructional Faculty and Administrative and Professional Faculty and a 5% increase for classified employees.
- **Operation and Maintenance - New Facilities.** The expanded College of Business academic building opened April 2020. This facility included 216,763 gross square feet of classrooms, faculty offices, and meeting/conference space and a ground-level food venue. Twelve months of additional operation and maintenance costs have been funded in the FY20-22 biennium.
- **Address Nongeneral Funds for Current Operations.** Additional state and institutional resources were required for cost-to-continue needs, such as increases in wages, Virginia Retirement System rates and medical insurance premiums over the biennium period.

Section L. Diversity, Equity and Inclusion (DEI) Strategic Plan: Provide an update on the completion status of your institution's plan that is being coordinated with the Governor's Director of Diversity, Equity and Inclusion. If a copy of the plan is available, please include it when your institution submits its initial plan. If a copy of the plan is not available for July 1 or if changes are made, please provide a copy with your institution's final plan submission on October 1.

RESPONSE

Diversity, equity, and inclusivity have long been core elements of JMU's strategic planning process. Diversity was a stated central university value and has been one of our principle defining characteristics

since the 1990s. Our focus was sharpened when the university introduced its updated strategic plan in July 2020, where issues of diversity are integrated throughout.

A task force, led by the Vice President for Access and Enrollment, created JMU's *Diversity, Equity and Inclusion (DEI) Strategic Plan*, which was specifically created in coordination with the Governor's Director of Diversity, Equity, and Inclusion. That plan was submitted on October 1, 2021.

Section M. Economic Development Annual Report: Provide a copy of any report your institution has produced about its economic development contributions.

RESPONSE

Included and posted for review are:

- [2022 JMU University Economic Development Council Summary Report](#)
- [The REV Initiative 2021](#); 2022 Update: [Initiative funded by the Economic Development Administration October 2021](#)
- [2022 HERD Survey](#)

Section N. Freedom of Expression and Inquiry, Free Speech, Academic Freedom and Diversity of Thought: Provide a copy of any reports your institution has produced and provide information about annual training or orientation related to this topic.

James Madison University is committed to supporting freedom of expression and inquiry, free speech, academic freedom, and diversity of thought for faculty, staff and students. Free speech and civil discourse are discussed as important values in a variety of student, faculty, and staff orientation sessions, and the campus community is regularly educated about the rights guaranteed by the First Amendment. In conjunction with other Virginia public institutions of higher education, JMU is also currently exploring additional educational sessions and initiatives on this topic.

These rights are codified in policies and practices throughout the university, as detailed below, as well as through

- JMU's overarching university policy regarding speech that is constitutionally protected as well as the process to report incidents of disruption of such constitutionally protected speech is available online at <https://www.jmu.edu/jmu-policy/policies/1121.shtml>. The policy states:
"The university encourages civic engagement, including vigorous and civil discourse and debate on topics of public interest, both on and off campus... Nothing is more central to the concept of engagement in the higher education setting than free expression and civil discourse."
• [Policy 1209. Electronic Messaging](#) details the responsibilities and principles directing the use of JMU's electronic messaging systems, both internally and as part of the global electronic community. It includes a section on message content that specifies, in part, "the university will not regulate messages based on content or views expressed by the sender or implied by the receipt."
• [Policy 1508. Media Relations and Social Media Publishing](#) states that university employees are to make clear whether they are speaking as private citizens or as a university representative in all public communications.
• [Policy 1323. New Employee Orientation](#) specifies that "New employees are required within 30 days of hire to electronically acknowledge their awareness of all university policies and agree to adhere to them."
• The [Faculty Handbook](#) opens by stating, "The primary functions of an academic community – learning, teaching, scholarship, and professional service – must be characterized by a fundamental commitment to academic freedom and maintained through reasoned discourse, intellectual honesty, mutual respect, and openness to constructive criticism and change. Faculty members, as central to this community, serve as scholars pursuing the search for knowledge and its free expression, as teachers instructing students, and as professionals and citizens contributing special knowledge and skills through professional service and community participation. In the performance of all these functions, faculty

members are held accountable to the university in accordance with state and federal laws and with policies and procedures established by the BOV, which is responsible to the people of the Commonwealth of Virginia” (III.A.1. Introduction). The handbook goes on to define academic freedom and its importance at JMU.

- Faculty’s right to exercise academic freedom carries with it concomitant responsibilities, including but not limited to:
 - o III.A.2.b.(5) A faculty member must be respectful of others, including students, colleagues, other university employees and those outside of the institution, and must consider and evaluate others’ ideas, theories and arguments in a fair-minded way.
 - o III.A.2.b.(9) A faculty member must strive to communicate concepts, knowledge, theory, data, and all other information and ideas clearly and accurately.
 - o III.A.2.b.(10) A faculty member engaged in instruction must not act to deprive their students of the exercise of academic freedom and must teach the responsibilities that go with such freedom.
 - o III.A.2.b.(11) A faculty member engaged in instruction must refrain from interjecting material that serves no pedagogical purpose into their teaching.
 - o III.A.2.b.(22) A faculty member must act professionally in voicing any legitimate criticism of the university.
 - o III.A.2.b.(24) A faculty member must make it clear when he or she is speaking or writing as a private citizen or expert in an area of expertise and when he or she is speaking or writing as an official representative of the university.
- The [University Counsel website](#) provides resources related to freedom of speech. In addition, attorneys in this office regularly consult with university employees, including administrators, faculty, and the student conduct office, with regard to the First Amendment and its application to JMU.
- Various policies within the Division of Academic Affairs detail requirements related to academic freedom and freedom of speech for faculty and students. For example, [AA policy 12. Disruption of Class](#) states, “Civil expression, disagreement or debate as permitted within the class as permitted by a faculty member is not, in itself, disruptive behavior and is not prohibited” and “faculty members are also responsible for protecting their students in the exercise of their academic freedom and for teaching them the responsibilities that go with such freedom.”
- One of JMU’s primary initiatives is the [James Madison Center for Civic Engagement](#), with a mission “to educate and inspire people to address public issues and cultivate a just and inclusive democracy.” A key action of the center is to “provide resources for students to learn about and discuss public issues in an academic environment, and to develop and implement plans for informed participation in civic life,” with an emphasis on “values that embrace pluralism, open-mindedness, empathy, respect, diversity and inclusion.” At the national level, JMU and the Madison Center are heavily engaged in discussions about how to incorporate free speech issues, debate, and civic discourse in and outside the curriculum.
- The JMU Debate Program is one of the preeminent debate programs in the nation with consistent top 10 finishes in the national rankings and consistent recognitions as one of the top public debate teams in the nation. Debate Across the Curriculum (DxC) works with faculty members to incorporate the skills of debate based on facts, evidence, and research into their pedagogy for all academic disciplines and has engaged over 40 faculty in high impact learning practice integration in courses across the university. DxC has also worked with universities across the state and with partners in the Colonial Academic Alliance. These efforts strive to bring in students and faculty from a wide range of disciplines and backgrounds and place free and open inquiry at the center of their efforts.
- The [Student Handbook](#) specifies students’ rights and responsibilities, including “The student, as a citizen, has the rights of freedom of speech, freedom of the press, freedom of peaceful assembly and association, freedom of political beliefs and freedom from personal force and violence, threats of violence and personal abuse. In keeping with the right to freedom of speech, the University has adopted [policy 1121](#) that fully describes this right and how to file complaints if the student feels freedom of speech rights have been violated.”

- Students are also encouraged to express themselves in less formal ways. An example is the [tradition of Spirit Rock](#), which “has been a beacon of free speech since 2011 and has promoted dozens of clubs, organizations and causes. Not only does it give students a place to be creative, but it serves as a means to raise awareness of issues students think are important.

^[1] For 2022 [Academic Year (AY) 2021-22, HHS Poverty was determined as \$13,590 for the first person and \$4,720 for each additional person. For 2021 (AY) 2020-21, these thresholds were \$12,880 and \$4,540. For 2020 (AY 2019-20), these thresholds were \$12,760 and \$4,448. Based on SCHEV guidelines, Low Income is defined as 200% or below of HHS Poverty Guidelines and Middle Income is defined as 400% or below of the guidelines.

^[2] Greer, H. (2022, June 8). *JMU Compliance with its Level 3 Management Agreement [Memorandum]*. Joint Legislative Audit and Review Committee Report to Members.

Part 1: In-State Undergraduate Tuition and Mandatory Fee Increase Plans in 2022-24 Biennium
James Madison University

Instructions: Provide annual planned increases in in-state undergraduate tuition and mandatory E&G fees and mandatory non-E&G fees in 2022-24 biennium. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the mission, market capacity and other factors with the assumption of no new state general fund support.

In-State Undergraduate Tuition and Mandatory E&G Fees

2021-22	2022-23		2023-24	
Charge (BOV approved)	Planned Charge	% Increase	Planned Charge	% Increase
\$7,460	\$7,828	4.9%	\$8,214	4.9%

In-State Undergraduate Mandatory Non-E&G Fees

2021-22	2022-23		2023-24	
Charge (BOV approved)	Planned Charge	% Increase	Planned Charge	% Increase
\$5,178	\$5,332	3.0%	\$5,492	3.0%

In-State Undergraduate Tuition and Mandatory E&G Fees*

2022-23 (Revised)		2023-24 (Revised)	
Planned Charge	% Increase ⁽¹⁾	Planned Charge	% Increase
\$7,684	3.0%	\$8,060	4.9%

In-State Undergraduate Mandatory Non-E&G Fees

2022-23 (Revised)		2023-24 (Revised)	
Planned Charge	% Increase	Planned Charge	% Increase
\$5,408	4.4%	\$5,646	4.4%

* The tuition and fee rates shown are based on planning costs and for modeling purposes only.

⁽¹⁾ All in-state undergraduate students will receive a one-time scholarship to cover the cost of the 3% tuition increase, which will be \$224 for the year. While the tuition will increase, the scholarship will offset that increase for all Virginia undergraduate students, essentially keeping their tuition flat.

**Part 2: Tuition and Other Nongeneral Fund (NGF) Revenue
James Madison University**

Instructions: Based on assumptions of no new general fund, enrollment changes and other institution-specific conditions, **provide total collected or projected to collect revenues (after discounts and waivers)** by student level and domicile (including tuition revenue used for financial aid), and other NGF revenue for educational and general (E&G) programs; and mandatory non-E&G fee revenues from in-state undergraduates and other students as well as the total auxiliary revenue. DO NOT INCLUDE STIMULUS FUNDS.

					Revised		
Items	2020-2021 (Actual)	2021-2022 (Estimated)	2022-2023 (Planned)	2023-2024 (Planned)	2021-22 (Est.)	2022-23 (Est.)	2023-24 (Planned)
	Total Collected Tuition Revenue	Total Collected Tuition Revenue	Total Projected Tuition Revenue	Total Projected Tuition Revenue	Total Tuition Revenue	Total Tuition Revenue	Total Tuition Revenue
E&G Programs							
Undergraduate, In-State	\$118,194,182	\$120,466,261	\$128,727,554	\$133,500,011	\$123,243,570	\$121,134,997	\$130,774,853
Undergraduate, Out-of-State	\$107,491,794	\$111,930,390	\$107,451,669	\$107,967,810	\$104,407,755	\$108,268,017	\$109,441,965
Graduate, In-State	\$11,866,545	\$11,534,830	\$11,297,197	\$11,349,634	\$13,112,040	\$11,959,494	\$12,449,675
Graduate, Out-of-State	\$8,389,574	\$7,737,569	\$7,440,204	\$7,407,082	\$8,620,406	\$8,046,656	\$7,971,904
Law, In-State	\$0	\$0	\$0	\$0			
Law, Out-of-State	\$0	\$0	\$0	\$0			
Medicine, In-State	\$0	\$0	\$0	\$0			
Medicine, Out-of-State	\$0	\$0	\$0	\$0			
Dentistry, In-State	\$0	\$0	\$0	\$0			
Dentistry, Out-of-State	\$0	\$0	\$0	\$0			
PharmD, In-State	\$0	\$0	\$0	\$0			
PharmD, Out-of-State	\$0	\$0	\$0	\$0			
Veterinary Medicine, In-State	\$0	\$0	\$0	\$0			
Veterinary Medicine, Out-of-State	\$0	\$0	\$0	\$0			
Other NGF	\$4,595,514	\$4,990,444	\$5,040,351	\$5,090,754	\$5,555,851	\$8,005,566	\$4,622,789
Total E&G Revenue	\$250,537,609	\$256,659,494	\$259,956,975	\$265,315,291	\$254,939,622	\$257,414,730	\$265,261,186

Non-E&G Fee Revenue	2020-2021 (Actual)	2021-2022 (Estimated)	2022-2023 (Planned)	2023-2024 (Planned)	2021-22 (Est.)	2022-23 (Est.)	2023-24 (Planned)
	Total Tuition Revenue	Total Tuition Revenue	Total Tuition Revenue	Total Tuition Revenue	Total Fee Revenue	Total Fee Revenue	Total Fee Revenue
In-State undergraduates	\$70,415,663	\$72,519,841	\$75,938,550	\$76,934,807	73,250,539	74,549,479	77,166,660
All Other students	\$22,603,706	\$23,303,381	\$22,725,884	\$23,911,867	22,786,855	23,190,931	24,278,062
Total non-E&G fee revenue	\$93,019,369	\$95,823,222	\$98,664,434	\$100,846,674	96,037,394	\$97,740,410	\$101,444,722
Total Auxiliary Revenue	\$176,490,814	\$223,781,511	\$239,524,542	\$253,979,243	219,348,628	236,427,242	254,128,940

Part 3: ACADEMIC-FINANCIAL PLAN
James Madison University

3A: Six-Year Plan for Academic and Support Service Strategies for Six-year Period (2022-2028)

Instructions for 3A: The Academic Plan should contain academic, finance, and support service strategies the institution intends to employ in meeting state needs/goals as found in the Virginia Plan. (Please see the main instructions sheet in this workbook for more detailed information about The Virginia Plan. Please provide short titles to identify institutional strategies. Provide a concise description of the strategy in the Description of Strategy column (column J). Within this column, provide a specific reference as to where more detailed information can be found in the Narrative document. Note the goal(s) with which the strategy is aligned with the Virginia Plan (in particular, the related priority areas) in the VP Goal column and give it a Priority Ranking in column A. Additional information for 2024-2028 should be provided in column K (Two Additional Biennia). Strategies for student financial aid, other than those that are provided through tuition revenue, should not be included on this table; they should be included in Part 4, General Fund Request, of the plan. All salary information must be provided in section 3B. No salary information should be included in 3A. Funding amounts in the first year should be incremental. However, if the costs continue into the second year, they should be reflected cumulatively. Please update total cost formulas if necessary. Institutions should assume no general fund (GF) support in this worksheet. A separate worksheet (Part 4) is provided for institutions to request GF support. IF ANY STRATEGIES WILL BE FUNDED WITH STIMULUS FUNDS, PLEASE INCLUDE THOSE FUNDS IN THE REALLOCATION COLUMNS.

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2022-2028)															Description of Strategy	Two Additional Biennia
	Strategies (Short Title)	VP Goal	Biennium 2022-2024 (7/1/22-6/30/24)												Concise Information for Each Strategy	Information for 2024- 2028	
			2022-2023			2023-2024			2022-2023 (Revised)			2023-2024 (Revised)					
			Total Amount	Reallocation	Amount From Tuition Revenue	Total Amount	Reallocation	Amount From Tuition Revenue	Total Amount	Reallocation	Amount From Tuition Revenue	Total Amount	Reallocation	Amount From Tuition Revenue			
8	Early Alerts: Improving Retention and Closing the Equity Gap	1.3	\$281,745	\$0	\$281,745	\$963,912	\$0	\$963,912	\$543,721	\$0	\$0	\$993,721	\$0	\$450,000	Continue the development of a data-informed early alert system to improve retention rates for at-risk students, which will notify JMU staff and faculty of student issues so they can take action to intervene with personalized attention to student academic needs.	Refine the Early Alerts program based on assessment and feedback.	
A/9	Implement and Grow a High Demand Technology Degree	3.2	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000	\$0	\$0	\$600,811	\$0	\$150,811	Implement the approved Bachelor of Science in Information Technology degree program that prepares students to serve as a link between computer	Assess and refine the BS in Information Technology degree program based on student and faculty feedback; continue increasing enrollment.	
A/10	Grow Your Own - Teacher Recruitment and Retention	1.1							\$1,015,368			\$2,229,706			Develop a program aligned with commonwealth's commitment to address diversity, equity, and inclusion with the creation of pathways that increase access to quality teacher education. Support students entering JMU with high-quality resources throughout their academic career, then induction support during their first three years of teaching. Moved from GF Request.	Evaluate and continue to develop the program. Continue to support students entering JMU with high-quality resources throughout their academic career and induction support during their first three years of teaching. Moved from GF Request.	
A/11	Establish an Innovation Center for Youth Justice	3.3	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$0	\$0	\$150,000	\$0	\$0	Partner with the Robert F. Kennedy National Resource Center for Juvenile Justice to create the Innovation Center for Youth Justice. Moved from GF Request.	Grow existing partnership with the Robert F. Kennedy National Resource Center for Juvenile Justice to advance the Innovation Center for Youth Justice. Moved from GF Request.	
12	Support Increased Research Activities and Opportunities	3.1	\$264,425	\$0	\$264,425	\$2,112,046	\$0	\$2,112,046	\$0	\$0	\$0	\$264,425	\$264,425	\$0		As a result of a classification change to R2, continue to adequately support growth in faculty research, outstanding academic programs, and commitment to undergraduate and graduate students. Support programs with additional faculty and increased doctoral assistantships.	
R/13	Establish a Lab School Within the College of Education	1.1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Apply for a planning grant through the College Partnership Laboratory Schools Fund in the FY 2023 state budget to pursue the creation of two new college partnership laboratory schools, including The Lab School at JMU, in partnership with Rockingham County Public Schools, and an expansion of the Young Partnership Laboratory School at JMU.	Continue development and refinement in the creation of the two laboratory schools, to include establishing partnerships designed to expand research on teaching and learning.	
14	Leverage Academic Affairs DEI Actions	3.3	\$99,462	\$0	\$99,462	\$299,556	\$0	\$299,556	\$99,462	\$99,462	\$0	\$99,462	\$99,462	\$0		Expand efforts related to Academic Affairs' Anti-racist and Anti-discrimination Agendas to sustain institutional excellence through increased diversity efforts. Expand cohort hiring, create budgets through an anti-racist and anti-discrimination lens, and increase advising for BIPOC faculty and students.	
D	Increase Access Through Virtual Learning and Alternative Credentials	1.2	\$0	\$0	\$0	\$456,428	\$0	\$456,428	\$0	\$0	\$0	\$0	\$0	\$0		Maximize the delivery of high-quality online courses, certificates, and degree programs in targeted, high-need areas with innovative approaches.	
Total 2022-2024 Costs (Included in Financial Plan Total Additional Funding Need)			\$645,632	\$0	\$645,632	\$3,831,942	\$0	\$3,831,942	\$3,158,551	\$99,462	\$0	\$4,338,125	\$363,887	\$600,811			

Part 3: ACADEMIC-FINANCIAL PLAN
James Madison University

3A: Six-Year Plan for Academic and Support Service Strategies for Six-year Period (2022-2028)

Instructions for 3A: The Academic Plan should contain academic, finance, and support service strategies the institution intends to employ in meeting state needs/goals as found in the Virginia Plan. (Please see the main instructions sheet in this workbook for more detailed information about The Virginia Plan. Please provide short titles to identify institutional strategies. Provide a concise description of the strategy in the Description of Strategy column (column J). Within this column, provide a specific reference as to where more detailed information can be found in the narrative document. Note the goal(s) with which the strategy is aligned with the Virginia Plan (in particular, the related priority areas) in the VP Goal column and give it a Priority Ranking in column A. Additional information for 2024-2028 should be provided in column K (Two Additional Biennia). Strategies for student financial aid, other than those that are provided through tuition revenue, should not be included on this table; they should be included in Part 4, General Fund Request, of the plan. All salary information must be provided in section 3B. No salary information should be included in 3A. Funding amounts in the first year should be incremental. However, if the costs continue into the second year, they should be reflected cumulatively. Please update total cost formulas if necessary. Institutions should assume no general fund (GF) support in this worksheet. A separate worksheet (Part 4) is provided for institutions to request GF support. IF ANY STRATEGIES WILL BE FUNDED WITH STIMULUS FUNDS, PLEASE INCLUDE THOSE FUNDS IN THE REALLOCATION COLUMNS.

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2022-2028)												Description of Strategy	Two Additional Biennia
	Strategies (Short Title)	VP Goal	Biennium 2022-2024 (7/1/22-6/30/24)											
			2022-2023		2023-2024		2022-2023 (Revised)		2023-2024 (Revised)		Total Amount	Reallocation	Amount From Tuition Revenue	
			Total Amount	Reallocation	Amount From Tuition Revenue	Total Amount	Reallocation	Amount From Tuition Revenue	Total Amount	Reallocation				Amount From Tuition Revenue
												Concise Information for Each Strategy	Information for 2024- 2028	

3B: Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need 2022-2024 Biennium

Instructions for 3B: Complete the lines appropriate to your institution. As completely as possible, the items in the Academic Plan (3A) and Financial Plan (3B) should represent a complete picture of the institution's anticipated use of projected tuition revenues. For every strategy in 3A and every item in 3B of the plan, the total amount and the sum of the reallocation and tuition revenue should equal one another. Two additional rows, "Anticipated Nongeneral Fund Carryover" and "Nongeneral Fund Revenue for Current Operations" are available for an institution's use, if an institution cannot allocated all of its tuition revenue to specific strategies in the plan. Also, given the long standing practice that agencies should not assume general fund support for operation and maintenance (O&M) of new facilities, O&M strategies should not be included in an institution's plan, unless they are completely supported by tuition revenue. Please do not add additional rows to 3B without first contacting Jean Huskey. All salary information should be included in this section. No salary information should be included in 3A.

Assuming No Additional General Fund		2022-2023			2023-2024			2022-2023 (Revised)			2023-2024 (Revised)		
Items	Total Amount	Reallocation	Amount From Tuition Revenue	Total Amount	Reallocation	Amount From Tuition Revenue	Total Amount	Reallocation	Amount From Tuition Revenue	Total Amount	Reallocation	Amount From Tuition Revenue	
Total Incremental Cost from Academic Plan¹	\$645,632	\$0	\$645,632	\$3,831,842	\$0	\$3,831,842	\$3,156,551	\$99,462	\$0	\$4,338,125	\$363,687	\$600,811	
1 Increase T&R Faculty Salary Amount (state authorized salary increase), put NGF share amount in the tuition column and NGF share+state funding in the total column		\$0		\$0	\$0		\$6,127,148	\$1,231,984	\$1,831,590	\$12,236,936	\$1,231,984	4,886,484	
6 Increase T&R Faculty Salary Amount (additional NGF salary increase), put NGF amount in both tuition and total columns. Targeted Faculty Promotions/not across the board	\$562,742	\$0	\$562,742	\$1,125,484	\$0	\$1,125,484	\$491,872	\$491,872		\$983,744	\$491,872	491,872	
T&R Faculty Salary Increase Rate (put state authorized salary increases in the total column, leave tuition column blank)	0.00%		0.00%	0.00%		0.00%	5.00%			5.00%			
Additional NGF T&R Faculty Salary Increase Rate (put additional NGF salary increase rate in both tuition and total columns)	0.00%		0.00%	0.00%		0.00%	0.00%			0.00%			
2 Increase Admin. Faculty Salary Amount (state authorized salary increase), put NGF share amount in the tuition column and NGF share+state funding in the total column	\$0	\$0	\$0	\$0	\$0	\$0	\$1,722,694	\$861,347		\$3,517,470	\$861,347	897,388	
Increase Admin. Faculty Salary Amount (additional NGF salary increase), put NGF amount in both tuition and total columns	\$0	\$0	\$0	\$0	\$0	\$0			\$0			0	
Admin Faculty Salary Increase Rate (put state authorized salary increases in the total column, leave tuition column blank)	0.00%		0.00%	0.00%		0.00%	5.00%			5.00%			
Additional NGF Admin. Faculty Salary Increase Rate (put additional NGF salary increase rate in both tuition and total columns)	0.00%		0.00%	0.00%		0.00%	0.00%			0.00%			
3 Increase Classified Salary Amount (state authorized salary increase), put NGF share amount in the tuition column and NGF share+state funding in the total column	\$0	\$0	\$0	\$0	\$0	\$0	\$2,786,854	\$1,393,427		\$5,555,503	\$1,393,428	1,384,324	
Increase Classified Salary Amount (additional NGF salary increase), put NGF amount in both tuition and total columns	\$0	\$0	\$0	\$0	\$0	\$0			\$0			0	
Classified Salary Increase Rate (put state authorized salary increases in the total column, leave tuition column blank)	0.00%		0.00%	0.00%		0.00%	5.00%			5.00%			
Additional NGF Classified Salary Increase Rate (put additional NGF salary increase rate in both tuition and total columns)	0.00%		0.00%	0.00%		0.00%	0.00%			0.00%			
Increase University Staff Salary Amount (state authorized salary increase), put NGF share amount in the tuition column and NGF share+state funding in the total column	\$0	\$0	\$0	\$0	\$0	\$0							
Increase University Staff Salary Amount (additional NGF salary increase), put NGF amount in both tuition and total columns	\$0	\$0	\$0	\$0	\$0	\$0			\$0			0	
University Staff Salary Increase Rate (put state authorized salary increases in the total column, leave tuition column blank)	0.00%		0.00%	0.00%		0.00%	0.00%			0.00%			
Additional NGF University Staff Salary Increase Rate (put additional NGF salary increase rate in both tuition and total columns)	0.00%		0.00%	0.00%		0.00%	0.00%			0.00%			
4 Increase Adjunct & GA Amount (state authorized salary increase), put NGF share amount in the tuition column and NGF share+state funding in the total column	\$0	\$0	\$0	\$0	\$0	\$0	\$439,055	\$219,527		\$899,804	\$219,527	230,245	
5 Bonus (state authorized \$1,000 bonus increase), put NGF share amount in the tuition column and NGF share+state funding in the total column	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,710	\$1,250,355					
Increase Number of Full-Time T&R Faculty(5)	\$0	\$0	\$0	\$0	\$0	\$0							
O&M for New Facilities	\$0	\$0	\$0	\$0	\$0	\$0							
7 Addrt In-State Student Financial Aid	\$1,189,107	\$0	\$1,189,107	\$2,098,371	\$0	\$2,098,371	\$2,402,433		\$643,518	\$8,407,706		1,330,440	
Addrt Out-of-State Student Financial Aid from Tuition Rev	\$0	\$0	\$0	\$0	\$0	\$0							
Anticipated Nongeneral Fund Carryover	\$0	\$0	\$0	\$0	\$0	\$0							
R/15 Address Operational Costs, Inflationary Alignment & Strategic Initiatives	\$900,000	\$0	\$900,000	\$1,600,000	\$0	\$1,600,000	\$9,216,547	\$0		\$9,716,547		500,000	
Library Enhancement	\$0	\$0	\$0	\$0	\$0	\$0							
Utility Cost Increase	\$0	\$0	\$0	\$0	\$0	\$0							
Total Additional Funding Need	\$3,297,481	\$0	\$3,297,481	\$8,655,797	\$0	\$8,655,797	\$28,845,864	\$5,547,974	\$2,475,108	\$45,655,834	\$4,562,045	10,321,564.00	

Notes:
(1) Please ensure that these items are not double counted if they are already included in the incremental cost of the academic plan.
(2) If planned, enter the cost of any institution-wide increase.
(3) If planned, enter the cost of additional FTE faculty.

Auto Check (Match = \$0)			
Match Incremental	Tuition Rev in Part 2	If not matched, please provide explanation	
2022-2023 (rev)	2023-2024 (rev)	2022-2023	2023-2024
\$0	\$0		

**Part 4: General Fund (GF) Request
James Madison University**

Instructions: Indicate items for which you anticipate making a request for state general fund in the 2022-24 biennium. The item can be a supplement to a strategy or item from the academic and financial plan or it can be a free-standing request for which no tuition revenue would be used. If it is a supplement to a strategy or item from the academic and financial plan, use the same title used in Part 3 and place it in bold print to draw attention to its connection to Part 3. Also, describe in the Notes column how additional general fund will enhance or expand the strategy. Requests for need-based financial aid appropriated in program 108 should be included here. If additional rows are added, please update the total costs formulas.

Priority Ranking	Initiatives Requiring General Fund Support										Notes
	Biennium 2022-2024 (7/1/22-6/30/24)										
	Strategies (Match Academic-Financial Worksheet Short Title)	VP Goal	2022-2023		2023-2024		2022-2023 (Revised)		2023-2024 (Revised)		
			Total Amount	GF Support	Total Amount	GF Support	Total Amount	GF Support	Total Amount	GF Support	
D	Access & Affordability Funding (Make Permanent)	2.3	\$2,511,700	\$2,511,700	\$2,511,700	\$2,511,700					Request permanent base general funds for one-time appropriated access and affordability funding in FY22 to continue addressing unavoidable operating costs and required spending in the 2022-24 biennium. Funds made permanent in base.
D	Increase Student Access (In-State PELL)	1.1	\$1,680,000	\$1,680,000	\$3,360,000	\$3,360,000					Request state general funds for additional student financial aid resources for in-state PELL students. It is the University's goal to increase the percent of PELL grant students at JMU by 4 percent by 2025. With additional state-provided financial aid resources, we could support more PELL grant students and lessen the gap they currently face between PELL money and loans. When PELL grant students come to JMU, they graduate at above average rates.
D	Grow Your Own - Teacher Recruitment and Retention	1.1	\$1,915,368	\$1,915,368	\$2,229,706	\$2,229,706					Develop a program aligned with commonwealth's commitment to address diversity, equity, and inclusion with the creation of pathways that increase access to quality teacher education. Support students entering JMU with high-quality resources throughout their academic career, then induction support during their first three years of teaching. Moved to Academic-Financial Plan
D	Address Base Funding Disparity	2.3	\$5,000,000	\$5,000,000	\$10,000,000	\$10,000,000					Request state general funds for additional operating resources to address the general fund base funding disparity for past enrollment growth of in-state students. State appropriations for the university have not kept pace with the institutions exponential growth over the years, and the university receives the least amount of general funds per in-state full-time student as compared to Virginia public institutions. The University received \$6.0 million for base operating support in FY 2023.
1	Support Growing Commonwealth Healthcare Needs with Advanced Degrees	3.1	\$1,254,558	\$1,254,558	\$2,016,952	\$2,016,952			\$1,254,558	\$1,254,558	Create two new degrees: An accelerated Leadership in Health Care Systems (BSN to DNP) and an online certificate in Health Policy & Administration.
2	Implement and Grow a High Demand Technology Degree	3.2	\$694,907	\$694,907	\$1,055,449	\$1,055,449			\$605,449	\$454,638	Implement the approved Bachelor of Science in Information Technology degree program that prepares students to serve as a link between computer technology and its users.
3	Support Resources for Student Mental Health Services	1.3							\$478,143	\$478,143	Request resource investment in student mental health services. While we look forward to continuing to address mental health system-wide, many of our students are struggling now and we couldn't wait to act. We recently procured a virtual care service that provides students with free access to licensed counselors. JMU, Virginia Tech, and Virginia Commonwealth University entered into a system-wide agreement for telehealth and tele-mental health services. As a part of the university's mental health programs, JMU is also providing faculty and staff with additional training to increase the understanding and awareness of mental health.
D	Establish an Innovation Center for Youth Justice	3.3	\$150,000	\$150,000	\$150,000	\$150,000					Partner with the Robert F. Kennedy National Resource Center for Juvenile Justice to create the Innovation Center for Youth Justice. Moved to Academic-Financial Plan
D	Service Delivery & Web-based Technology Integration Project - Phase I	2.4	\$5,659,000	\$5,659,000	\$7,794,000	\$7,794,000					Resource investment toward transforming and updating end-of-life enterprise systems and applications. One-time funding in each year of the biennium for Phase I to provide enhanced service delivery and data analytics while creating streamlined workflows and business processes.
			\$18,865,533	\$18,865,533	\$29,117,807	\$29,117,807	\$0	\$0	\$2,338,150	\$2,187,339	

Part 5: Financial Aid Plan
James Madison University

Instructions: Provide a breakdown of the projected source and distribution of tuition and fee revenue redirected to financial aid. To ensure compliance with the state prohibition that in-state students not subsidize out-of-state students and to provide the review group with a scope of the strategy, projections must be made for each of the indicated categories. Please be aware that this data will be compared with similar data provided by other institutional offices in order to ensure overall consistency. (Please do not alter shaded cells that contain formulas.)

**Other Discounts and Waiver* means the totals of any unfunded full or partial tuition waiver reducing the students' charges, including Virginia Military Survivors and Dependent Education Program and the Senior Citizens Tuition Waiver. Do not include the tuition differential for the tuition exceptions.*

Note: If you do not have actual amounts for Tuition Revenue for Financial Aid by student category, please provide an estimate. If values are not distributed for Tuition Revenue for Financial Aid, a distribution may be calculated for your institution.

Allocation of Tuition Revenue Used for Student Financial Aid

***2020-21 (Actual) Please see footnote below**

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$118,194,182	\$4,536,689	3.8%	\$9,256,935	\$0	\$2,053,080	\$120,247,262	-4,264,768 Compliant
Undergraduate, Out-of-State	\$107,491,794	\$4,125,896	3.8%	\$183,148	\$1,051,390	\$99,345	\$108,642,529	
Graduate, In-State	\$11,866,645	\$455,478	3.8%	\$0	\$6,588	\$784,854	\$12,657,987	
Graduate, Out-of-State	\$8,389,574	\$322,020	3.8%	\$0	\$711,504	\$74,428	\$9,175,506	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
Total	\$245,942,095	\$9,440,083	3.8%	\$9,440,083	\$1,769,482	\$3,011,707	\$250,723,284	

2021-22 (Estimated)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$120,466,261	\$5,172,109	4.3%	\$10,595,549	\$0	\$1,531,725	\$121,997,986	-4,928,203 Compliant
Undergraduate, Out-of-State	\$111,930,390	\$4,805,629	4.3%	\$209,632	\$2,044,766	\$266,265	\$114,241,421	
Graduate, In-State	\$11,534,630	\$495,237	4.3%	\$0	\$0	\$408,914	\$11,943,744	
Graduate, Out-of-State	\$7,737,569	\$332,206	4.3%	\$0	\$1,117,900	\$55,411	\$8,910,860	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
Total	\$251,669,050	\$10,805,181	4.3%	\$10,805,181	\$3,162,666	\$2,262,315	\$257,094,031	

2022-23 (Planned)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$128,727,554	\$6,056,864	4.7%	\$11,784,656	\$0	\$1,607,089	\$130,334,643	-5,196,238 Compliant
Undergraduate, Out-of-State	\$107,451,669	\$5,055,795	4.7%	\$209,632	\$2,064,723	\$268,866	\$109,785,258	
Graduate, In-State	\$11,297,197	\$531,554	4.7%	\$0	\$0	\$421,200	\$11,718,397	
Graduate, Out-of-State	\$7,440,204	\$350,075	4.7%	\$0	\$1,124,183	\$55,973	\$8,620,360	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
Total	\$254,916,624	\$11,994,288	4.7%	\$11,994,288	\$3,188,906	\$2,353,128	\$260,458,658	

2023-24 (Planned)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$133,500,011	\$6,619,761	5.0%	\$12,693,920	\$0	\$1,696,484	\$135,186,495	-5,511,373 Compliant
Undergraduate, Out-of-State	\$107,967,810	\$5,353,716	5.0%	\$209,632	\$2,064,846	\$271,487	\$110,324,143	
Graduate, In-State	\$11,349,634	\$562,786	5.0%	\$0	\$0	\$433,486	\$11,783,120	
Graduate, Out-of-State	\$7,407,082	\$367,289	5.0%	\$0	\$1,130,465	\$56,535	\$8,594,082	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
Total	\$260,224,537	\$12,903,552	5.0%	\$12,903,552	\$3,215,311	\$2,447,992	\$265,887,840	

** Please note that the totals reported here will be compared with those reported by the financial aid office on the institution's annual S1/S2 report. Since the six-year plan is estimated and the S1/S2 is "actual," the numbers do not have to match perfectly but these totals should reconcile to within a reasonable tolerance level. Please be sure that all institutional offices reporting tuition/fee revenue used for aid have the same understanding of what is to be reported for this category of aid.*

Institutional Note:
 ** *Tuition Revenue for Financial Aid* distributed based on proportionality of total revenue collections by category. Education and General revenues are pooled and are not allocated by revenue type per expense.

2021-22 (Actual)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$123,243,570	\$5,248,577	4.3%	\$10,417,444	\$0	\$2,782,621	\$126,026,191	-4,619,035 Compliant
Undergraduate, Out-of-State	\$104,407,755	\$4,446,415	4.3%	\$194,497	\$1,404,641	\$366,753	\$106,179,149	
Graduate, In-State	\$13,112,040	\$558,403	4.3%	\$8,571	\$0	\$676,044	\$13,788,084	
Graduate, Out-of-State	\$8,620,406	\$367,117	4.3%	\$0	\$710,889	\$84,324	\$9,415,419	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
Total	\$249,383,771	\$10,620,512	4.3%	\$10,620,512	\$2,115,330	\$3,909,742	\$255,408,843	

2022-23 (Estimate)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$121,134,997	\$7,239,031	6.0%	\$14,704,367	\$0	\$4,866,813	\$126,001,810	-6,750,636 Compliant
Undergraduate, Out-of-State	\$108,268,017	\$6,470,100	6.0%	\$200,332	\$2,996,369	\$289,505	\$111,553,891	
Graduate, In-State	\$11,959,494	\$714,700	6.0%	\$0	\$0	\$522,042	\$12,481,536	
Graduate, Out-of-State	\$8,046,656	\$480,868	6.0%	\$0	\$737,978	\$63,285	\$8,847,919	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
Total	\$249,409,164	\$14,904,699	6.0%	\$14,904,699	\$3,734,347	\$5,741,645	\$258,885,156	

2023-24 (Estimate)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$130,774,853	\$6,209,151	4.7%	\$12,162,681	\$0	\$2,265,062	\$133,039,915	-5,362,423 Compliant
Undergraduate, Out-of-State	\$109,441,965	\$5,196,272	4.7%	\$212,352	\$3,921,427	\$293,740	\$113,657,132	
Graduate, In-State	\$12,449,675	\$591,107	4.7%	\$0	\$0	\$548,222	\$12,997,897	
Graduate, Out-of-State	\$7,971,904	\$378,504	4.7%	\$0	\$731,870	\$64,233	\$8,768,007	
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	\$0	
Total	\$260,638,397	\$12,375,034	4.7%	\$12,375,033	\$4,653,297	\$3,171,257	\$268,462,951	

Capital Projects Update

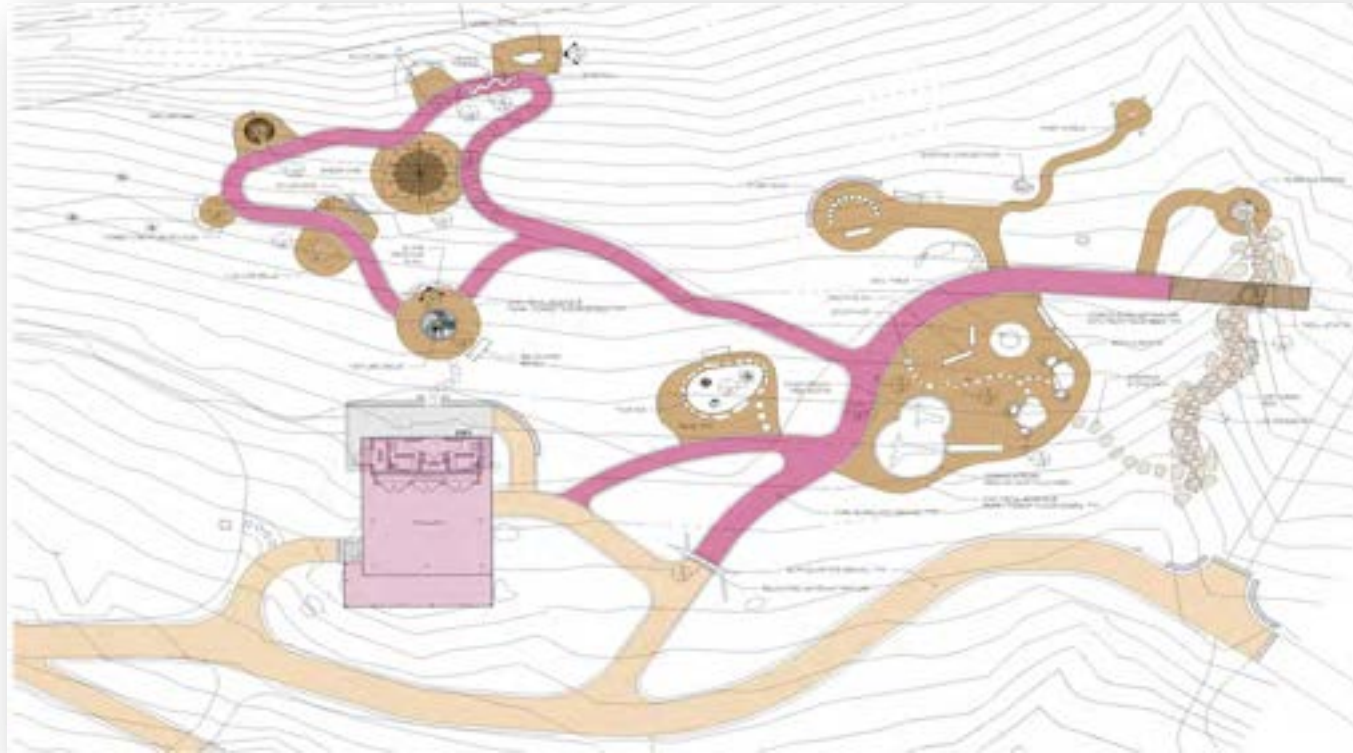
Towana Moore
Vice President
Administration and Finance





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



Sentara Park Expansion



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

Sentara Park Expansion



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

Sentara Park Expansion



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



Convocation Center Renovation



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



Convocation Center Renovation



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

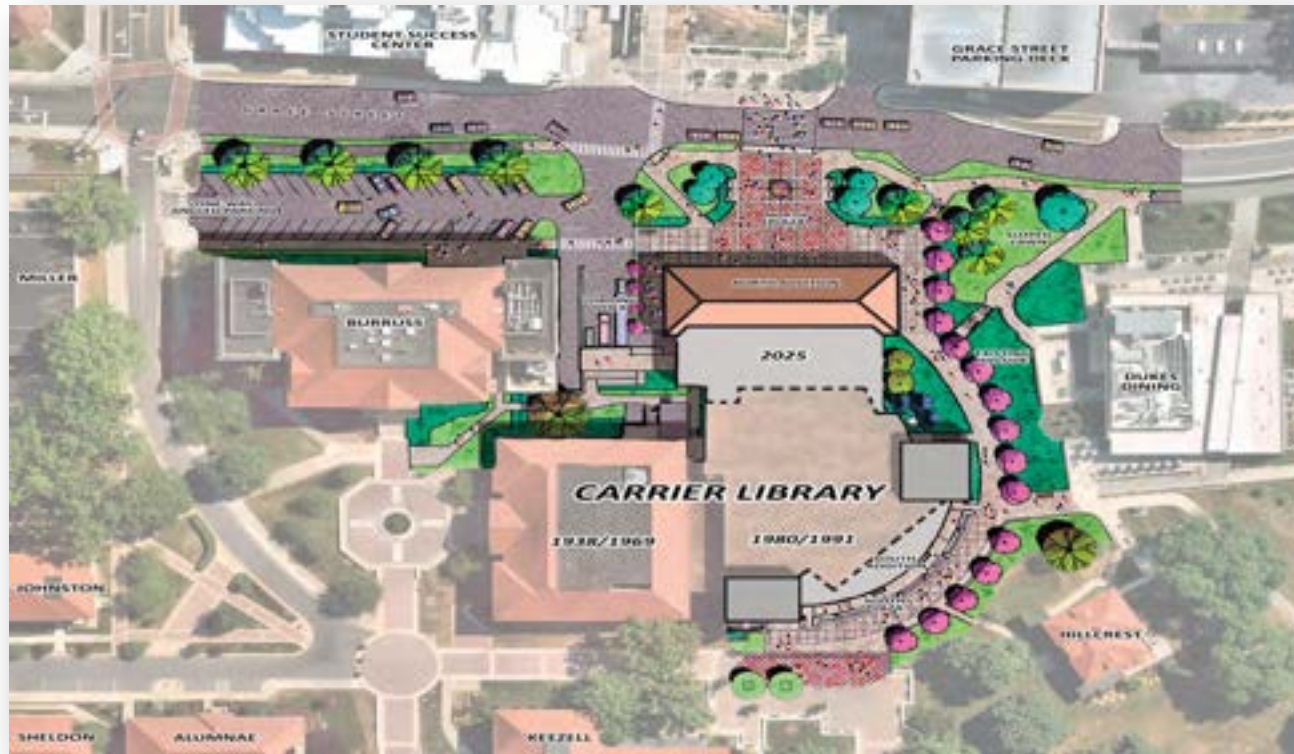


- Total Project Budget: \$569,600
- Completion Date: February 2023



Projects in Design

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

University Boulevard Realignment



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

Workforce Issues

Rick Larson
Assistant Vice President
HR, Training, and Development



THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Governance Committee
September 15, 2022
4:30 pm; Meeting Room 2

Agenda

1. Approval of Minutes for April 21, 2022*
2. Board Retreat Takeways
3. Board Self Evaluation
4. The Partners Group – 2022 College Governing Board Accountability Assessments
5. Qualifications and Competencies of Board Members*
6. Revisions to the Board Manual*
7. Board Retreat 2023

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

GOVERNANCE COMMITTEE

Minutes of the Meeting of April 21, 2022

The Governance Committee of the James Madison University Board of Visitors met on Thursday, April 21, 2022 in the Festival Conference and Student Center at James Madison University. Jeff Grass, chair, called the meeting to order at 4:36 pm.

PRESENT:

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

Herod, Maribeth
Major, Lara, ex officio
Warden, Kathy

ALSO PRESENT:

Alger, Jonathan President
Knight, Jack, Legal Counsel

On motion by Chris Falcon, seconded by Kathy Warden, approved the minutes of the February 17 and March 23, 2022 meetings.

WMRA Delegated Signature Authority

Jack Knight, University Legal Counsel, explained the necessary signatures for Federal requirements associated with the WMRA radio station. Although the Board of Visitors is the legal owner, he suggested signature authority for required forms be delegated. On motion by Maribeth Herod, seconded by Chris Falcon, the committee approved that in order to be more efficient with the filing of required documents that all Federal Communications Commission forms and filings be delegated to the WMRA Executive Director and WMRA Chief Engineer.

Executive Committee Composition

Since there were no comments from other board members regarding the recommendation of the Governance Committee, on motion by Kathy Warden, seconded by Maribeth Herod, approved the Rector, Vice Rector and 3 Committee Chairs, selected by the Rector, shall serve on the Executive Committee; a Past Rector may serve as an ex-officio member of the Executive Committee. In the event a Committee Chair is unable to attend a meeting, they may appoint a designee. This motion is to be effective following this annual meeting.

Qualifications and Competencies of Board Members

Chris Falcon shared a working document of qualifications and competencies for potential board members.

Board Self-Evaluation

The committee has revised the previous self-evaluation form used by the board and will send the form to the board in May for completion.

Board Retreat

Jeff reviewed the schedule for the retreat to follow the board meeting. EAB has been working with Jeff and Megan Adams, from EAB, will present “The State of the Union” on future trends in higher education.

With no further business, the committee adjourned at 5:45 pm.

Jeff Grass, Chair

Donna L. Harper, Secretary

Three overarching themes:

1. How JMU can expand its resourcing (revenues) over the next 5-10 years to achieve more sustainability of resources?

Various ideas shared:

- 1) Increase tuition
- 2) Invest more in donor relations, expected 5-10x ROI (“Do more with more”)
- 3) Get more support from Richmond
- 4) Develop more corporate partnerships
 - a. Focus on corporate partners aligned with key areas of JMU strength/investment
- 5) Develop new revenue streams
 - a. How can we generate as much income during the summer as in a regular semester?
 - b. Develop certificate & micro credential offerings
 - c. Profitable masters degree / doctorate programs
 - d. Strengthen retention and graduation rates
 - e. Expand summer programs
 - f. Others? Are year-round courses viable?

2. How can JMU better attract high caliber, diverse students and provide an exceptional student-centered experience?

3. What are JMU’s 10- and 20-year future statements? What should JMU be known for then?

What are the biggest roadblocks to JMU achieving this future state and how do we overcome them?

Potential Topics for Each Committee to Explore

Finance and Physical Development:

What is JMU’s optimal tuition and financial aid budget? What’s a strategy for JMU to get there?

What more can JMU do to get additional support from Richmond and Washington? (w/ Advancement and Engagement Committee)

What are the next 10 years of Capital investments that need to be made?

What new revenue streams can JMU develop over the next 5-10 years to provide additional resources in support of the university’s mission?

- a. How can we generate as much income during the summer as in a regular semester?
- b. Develop certificate & micro credential offerings (w/ Academic Excellence Committee)
- c. Profitable master’s degree and doctorate programs (w/ Academic Excellence Committee)
- d. Increased research support from government and foundation sources
- e. Should JMU consider satellite campuses in targeted geographic regions

f. Others?

Advancement and Engagement:

What specific investments should JMU make to “Do more with more”? What’s the projected impact of these investments in donor relations and what are the risks?

What corporate partnerships should JMU develop to provide additional resources and strengthen current programs?

What more can JMU do to increase competitiveness vis-à-vis peer institutions? What’s a strategy for making it happen?

How do we build on current relationships in Richmond and Washington and expand them?

What can JMU do to address questions about the value proposition of higher education? How can the value of a degree be marketed?

Athletics:

With JMU’s rise to the Sun Belt Conference, what are the opportunities and challenges we’ll face? What should JMU do to prepare for them?

What is needed for JMU to *thrive* in the Sun Belt across all sports programs?

Academic Excellence:

What should we do to continue to strengthen student-centered learning at JMU?

See also Finance Committee for areas of exploration with that Committee.

Does JMU need a more robust faculty support, retention & incentives program? If yes, what should it look like?

What infrastructure do we need to support the research enterprise in the future?

In what areas should investments be made for the masters and doctorate programs?

Student Life:

What else should JMU do to address the mental health challenges of the students, faculty and staff?

How do we build grit and resilience in our students, and help them to become more self-sufficient?

What else can JMU do to ensure every student on campus feels like they belong?

JMU Board Retreat Takeaways

How can we continue to enhance internship/experiential learning opportunities for students in all majors? (This topic could also be addressed under Academic Excellence above.)

Governance Committee

What is the best approach for developing the 10-20 years vision and strategy for JMU?

What is needed for JMU to launch from this major transition to R2, the Sun Belt as well as the successful campaign to thrive in these new arenas?

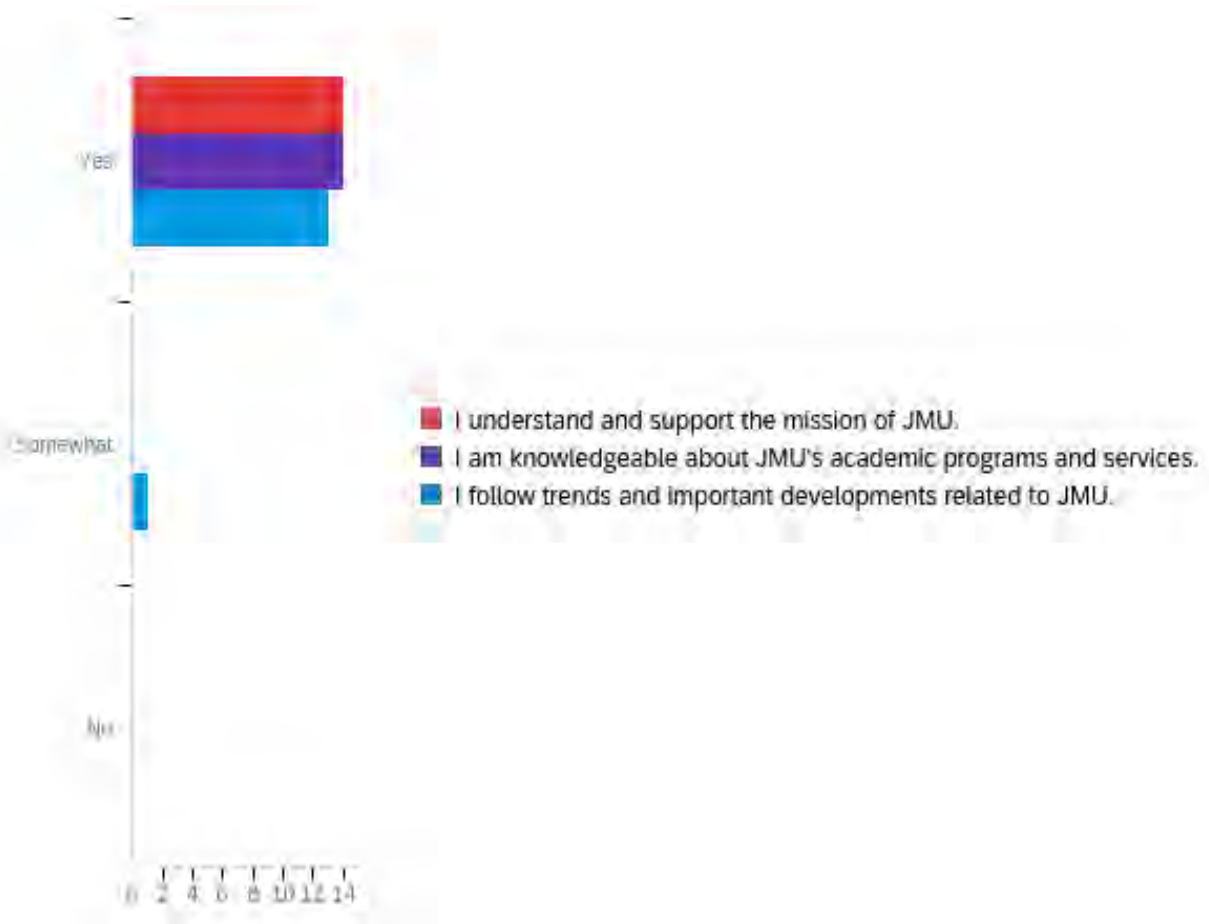
Access & Enrollment Management - What else can JMU do to attract and support diverse students?

Default Report

JMU Board of Visitors Self-Evaluation 2022

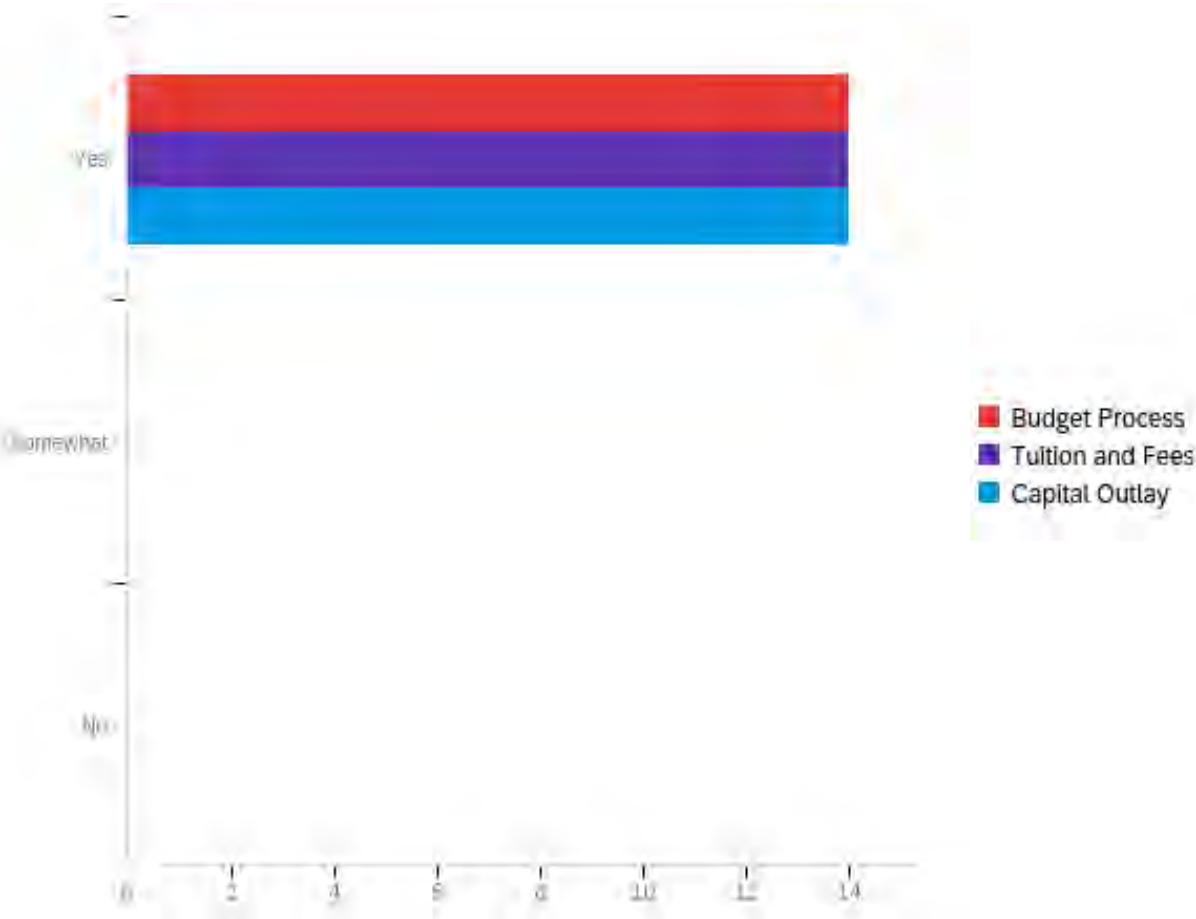
June 27th 2022, 10:48 am EDT

Q1 - Please respond to these statements:



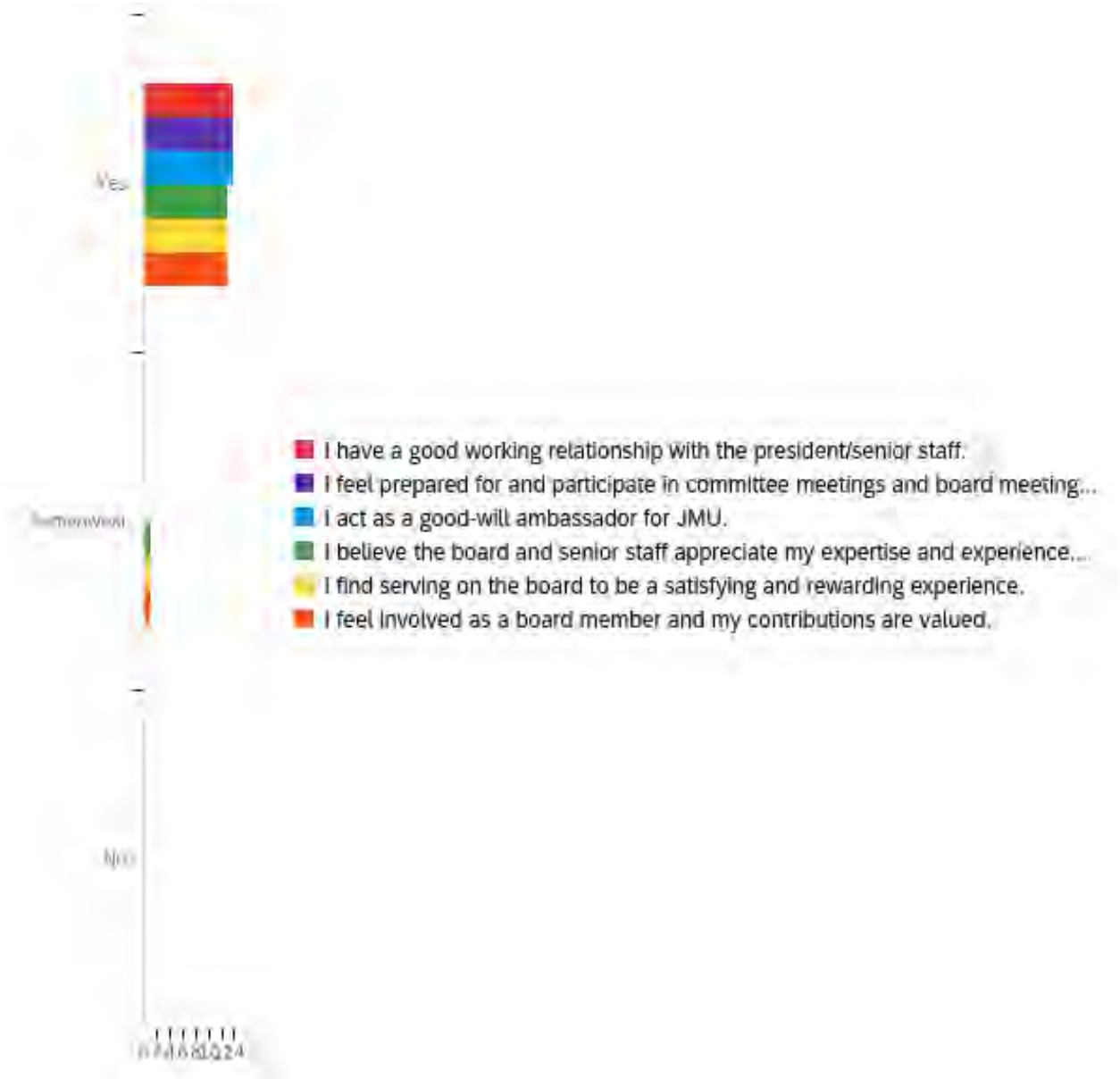
#	Question	Yes	Somewhat	No	Total
1	I understand and support the mission of JMU.	100.00%	0	0	14
2	I am knowledgeable about JMU's academic programs and services.	100.00%	0	0	14
3	I follow trends and important developments related to JMU.	92.86%	1	0	14

Q2 - I read and understand JMU's financial information.



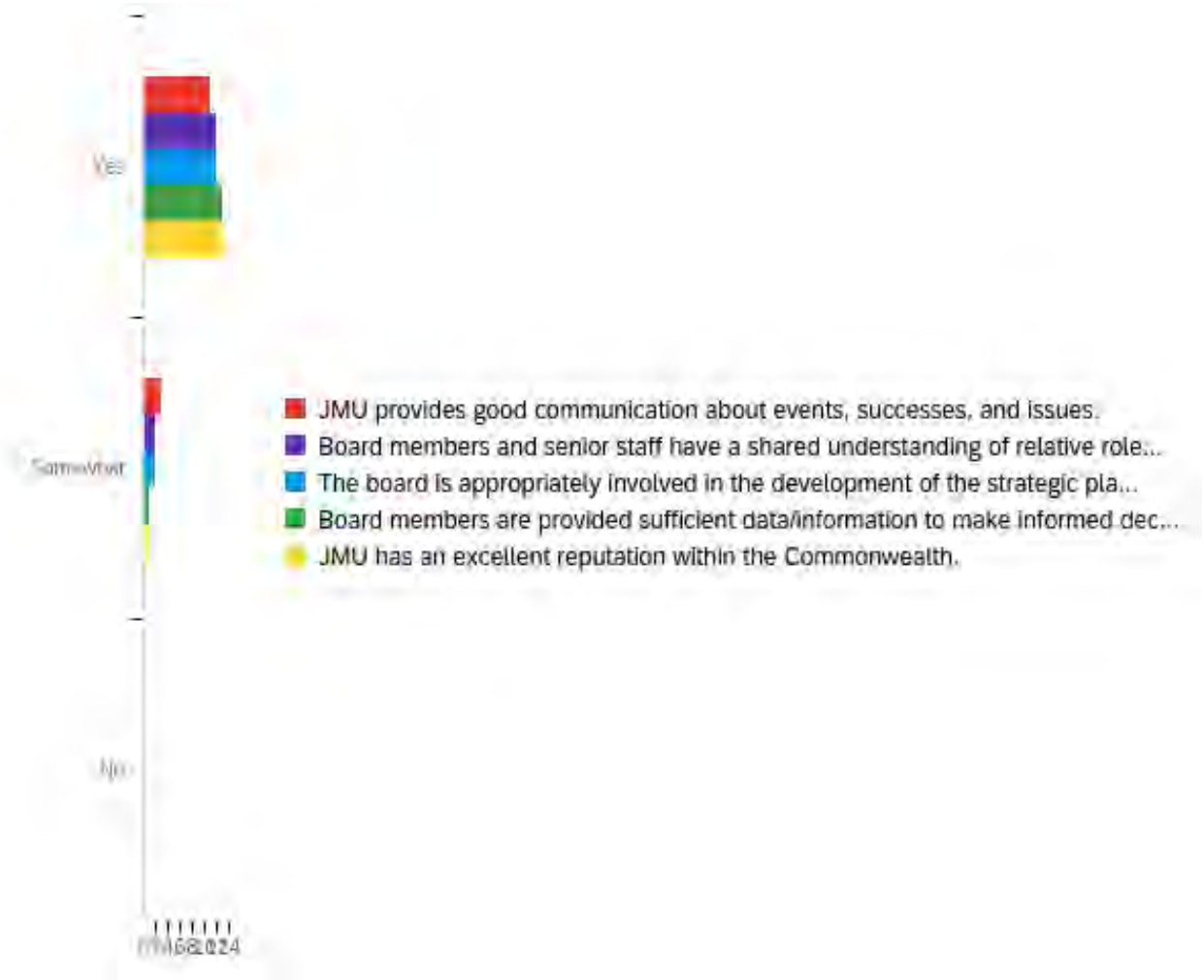
#	Question	Yes		Somewhat		No		Total
1	Budget Process	100.00%	14	0.00%	0	0.00%	0	14
2	Tuition and Fees	100.00%	14	0.00%	0	0.00%	0	14
3	Capital Outlay	100.00%	14	0.00%	0	0.00%	0	14

Q3 - Please respond to these statements:



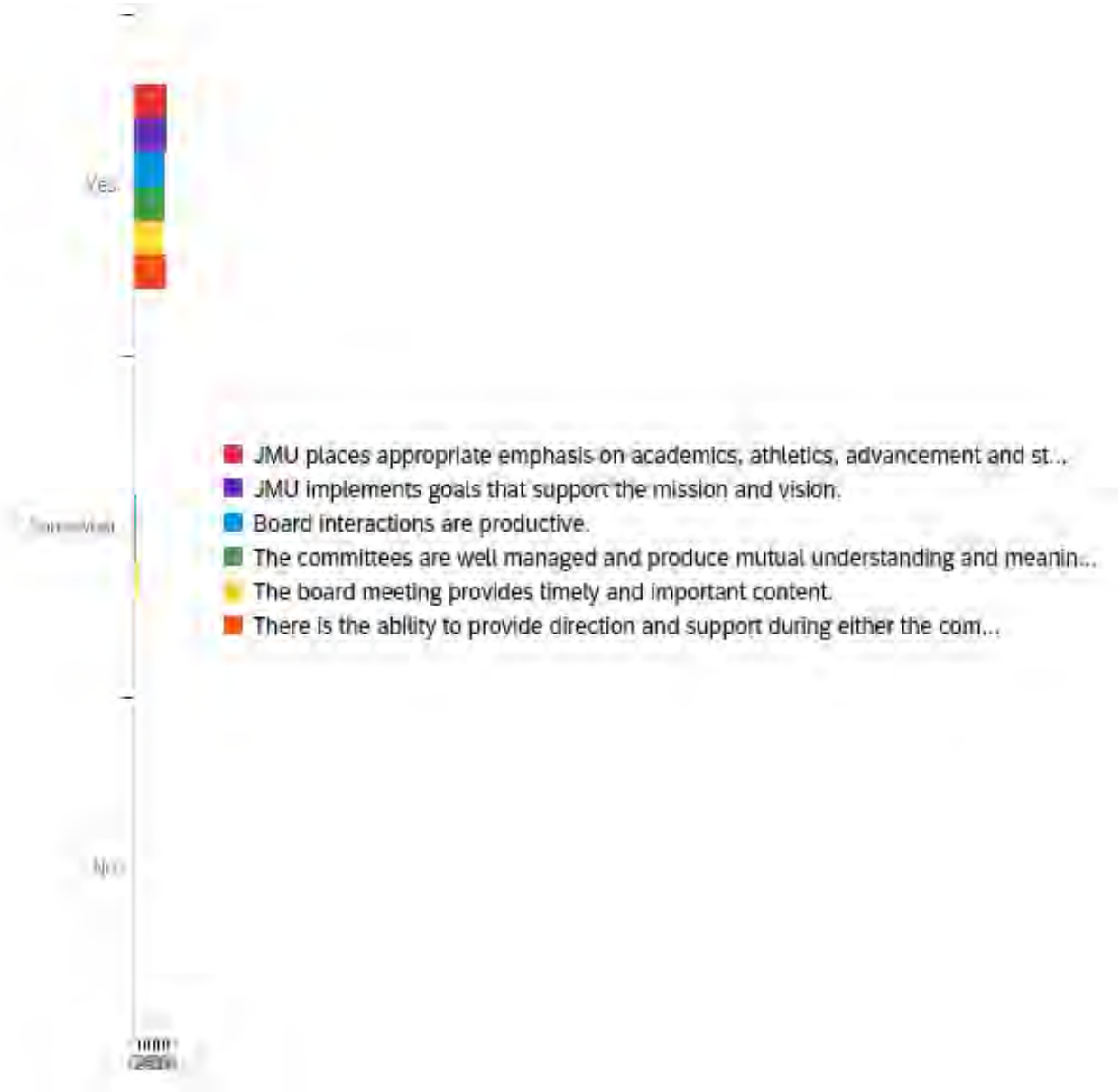
#	Question	Yes	Somehow	No	Total
1	I have a good working relationship with the president/senior staff.	100.00% 14	0.00% 0	0.00% 0	14
2	I feel prepared for and participate in committee meetings and board meetings.	100.00% 14	0.00% 0	0.00% 0	14
3	I act as a good-will ambassador for JMU.	100.00% 14	0.00% 0	0.00% 0	14
4	I believe the board and senior staff appreciate my expertise and experience.	92.86% 13	7.14% 1	0.00% 0	14
5	I find serving on the board to be a satisfying and rewarding experience.	92.86% 13	7.14% 1	0.00% 0	14
6	I feel involved as a board member and my contributions are valued.	92.86% 13	7.14% 1	0.00% 0	14

Q5 - Please respond to these statements:



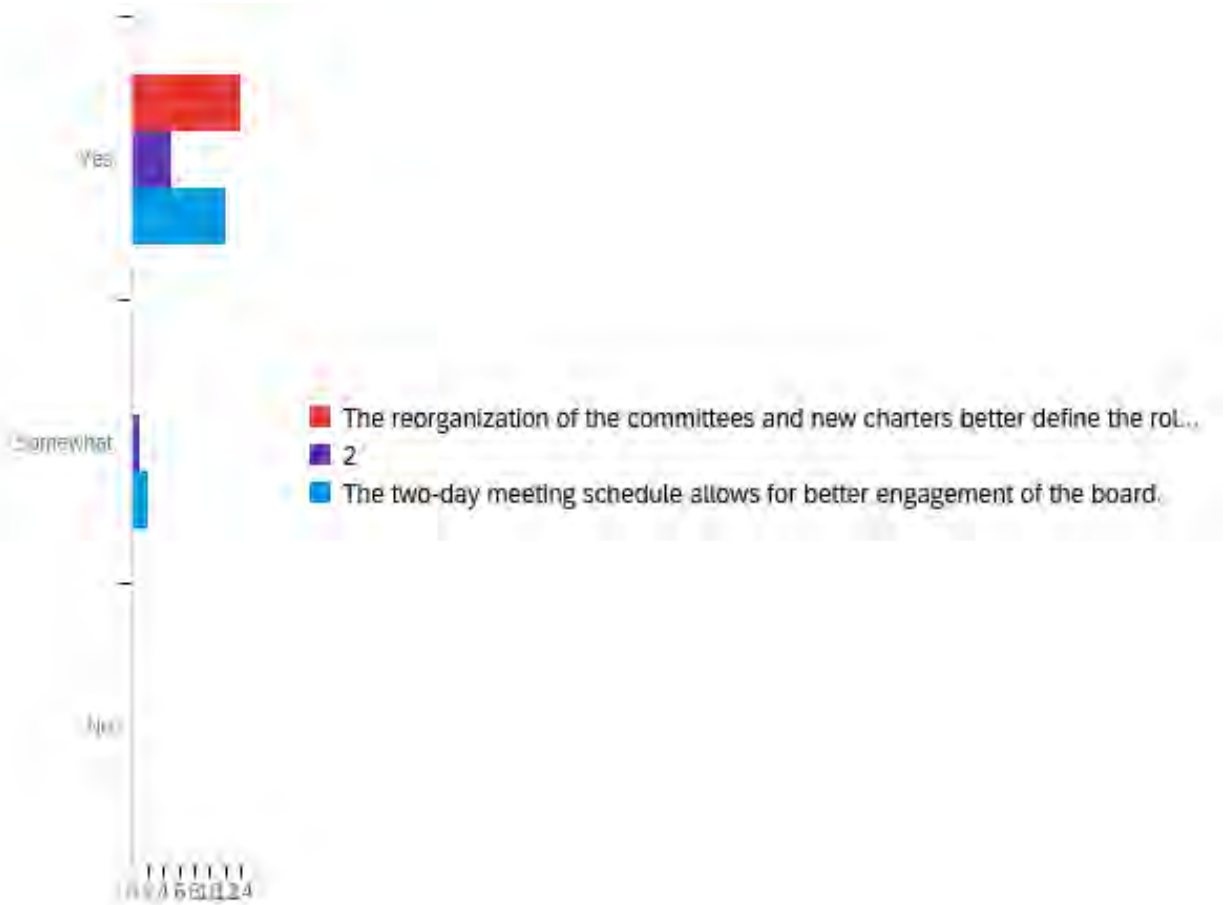
#	Question	Yes	Somewhat	No	Total
1	JMU provides good communication about events, successes, and issues.	78.57% 11	21.43% 3	0.00% 0	14
2	Board members and senior staff have a shared understanding of relative roles.	85.71% 12	14.29% 2	0.00% 0	14
3	The board is appropriately involved in the development of the strategic plan and the master plan.	85.71% 12	14.29% 2	0.00% 0	14
4	Board members are provided sufficient data/information to make informed decisions.	92.86% 13	7.14% 1	0.00% 0	14
5	JMU has an excellent reputation within the Commonwealth.	92.86% 13	7.14% 1	0.00% 0	14

Q6 - Please respond to these statements:



#	Question	Yes	Somewhat	No	Total
1	JMU places appropriate emphasis on academics, athletics, advancement and student life.	100.00%	0	0	14
2	JMU implements goals that support the mission and vision.	100.00%	0	0	14
3	Board interactions are productive.	92.86%	7.14%	0	14
4	The committees are well managed and produce mutual understanding and meaningful contributions.	92.86%	7.14%	0	14
5	The board meeting provides timely and important content.	85.71%	14.29%	0	14
6	There is the ability to provide direction and support during either the committee meetings or the board meeting.	100.00%	0	0	14

Q14 - Please respond to the following:



#	Question	Yes	Somewhat	No	Total
1	The reorganization of the committees and new charters better define the roles and responsibilities.	100.00%	14	0	14
2	2	83.33%	5	1	6
3	The two-day meeting schedule allows for better engagement of the board.	85.71%	12	2	14

NOTE – there is no question connected to the Purple (2).



COLLEGE GOVERNING BOARD ACCOUNTABILITY ASSESSMENTS: Virginia



Final Report • July 2022



**Partners for
College Affordability**
AND PUBLIC TRUST



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College Affordability
AND PUBLIC TRUST

College Governing Board Accountability Assessments: Virginia

Final Report
July 2022

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Stacie D. Gordon, Executive Director

In summer 2022, Partners for College Affordability and Public Trust (Partners) conducted the College Governing Board Accountability Assessments, evaluating the governing boards of Virginia's public institutions of higher education. The project's objective is to provide insight into the policies and practices of these governing boards to assess the degree to which their members are transparent, accessible, and receptive to students and the public. This report is a follow-up to a previous iteration of this report that was released in January 2021 to evaluate any changes that may have been made to board practices and policies.

The College Governing Board Accountability Assessments were conducted through observation and review of publicly available information related to board policies and practices, including historic meeting records, board bylaws and policies, board notices, and communications channels. An assessment rubric was used to score each governing board in three areas: board transparency, member accessibility, and board receptiveness. Each institution was provided a preliminary assessment report and given an opportunity to provide feedback or clarifications before the final report was issued. Following this period, scores for several institutions were adjusted because of their clarifications or changes made to their practices.

The total scores received by each institution in 2022 assessments range from 63.0 to 92.6 percent with an average total score of 75.8 percent, a notable – 5.8 percent – improvement over the average score in the previous assessments. In 2020, the total scores for each institution ranged from 54.2 to 88.9 percent with an average total score of 70.0 percent.

The highest scoring institution was Virginia Commonwealth University (92.6 percent), followed closely by the University of Mary Washington (88.9 percent), the University of Virginia (83.3 percent) and George Mason University (81.5 percent). The lowest scoring institutions were Old Dominion University (66.7 percent), Radford University (66.7 percent), and Virginia State University (63.0 percent).

Performance was strongest in Board Transparency with an average score of 95.6 percent and eleven institutions receiving perfect scores. This shows an improvement over the 2020 assessments, where the average score was 88 percent. Performance in the Board Receptiveness category also improved by 6.5 percent over the previous assessments, from 66.1 to 72.6 percent. Member Accessibility remained the lowest scoring of the three categories, with an average score of 59.3 percent – only a 3 percent increase from the previous average of 56.3 percent. The greatest overall improvements were seen in the scores of three institutions, with each receiving a score 18.5 percent higher score than their previous one – Longwood University, Virginia Commonwealth University, and Virginia Military Institute. James Madison University and Virginia Tech also saw significant improvement – 14.8 percent – over their previous score.

Three institutions received a score notably lower than their previous score: George Mason University (7.5 percent lower), Old Dominion University (15.3 percent lower), and Radford University (7.3 percent lower). The discontinuation of practices adopted during the pandemic appears to correlate with these drops in performance. Since returning to in-person meetings, Old Dominion University and Radford University stopped providing the public with an option to observe board meetings remotely (off-campus). After previously holding public comment in the presence of the full board during a regularly scheduled meeting, George Mason University and Old Dominion University now hold public comment during non-regularly scheduled board meetings in the absence of a quorum of the full board.

To provide for greater transparency and accountability in the board governance of Virginia's public colleges and universities, Partners recommends the adoption of the following policies and practices:

- 1. Provide options to observe all board meetings remotely (off-campus) and post the recordings for public record**
- 2. List public contact information for each board member, including email addresses**
- 3. Accept verbal public comment on all board agenda items and topics during all meetings of the full board and committees**
- 4. Accept written public comment on all board agenda items and topics on a rolling basis**
- 5. Promote opportunities for public comment through a variety of communication channels, including the institution's primary social media platforms with the widest audience**

Institutional Report Card

INSTITUTION	TOTAL		BOARD TRANSPARENCY		MEMBER ACCESSIBILITY		BOARD RECEPTIVENESS	
	Percentage	Grade	Percentage	Grade	Percentage	Grade	Percentage	Grade
Christopher Newport University	70%	C-	100%	A	44%	F	67%	D
College of William & Mary	78%	C+	100%	A	44%	F	89%	B
George Mason University	82%	B-	100%	A	67%	D	78%	C
James Madison University	70%	C-	89%	B	67%	D	56%	F
Longwood University	74%	C	78%	C	56%	F	89%	B
Norfolk State University	74%	C	78%	C	56%	F	89%	B
Old Dominion University	67%	D	100%	A	44%	F	56%	F
Radford University	67%	D	100%	A	33%	F	67%	D
University of Mary Washington	89%	B+	100%	A	78%	C	89%	B
University of Virginia	83%	B	94%	A	89%	B	67%	D
Virginia Commonwealth University	93%	A-	100%	A	78%	C	100%	A
Virginia Community College System	78%	C+	100%	A	78%	C	56%	F
Virginia Military Institute	78%	C+	100%	A	56%	F	78%	C
Virginia State University	63%	D	100%	A	44%	F	44%	F
Virginia Tech	74%	C	100%	A	56%	F	67%	D
Average	76%	C	96%	A	59%	F	73%	C

2021-2022 Comparative Scores

INSTITUTION	CHANGE		2022 TOTAL SCORE		2021 TOTAL SCORE	
Christopher Newport University	8%	↑	70%	C-	63%	D-
College of William & Mary	4%	↑	78%	C+	74%	C
George Mason University	-7%	↓	82%	B-	89%	B+
James Madison University	15%	↑	70%	C	56%	F
Longwood University	19%	↑	74%	C	55%	F
Norfolk State University	0%	-	74%	C	74%	C
Old Dominion University	-15%	↓	67%	D	82%	B-
Radford University	-7%	↓	67%	D	74%	C
University of Mary Washington	7%	↑	89%	B+	82%	B-
University of Virginia	-2%	↓	83%	B	85%	B
Virginia Commonwealth University	19%	↑	93%	A-	74%	C
Virginia Community College System	7%	↑	78%	C	70%	C-
Virginia Military Institute	19%	↑	78%	C+	59%	F
Virginia State University	9%	↑	63%	D	54%	F
Virginia Tech	15%	↑	74%	C	59%	F
Average	6%	-	76%	C	70%	C-

Background & Methodology

METHODOLOGY

The 225 members of Virginia’s college governing boards – the Boards of Visitors and the State Board for Community Colleges – make significant decisions that have lasting impact on Virginia and its students. While these individuals are appointed by the Governor of Virginia to govern some of the Commonwealth’s largest enterprises, many students and members of the public know very little about these individuals and the important role these boards play in higher education and the overall economic health and welfare of the state.

According to Virginia law, public college governing board members have a public duty; as such, they should be transparent, accessible, and receptive to students, citizens, and other stakeholders. This project sets out to evaluate each governing board’s public transparency and accountability practices by auditing institutional board websites, publicly available board information and meeting materials, board bylaws and policies, board notices and communications channels, and board practices. The assessment was conducted between 06/01/2022 and 06/15/2022 and its findings were made based on the performance descriptors detailed in the evaluation rubric.

The evaluation rubric is divided into three sections worth nine points each: Board Transparency, Member Accessibility, and Board Receptiveness. The Board Transparency section focuses on the publicly available information on individual board members, board records and materials, and public notice of upcoming board meetings. The Member Accessibility section focuses on how easy or difficult it is for members of the public to attend board meetings, communication with members of the public, and member engagement in hearing public testimony. The Board Receptiveness section focuses on public comment policies and practices, including how public comment opportunities are promoted, whether these policies and practices allow for maximum participation, and how often these opportunities are permitted. Since the 2021 assessments, the rubric was revised to better distinguish between the evolving practices of each governing board and provide greater clarity in the language.

Overall scoring is based on performance indicators on a 3-point rating scale for a possible 27 total points. Rubric scores were converted to a percentage grade by dividing the points earned by the total points possible (27) and rounded to the nearest tenth of a percentage point. Letter grades were then issued based on the following plus/minus grading scale:

Letter Grade	Percentage Score
A	90-100%
B	80-89.9%
C	70-79.9%
D	60-69.9%
F	Below 60%

In addition to the overall score, scores were issued for each of the evaluation’s three sections by converting points into a percentage grade and rounded to the nearest tenth of a percentage point. Letter grades were issued on the following A-F grading scale.

Letter Grade	Percentage Score	Letter Grade	Percentage Score	Letter Grade	Percentage Score	Letter Grade	Percentage Score	Letter Grade	Percentage Score
A+	97-100%	B+	87-89.9%	C+	77-79.9%	D+	67-69.9%	F	Below 60%
A	93-96.9%	B	83-86.9%	C	73-76.9%	D	63-66.9%		
A-	90-92.9%	B-	80-82.9%	C-	70-72.9%	D-	60-62.9%		

This preliminary report will have a limited release and circulation to allow for a 2-week period for institutions to provide clarifying information that might affect the assessments contained in the final report. The final assessment report will be published and conveyed to state policymakers.






BOARD TRANSPARENCY

 <p>BOARD MEMBERSHIP</p>	<p>The board website identifies board membership by including member names, term dates, appointing governors, headshots, occupational background, and detailed biographies, providing the public a clear understanding of who the board members are.</p>	<p>The board website identifies board membership by including member names, term dates, appointing governors, headshots, occupational background, and limited biographical information, providing the public an adequate understanding of who the board members are.</p>	<p>The board website identifies board membership by including member names, term dates, appointing governors, and limited background or biographical information, providing the public an unclear understanding of who the board members are.</p>	<p>The board website does not identify board membership.</p>
 <p>BOARD RECORDS & MATERIALS</p>	<p>Detailed board meeting records are posted routinely to the board website where they are visible and are easily accessed by the public and include the following: meeting schedules, pre-meeting materials, meeting minutes of the full board and board committees, and any board presentations.</p>	<p>Board meeting records are posted routinely to the board website where they are visible and are easily accessed by the public and include the following: meeting schedules, and meeting minutes of the full board and board committees.</p>	<p>Board meeting records are posted routinely to the board website where they are visible and are easily accessed by the public and include the following: meeting minutes of the full board.</p>	<p>Board meeting records are not posted routinely to the board website where they are visible and are easily accessed by the public.</p>
 <p>MEETING NOTICES</p>	<p>A schedule of board meeting dates is clearly and prominently posted on the board website. Meeting notices are posted or cross-posted directly to the board website, listing the dates, times, and locations of each meeting of the full board and any board committees. Meeting notices specify meeting facilities or buildings, meeting rooms, and other relevant information such as public comment policies, parking availability, security protocol, and room capacity.</p>	<p>A schedule of board meeting dates is clearly and prominently posted to the board website. Meeting notices are posted or cross-posted directly on the board website, listing the dates, times, and locations of each meeting of the full board.</p>	<p>A schedule of board meeting dates is posted on the board website. Meeting notices are not posted or cross-posted directly to the board website but are posted elsewhere on the institution's website.</p>	<p>A schedule of upcoming board meeting dates is not listed on the board's website. Meeting notices are not posted or cross-posted directly to the board website or posted elsewhere on the institution's website.</p>
<p>CRITERIA</p>	<p>Excellent (3)</p>	<p>Sufficient (2)</p>	<p>Needs Improvement (1)</p>	<p>Poor (0)</p>






MEMBER ACCESSIBILITY

MEMBER ACCESSIBILITY				
 <p>PUBLIC MEETINGS</p>	<p>Board meetings are conducive to public attendance with audience seating available. An option to observe both full board meetings and board committee meetings remotely (off-campus) is routinely provided to members of the public. Meeting recordings or transcripts of meetings held in-person or remotely are archived on the board's website for public record.</p>	<p>Board meetings are conducive to public attendance with audience seating available. An option to observe full board meetings remotely (off-campus) is routinely provided to members of the public. Meeting recordings or transcripts of meetings held remotely are archived on the board's website for public record.</p>	<p>Board meetings are conducive to public attendance with audience seating available for members of the public. An option to observe board meetings remotely (off-campus) is sometimes provided to members of the public. Meeting recordings or transcripts of meetings may be archived on the board's website for public record.</p>	<p>Board meetings are not conducive to public attendance with limited audience seating available for members of the public. An option to observe board meetings remotely (off-campus) is not provided to members of the public. Meeting recordings or transcripts are not archived on the board's website for public record.</p>
 <p>MEMBER COMMUNICATION</p>	<p>Each individual board member is directly accessible to the public through a form of direct communication, including a unique email address for each board member. All contact information is prominently listed on the board website.</p>	<p>Each individual board member is directly accessible to the public through a form of direct communication, not including a unique email address for each board member. All contact information is prominently listed on the board website.</p>	<p>Board members are indirectly accessible to members of the public through a general or designated point-of-contact listed prominently on the board website.</p>	<p>No contact information for the board is listed on the board website.</p>
 <p>MEMBER ENGAGEMENT</p>	<p>Public comment is regularly received in the presence of the quorum of the full board. Written comments are distributed timely to all board members and prior to the board's consideration of the subject(s) that the comments address.</p>	<p>Public comment is sometimes, but not always, received in the presence of a quorum of the full board. Written comments are distributed timely to all board members and prior to the board's consideration of the subject(s) that the comments address.</p>	<p>Public comment is received during special or non-regular meetings with only a limited number of board members present. Written comments are distributed timely to all board members and prior to the board's consideration of the subject(s) that the comments address.</p>	<p>Public comment is not taken prior to the board's consideration of tuition and fee rate proposals in the presence of a minimum of three board members, as required by Virginia law. Written comments are not distributed to all board members and prior to the board's consideration of the subject(s) that the comments address.</p>
<p>CRITERIA</p>	<p>Excellent (3)</p>	<p>Sufficient (2)</p>	<p>Needs Improvement (1)</p>	<p>Poor (0)</p>



BOARD RECEPTIVENESS (PUBLIC COMMENT)

 <p>PUBLIC NOTICE</p>	<p>Public notices of opportunities for public comment are issued timely and are clearly visible to the public. Opportunities for public comment are prominently posted to the board website, the news section of the institution's website, and promoted through social media platforms, with the process and any relevant policies clearly detailed.</p>	<p>Public notices of opportunities for public comment are clearly visible to the public. Opportunities for public comment are prominently posted to the board website, with the process and any relevant policies clearly detailed. Public comment opportunities are not promoted through social media platforms.</p>	<p>Public notices of opportunities for public comment are posted to the board website and/or news section or other section of the institution's website but are not clearly visible to the public. Public comment opportunities are not promoted through social media platforms.</p>	<p>Public notices of opportunities for public comment are not posted to the board website or the news section of the institution's website. It is unclear how opportunities for public comment are promoted to members of the public.</p>
 <p>PUBLIC PARTICIPATION</p>	<p>The board's public comment procedures and policies allow for multiple opportunities or ways (verbal, written, electronic, etc.) for the public to give comment and do not impose stringent registration requirements for verbal public comment that may hinder participation. The board may give priority to registered participants on a first-come, first-serve basis, while opening up any remaining time to walk-in participants.</p>	<p>The board's public comment procedures and policies allow limited opportunities or ways (verbal, written, electronic, etc.) for the public to give comment, but do not impose stringent registration requirements for verbal public comment that may hinder participation.</p>	<p>The board's public comment procedures and policies allow limited opportunities for the public to give comment and imposes stringent registration requirements for verbal public comment that may hinder participation.</p>	<p>The board's public comment procedures and policies are unclear or inconsistent.</p>
 <p>FREQUENCY</p>	<p>The board routinely solicits public comment on all board items and topics during all regular meetings or on an ongoing basis.</p>	<p>The board solicits public comment on select board items and topics during some board meetings, including, but not limited to, board proposals on tuition and fee rates, as required by state law.</p>	<p>The board only solicits public comment prior to the consideration of board proposals on tuition and fee rates, as required by state law.</p>	<p>The board does not allow public comment on any topic at any time.</p>
<p>CRITERIA</p>	<p>Excellent (3)</p>	<p>Sufficient (2)</p>	<p>Needs Improvement (1)</p>	<p>Poor (0)</p>

Christopher Newport University

CRITERIA	POINTS EARNED	NOTES
BOARD TRANSPARENCY		
Board Membership	3	The board website (https://cnu.edu/whoweare/bov/) includes board member names, headshots, biographies, term dates, and hometowns. Meeting minutes for past meetings dated from 04/14/2009 are archived on the website (https://cnu.edu/whoweare/bov/minutes/).
Board Records & Materials	3	The board makes all board materials publicly available through the cloud-based board management software BoardDocs, including agendas, minutes for both the full board (since 2008-09) and board committees (since 2018-19), and other meeting materials (https://go.boarddocs.com/va/cnu/Board.nsf/Public).
Meeting Notices	3	The board's website lists all board meetings for the current academic year (2021-22) (https://cnu.edu/whoweare/bov/schedule/). Meeting schedules posted to BoardDocs list the time and location (building and meeting room) for meetings of the board committees and the full board (https://go.boarddocs.com/va/cnu/Board.nsf/files/CD6RF-V6D4159/\$file/BOV%20Schedule%20April%2014%202022.pdf).
9/9 (100%) = A		
MEMBER ACCESSIBILITY		
Public Meetings	1	Board meeting rooms are readily accessible to members of the public and conducive to public attendance with audience seating available for members of the public. An option to observe full board meetings and board committee meetings remotely (off-campus) was provided when the board met electronically during the pandemic (11/13/20, 02/12/21), but remote viewing options have not been made available to members of the public since returning to in-person meetings. Meeting recordings or transcripts are not archived on the board's website for public record.
Member Communication	1	Individual board members are indirectly accessible to members of the public through a general email address (bov@cnu.edu), which is prominently listed on the board's website and BoardDocs.
Member Engagement	2	According to board policy 1075, at least three board members are present during opportunities for public comment and written comments are provided to all board members (https://cnu.edu/public/policies/policy/general-university-policies/cnu-policy-1075_public%20comment_on_tuition_and_mandatory_fees.pdf).
4/9 (44.4%) = F		
BOARD RECEPTIVENESS (Public Comment)		
Public Notice	2	Notice of the board's most recent opportunity for public comment (03/29/2022) was posted to the website under "Newsroom" on 03/18/2022 and was also posted on BoardDocs. The registration and/or submission process for giving public comment and any relevant policies are clearly detailed. The public comment opportunity was not posted or advertised on the institution's social media channels.
Participation	3	According to the public notice for the public comment opportunity held on 03/29/2022, speakers may register in advance via an online form or may register in-person during a 30-minute window prior to start of the meeting (https://cnu.edu/news/2022/03/18-cnu-public-comment/#skipheader). The board accepts both verbal and written public comment. Written comments are accepted through an online portal and physical mail.
Frequency	1	According to board policy 1075, the board provides an opportunity for public comment prior to a vote on proposals to increase undergraduate tuition or mandatory fees or both (https://cnu.edu/public/policies/policy/general-university-policies/cnu-policy-1075_public%20comment_on_tuition_and_mandatory_fees.pdf).
6/9 (66.7%) = D		
TOTAL POINTS = 19/27 (70.4%) = C-		

College of William & Mary

CRITERIA	POINTS EARNED	NOTES
BOARD TRANSPARENCY		
Board Membership	3	The board website (https://www.wm.edu/about/administration/bov/members/index.php) includes board member names, headshots, biographies, term dates, committee assignments, and hometowns.
Board Records & Materials	3	The board makes board materials publicly available on their website, including meeting agendas (since 2009-10), minutes for both the full board (since 2004-05) and board committees (since 2020), meeting announcements/advisories (since 2020), meeting presentations (since 2006), and pre-reads (since 2020) (https://www.wm.edu/about/administration/bov/meetings/index.php).
Meeting Notices	3	The board website lists upcoming board meetings for the 2020-21 academic year (https://www.wm.edu/about/administration/bov/index.php). A detailed meeting schedule with meeting times and locations is posted to the board website along with a copy of the public meeting notice/advisory.
	9/9 (100%) = A	
MEMBER ACCESSIBILITY		
Public Meetings	1	Board meeting rooms are readily accessible to members of the public and conducive to public attendance with audience seating available for members of the public. An option to observe board meetings remotely (off-campus) was provided when the board met electronically during the pandemic (05/12/2020, 06/16/2020, 08/03/2020), but remote viewing options have not been made available to members of the public since. Meeting recordings of the virtual meetings is archived on the board's website for public record (https://www.wm.edu/about/administration/bov/meetings/archive/2020-2021/index.php).
Member Communication	1	Individual board members are indirectly accessible to members of the public through a general email address (bov@wm.edu) and contact form, which are clearly and prominently listed on the board website.
Member Engagement	2	According to the board's guidelines for public comment on tuition and fee increases (https://www.wm.edu/about/administration/bov_documents/resolution-26-tuition-guidelines.pdf), at least three board members are present during opportunities for public comment and written comments are provided to all board members.
	4/9 (44.4%) = F	
BOARD RECEPTIVENESS (Public Comment)		
Public Notice	3	Notices of public comment opportunities are posted to the institution's website under "Campus Announcements," promoted on social media channels by the institution's Office of News and Media (W&M News) and posted to the board website.
Participation	3	According to the board's guidelines for public comment on tuition/fee increases, speakers can sign up to provide verbal comments on a first-come, first-serve basis and pre-registration is not required. The board also provides an online form for written submissions.
Frequency	2	The board allows for public comment on certain board items and topics, including, but not limited to, tuition and fee rate-setting proposals as required by state law. On 09/23/2020, the board held a public comment hearing to "receive feedback on any issues the public wanted to raise" (https://www.wm.edu/about/administration/bov/meetings/2020-09-listen/index.php).
	8/9 (77.8%) = B	
TOTAL POINTS = 21/27 (77.8%) = C+		

George Mason University

CRITERIA	POINTS EARNED	NOTES
BOARD TRANSPARENCY		
Board Membership	3	The board website (https://bov.gmu.edu/board-membership/) includes board member names, headshots, biographies, and term dates.
Board Records & Materials	3	All board materials are publicly available on the board website for all board meetings, including agendas, meeting books, board presentations, meeting minutes. The board archives all video recordings of past meetings (4/2/2020-present) on Vimeo, prominently listing the link on the board website (https://bov.gmu.edu/recordings/).
Meeting Notices	3	The board's website lists the dates of all board meetings for the current and upcoming academic year (https://bov.gmu.edu/meeting-schedule/). The board gives notice on how members of the public can observe the meeting on the "Meeting Postings" page of the website. The meeting notices provide information on how the public can observe the meeting in-person and a link to the live-stream.
9/9 (100%) = A		
MEMBER ACCESSIBILITY		
Public Meetings	3	The board room is readily accessible to members of the public with ample visitor seating for in-person meetings, also providing an overflow room. The board routinely provides the public an option to observe their meetings remotely by live stream. The board archives all video recordings of past meetings (4/2/2020-present) on Vimeo, prominently listing the link on the board website (https://bov.gmu.edu/recordings/).
Member Communication	1	A generic email address (BOV@gmu.edu) is listed as the contact for the board; no individual is specified as the point-of-contact that monitors the email account. Contact information to communicate with individual board members is not available.
Member Engagement	2	While the board previously allowed public comment at all committee and full board meetings, public comment opportunities are now scheduled outside the board's regular meeting schedule. All written comments are distributed timely to all board members and prior to the board's consideration of the subject(s) that the comments address.
6/9 (66.7%) = D		
BOARD RECEPTIVENESS (Public Comment)		
Public Notice	3	Public notices of opportunities for public comment are issued timely and made visible to members of the public and are posted prominently on the board's website, the institution's news pages, and promoted through the social media platforms (George Mason News). The process for giving public comment and any relevant policies are clearly detailed.
Participation	3	The board's public comment procedures and policies promote public participation by imposing a non-restrictive registration process. The board allows for verbal and written comment. At the public comment session on 04/05/2022, the board extended the deadline for written comment an additional 16 days.
Frequency	1	While the board previously allowed public comment on all board items and topics during all committee and full board meetings, public comment opportunities are held during non-regular meetings specific to tuition and fee rate setting decisions.
7/9 (77.8%) = C		
TOTAL POINTS = 22/27 (81.5%) = B-		

James Madison University

CRITERIA	POINTS EARNED	NOTES
BOARD TRANSPARENCY		
Board Membership	3	The board website lists board member names, headshots, biographies, term dates, committee assignments, and hometowns (https://www.jmu.edu/visitors/about/members.shtml ; https://www.jmu.edu/visitors/about/members-bios.shtml).
Board Records & Materials	2	Board materials are publicly available on the board website (www.jmu.edu/visitors), including agendas for both the full board and board committees (since 2021), minutes of the full board (since 1999), and minutes of the board committees (since 2021). Meeting presentations and reports are not posted to the website.
Meeting Notices	3	Meeting notices posted to the news section of institution's website provide information on how the public can observe the meeting remotely and are cross posted to the board website, where meeting agendas, location and times are listed (https://www.jmu.edu/news/2022/04/18-bov-meeting-notice.shtml).
	8/9 (88.9%) = B	
MEMBER ACCESSIBILITY		
Public Meetings	3	The board room is readily accessible to members of the public with ample visitor seating for in-person meetings. The board provides the public an option to observe their meetings remotely, with the board most recently utilizing a YouTube channel. Video recordings of meetings held on 04/06/2022 and 04/22/2022 can be found on the board's YouTube channel (https://www.youtube.com/channel/UCVLAEDKazi65HRDGC00c5xQ/featured).
Member Communication	1	The board is indirectly accessible to the public through general contact information, including an email (raderpm@jmu.edu), mailing address (MSC 7613, 91 Alumnae Drive, Harrisonburg, VA 22807), and phone number (540-568-3705). The board website also lists contact information for designated points-of-contact, including Donna Harper (bovsecretary@jmu.edu) and board rector Lara Major (Rector@jmu.edu). Unique contact information for each individual board member is not available.
Member Engagement	2	Public comment opportunities are scheduled during a special/non-regular meeting outside the board's regular meeting schedule of the board that allows for a limited number of board members present. Written comments from the most recent public comment period held on 04/06/2022 were distributed to board members prior to the board's consideration of proposed tuition and fee rates during a regular board meeting on 04/22/2022, according to the public notice circulated on 03/22/2022 (https://www.jmu.edu/news/2022/03/22-public-comment-tuition-fees.shtml).
	6/9 (66.7%) = D	
BOARD RECEPTIVENESS (Public Comment)		
Public Notice	2	Notice of the board's most recent opportunity for public comment was found on the news section of the institution's website and cross posted to the board website. Public comment opportunities are not promoted through social media platforms.
Participation	2	The board accepted verbal and written public comment on proposed tuition and fee rate proposals on 04/06/2022 in advance of a scheduled decision on 05/15/2020. Participants were required to schedule a five-minute time slot in advance by noon the day prior. The board also accepted written public comment by email (bovsecretary@jmu.edu) and through an online submission form (https://jmu.co1.qualtrics.com/jfe/form/SV_bCbo1SfiXzjJmS).
Frequency	1	The board sometimes allows for public comment on certain board items and topics. Verbal public is accepted during limited non-regular or special board meetings.
	5/9 (55.6%) = F	
TOTAL POINTS = 19/27 (70.4%) = C-		

Longwood University

CRITERIA	POINTS EARNED	NOTES
BOARD TRANSPARENCY		
Board Membership	1	The board website lists the names of board members along with their hometowns, class year (if a graduate of the institution), and any board positions. No headshots, biographies, or occupations are made available.
Board Records & Materials	3	All board materials are publicly available on the board website for all board meetings beginning 09/11-12/2009, including agendas, schedules, meeting materials, minutes, and video files of past meetings of meetings that were held electronically during the pandemic (http://www.longwood.edu/about/leadership/board-of-visitors/minutes/).
Meeting Notices	3	The board's website lists the dates of all board meetings for the current academic year and the two subsequent academic years (http://www.longwood.edu/about/leadership/board-of-visitors/meetings/). Meeting agendas posted the website under "Minutes & Meeting Materials" list the time and location (building and meeting room) of board meetings (http://www.longwood.edu/about/leadership/board-of-visitors/minutes/).
7/9 (77.8%) = C		
MEMBER ACCESSIBILITY		
Public Meetings	1	The board room is readily accessible to members of the public with visitor seating for in-person meetings. While the board offered an option for the public to observe meetings remotely via Zoom when the board met remotely during the pandemic from 05/15/2022 to 03/19/2021, remote viewing options have not been made available to members of the public since returning to in-person meetings. Video/audio files from board meetings held electronically during the pandemic from 05/15/2022 to 03/19/2021 are archived on the board website.
Member Communication	1	An email address for a board representative, Kay Stokes (stokesk1@longwood.edu) is listed on the board website as the board's points-of-contact. Contact information to communicate with individual board members is not listed.
Member Engagement	3	According to the Longwood University Board of Visitors Bylaws (http://www.longwood.edu/about/leadership/board-of-visitors/bylaws/), the board allows members of the public to address the board during every meeting by notifying the Office of the President at least 72 hours before. The board's public comment policy predates the state mandate. According to a notice for a board meeting held on 06/06/2022, electronic comment and verbal comment were accepted, noting that the electronic comments would be provided to the board members (http://www.longwood.edu/media/presidents-office/public-site/board-of-visitors/Longwood-University-Board-of-Visitors-to-consider-tuition-and-fees-for-2022.pdf).
5/9 (55.6%) = F		
BOARD RECEPTIVENESS (Public Comment)		
Public Notice	2	Notices of public comment opportunities prior to board decisions on tuition and fee rates (06/12/2020, 06/11/2021, 06/06/2022) are posted to the institution's website under "Minutes & Meeting Materials." While the board's bylaws allow for public comment at every board meeting, only the public comment opportunities at the aforementioned meetings were mentioned in a public notice (http://www.longwood.edu/about/leadership/board-of-visitors/minutes/2021---2022-minutes/). Public comment opportunities are not promoted through social media platforms.
Participation	3	According to the board bylaws, participants must provide the board with 72 hours' notice to give public comment. The public notices for the public comment opportunities prior to board decisions on tuition and fee rates (06/12/2020, 06/11/2021, 06/06/2022) do not make any mention of this requirement for preregistration. According to these aforementioned public notices, electronic (written) public comment was accepted via email (http://www.longwood.edu/media/presidents-office/public-site/board-of-visitors/Longwood-University-Board-of-Visitors-to-consider-tuition-and-fees-for-2022.pdf).
Frequency	3	The board allows for public comment at every board meeting in accordance with the board bylaws (http://www.longwood.edu/about/leadership/board-of-visitors/bylaws/).
8/9 (88.9%) = B		
TOTAL POINTS = 20/27 (74.1%) = C		

Norfolk State University

CRITERIA	POINTS EARNED	NOTES
BOARD TRANSPARENCY		
Board Membership	1	The board website lists the names of board members along with their headshots, hometowns, term dates, and any board positions (https://www.nsu.edu/board-of-visitors/members). No biographies or occupational information are available.
Board Records & Materials	3	The board makes board materials publicly available on their website, including meeting agendas for meetings of board committee and the full board (since 2016), minutes for both the full board and board committees (since 2016), meeting boards/pre-reads with meeting presentations (since 2021), and archived video recordings and transcripts of meetings held remotely from 05/7/2020 through 06/30/2021 (https://www.nsu.edu/bov/agenda-and-minutes-2021).
Meeting Notices	3	A meeting schedule through the 2022-2023 academic year is posted prominently on the board website (https://www.nsu.edu/About/Leadership-and-Initiatives/Office-of-the-President/Board-of-Visitors/Upcoming-Meetings). Links to meeting notices that provide the meeting times and locations and information detailing how the public may observe the meeting are posted prominently to the board website prior to the meeting date (https://www.nsu.edu/board-of-visitors).
	7/9 (77.8%) = C	
MEMBER ACCESSIBILITY		
Public Meetings	1	Board meeting rooms are readily accessible to members of the public and conducive to public attendance with audience seating available for members of the public. An option to observe board meetings remotely was provided when the board met electronically during the pandemic (05/7/2020 through 06/30/2021), but remote viewing options have not been made available to members of the public since returning to in-person meetings. Meeting videos and transcripts of remotely held meetings are archived on the website for public record.
Member Communication	1	Individual board members are indirectly accessible to members of the public through a general email address (bovbe@nsu.edu), mailing address, phone number and fax number which are clearly and prominently listed on the board website (https://www.nsu.edu/board-of-visitors/contact-us).
Member Engagement	3	According to BOV Policy #36 (2019), public comment will be permitted during the regular board meeting that the board is scheduled to consider any proposed increase in undergraduate tuition and fees (https://www.nsu.edu/getattachment/About/Leadership-and-Initiatives/Office-of-the-President/NSU-Policy-Library/Policies/BOV-Policy/BOV-Policy-36-Tuition-and-Fees-Public-Comment-Policy.pdf.aspx?lang=en-US). While Board Policy #36 only requires public comment pertaining to proposed tuition and fee increases, the board (in practice) has permitted both written and oral public comment at full board meetings since 04/21/2020 according to the meeting notices and meeting agendas on the board website (https://www.nsu.edu/About/Leadership-and-Initiatives/Office-of-the-President/Board-of-Visitors/Upcoming-Meetings). According to BOV Policy #36, all written comments and a transcript of oral comments are included in the board's meeting minutes.
	5/9 (55.6%) = F	
BOARD RECEPTIVENESS (Public Comment)		
Public Notice	2	Prior to the board's return to in-person meetings, the process for giving or submitting public comment during remote meetings was clearly detailed on the public notices posted to the board's website. The Zoom webinar registration form where the public could register to observe meetings remotely included three checkboxes where participants could opt to provide written comment (directed to atallbritton@nsu.edu), verbal comment, or no comment. Instructions for providing public comment at upcoming meetings are detailed in the meeting agendas posted to the board website. The public notice dated 04/05/2022 regarding the consideration of tuition and fee rates at the 05/06/2022 meeting solicited written comment by email (cost_of_education@nsu.edu) but did not mention the process for providing verbal comment during the meeting (https://www.nsu.edu/News/2022/April/Notice-Regarding-Changes-to-Tuition-and-Fees). Public comment opportunities are not promoted through social media platforms.
Participation	3	Beginning on 05/27/2020, the board has regularly allowed both verbal and written comment at board meetings. While BOV Policy #36 limits speaking time for participants who do not provide the board with 48 hours' notice to one minute, this restriction does not appear to be enforced in practice as no registration deadline is posted on the meeting notices.
Frequency	3	The board has permitted both verbal and public comment at every meeting of the full board (since 05/27/2020) on all agenda items, according to the meeting notices on the board website (https://www.nsu.edu/About/Leadership-and-Initiatives/Office-of-the-President/Board-of-Visitors/Upcoming-Meetings). The board also allowed public comment during board committee meetings from 05/27/2020 until 08/27/2021.
	8/9 (88.9%) = B	
TOTAL POINTS = 20/27 (74.1%) = C		

Old Dominion University

CRITERIA	POINTS EARNED	NOTES
BOARD TRANSPARENCY		
Board Membership	3	The board website includes member names, headshots, biographies, class year (if a graduate of the university), board positions, and term dates (https://www.odu.edu/about/bov/members).
Board Records & Materials	3	The board makes board materials publicly available on their website, including agendas, meeting minutes, board presentations ("Board of Visitors Dashboard"), and video recordings. Meeting materials for all past meetings dated from the 2012-2013 academic year to present are archived on the website (https://www.odu.edu/about/bov/agendas-minutes). Video recordings of all meetings held virtually during the pandemic are posted to the website.
Meeting Notices	3	The board website lists the board meeting dates through the current academic year (https://www.odu.edu/about/bov) along with links to meeting notices and agendas listing detailed meeting information including meeting times and locations (building and meeting rooms).
	9/9 (100%) = A	
MEMBER ACCESSIBILITY		
Public Meetings	1	Board meeting rooms are readily accessible to members of the public and conducive to public attendance with audience seating available for members of the public. An option to observe board meetings remotely was provided when the board met electronically during the pandemic (03/23/2020 through 04/22/2021). When the board resumed in-person meetings on 06/17/2021, a Zoom link was listed in the public meeting notice to allow the public the option to observe the meetings in-person or remotely. For the next three consecutive quarterly board meetings (09/14/2021, 12/10/2021, and 04/22/2022), which were all held in-person, the public was able to observe the meetings on-campus in designated viewing rooms on-campus where the meeting was streamed, but an option to view the meeting remotely (off-campus) was no longer provided. Meeting videos and transcripts of remotely held meetings are archived on the website for public record.
Member Communication	1	Board members are indirectly accessible to members of the public through general contact information listed on the board website, including an email address (BoardofVisitors@odu.edu), physical address, phone number, and fax number. Contact information to communicate with individual board members is not available.
Member Engagement	2	While board policy 1106 states that public comment will be held in the presence of a minimum of three board members prior to the board's consideration of proposed tuition and fee rates, the board allowed either verbal or written public comment at full board meetings between 04/23/2020 and 09/14/2021 (https://www.odu.edu/content/dam/odu/offices/bov/policies/1100/bov1106.pdf). According to the meeting notices for the aforementioned meetings, submitted comments were distributed to the board prior to the meeting. Since 09/14/2021, the board has only accepted public comment during a special/non-regular meeting held on 03/28/2022 following meetings of the Executive Committee and the Governance Committee.
	4/9 (44.4%) = F	
BOARD RECEPTIVENESS (Public Comment)		
Public Notice	2	The process for giving or submitting public comment is clearly detailed on the public notices of each full board meeting on board's website. Public comment opportunities are not promoted through social media platforms.
Participation	2	In accordance with the board bylaws updated on 09/14/2021, the board will accept public comment upon written request via the Executive Secretary to the Rector and President in accordance with the timeline notated in the meeting notice. According to the public notice for the most recent public comment opportunity held on 3/28/2022, participation was limited to those who registered to give verbal comment as no process for submitted written comment was mentioned. According to board policy 1106, order preference is given to those participants who pre-registered with the board secretary but individuals who did not pre-register may be offered the opportunity to speak should time allow during the 60-minute session. The board previously allowed either verbal or written public comment at full board meetings held between 04/23/2020 and 09/14/2021.
Frequency	1	The board allowed either verbal or written public comment on board agenda items during full board meetings between 04/23/2020 and 06/17/2021, but since then has only taken public comment once, during a special/non-regular meeting held on 03/28/2022 where comments were limited to proposed tuition and fee rates.
	5/9 (55.6%) = F	
TOTAL POINTS = 18/27 (66.7%) = D		

Radford University

CRITERIA	POINTS EARNED	NOTES
BOARD TRANSPARENCY		
Board Membership	3	The board website identifies board membership by including member names, term dates, their appointing governor, headshots, occupational background, and detailed biographies, providing the public a clear understanding of who the board members are (https://www.radford.edu/content/bov/home/board.html).
Board Records & Materials	3	The board makes board materials publicly available on their website, including meeting agendas for both the full board and board committees (since 2014), minutes for both the full board (since 2005) and board committees (since 2011), and meeting announcements/notices (since 2020). Meeting presentations and pre-reads are included in the meeting minutes. (https://www.radford.edu/content/bov/home/meetings/minutes.html , https://www.radford.edu/content/bov/home/meetings.html)
Meeting Notices	3	A schedule of board meeting dates is clearly and prominently posted on the board website. Meeting notices are posted at the top of the main page of the board website directly to the board website, listing the dates, times, and locations of each meeting of the full board and any board committees. Current and archived meeting notices can be found under "Meetings and Actions" (https://www.radford.edu/content/bov/home/meetings.html).
	9/9 (100%) = A	
MEMBER ACCESSIBILITY		
Public Meetings	1	The board room is readily accessible to members of the public with ample visitor seating for in-person meetings. The board held meetings electronically from 06/12/2020 to 9/11/2020, allowing members of the public to observe the meeting virtually by video streaming. The board resumed meeting in person on 12/04/2020, designating overflow rooms where the public can observe meetings on-site, but not remotely (off-campus). Meeting videos or meeting transcripts of remote meetings are not archived on the board's website for public record.
Member Communication	1	Board members are indirectly accessible to members of the public through general contact information listed on the board website, including an email address (bov@radford.edu), mailing address, and phone number. The board website also lists contact information for a point-of-contact for the board (Karen Castele, Secretary to the Board and Special Assistant to the President), including a phone number (540-831-5426) and an email address (kcasteel@radford.edu). Contact information to communicate with individual board members is not available.
Member Engagement	1	The board provides opportunities for public comment prior to the consideration of tuition and fee rate in a non-regular meeting with a minimum of three board members in attendance, as detailed in the board's policy for "Procedures for Tuition Notice and Public Comment" (https://www.radford.edu/content/dam/departments/administrative/bov/Procedures-for-Public-Comment.pdf).
	3/9 (33.3%) = F	
BOARD RECEPTIVENESS (Public Comment)		
Public Notice	2	Public notice of the board's Budget Presentation and Public Comment Session held on 04/14/2022 was posted prominently on the board website and on the university website under "News and Events." (https://www.radford.edu/content/dam/departments/administrative/bov/Procedures-for-Public-Comment.pdf , https://www.radford.edu/content/radfordcore/home/news/releases/2022/may/bov-tuition-fees.html). The public notice clearly details the process for giving or submitting public comment and for accessing the live public comment session. Public comment opportunities are not promoted through social media platforms.
Participation	3	According to board policy (https://www.radford.edu/content/dam/departments/administrative/bov/Procedures-for-Public-Comment.pdf) members of the public can sign up to give verbal public comment until noon the day prior to the Public Comment Session but additional individuals who did not sign up by the deadline may be given an opportunity to speak should time permit. Written comments may be emailed to tuition@radford.edu no later than three days prior to the meeting at which the vote on tuition and fees will take place to allow time to prepare copies available for all board members.
Frequency	1	The board allows for public comment during a non-regular meeting prior to the consideration of any tuition and fee rate increases, according to the board's policy for "Procedures for Tuition Notice and Public Comment" (https://www.radford.edu/content/dam/departments/administrative/bov/Procedures-for-Public-Comment.pdf).
	6/9 (66.7%) = D	
TOTAL POINTS = 18/27 (66.7%) = D		

University of Mary Washington

CRITERIA	POINTS EARNED	NOTES
BOARD TRANSPARENCY		
Board Membership	3	The board website lists the names, headshots, biographies, term dates, class years (if a graduate of the university), board positions, and committee assignments of each member (https://www.umw.edu/bov/members/ and https://www.umw.edu/bov/committees/).
Board Records & Materials	3	The board makes board materials publicly available through the cloud-based board management software BoardDocs, including meeting agendas for both the full board and board committees, minutes for both the full board and board committees (since 2011), meeting reports and presentations, board policies, and other board records from 2011 (https://go.boarddocs.com/va/umw/Board.nsf/Public).
Meeting Notices	3	The homepage of the board website features a link to a meeting notice and agenda for an upcoming meeting on BoardDocs (www.umw.edu/bov). The board's website lists all board meetings for the current academic year under "Meeting Dates." The board website visibly notes the regular meeting location (building, room, and address) and a note specifying that meeting cancellations for inclement weather will be posted on the board website, the Commonwealth Calendar, and on the main entrance to Jepson Alumni Executive Center (https://www.umw.edu/bov/meeting-dates/).
	9/9 (100%) = A	
MEMBER ACCESSIBILITY		
Public Meetings	3	The board room is readily accessible to members of the public with visitor seating for in-person meetings. The board has provided an option for members of the public to observe meetings by video streaming since 10/25/2018 via Zoom until switching to using YouTube on 03/27/2020. Video recordings for all virtual meetings since 05/08/2020 are archived on BoardDocs (https://go.boarddocs.com/va/umw/Board.nsf/goto?open&id=BU5P8Y637498#).
Member Communication	1	Contact information for Jeffrey W. McClurken, Chief of Staff and Clerk of the Board, is listed as the point-of-contact on the board website, including a physical address (1301 College Avenue, Fredericksburg, VA 22401-5300), phone number (540-654-1301) and email (ClerkOfTheBoard@umw.edu). The featured page on the board's BoardDocs portal also lists Mr. McClurken as the point-of-contact with the same contact information except with a different email address (jmccclurk@umw.edu). Contact information to communicate with individual board members is not available.
Member Engagement	3	According to board policy B.2.9, a period of public comment will be set prior to a vote on tuition and fees and (https://go.boarddocs.com/va/umw/Board.nsf/files/BG6QXK6ACDE4/\$file/B.2.9%20Public%20Comment%20Policy%2009132019.pdf). Written comments are accepted on a rolling basis by electronic form and email to the Clerk of the Board and will be distributed to board members, according to board policy B.2.9. The most recently public comment opportunity was held on 02/17/2022 during a regularly scheduled board meeting, with seven member of the public participating.
	7/9 (77.8%) = C	
BOARD RECEPTIVENESS (Public Comment)		
Public Notice	2	Notice of the board's most recent opportunity for public comment that took place during a regularly scheduled board meeting on 02/17/2022 was posted to the board website with a link to an online form where the public can sign-up to participate (https://www.umw.edu/bov/public-comments/). Public comment opportunities are not promoted through social media platforms.
Participation	3	According to board policy B.2.9, participants must sign-up to give verbal comment on the online portal "before the meeting begins," but the policy is non-specific on the timing. The policy states that each speaker will be requested – but not required – to provide fifteen written copies of their comments to be distributed to all members of the board, each speaker will be permitted to address the board on any subject involving the university, and that unlimited opportunities for written public comment by mail or electronically are welcome and should be addressed to the Clerk of the Board, to be distributed to Board of Visitors members.
Frequency	3	Verbal public comment is accepted during a limited number of board meetings, specially prior to the board's consideration of tuition and fee rate proposals. The board allows unlimited opportunities for written comment submissions in written form by mail or electronically. The board allows for public comment on any subject involving the university, according to board policy B.2.9 (https://go.boarddocs.com/va/umw/Board.nsf/files/BG6QXK6ACDE4/\$file/B.2.9%20Public%20Comment%20Policy%2009132019.pdf).
	8/9 (88.9%) = B	
TOTAL POINTS = 24/27 (88.9%) = B+		

University of Virginia

CRITERIA	POINTS EARNED	NOTES
BOARD TRANSPARENCY		
Board Membership	2	The board website lists the names of board members along with their headshots, board positions, hometowns, employers, addresses, phone numbers, email addresses, term expiration dates, and occupations. While biographies are not posted to the website, it notes that "Biographical information available upon request" (https://bov.virginia.edu/visitors-staff).
Board Records & Materials	3	The board all board materials publicly available on their website, including Work Session Books, meeting presentations, schedules, full board minutes, meeting handouts, and meeting videos. Meeting materials for past meetings dated from 1817 are archived on the website (http://xtf.lib.virginia.edu/xtf/search?smode=advanced ; https://bov.virginia.edu/public-minutes)
Meeting Notices	3	The board's website lists all upcoming board meeting dates through 2025 (https://bov.virginia.edu/upcoming-meetings). Public meeting notices, as required by state law, are posted to the "Upcoming Meetings" section of the website no less than 30 days prior and includes meeting and event schedules, locations, times, and information relevant to public attendance. Meeting notices posted under "Upcoming Meetings of the Board," include a full meeting schedule. The meeting notices have provided links where the public can observe the meeting remotely via YouTube since the 04/27/2020 meeting (https://bov.virginia.edu/june-2-3-2022-meeting-board).
	8/9 (88.9%) = B	
MEMBER ACCESSIBILITY		
Public Meetings	3	The board room is readily accessible to members of the public with visitor seating for in-person meetings. Since seating is limited in the historic board room of the Rotunda where the board meets), the board provides an overflow room in another room of the building where a live stream of the meeting is aired for additional attendees and a link where the public can observe meetings remotely (off-campus). Video recordings of past board meetings from 06/04/2020 to the present are posted to the university's YouTube channel (https://www.youtube.com/channel/UCJtAU6H5Tj0gpX0cgBCAqhg/).
Member Communication	3	The board website lists contact information for board secretary Susan G. Harris, including a mailing address, telephone number, fax number, and email address (sg4c@virginia.edu). The board website also lists direct contact information for each individual board member, including mailing addresses, phone numbers, and email addresses.
Member Engagement	2	According to board policy BOV-019, a minimum of three board members must be present during opportunities for public comment (https://uvapolicy.virginia.edu/policy/BOV-019). During the most recent public comment period that took place during a non-regular board meeting on 12/02/2021 with six board members were in attendance (https://bov.virginia.edu/system/files/public/minutes/%2719%20NOV%208%20FULL%20BOARD%20MINUTES_0.pdf). BOV-019 also states that the board will accept written comments by email or hard copy from the date of the public notice is issued and that all members of the board will have access to the minutes of the public comment period session and all written comments submitted.
	8/9 (88.9%) = B	
BOARD RECEPTIVENESS (Public Comment)		
Public Notice	2	Notice of the board's most recent opportunity for public comment that took place during a non-regular board meeting on 12/02/2021 provided the date, time, building location and room number of the in-person public comment session, details for remote participation over Zoom, and an email address (respond_uva_tuition@virginia.edu) where written comments can be directed (https://bov.virginia.edu/december-2-2021-educational-workshop-and-public-comment-session-regarding-proposed-undergraduate). Public comment opportunities are not promoted through social media platforms.
Participation	3	The board accepts verbal public comment at a limited number of board meetings where individuals can participate in-person on a first-come, first-serve basis, no pre-registration required. The board also allows participation over Zoom but requires participants to register the day prior to the meeting. The board accepts written public comment from the time of the notice of the public comment session (https://uvapolicy.virginia.edu/policy/BOV-019).
Frequency	1	Verbal and written comments are accepted during a limited number of board meetings where it is requested that comments are limited to the topic of tuition and fees (https://uvapolicy.virginia.edu/policy/BOV-019). The board accepts written public comment from the time of the notice of the public comment session (https://uvapolicy.virginia.edu/policy/BOV-019).
	6/9 (66.7%) = D	
TOTAL POINTS = 22/27 (81.5%) = B-		

Virginia Commonwealth University

CRITERIA	POINTS EARNED	NOTES
BOARD TRANSPARENCY		
Board Membership	3	The board website lists the names of each board member, headshots, job title and employer, board positions, term dates, their appointing governor, and biographies (https://bov.vcu.edu/members/).
Board Records & Materials	3	The board all board materials publicly available on their website, including agenda books, meeting minutes for the full board (since 2004) and board committees (since 2017), board bylaws and policies, and meeting videos.
Meeting Notices	3	The board's website lists upcoming meeting dates for the current and upcoming academic year and specifies the regular meeting location, including building, room number and address (https://bov.vcu.edu/meetings/). The meeting notices include detailed instructions for public attendance, a link where the meeting can be observed remotely, and details the board's public comment process for each meeting.
9/9 (100%) = A		
MEMBER ACCESSIBILITY		
Public Meetings	3	The board room is readily accessible to members of the public during in-person meetings, with ample visitor seating available. The board regularly provides the public options to observe meetings by video streaming or in-person. Video recordings of in-person or virtual meetings are posted to the board website for public record (https://president.vcu.edu/board/minutes/).
Member Communication	1	The board is indirectly accessible to the public through a general email address (bov@vcu.edu) and mailing address and through a designated point-of-contact for the board (Chelsea Gray, Assistant Secretary and Board Liaison). Contact information for individual board members is not available.
Member Engagement	3	The board has routinely accepted both verbal and written public comment at every regular meeting of the full board since 06/05/2020.
7/9 (77.8%) = C		
BOARD RECEPTIVENESS (Public Comment)		
Public Notice	3	Opportunities for public comment are posted visibly on the "Meetings and agendas" section of the board website (https://bov.vcu.edu/meetings/) and the "Open comment portal" section of the board website (https://bov.vcu.edu/open-comment-portal/), with the process of participation clearly detailed in the meeting notices. The public comment opportunity was advertised through university communications channels and social media platforms (https://twitter.com/VCU/status/1534223671740485634).
Participation	3	The board has routinely accepted both verbal and written public comment at every regular meeting of the full board since 06/05/2020. The amount of time allocated for verbal public comment varies by meeting, from 15 minutes to an hour, according to the meeting notices. Participants may participate in-person or online (remotely). Participants must register by email or phone, but no deadline is listed, and are heard on a first-come, first-serve basis. The number of participants for each meeting is limited to the time allocated for public comment. Written comment is also accepted through an online portal (https://docs.google.com/forms/d/e/1FAIpQLSfZei71cY_3tRIJ2PRzWP0p-UxFrpDkfLjnn-NU5lg5cnfyoA/viewform).
Frequency	3	The board has routinely accepted both verbal and written public comment every regular meeting of the full board since 06/05/2020.
9/9 (100%) = A		
TOTAL POINTS = 25/27 (92.6%) = A-		

Virginia Community College System

CRITERIA	POINTS EARNED	NOTES
BOARD TRANSPARENCY		
Board Membership	3	The board website includes the names of each board member, headshots, board positions, term dates, their appointing governor, and biographies (https://www.vccs.edu/governance/#State-Board-Members).
Board Records & Materials	3	The board makes all board materials publicly available through the cloud-based board management software BoardDocs, including agendas, meeting minutes for the full board and board committees, meeting presentations, board proposals, and board policies. Meeting materials for past meetings dated from 11/10/2014 are archived on BoardDocs (https://go.boarddocs.com/va/vccs/Board.nsf/Public).
Meeting Notices	3	The board's website lists upcoming meeting dates for the remainder of the current academic year, specifying that "unless otherwise noted," board meetings will be held "in-person at the Arboretum 300 Arboretum Place, Richmond, VA 23236" (https://www.vccs.edu/governance/#state-board-meetings). Meeting notices for upcoming meetings are also posted to the board website and include meeting locations (including building names and room number) dates, times, and a link to observe the meeting remotely via Zoom.
	9/9 (100%) = A	
MEMBER ACCESSIBILITY		
Public Meetings	1	The board room is readily accessible to members of the public with visitor seating for in-person meetings. The board has provided an option for members of the public to observe meetings by video streaming since 05/20/2020 via Zoom (http://go.boarddocs.com/va/vccs/Board.nsf/goto?open&id=BMTGJM44076C). Video recordings of in-person or virtual meetings are not posted to the board website or to BoardDocs for public record.
Member Communication	3	Each individual board member is directly accessible to the public through a unique email address listed for each individual board member of the board website.
Member Engagement	3	The board allows both verbal and written public comment at each regular meeting of the board, according to a past agenda item dated 05/19/2022.
	7/9 (77.8%) = C	
BOARD RECEPTIVENESS (Public Comment)		
Public Notice	1	According to a past agenda items, found in BoardDocs under each meeting agenda, the board allows verbal and written public comment at each regular meeting of the board. Meeting notices posted to the board website and the Commonwealth Calendar do not mention public comment. Public comment opportunities are not promoted through social media platforms.
Participation	1	The board allows both verbal and written public comment at each regular meeting of the board, but verbal public comment is restricted to individuals who provide the Chancellor notice at least 5 business days prior to the meeting.
Frequency	3	The board allows both verbal and written public comment at each regular meeting of the board.
	5/9 (55.6%) = C	
TOTAL POINTS = 21/27 (77.8%) = C+		

Virginia Military Institute

CRITERIA	POINTS EARNED	NOTES
BOARD TRANSPARENCY		
Board Membership	3	The board website lists the names of each board member, class years (if graduates of the university), board positions, hometowns, term dates, appointing governors, headshots, and biographies (https://www.vmi.edu/about/governance/board-of-visitors/bov-members/).
Board Records & Materials	3	The board makes all board materials publicly available on their website, including meeting notices, agendas (since 2019), meeting minutes for the full board (since 2019) and board committees (since 2020), media releases, meeting recaps and reports, board bylaws and policies, and meeting videos for meetings held remotely (https://www.vmi.edu/about/governance/board-of-visitors/past-meetings/).
Meeting Notices	3	The board website lists the meeting schedule for the current academic year (https://www.vmi.edu/about/governance/board-of-visitors/upcoming-meetings/). Meeting notices for upcoming meetings are posted prominently on the main page of the board website and list times and locations (including building and room name). The main page of the board website also prominently notes the following: "Agendas, schedules, and livestream information (where applicable) can be found on the Board's upcoming meetings and past meetings pages."
9/9 (100%) = A		
MEMBER ACCESSIBILITY		
Public Meetings	1	The board room is readily accessible to members of the public with visitor seating for in-person meetings. The board provided an option for the public to observe meetings that were held remotely by video streaming from 11/13/2020 through 04/15/2021. Since the board resumed in-person meetings on 04/30/2021, they have not provided a remote viewing option to the public. Meeting videos or meeting transcripts of remote meetings are archived on the board's website for public record.
Member Communication	1	The board is indirectly accessible to the public through a general email address (VMI-BOV@vmi.edu) and mailing address and through two designated points-of-contact for the board (Board Secretary LTC Kevin Ryan and Board Administrative Assistant Crystal Perry). Contact information for individual board members is not available.
Member Engagement	3	The board has received public comment during meetings of the full board and during committee meetings. In accordance with the board's bylaws, public comment will be accepted at a regular board meeting prior to the consideration of any increases in undergraduate tuition and mandatory fees (https://www.vmi.edu/media/content-assets/documents/bov/BOV-By-Laws.pdf).
5/9 (55.6%) = F		
BOARD RECEPTIVENESS (Public Comment)		
Public Notice	2	Public notices detailing opportunities for public comment are prominently posted to the main page of the board website and on the "Upcoming Meetings" section. The process of participation is clearly detailed in the meeting notices. Public comment opportunities are not promoted through social media platforms.
Participation	3	According to the board's bylaws, an opportunity for public comment on proposed increases in undergraduate tuition and mandatory fees will be provided at the meeting at which the vote will take place, with public comment limited to 3-minutes per individual (https://www.vmi.edu/media/content-assets/documents/bov/BOV-By-Laws.pdf). No other restrictions or guidance for implementation is included in the bylaws. Both verbal and written comment were accepted at the 1/29/2022 and 04/30/2022 meetings of the full board. According to meeting notices, members of the public can sign up to give verbal public comment until 4:30 PM the day prior to the meeting but additional individuals who did not sign up by the deadline may be given an opportunity to speak should time permit. Written comments must be submitted by the same deadline and will be provided to board members in advance.
Frequency	2	The board solicits both verbal and written public comment on select board items and topics during some board meetings, including, but not limited to, tuition and fee rate-setting proposals as required by state law. The board has solicited public comment during select meetings of the full board and certain board committees, including the Commemorations and Memorials Naming and Review Committee, the VMI Diversity, Equity, and Inclusion Committee, and the VMI Superintendent Search Committee.
7/9 (77.8%) = C		
TOTAL POINTS = 21/27 (77.8%) = C+		

Virginia State University

CRITERIA	POINTS EARNED	NOTES
BOARD TRANSPARENCY		
Board Membership	3	The board website lists the names of each board member, term dates, appointing governors, headshots, and biographies (http://www.vsu.edu/about/leadership/board-of-visitors/board-membership.php).
Board Records & Materials	3	The board makes all board materials publicly available on their website, including meeting notices (since 2021), agendas (since 2020), meeting minutes for the full board (since 2009) and board committees (since 2016), board bylaws, meeting presentations and reports (since 2021), and transcripts for meetings held remotely between (05/21/2020 through 06/11/2021) (https://www.vsu.edu/about/leadership/board-of-visitors/minutes.php , https://www.vsu.edu/about/leadership/board-of-visitors/meeting-materials.php , https://www.vsu.edu/about/leadership/board-of-visitors/notice.php).
Meeting Notices	3	The board features their meeting schedule for the 2022-2023 academic year prominently on the main page of the board website. Meeting notices for upcoming meetings are posted prominently on the main page of the board website and list times and locations (building and address) and details pertaining to public comment (https://www.vsu.edu/about/leadership/board-of-visitors/index.php , https://www.vsu.edu/about/leadership/board-of-visitors/notice.php).
9/9 (100%) = A		
MEMBER ACCESSIBILITY		
Public Meetings	1	The board room is readily accessible to members of the public with visitor seating for in-person meetings. The board provided an option for the public to observe meetings that were held remotely by video streaming from 05/21/2020 through 06/11/2021. Since the board resumed in-person meetings on 08/05/2021, they have not provided a remote viewing option to the public. Meeting transcripts of remote meetings are archived on the board's website for public record.
Member Communication	1	The board is indirectly accessible to the public through a general email address (boardofvisitors@vsu.edu), general mailing address (Virginia Hall, Box 9001, Virginia State University, 1 Hayden Dr., Petersburg, VA 23806) and through a designated point-of-contact for the board (Annie C. Redd, Ed.D., Special Assistant to the President and Liaison to the Board). Contact information for individual board members is not available.
Member Engagement	2	The board's most recent public comment period took place during a non-regular board meeting on 02/02/2022 with four board members present in-person and four board members participating electronically, accounting for a quorum. According to the minutes for the public comment opportunity, written comments were added to public record and made available to the Board prior to the consideration of proposed tuition and fee rates (https://www.vsu.edu/files/docs/bov/feb-public-comment-minutes.pdf).
349 (44.4%) = F		
BOARD RECEPTIVENESS (Public Comment)		
Public Notice	1	Notice of the board's most recent opportunity for public comment that took place during a non-regular board meeting on 2/02/2022 provided the date, time, and building of public comment session and clearly detailed the process for participation. The meeting notice was clearly posted to the announcements section of the university website but was not cross posted to the board website/webpages (https://www.vsu.edu/news/2022/bov-meeting-notice.php). Public comment opportunities are not promoted through social media platforms.
Participation	2	The board accepts verbal and written public comment at a non-regular board meeting prior to the consideration of tuition and fee increases. Speakers are required to register on a first-come, first-served basis. Written comments are only accepted from the date of the public notice until seven days prior to the meeting. (http://www.vsu.edu/files/docs/hr-forms/Public%20Comment%20Policy_Policy%201006.pdf).
Frequency	1	The board solicits both verbal and written public comment during a limited number of board meetings and restricted to the topic of tuition and fee proposals.
4/6 (44.4%) = F		
TOTAL POINTS = 17/27 (63%) = D		

Virginia Polytechnic Institute & State University

CRITERIA	POINTS EARNED	NOTES
BOARD TRANSPARENCY		
Board Membership	3	The board website (https://bov.vt.edu/members.html) includes the names of each board member, headshots, board positions, addresses, and biographies.
Board Records & Materials	3	The board makes all board materials publicly available on their website, including agendas (since 2020), meeting minutes for the full board (since 2003) and board committees (since 2016), board bylaws, and board resolutions and presentations.
Meeting Notices	3	The board website lists the meeting schedule for the current academic year prominently on the main page of the board website, along with the time and locations of upcoming meetings, and a link to meeting materials for upcoming meetings. The board website also features meeting notices and other news items posted to the "Virginia Tech Daily" page of the university website under "Latest News" (https://bov.vt.edu/).
	9/9 (100%) = A	
MEMBER ACCESSIBILITY		
Public Meetings	2	The board room is readily accessible to members of the public with ample visitor seating for in-person meetings. The board provided an option for the public to observe meetings that were held remotely by video streaming from 03/26/2020 through 08/13/2020 on YouTube Live. Video recordings of meetings that were live-streamed are archived on the board website. The board did not live-stream meetings held in-person between 08/25/2020 through 06/14/2022. According to the board website, the board will resume live-streaming full board meetings on 08/23/2022.
Member Communication	2	The board is indirectly accessible to the public through a general email address (bov@vt.edu), general mailing address (319 Burruss Hall (0125), 800 Drillfield Drive, Blacksburg, VA 24061), and phone number (540-231-6232) through a designated point-of-contact for the board (Ms. Kim O'Rourke, Secretary to the Board of Visitors). Mailing addresses for individual board members are provided, but not unique email addresses or phone numbers (https://bov.vt.edu/members.html).
Member Engagement	1	According to board policy pertaining to public comment, at least three board members will be present for the public comment period (https://bov.vt.edu/assets/Guidelines%20for%20Public%20Comment%20Period%20on%20Tuition%20and%20Fees%20August%202019.pdf). According to the meeting notice for the 06/14/2022 meeting, during which a proposal on tuition and fee rates was considered, all comments received from the public comment meeting held on 03/22/2022 were provided to the full board.
	5/9 (55.6%) = F	
BOARD RECEPTIVENESS (Public Comment)		
Public Notice	2	The public notice for the most recent public comment period (03/22/2022) was posted to the "Virginia Tech Daily" news section of the website, cross-posted to the board website, and clearly detailed the procedure for participation (https://vt.vt.edu/articles/2022/03/bov-fees-april2022.html). Public comment opportunities are not promoted through social media platforms.
Participation	3	The board accepts verbal and written comments at non-regular board meetings with a limited number of board members prior to the consideration of proposals on tuition and fee rates. While speakers are asked to pre-register on a first-come, first-serve basis for the public comment period 7 days in advance, additional speakers who did not preregister will be given the opportunity to speak if time allows. Written comments were accepted electronically or by mail from the date of the public notice until six days after the public comment meeting.
Frequency	1	The board solicits both verbal and written public comment during a limited number of board meetings and restricted to the topic of tuition and fee proposals.
	6/9 (66.7%) = D	
TOTAL POINTS = 20/27 (74.1%) = C		



Partners for
College Affordability
AND PUBLIC TRUST

Proposed James Madison University Board Qualifications and Competencies

The James Madison University Board of Visitors (“The Board”) recommends to the Governor the following qualifications and competencies when considering appointments of new members to the Board.

Recommended Qualifications and Competencies for Members of the James Madison University (JMU) Board of Visitors

- Commitment to the University’s mission
- Ability to commit the time and energy required to fulfill all Board duties and responsibilities
- Success and proven leadership in the arenas of business, professional, academic, non-profit, government, and/or other civic engagement endeavors
- Knowledge and experience to help guide deliberations and decision making
- Adherence to the highest standards of professional and personal Integrity
- Respect for the concept of shared governance and the distinction between the Board’s duties and the role of the President and Administration
- Respect for diversity and the role it plays in higher education
- Commitment to upholding the principles of academic freedom for the University and faculty
- Ability to challenge, support, and motivate the Administration
- Familiarity with issues facing higher education in the Commonwealth of Virginia and nationally

Recommended Board composition

- Critical mass of James Madison University alumni
- Diversity of membership that reflects the aspirations of the University
- At least two members that reside outside the Commonwealth of Virginia with the goal of increasing this figure to three (3) members by 2024

Proposed addition to the JMU BOV By-laws

Replace the current Article XI. Meetings, Section H with: (as required in new legislation)

H. "All-Virtual" Meetings

The board may hold all-virtual public meetings following all the provisions set forth in 2.2-3708.3 of the Code of Virginia. These provisions include:

- 1) The required meeting notice must indicate if the meeting is in-person or all-virtual.
- 2) Public access to the all-virtual meeting public is provided via electronic communication means and included in the public notice.
 - a. Contact information must be included to notify the university if the electronic communication means is interrupted or fails.
- 3) No more than two members of the board are together in any one remote location unless that remote location is open to the public.
- 4) The full board may convene an all-virtual public meeting (i) not more than two times per calendar year or 25 percent of the meetings held per calendar year; or (ii) not consecutively with another all-virtual public meeting.
- 5) All committees of the board may also hold all-virtual meetings in accordance with this policy and applicable law.
- 6) Requests for an all-virtual meeting shall be made to the Rector, in consultation with the administration.
 - a. Such requests may be for such circumstances as emergency situations, when members are separated more than 60 miles from each other/location, difficulty in having quorum if held in-person, travel difficulties, or other types of situations allowed by law and deemed appropriate by the Rector.

The board shall ensure that the meeting minutes contain all of the information required by law.

Add: I. Individual Member "Remote Participation" in Meetings

Section 2.2-3708.3 of the Code of Virginia allows for an individual member to participate remotely under the following provisions:

- 1) The member must request permission to participate remotely and notify the Rector or committee chair that:
 - a. The member has a temporary or permanent disability or other medical condition that prevents their physical attendance; or
 - b. A medical condition of a member of the member's family requires them to provide care; or
 - c. The member's principal residence is more than 60 miles from the meeting location; or
 - d. The member is unable to attend due to a personal matter and must specify the nature of the matter.
 - i. The member may not use a personal matter reason to miss more than two meetings or 25 percent of the meetings held per calendar year.
- 2) These provisions regarding remote participation of individual board members apply to meetings of the full board and to each of its committees separately.

The board shall ensure that the meeting minutes contain all of the information required by law.

Proposed change to the manual:

Current wording:

E. Motions and Resolutions

A motion or resolution to be brought before the board must be sent to the secretary of the board no later than 10 days prior to any meeting of the board.

Proposed change:

E. Motions and Resolutions

A motion or resolution to be brought before the board must be sent to the secretary of the board no later than ~~seven~~ days prior to any meeting of the board.

THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Student Affairs Committee
Thursday, September 15, 2022, 1:00 p.m.
Festival Ballroom B

Agenda

1. Opening Remarks and Approval of Minutes for April 21, 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. Health and Well-Being and Dean of Students Spotlight
Kristina Blyer, Associate Vice President, Health and Well-Being
Hollie Hall, Dean of Students
6. Student Panel
Jackie Anderson, Senior, Business Management & Communication Studies
Kevin Cottrell, Junior, Psychology, Dean of Students Representative
Madison Moore, Graduate Student, School Counseling M.Ed./Ed.S. Program
Hannah Phommachanthone, Senior, Biology

*Action Required

Student Affairs Committee

September 15, 2022



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, April 21, 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 1:04 p.m.

Present:

Falcon, Chris
Grass, Jeff
Major, Laura, Rector

Warden, Kathy
Welburn, Craig
Tompkins Johnson, Deborah, Chair

Others:

Allen, Dirron, Associate Vice President Student Life and Involvement
Barrett, Arianna Freshman, Elementary Education, Federal Work Study Student at Big Brothers Big Sisters
Collier, Jessani, President, Student Government Association
Douglas, Lindsey, Executive Director, Big Brothers Big Sisters
Elliott, Alex, Senior, Media Arts and Design, Media Student Assistant
Grande, Steve, Director, Community Service-Learning
Lewis, Brent, Associate Vice President Diversity, Equity and Inclusion
Mays-Bernard, Marsha, Associate Health and Well-Being
Miller, Tim, Vice President for Student Affairs
Ouren, Casey, Director, JMU Orientation
Pettus, Jasmyne, Senior, Health Science, Orientation Peer Advisor
Surrett, Myles, Associate Vice President - Career, Experiential Learning, and Transitions
Westley, Libby, Director, University Career Center
Williams, Xaiver, Student Representative to the Board of Visitors

Approval of Minutes

On the motion of Craig Welburn and seconded by Kathy Warden, the minutes of February 17, 2022, were approved.

Opening Remarks

Deborah Tompkins Johnson welcomed members and guests.

Student Affairs Update

Tim Miller reported that the end of the year programs and events are going well as we prepare to celebrate the Class of 2022 and welcome the Class of 2026 this summer. Also, we are in the final stages of the RFP for a

telehealth provider for counseling and our procurement team is in negotiations with one of the providers in partnership with VCU and VA Tech – we expect to have them in place and operating by the start of the Fall semester. We are actively reviewing the results of the Climate Study and will be spending the summer investigating each of the themes from the report and working collaboratively with campus partners and students to determine the appropriate next steps. Student Affairs is completing our first ever cohort hire for about ten positions in the Division and we are hopeful that we will fill all of these and bring in a talented cohort of new staff to the JMU community this summer. In addition, we are currently in the process of hiring a new Director of Residence Life as well as an Associate Vice President for Health and Well-Being.

Student Government Association Report

The Student Government Association (SGA) is finishing the year off strong as they continue to advocate for racial equity, mental health resources, increased American Sign Language courses, and the overall integration of Diversity, equity, inclusion, justice and accessibility-based practices into both student and academic affairs. The SGA is also working closely with the Integrated Science and Technology department and other local organizations to develop strategies to curb JMU's greenhouse gas emissions. Major Student Body elections have occurred and the SGA is excited to announce Shawdee Bakhtiari as the incoming Student Body President for the 2022-2023 academic school year. We want to thank Jessani Collier for her year of service in that role and wish her well in her senior year.

Student Representative to the Board of Visitors Report

Xaiver Williams, Student Representative to the Board of Visitors, provided the committee with an update on all of the work that has been done during his first year on the board. He shared with the committee his focus for next year which is “Moving Forward”. He hopes to accomplish this work through Innovation, Collaboration, and Determination.

Associate Vice President (AVP) & Dean of Students Area Updates

Brent Lewis, AVP for Diversity Equity and Inclusion (DEI) updated the committee on new Sexual Orientation, Gender Identity and Expression (SOGIE) staff, E. Lee Dyer, Director and Cassidy Mechalske, Assistant Director. Many DEI events were held recently including the Yard Dedication, Grand Iftar, and Disability Awareness Week.

Dirron Allen, AVP for Student Life and Involvement shared that we have hosted our end of the year awards events to honor individuals and orgs for their great work. Greek Sing is returning, we have upgraded our systems for managing student organizations and JMU is participating in a national research pilot about hazing and hazardous drinking.

Marsha Mays-Bernard, AVP for Health and Well-Being updated the committee on COVID-19 testing and shared that all clinics are back to pre-COVID operations. The Counseling Center continues to have a high demand for services and staff work daily to meet the needs of as many students as possible. An update on telehealth was provided and University Recreation began a new program, Core and Connect, explores ways to support the mental health of students.

Tim Miller reported on behalf of the Dean of Students, Hollie Hall. He provided an overview of the Dean of Students office and updates were shared about the Suicide Risk Reduction Task Force, Rebound Program and

Madison Cares. Quotes referring to the Rebound Program and Madison Cares were also shared with the committee.

Dr. Miller thanked engagement fellow, Mandy Vitale, for her extraordinary work in Student Affairs and across the University this past year.

Dr. Miller announced that Marsha Mays-Bernard will be retiring in June of this year. She was honored by the committee and guests with a standing ovation for her over twenty-five years of service and leadership to James Madison University.

Career, Experiential Learning and Transition Area Spotlight

The area of Career, Experiential Learning, and Transitions (CELT) serves students from their transition into JMU through meaningful engagement while on campus to a significant post-graduation outcome. CELT is comprised of three individual units: Orientation, the University Career Center, and Community Service-Learning (CS-L). The CELT leadership has worked to cultivate high impact practices vital to the student experience at JMU. Of particular note for this presentation is the Federal Work Study program in CS-L, which pairs students with community agencies. This year, Federal Work Study students have contributed over 6,000 hours of meaningful service to the local community. Additionally, the training of student leadership in the Office of Orientation is a significant investment on the part of the University into a holistic transition experience for its newest students. Finally, the University Career Center is actively promoting five keys for students to engage in during their JMU careers for career readiness.

Student and Community Panel

Arianna Barrett, freshman, and Lindsey Douglas, Executive Director of Big Brothers Big Sisters shared the Federal Work Study program's impact on the Harrisonburg community. Alex Elliott, Senior, shared how the work of the University Career Center has impacted the experiences of JMU students. Jasmyne Pettus, Senior, described her role in Orientation and how the experience has shaped her time at JMU.

There being no further business, on the motion Jeff Grass of and seconded by Kathy Warden, the Student Affairs Committee meeting adjourned at 2:35 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 Government Association Full Report
Shawdee Bakhtiari, President
September 15, 2022

- Leadership Initiatives:
 - Strengthening student, faculty, and administration bonds:
 - Myself and Speaker of the Student Senate, Daniel Gaffin, extended an invitation to our weekly Senate Meetings to Senior Administration and were met with enthusiasm and great reception.
 - I served on the Accountability Control Board and was able to address and provide feedback for the revision of the JMU Student Handbook
 - Associate Vice President, Mr. Dirron Allen, was selected to serve as advisor to the James Madison University Student Government Association

- Student Welcome Initiatives:
 - Participated and facilitated booths for our organization in multiple first year-oriented events, garnered new member interest and provided new students with JMU merchandise and access to resources.
 - JMU New Student Pep Rally. Taught the fight song and attempted to boost student morale.

- Partnering with JMU Athletics
 - SunBelt Conference and Sporting Behavior and Ethical Conduct Meeting
 - Attended a meeting about sportsmanship and ethical conduct prior to our first football game of the season as well as our first game in the SBC.
 - Attended meetings on campus for other student leaders and organizations and spread the “Dukes Do Better” campaign in preparation for gameday.



Leadership Initiatives

Summer 2022

The SGA Leadership focused on setting the precedent of strengthening relationships across campus with Senior Administration and Faculty.

- Shawdee Bakhtiari, SGA President and Daniel Gaffin, Speaker of the Student Senate, extended an invitation to weekly Senate Meetings to Senior Administration and were met with enthusiasm and great reception
- Dirron Allen, Associate Vice President of Student Life and Involvement was selected to join as an advisor to the Student Government Association
- SGA President served on the Accountability Control Board to review and provide feedback for OSARP as they revised the JMU Student Handbook

Back to School Welcome Initiatives



- Focused on ways to welcome incoming students and show the JMU community we are a resource to them
 - August 25th, facilitated a booth at the Union's "Back to School Bash"
 - We met incoming students, handed out stickers, pens, and tshirts, and also promoted our social media presence to facilitate a place for students to find out information about JMU
 - This event was a way we centered our focus on bettering the student experience and working as a resource to all students!



Partnering with JMU Athletics

Sun Belt Conference and Sporting Behavior and Ethical Conduct Meeting

- August 24th SGA President and Speaker of Student Senate attended a meeting to discuss sporting behavior and ethical conduct as JMU emerges into the Sun Belt Conference
 - This meeting was an integral stepping stone in heightening our presence with JMU athletics to better represent the interests of the student body as well as support the needs of our student athletes



Partnering with JMU Athletics

JMU New Student Pep Rally

Shawdee Bakhtiari, SGA President, Xavier Williams, Student Representative to the Board of Visitors, attended and taught the fight song to incoming first years to boost school spirit and raise morale



Student Representative to the Board of Visitors Report

Xaiver Williams



Student Representative Report

Xaiver Williams

Student Life Committee Meeting– September 15, 2022

**“The secret of change is to focus all of your energy not on fighting the old, but on building the new”
~ Socrates**

- **Innovation**

- Student Convocation and Weeks of Welcome
 - August 21, 2022 – Atlantic Union Bank Center
 - Objectives of the convocation:
 - Celebrate the beginning of new students' journey at JMU
 - Share university goals and student expectations - academic and social
 - Inspire, motivate, and empower student to take charge of their experience
 - Create connection through the introduction of university representatives
 - Students that attended were entered in a raffle to receive prizes from the JMU Community, Harrisonburg Community, and (2) \$500 Book Scholarships.
- Board of Visitors Awareness and Outreach
 - Looking for strategic ways to continue to grow the awareness of the Board of Visitors amongst the student body.
 - Seeking input from Board Members on how they would like to engage with Students this year.

- **Collaboration**

- Meet the DEI Leaders
 - Working with Dr. Brent Lewis and Engagement Fellow Kiki Burns to host an event to connect students with new and returning DEI leaders on campus.
 - Focus: Highlighting who are the DEI ambassadors supporting students at the administrative and faculty/staff levels.
- Student Representative Conference
 - Student Representatives from across the Commonwealth visited JMU on September 10th to participate in a leadership/networking conference.
 - Focus:
 - Explore the role of the student representative to the board,
 - Discuss how we can support our respective institutions, and;
 - Share ideas on how we are striving to be effective and purposeful in our leadership on behalf of our peers.
 - The goal is to create a network of leaders and identify how we can advocate for our peers collectively at the State level.

- **Dedication**

- Utilizing Information from JMU Climate Survey for Growth
 - 3,137 students responded in the climate study (2,781 undergraduate/356 graduate)
 - Student Representative Areas of Focus:
 - Student Belonging

- Addressing unwanted sexual contact/conduct
- Organizing Student Meetings with Board Members
 - Providing Board Members with opportunities to meet with students directly
- Prioritizing Community and Teamwork
 - Meeting with students in their spaces of comfort (meetings, large groups, events)
 - Investing in opportunities to include my peers in the discussion process before decisions are being made
 - Tuition & Fees
 - University hires
 - New Programs and Initiatives

Student Convocation & Weeks of Welcome





Meet the DEI Leaders Event

September 2022 - CMSS



Dr. Narketta Sparkman-Key



Dr. Malika Carter



Dr. Brent Lewis



Student Representative Conference

September 10, 2022 – JMU Board Room

- Objective
- Explore the role of the student representative to the board
- Discuss how our leadership can support the administration, institution, and peers
- Share ideas on how we are striving to be effective and purposeful in our leadership on behalf of peers

Climate Study Results



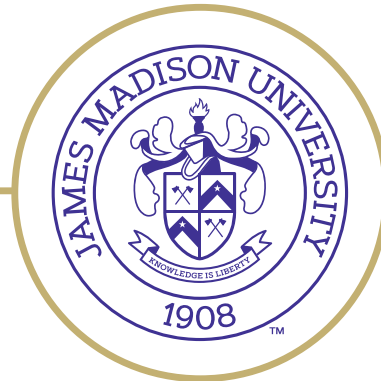
- Fall 2020 Survey
 - 4,450 surveys were completed (17% response rate)
 - 2,781 Undergraduate Students (63%)
 - 356 Graduate Students (8%)
- Areas of focus
 - Sense of Belonging (Contributing reason for leaving JMU)
 - Sexual Harassment/Assault

A Comprehensive Approach to Mental Health and Well-being for the JMU Community



Health and Well-being

Dr. Kristina Blyer





Health and Well-Being Area



835,000+
Total Visits for 21-22 school year



Mental Health-A Global Concern

In 2019, it was estimated that **one in seven** adolescents experience mental disorders

State of the World's Children Report, 2021

37% of high school students reported they experienced poor mental health during the COVID-19 pandemic, and **44%** reported they persistently felt sad or hopeless during the past year.

Centers for Disease Control, March 2022



Mental Health-Growing Concern for College Campuses

Impediments to Academic Performance

1. Procrastination – 47%
2. Stress – 39%
3. Anxiety – 31%
4. Depression – 22%
5. Sleep Difficulties – 22%

Source: ACHA Fall 2021 Survey



Mental Health-Growing Concern for College Campuses

Figure 1: Most Pressing Issues Facing Presidents in April and September 2021





Mental Health- Increase in Severity

During the 2021-2022 school year the JMU Counseling Center experienced the following increases:

- A **32%** increase in clients reporting previously attempting suicide two or more times
- A **36%** increase in clients reporting that they are currently considering suicide
- A **33%** increase in clients assessed to be at moderate or high risk for suicide



A Comprehensive Approach to Mental Health

- Mental health is a global concern, and we need a global approach to address this issue
- Growing evidence to support a comprehensive approach to mental health

3 Key Strategies to a Comprehensive Approach

Multiple stakeholders

Many strategies

Data driven

A Comprehensive Approach to Mental Health- Multiple Stakeholders

JMU Joins the Health Promoting Campus Network

[U.S. Health Promoting Campuses Network
\(ushpcn.org\)](http://ushpcn.org)

- One of only 3 Universities in Virginia
- Focus on people, place and planet
- Goal to adopt the Okanagan Charter [U.S. Health Promoting Campuses Network \(ushpcn.org\)](http://ushpcn.org)





A Comprehensive Approach to Mental Health- Multiple Stakeholders

President's Council for Health and Well-being
(Formed Fall 2022)



Subcommittees to include:

- Okanagan charter adoption
- Employee well-being
- JED Campus



A Comprehensive Approach to Mental Health- Many Strategies

- The JED Foundation- [The JED Campus Journey | The Jed Foundation](#)
- Timelycare- [James Madison University - TimelyCare](#)
- Kognito- [At-Risk Mental Health for Students - Kognito](#)
- Fences on parking decks



A Comprehensive Approach to Mental Health-Many Strategies



- Mental health options list
- 90+ Workshops scheduled for this year



- Core and Connect
- Individual Wellness Coaching



- PHQ-2 mental health screening for all patients being seen by a medical provider (every visit).
- Suicide Safety Plan Intervention training implemented for medical providers

A Comprehensive Approach to Mental Health Data Driven

Two nationwide surveys to be administered at JMU this year



[NCHA Home \(acha.org\)](http://acha.org)

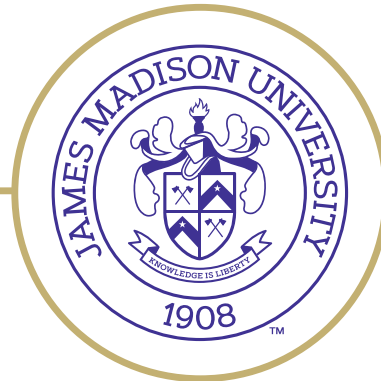


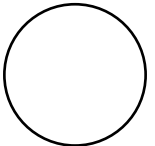
The
Healthy
Minds Network

[Home - Healthy Minds Network](http://HealthyMindsNetwork.org)

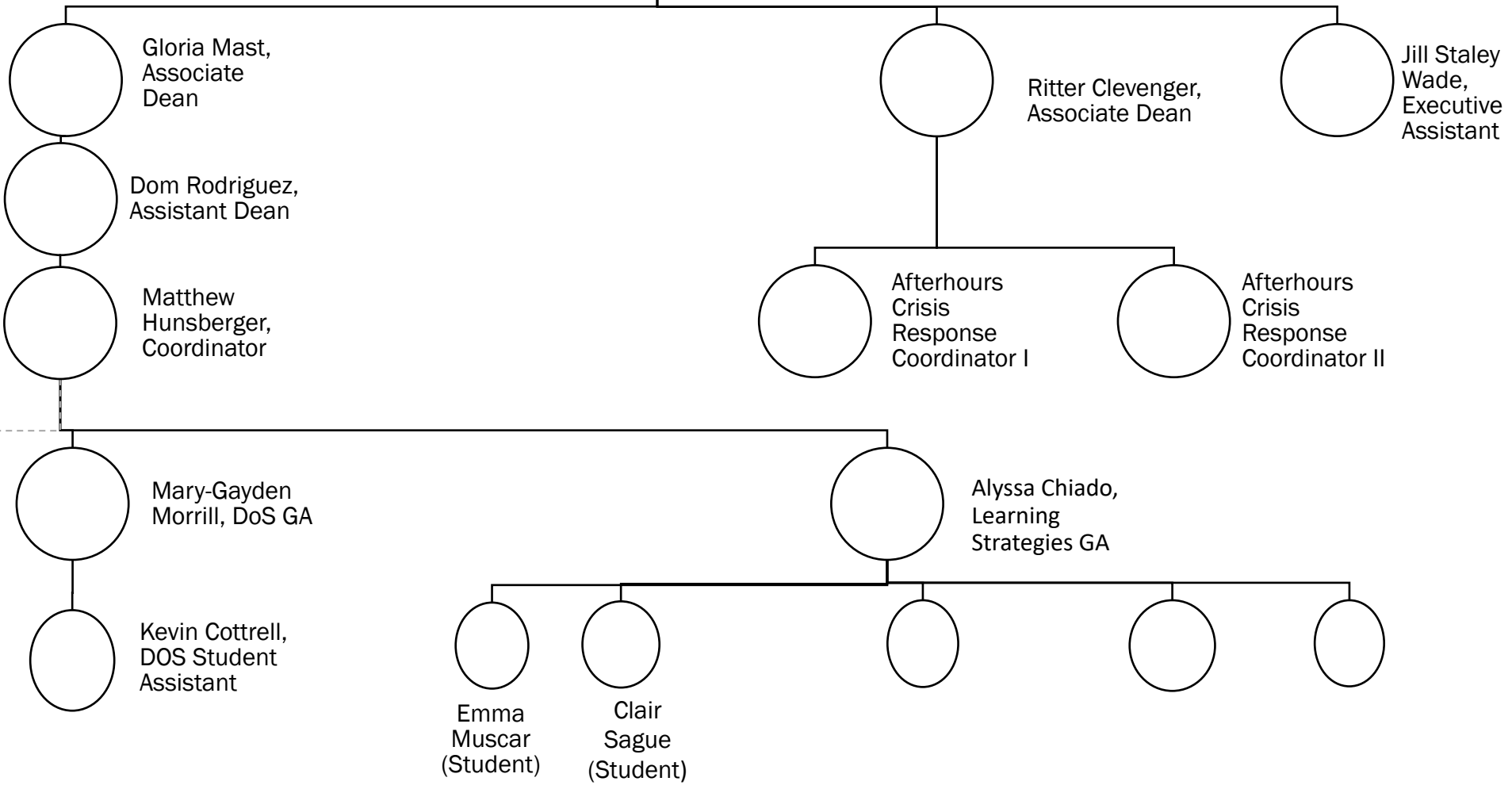
Dean of Students

Dr. Hollie Hall





Dr. Hollie Hall, Dean of Students





Wrap Around Services

“There comes a point where we need to stop just pulling people out of the river.
We need to go upstream & find out why they’re falling in.”
-Desmond Tutu

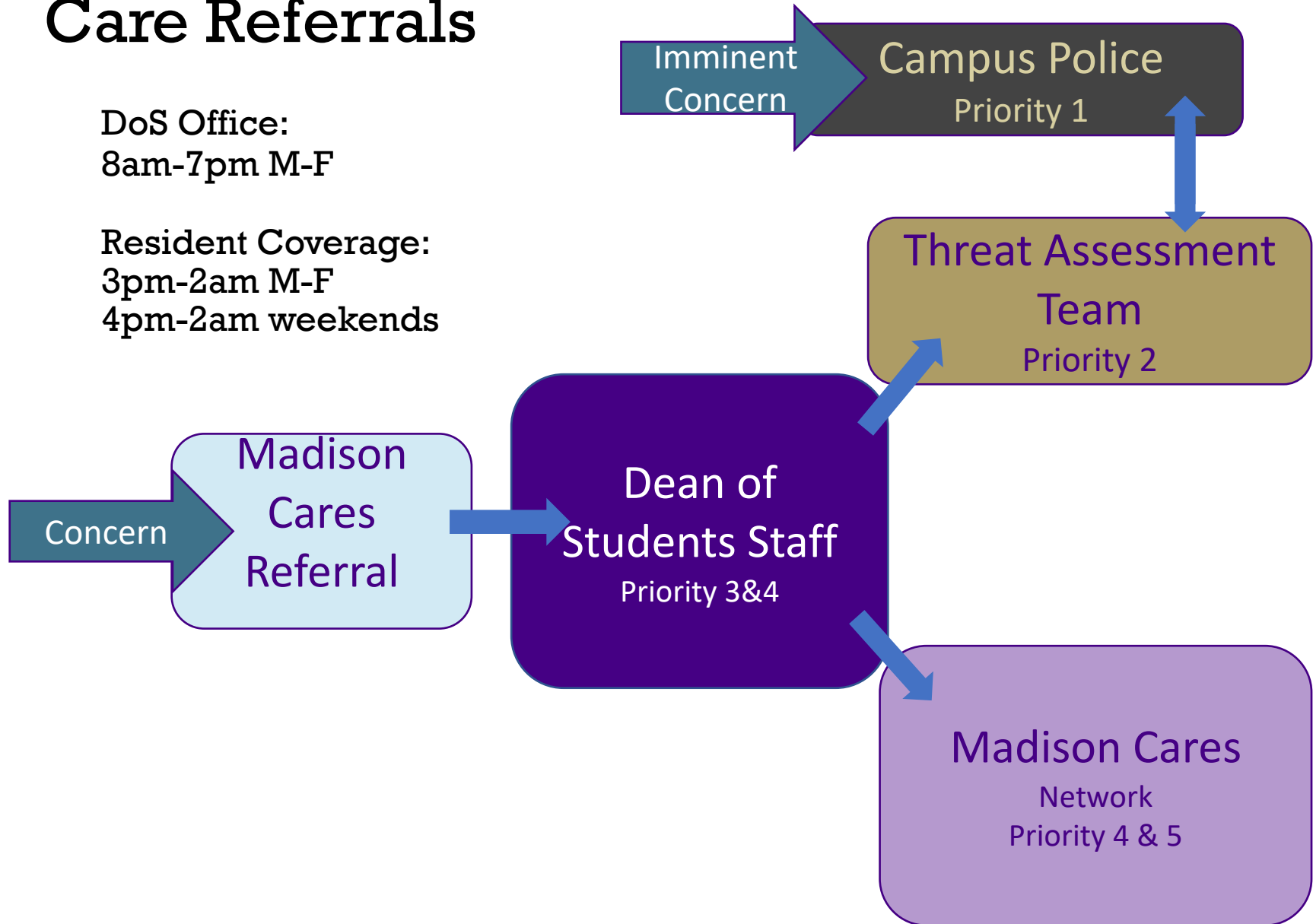
In Response to this quote:

- Extension of Dean of Students Hours of Operation
- Collaborative hiring of 2 residential Dean of Students Afterhours Crisis Response Coordinators
- A new way of doing our work...

Care Referrals

DoS Office:
8am-7pm M-F

Resident Coverage:
3pm-2am M-F
4pm-2am weekends



Priority 1 (Critical/Imminent): imminent threat of serious violence or harm to self/others and has or may reasonably have significant impact on others...

Priority 2 (High): rapidly developing capability for, a threat of serious violence or harm to self or others; or is in urgent need of hospitalization or treatment...

Priority 3 (Moderate): does not pose a threat of serious violence or harm though risk cannot be ruled-out...

Priority 4 (Low): does not indicate a threat of violence or harm to self or others; would or may benefit from intervention or assistance with concerns...

Priority 5 (Routine/No Known Concerns): no need for assistance or intervention.



Questions?



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

Hannah Phommachanthone, Senior, Biology, UHC Student Representative



Thank You



ITINERARY
September 15-16, 2022

PLEASE NOTE THE COMMITTEE START TIMES.

Thursday, September 15, 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
6:30 pm – 8:30 pm	Dinner – Oakview

Friday, September 16, 2022:

8:15 a.m.	Board Picture
8:30 am – 11:30 am	Full Board Meeting – Board Room
12:00 pm	Board Lunch – Board Dining Room

Board of Visitors
September 15-16, 2022

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

**FRIDAY, SEPTEMBER 16, 2022
8:30 a.m.**

**1
CALL TO ORDER**

**2
*CONSENT AGENDA:
Approval of Minutes: April 22, 2022; Executive Committee June 22, 2022;
Executive Committee August 29, 2022; Bank Resolution**

**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
DASHBOARD UPDATE
Chris Orem, Director for Strategic Planning and Engagement**

**6
NATIONAL UNIVERSITY STATUS UPDATE
Heather Coltman, Provost and Senior Vice President for Academic Affairs
Anthony Tongen, Vice Provost Research and Scholarship**

**7
UNLEASHED CAMPAIGN UPDATE
Nick Langridge, Vice President for Advancement**

**8
CLOSED SESSION**

***Action Required**

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

Volume LIII No. 4

Minutes of the Meeting of April 22, 2022

The Visitors of James Madison University met on Friday, April 22, 2022 in the Festival Conference and Student Center Board Room on the campus of James Madison University. Lara Major, Rector, called the meeting to order at 8:33 am.

PRESENT:

Evans-Grevious, Vanessa	Lynch, John
Falcon, Chris	Major, Lara, Rector
Gadams, Frank	Ragon, Maggie
Grass, Jeff	Rothenberger, John
Gray-Keeling, Matthew	Tompkins Johnson, Deborah, Vice Rector
Herod, Maribeth	Warden, Kathy
Jankowski, Maria	Welburn, Craig

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

ABSENT:

Hutchinson, Lucy

ALSO PRESENT:

Alger, Jonathan, President
Coltman, Heather, Provost and Senior Vice President for Academic Affairs
Langridge, Nick, Vice President for Advancement
Miller, Tim, Vice President for Student Affairs
Moore, Towana, Interim Vice President for Administration and Finance

Vass, Mary-Hope, Executive Director of Communications & University Spokesperson
Larsen, Val, Speaker, Faculty Senate
Knight, Jack, University Counsel

The Rector recognized Jessani Collier, outgoing Student Government Association President; Xaiver Williams, finishing his first year as Student Representative to the Board; and Val Larsen, finishing his term as Faculty Senate Speaker.

CONSENT AGENDA

On motion of Vanessa Evans-Grevious, seconded by John Rothenberger, the consent agenda was approved which included the minutes from the February 18, 2022 meeting and the personnel action report.

COMMITTEE REPORTS

Academic Excellence Committee

Matthew Gray-Keeling, substituting for Lucy Hutchinson, presented the report of the Academic Excellence Committee: (Attachment A)

- 1) Heather Coltman, Provost and Senior Vice President for Academic Affairs provided a divisional update;
- 2) Heard a presentation on the Learning Access through Universal Design (LAUD) initiative;
- 3) On motion from committee, approved the Bachelor of Arts in Music degree;
- 4) On motion from committee, approved the Doctor of Education in Education program;
- 5) On motion from committee approved the changes to the Faculty Handbook; and
- 6) Heard the report from the speaker of the Faculty Senate.

On motion of Matthew Gray-Keeling, seconded by Maribeth Herod, the Academics Excellence report was accepted.

Advancement and Engagement Committee

Buddy Gadams, Chair, presented the report of the Advancement and Engagement Committee: (Attachment B)

- 1) Miriam Bradley was introduced as the new Assistant Vice President for Principal Relationship Development;
- 2) Heard the fund-raising reports from Athletics and Advancement;
- 3) Heard an update on the marketing initiatives for prospective students;
- 4) The Corporate and Foundation Relations office shared their success in private organizational giving;
- 5) The Office of Alumni Relations partnered with the Black Alumni Chapter to launch the Mentor Collective;
- 6) Shared the success of the sixth annual Giving Day; and
- 7) Heard an update on events surrounding the Sun Belt football schedule.

On motion of Buddy Gadams, seconded by Vanessa Evan-Grevious, the Advancement and Engagement report was accepted.

Athletics Committee

Vanessa Evans-Grevious, Chair, presented the report of the Athletics Committee: (Attachment C)

- 1) Geoff Polglase, Deputy Director of Athletics, gave a sports update;
- 2) Results were shared from the recently conducted Title IX Report;
- 3) Heard an update from the Student-Athlete Advisory Committee (SAAC) on their activities and workshops;
- 4) Heard that overall athletics fund-raising is up compared to the last fiscal year; and
- 5) Information on the Sun Belt conference transition in preparation for the move was shared.

On motion of Vanessa Evans-Grevious, seconded by John Rothenberger, the Athletics report was accepted.

Audit Committee

Maggie Ragon, Chair, presented the report of the Audit Committee (Attachment D)

- 1) April Cassada, Auditor of Public Accounts Project Manager, presented the results of the JMU financial audit for the year ended June 30, 2021;

- 2) Matt Bingay, WMRA station manager, discussed the results of the WMRA financial audit;
- 3) Becky Holmes, Director of Audit and Management Services, presented the audit plan for 2022-23 and reviewed mandatory disclosures required annually; and
- 4) The internal audit team's Quality Assurance and Improvement program was also discussed.

On motion of Maggie Ragon, seconded by Chris Falcon, 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)

- 1) Heard the quarterly financial review from Mark Angel, Assistant Vice President for Finance;
- 2) The university received an unqualified opinion on the university's financial statement audit;
- 3) Heard an update on the budget status in the General Assembly;
- 4) Discussed the factors impacting the proposed 2022-23 Tuition and Fees and 2023 Summer Tuition and Fees based on current information available; and
- 5) Reviewed the proposed 2022-23 Budget.

On motion of John Rothenberger, seconded by Maggie Ragon, the Finance and Physical Development report was accepted.

Governance Committee

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

- 1) Jack Knight, University Legal Counsel recommended a change to the signature authority for WMRA;
 - a. On motion from committee, approved delegated signature to WMRA general manager and chief engineer;
- 2) Based on previous discussion regarding the composition of the executive committee-
 - a. On motion from committee, approved the Rector, Vice Rector and 3 Committee Chairs, selected by the Rector, shall serve on the Executive Committee; a Past Rector may serve as an ex-officio member of the Executive Committee. In the event a Committee Chair is unable to attend a meeting, they may appoint a designee. This motion is to be effective following this annual meeting.
- 3) Proposed qualifications and competencies for board members were discussed and affirmed by the committee;
- 4) Board members will receive a self-evaluation to be completed in May;
- 5) The chair reviewed the schedule for the Board Retreat on Saturday, April 23.

The Rector thanked Jeff for chairing the first Governance Committee and the committee members who served.

On motion of Jeff Grass, seconded by Kathy Warden, the Governance report was accepted.

Student Affairs Committee

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

- 1) Tim Miller, Vice President for Student Affairs, gave a divisional update;
- 2) Heard the report from the Student Government Association President, Jessani Collier;
- 3) Heard the report from the Student Representative to the Board of Visitors, Xavier Williams;

- 4) The associate vice presidents and Dean of Students gave updates on their respective areas;
- 5) Recognized Marsha Mays-Bernard for her years of service;
- 6) Heard an update on the Career, Experiential Learning and Transition Area;
- 7) A student panel shared their experiences in community service, the role of the University Career Center and the experience in Orientation; and
- 8) Tim Miller introduced the new Student Government Association President for 2022-23, Shawdee Bakhtiari.

On motion of Deborah Tompkins Johnson, seconded by Vanessa Evans-Grevious, the Student Affairs report was accepted.

The Rector thanked all those who served as chairs for the past two years.

PRESIDENT'S REPORT

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

- There was a 44% increase in first-year applications (31,711), with 44% being out of state and 33% being underrepresented minorities and 41% increase in early action applicants (18,589);
- To date, 3,410 deposits from the first-year 2026 class have been received, with 2,446 being in-state and 964 from out of state. First-year demographics as of this date are 19% underrepresented minorities, 13% first generation, and represent 37 states and 46 countries. There have been 344 transfer deposits received;
- The findings from the Campus Climate Study have been received and the Implementation Team will be reviewing to coordinate responses;
- The College of Arts and Letters presented the next cohort hire that will bring a Latinx studies focus to campus;
- Civic Engagement updates were presented on the Campus Compact national conference that included a plenary session with JMU Alum Harry Dunn and the Madison Center for Civic Engagement will now be led by Interim Executive Director David Kirkpatrick;
- Farah Pandith was the speaker on Monday for the Madison Vision Series and led a discussion about the importance of combating hate in the world. She also was recognized with the 2022 Madison Award for the Public Good;
- JMU participated in a recent summit at the Stanford School, which is focused on fostering innovative thinking in higher education. JMU continues to encourage interdisciplinary programs and initiatives;
- JMU will receive \$620,000 in federal funding for the university's teacher recruitment and retention as part of the FY2022 Federal Spending Bill. The University also supports a teacher residency program, which is facilitated by the College of Education;
- The Provost Award for Excellence in Research and Scholarship will be presented to Ailton Coleman, Health Sciences; Kelly Naletelich, Marketing; Maryam Sharifian, Early Elementary and Reading Education; Matt Pardo, Theatre and Dance; Rebecca French, Libraries; Paul Raston, Chemistry and Biochemistry; Case Watkins, Justice Studies; and Kayla Yurco, Integrated Sciences;
- In support of JMU's transition to R2 status, the 2022-2023 Inaugural Fellows were announced: Christopher Berndsen, Chemistry and Biochemistry; Maureen Shanahan, Art, Design and Art History; Matthew Rebhorn, English;
- The College of Visual and Performing Arts honored the life of George Sparks, former dean, through an inspiring tribute including student performances;

- JMU's Brass Band has been invited to represent the United States as part of the World Music Contest in Kerkrade, The Netherlands, and is the only U.S. band to be invited;
- For the third year in a row, JMU has been named a Fullbright Top Producing institution for U.S. Student Grants among master's degree granting colleges and universities;
- JMU's Engineering Supermileage Team created a fuel-efficient vehicle that ran the 2.5 mile Indianapolis Circuit and was presented with the DuPont-sponsored Safety Award;
- JMU's Debate Team finished the season ranked 4th in the nation by the Cross Examination Debate Association; and
- Lacrosse is ranked #11 and the Sun Belt transition continues with campus visits and visits to the Sun Belt offices.

GENERAL ASSEMBLY REPORT

Caitlyn Read, Director of Government Relations, gave an update on the activities of the General Assembly legislation affecting higher education and JMU activities during the session.

2022-23 PROPOSED TUITION AND FEES

Towana Moore, Interim Vice President for Administration and Finance, shared the proposed 2022-23 tuition and fees and the factors impacting the need for an increase.

On motion from committee by John Rothenberger, the 2022-23 following tuition and fees were approved

2022-23

VIRGINIA STUDENT	
Tuition & Fees	\$ 7,754
Comprehensive Fee	\$ 5,408
TOTAL COMMUTER COSTS	\$ 13,162
Room & Board	\$ 11,448
TOTAL ON-CAMPUS COSTS	\$ 24,610

NON-VIRGINIA STUDENT	
Tuition & Fees	\$ 24,744
Comprehensive Fee	\$ 5,408
TOTAL COMMUTER COSTS	\$ 30,152
Room & Board	\$ 11,448

TOTAL ON-CAMPUS COSTS	\$ 41,600
------------------------------	----------------------

2022-23

GRADUATE (Per Credit Hour)	
Virginia	\$ 533
Non-Virginia	\$ 1,251

On motion from committee by John Rothenberger, the 2023 following summer tuition and fees were approved:

	Summer '23
Tuition and Education & General Fees (Per Credit Hour)	
Virginia Undergraduate	\$396
Non-Virginia Undergraduate	\$971
Virginia Graduate	\$461
Non-Virginia Graduate	\$1,101
Student Services Fee (Per Credit Hour)	
Virginia Undergraduate	\$26
Non-Virginia Undergraduate	\$26
Virginia Graduate	\$26
Non-Virginia Graduate	\$26
Room & Board (Per Week)	
Room	\$109
Board	\$124

2022-23 PROPOSED BUDGET

Towana Moore, Interim Vice President for Administration and Finance, shared the proposed 2022-23 budget.

On motion from committee by John Rothenberger, the 2022-23 budget was approved.

REAFFIRM THE UNIVERSITY MISSION STATEMENT

Brian Charette, Special Assistant to the President, explained the reaffirmation of the university mission statement was required as part of the SACSCOC accreditation process.

On motion by Maggie Ragon, seconded by Chris Falcon, affirmed the following mission statement:

“We are a community committed to preparing students to be educated and enlightened citizens who lead productive and meaning lives.”

RACIAL EQUITY UPDATE AND DIVERSITY, EQUITY AND INCLUSION

Deborah Tompkins Johnson, Vice Rector, and one of the co-chairs of the Racial Equity Task Force, reviewed the organization of the task force and the process for the recommendations and the narrative of the task force. The President thanked all the members of the task force and acknowledged the process as most valuable.

COVID-19 UPDATE

Tim Miller, Vice President for Student Affairs, provided a campus context on the current status of Covid-19.

ELECTION OF OFFICERS

Kathy Warden, chair of the Nominating Committee, shared the proposed slate of officers for 2022-24. On motion from committee, approved the recommendation of the Nominating Committee:

Rector: Maribeth Rector

Vice Rector: Chris Falcon

Secretary: Donna Harper

Jonathan Alger, President, then thanked the board members whose terms are expiring and presented them with a gift. He also recognized Lara Major, for her service and commitment as Rector for 2020-22.

ADJOURNMENT

There being no further business, on motion of Deborah Tompkins Johnson, seconded by Vanessa Evans-Grevious, the Board voted to adjourn. The meeting was adjourned at 11:03 am.

Lara Major, Rector

Donna L. Harper, Secretary

**THE COMMONWEALTH OF VIRGINIA
THE VISITORS OF JAMES MADISON UNIVERSITY
EXECUTIVE COMMITTEE MEETING**

Minutes of the Executive Committee

The Executive Committee of the Board of Visitors of James Madison University met on Wednesday, June 22, 2022 in Reston, Virginia. Lara Major, Rector, called the meeting to order at 10:04 am.

PRESENT:

Grass, Jeff
Herod, Maribeth, Former Rector
Major, Lara, Rector
Ragon, Maggie
Rothenberger, John
Tompkins Johnson, Deborah, Vice Rector

Other Board Members attending:

Falcon, Chris

Harper, Donna, Secretary to the Board of Visitors

ALSO PRESENT:

Alger, Jonathan, President
Langridge, Nick, Vice President for Advancement
Moore, Towana, Interim Vice President for Administration and Finance
Stamp, Diane, Director, Budget Office

Jon Alger gave an overview of the previous decision made by the Board and the current situation with the state budget having been approved and the governor's request regarding tuition.

Towana Moore presented the General Assembly update and the state budget allocation. She then shared information on the previous decision the board had made for a 3.9% tuition increase and a proposed 2.9% increase for the board's consideration. Towana reviewed how the money would be spent with a 2.9% increase. She then presented a 3% potential increase and the difference from the 2.9% increase.

On motion by Jeff Grass, seconded by John Rothenberger, approved a 3.0% increase for the 2022-23 tuition for in-state undergraduate and graduate students rather than 3.9% previously approved by the board.

On motion by Maggie Ragon, seconded by Deborah Tompkins Johnson, approved a 3.0% tuition scholarship for in-state undergraduate students for the 2022-23 academic year.

Jon thanked the board and the staff for their diligence in working through the proposals for tuition and fees for the coming year.

ADJOURNMENT

There being no further business, on motion of Jeff Grass, seconded by John Rothenberger, the Executive Committee voted to adjourn. The meeting was adjourned at 10:58 am.

Lara Major, Rector

Donna L. Harper, Secretary

**THE COMMONWEALTH OF VIRGINIA
THE VISITORS OF JAMES MADISON UNIVERSITY
EXECUTIVE COMMITTEE MEETING**

Minutes of the Executive Committee

The Executive Committee of the Board of Visitors met at 10:01 am on Monday, August 29, 2022 in Reston, Virginia.

PRESENT

Falcon, Chris, Vice Rector
Grass, Jeff, Chair
Herod, Maribeth, Rector

Major, Lara
Rothenberger, John
Tompkins Johnson, Deborah

Maribeth reviewed the process for the evaluation of the president's performance. The committee then went into closed session. Chris Falcon made the following motion:

“Pursuant to Section 2.2-3711(A)(1) of the Code of Virginia, I move we go into closed session to discuss the matters related to the employment of the President, including performance, compensation and other terms.”

The motion was duly seconded and approved.

Following the closed session the Rector stated:

“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:

Chris Falcon
Jeff Grass
Lara Major

John Rothenberger
Deborah Tompkins Johnson

The meeting adjourned at Noon.

Maribeth Herod, Rector

Donna L. Harper, Secretary

**Resolution of
The Visitors of
James Madison University**

WHEREAS, James Madison University is required to routinely transact business with banks and other financial institutions; and

WHEREAS, these transactions include initiating and terminating accounts including credit card agreements, transferring funds, honoring drafts or checks, and managing investments; and

WHEREAS, these banking services are governed by Federal, State and University regulations, guidelines and contract laws; and

WHEREAS, international banking services are governed by applicable International regulations, guidelines and contract laws; and

WHEREAS, these transactions with banks and financial institutions are within the realm of the duties appropriately assigned to and executed by the Vice President for Administration and Finance and the Assistant Vice President for Finance; and

WHEREAS, it is necessary for the Vice President for Administration and Finance or Assistant Vice President for Finance to appoint and delegate, from time to time, such persons to conduct these transactions on behalf of the University in accordance with the regulatory requirements; and

WHEREAS, these banks and financial institutions with whom the University transacts business routinely require a resolution of the Board of Visitors to attest that the Vice President for Administration and Finance and the Assistant Vice President for Finance are authorized to effect these transactions on behalf of James Madison University.

NOW THEREFORE, BE IT RESOLVED by the Visitors of James Madison University that the Vice President for Administration and Finance and the Assistant Vice President for Finance are hereby authorized to transact business with banks and other financial institutions, to include initiating and terminating accounts including credit card agreements, transferring funds, honoring drafts and checks, and managing investments on behalf of James Madison University in accordance with appropriate laws and regulations, and to appoint and delegate, from time to time, such persons who may conduct these transactions on behalf of the University in accordance with this resolution and regulatory requirements.

Donna L. Harper, Secretary, Board of Visitors

Date

September 16, 2022

Six-Year Plan Update

Towana Moore
Vice President
Administration and Finance





Six-Year Financial Plan Assumptions

- Emphasis on 2022 – 2024 Biennium, Focus 2023-24
- Strategies related to JMU Madison Plan and Virginia Higher Education Plan
- Projected enrollment
- Projected tuition and fees



Six-Year Financial Plan – Revenue & Expense Estimate Assumptions

- Tuition and fee revenue estimate
 - Based on projected enrollments by degree level & residency
 - Excludes general fund for new initiatives
- Expenditures include state mandated compensation, financial aid and targeted institutional strategies



Six-Year Financial Plan – Costs Summary

Academic & Financial Plan Strategies		Incremental Expense Change 2023-2024		
		General Funds & Reallocation	Nongeneral Funds	Total
1.	Faculty and Staff Authorized Salary Increases	3,066,401	5,566,851	8,633,252
2.	Increase Funding Faculty Promotions	0	491,872	491,872
3.	Additional Undergraduate Student Financial Assistance	5,318,350	686,922	6,005,272
4.	Early Alerts: Improving Retention and Closing the Equity Gap	0	450,000	450,000
5.	Implement and Grow a High Demand Technology Degree	0	150,811	150,811
6.	Grow Your Own - Teacher Recruitment and Retention	314,338	0	314,338
7.	Support Increased Research Activities and Opportunities	264,425	0	264,425
8.	Service Delivery and Web-base Technology Integration	0	500,000	500,000
Total Academic & Financial Operating Strategies		\$8,963,514	\$7,846,456	\$16,809,970



Six-Year Financial Plan E&G – Nongeneral Fund Revenue Estimate

Tuition & Fees Change – Planning Purposes

	2022-23	2023-24	\$ Chg	% Chg
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VIRGINIA STUDENT				
Tuition & Fees	\$ 7,684	\$ 8,060	\$ 376	4.90%
Comprehensive Fee	\$ 5,408	\$ 5,646	\$ 238	4.40%
TOTAL COMMUTER COSTS	\$ 13,092	\$ 13,706	\$ 614	4.70%

NON-VIRGINIA STUDENT				
Tuition & Fees	\$ 24,744	\$ 25,106	\$ 362	1.50%
Comprehensive Fee	\$ 5,408	\$ 5,646	\$ 238	4.40%
TOTAL COMMUTER COSTS	\$ 30,152	\$ 30,752	\$ 600	2.00%

GRADUATE (Per Credit Hour)				
Virginia	\$ 529	\$ 554	\$ 25	4.70%
Non-Virginia	\$ 1,251	\$ 1,271	\$ 20	1.60%



Six-Year Financial Plan E&G & F/A – Summary

2023-24 Incremental Change (\$s in millions)

Sources of Funds:

Nongeneral Fund Estimate	7.8
General Fund Assumption & Reallocation ⁽¹⁾	9.0
Total	\$16.8

Uses of Funds:

Compensation - Pay Adjustments	8.6
Student Financial Assistance	6.0
Academic Initiatives	1.7
All Other Operating Needs	0.5
Total	\$16.8

⁽¹⁾ Assumes no new state general funds for new initiatives

Proposed Changes to Board Manual



Proposed James Madison University Board Qualifications and Competencies

The James Madison University Board of Visitors (“The Board”) recommends to the Governor the following qualifications and competencies when considering appointments of new members to the Board.

Recommended Qualifications and Competencies for Members of the James Madison University (JMU) Board of Visitors

- Commitment to the University’s mission
- Ability to commit the time and energy required to fulfill all Board duties and responsibilities
- Success and proven leadership in the arenas of business, professional, academic, non-profit, government, and/or other civic engagement endeavors
- Knowledge and experience to help guide deliberations and decision making
- Adherence to the highest standards of professional and personal Integrity
- Respect for the concept of shared governance and the distinction between the Board’s duties and the role of the President and Administration
- Respect for diversity and the role it plays in higher education
- Commitment to upholding the principles of academic freedom for the University and faculty
- Ability to challenge, support, and motivate the Administration
- Familiarity with issues facing higher education in the Commonwealth of Virginia and nationally

Recommended Board composition

- Critical mass of James Madison University alumni
- Diversity of membership that reflects the aspirations of the University
- At least two members that reside outside the Commonwealth of Virginia with the goal of increasing this figure to three (3) members by 2024

Proposed addition to the JMU BOV By-laws

Replace the current Article XI. Meetings, Section H with: (as required in new legislation)

H. "All-Virtual" Meetings

The board may hold all-virtual public meetings following all the provisions set forth in 2.2-3708.3 of the Code of Virginia. These provisions include:

- 1) The required meeting notice must indicate if the meeting is in-person or all-virtual.
- 2) Public access to the all-virtual meeting public is provided via electronic communication means and included in the public notice.
 - a. Contact information must be included to notify the university if the electronic communication means is interrupted or fails.
- 3) No more than two members of the board are together in any one remote location unless that remote location is open to the public.
- 4) The full board may convene an all-virtual public meeting (i) not more than two times per calendar year or 25 percent of the meetings held per calendar year; or (ii) not consecutively with another all-virtual public meeting.
- 5) All committees of the board may also hold all-virtual meetings in accordance with this policy and applicable law.
- 6) Requests for an all-virtual meeting shall be made to the Rector, in consultation with the administration.
 - a. Such requests may be for such circumstances as emergency situations, when members are separated more than 60 miles from each other/location, difficulty in having quorum if held in-person, travel difficulties, or other types of situations allowed by law and deemed appropriate by the Rector.

The board shall ensure that the meeting minutes contain all of the information required by law.

Add: I. Individual Member "Remote Participation" in Meetings

Section 2.2-3708.3 of the Code of Virginia allows for an individual member to participate remotely under the following provisions:

- 1) The member must request permission to participate remotely and notify the Rector or committee chair that:
 - a. The member has a temporary or permanent disability or other medical condition that prevents their physical attendance; or
 - b. A medical condition of a member of the member's family requires them to provide care; or
 - c. The member's principal residence is more than 60 miles from the meeting location; or
 - d. The member is unable to attend due to a personal matter and must specify the nature of the matter.
 - i. The member may not use a personal matter reason to miss more than two meetings or 25 percent of the meetings held per calendar year.
- 2) These provisions regarding remote participation of individual board members apply to meetings of the full board and to each of its committees separately.

The board shall ensure that the meeting minutes contain all of the information required by law.

Proposed change to the manual:

Current wording:

E. Motions and Resolutions

A motion or resolution to be brought before the board must be sent to the secretary of the board no later than 10 days prior to any meeting of the board.

Proposed change:

E. Motions and Resolutions

*A motion or resolution to be brought before the board must be sent to the secretary of the board no later than **seven** days prior to any meeting of the board.*

Dashboard Update

Chris Orem, Director, Institutional Research



National University Status Update

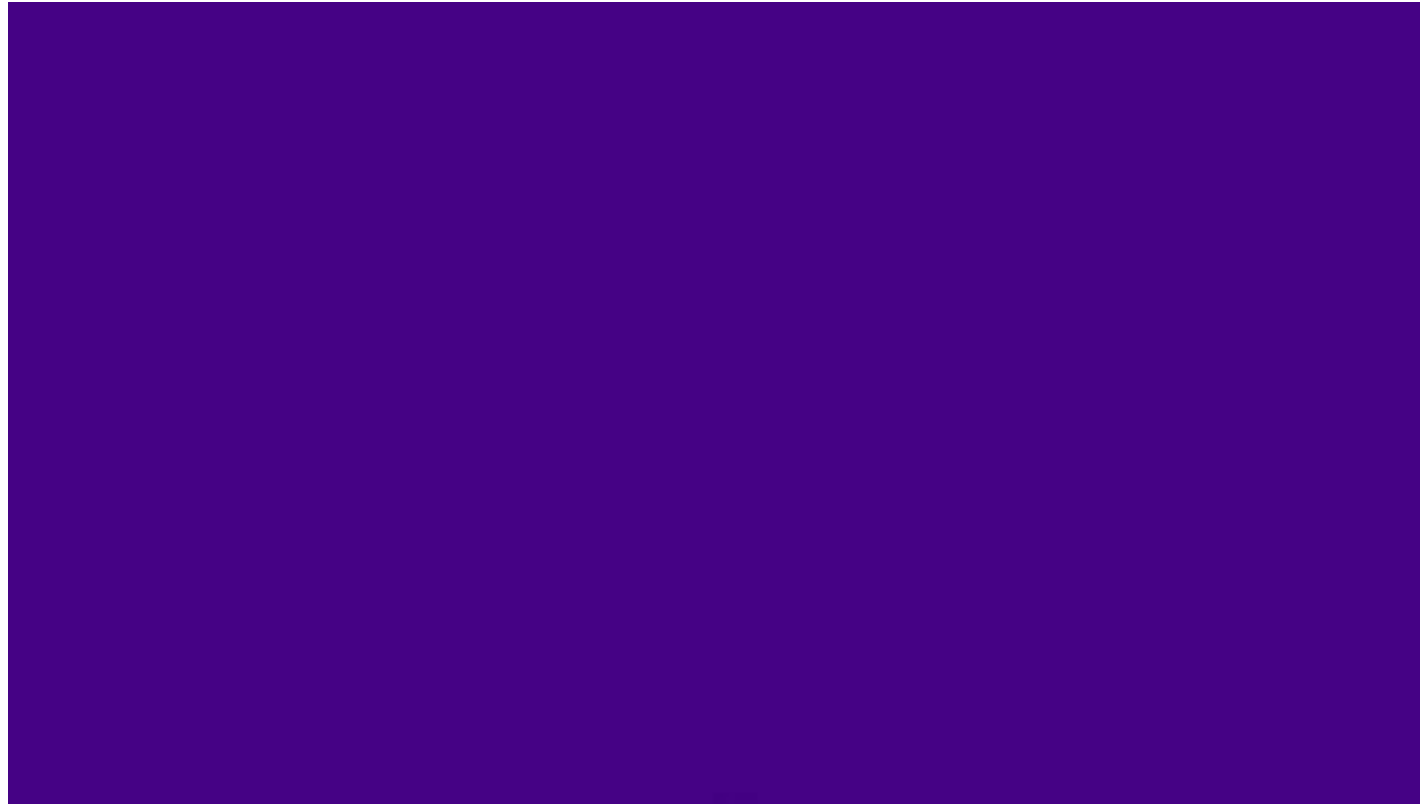
Heather Coltman, Provost and Senior Vice President
for Academic Affairs

Anthony Tongen, Vice Provost
for Research and Scholarship



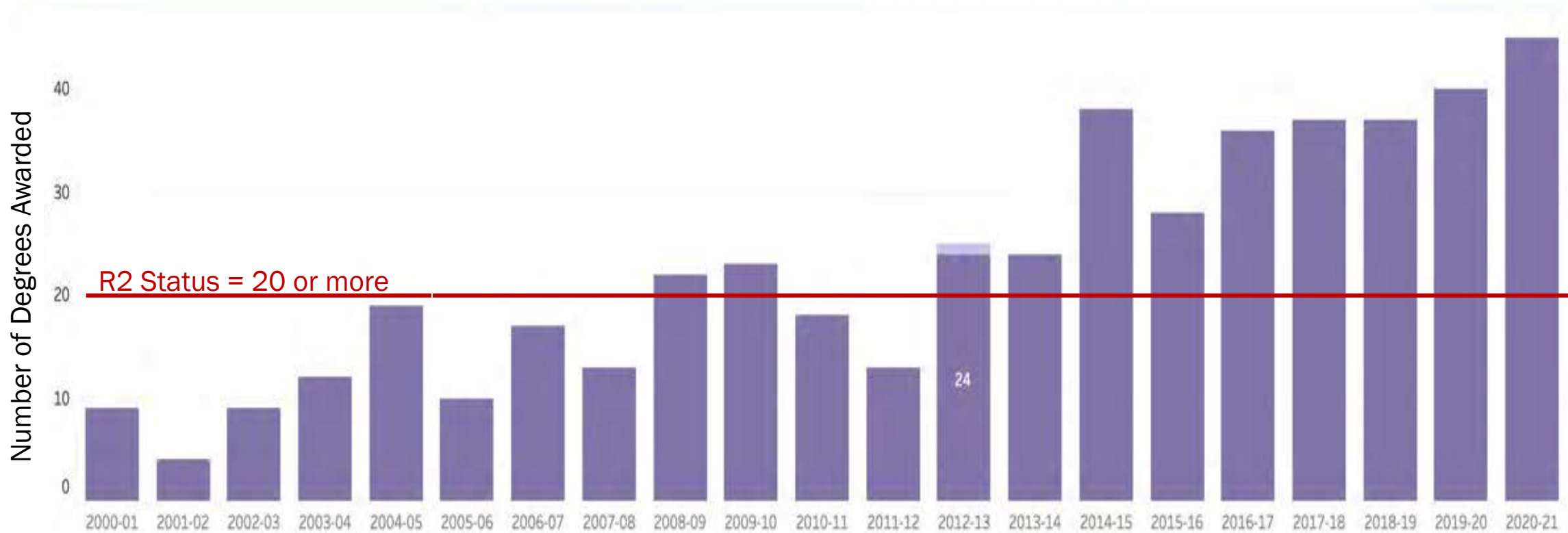


Becoming an R2 Institution





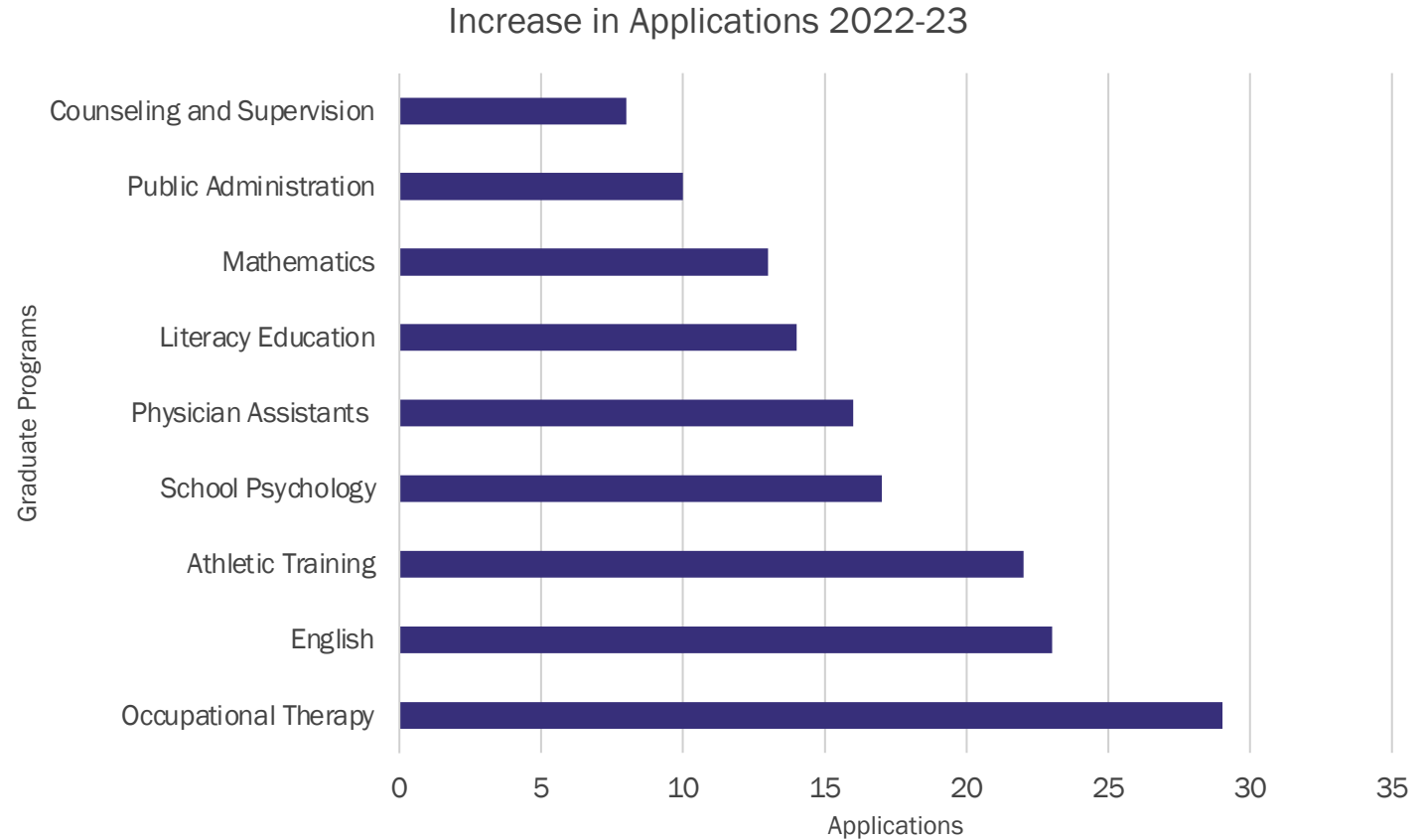
Where We Are: Doctoral Degrees





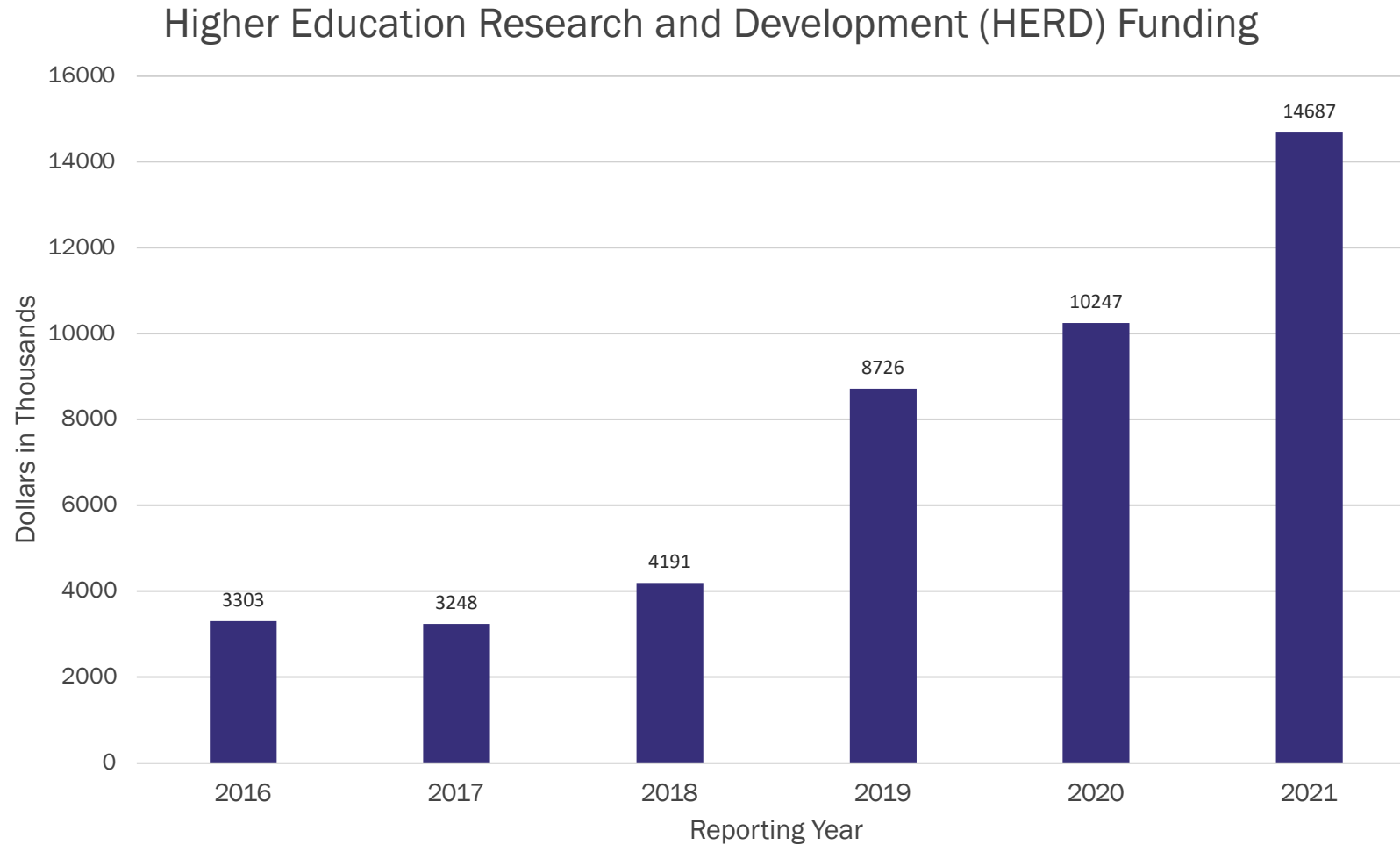
Where We're Going: Doctoral Degrees

- Growth in areas of increasing interest (applications)
- Grow in areas of importance to the commonwealth (Ed.D. proposed)





Where We Are: Research Expenditures





Where We're Going: Research Expenditures

- Association of Public and Land-grant Universities (APLU®)
- Strategic Resource Incentivization
- Research Centers: 6 in the next 10 years

Unleashed Campaign Update

Nick Langridge
Vice President for Advancement





unleashed

The Campaign for **JMU**

○ JAMES MADISON UNIVERSITY ○

Nick Langridge

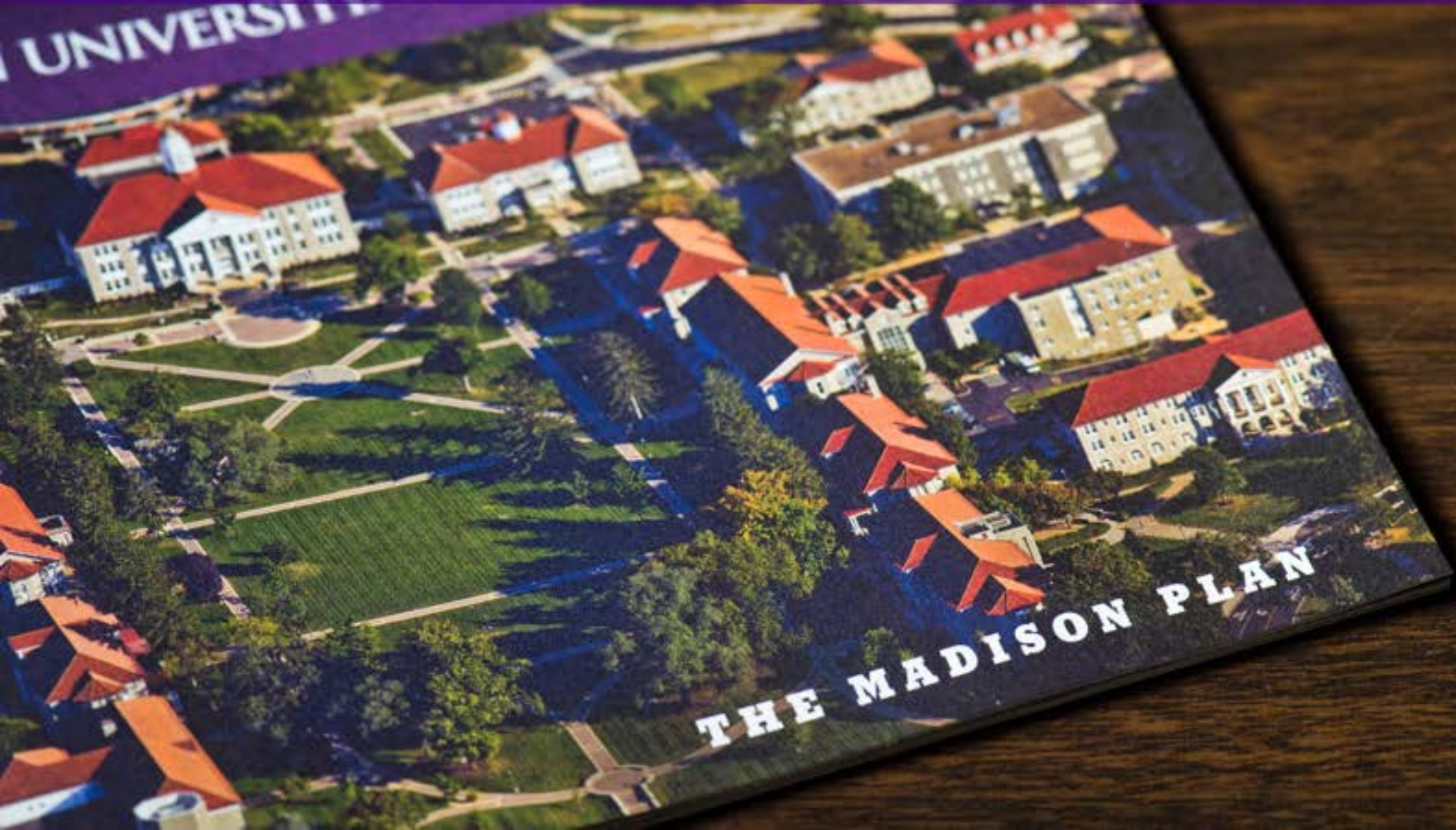
Why Madison?

2012-13



UNIVERSITY STRATEGIC PLAN 2014-2020

Madison Future Commission 2014



THE MADISON PLAN





unleashed

The Campaign for **JAMES MADISON UNIVERSITY.**

Unleashed Public Launch - October 2018 | Public Phase 2018-22









\$200M

TOTAL: \$251.1M

OPENING OUR DOORS FOR STUDENTS

\$102.6M



**ADVANCING OUR UNDERSTANDING
FOR KNOWLEDGE**

\$83.5M



BUILDING OUR SUCCESS FOR CAMPUS

\$39.1M



RENEWING CIVIL SOCIETY FOR SOCIETY

\$13.9M

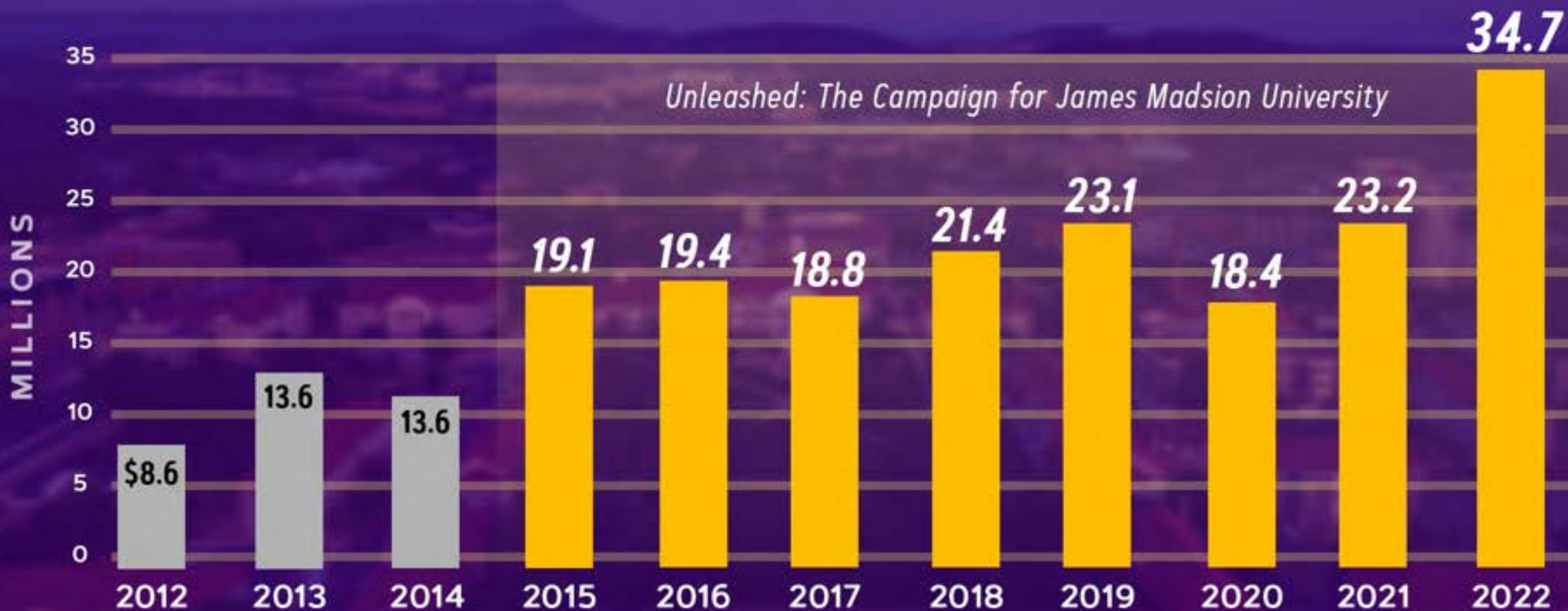


REALIZING OUR VISION FOR OPPORTUNITY

\$11.9M



PRIVATE GIVING TO JMU BY YEAR



ALUMNUS vs NON ALUMNUS

	CAMPAIGN COMMITMENTS	% OF TOTAL
NON ALUMNUS	\$130,916,965	52.1%
ALUMNUS	\$120,221,797	47.9%
OVERALL TOTAL	\$251,138,762	100.0%

NOTE: Alumnus Gift Totals represent any gift that an Alumnus either recieved hard credit or soft credit for. This total will not match CAE Alumni Giving Totals.

MAJOR GIFTS vs NON-MAJOR GIFTS

	CAMPAIGN COMMITMENTS	% OF TOTAL
NON-MAJOR GIFTS	\$54,560,240	21.7%
MAJOR GIFTS	\$196,578,522	78.3%
OVERALL TOTAL	\$251,138,762	100.0%

UNIVERSITY DIRECTION

	CAMPAIGN COMMITMENTS	% OF TOTAL
GENERAL	\$97,317,862	38.8%
ATHLETICS	\$45,369,345	18.1%
ACADEMICS PROGRAMS	\$108,451,555	43.2%
OVERALL TOTAL	\$251,138,762	100.0%

ENDOWMENT

	CAMPAIGN COMMITMENTS	% OF TOTAL
NON-ENDOWED GIFTS	\$166,274,156	66.2%
ENDOWED GIFTS	\$84,830,629	33.8%
OVERALL TOTAL	\$251,104,785	100.0%

DONOR TYPES	COUNT	% OF TOTAL		COUNT	% OF TOTAL
ALUMNI	23,924	37.4%	FOUNDATIONS	112	0.2%
ALUMNI HONORARY	4	0.0%	OTHER INDIVIDUALS	13,446	21.0%
CORPORATIONS	1,276	2.0%	OTHER ORGANIZATIONS	568	0.9%
DAF / COMMUNITY FOUNDATIONS			PARENTS	21,968	34.3%
	231	0.4%	STUDENTS	1,479	2.3%
EMPLOYEES	933	1.5%	UNDEFINED	16	0.0%
ESTATES	22	0.0%	OVERALL TOTAL	63,979	100.0%