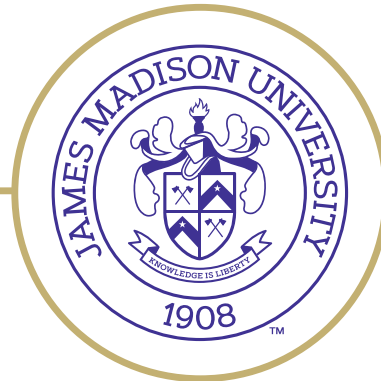


# Academic Excellence Committee

April 20, 2023



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# THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Academic Excellence Committee  
Thursday, April 20, 2023, 1:00 p.m.  
Highlands Room

## Agenda

1. Opening Remarks and Approval of Minutes for February 9, 2023 Meeting\*
2. Academic Affairs Divisional Update  
Heather Coltman, Provost and Senior Vice President
3. Bridge to Madison Program  
Rudy Molina, Vice Provost, Student Academic Success and Enrollment Management  
Jolie Lewis, Associate Director of Transfer Student Success, University Advising  
Kate McDaniel, Transfer Advising Coordinator, University Advising  
Nicholas Yennerell, Bridge to Madison Student, 2022-23 Cohort
4. Academic Affairs Strategic Plan  
Jennifer Campfield, Assistant Vice President, Academic Initiatives and Planning
5. College Spotlight: Honors  
Bethany Blackstone, Dean  
Griff Splan, '24 Biology major, Pre-Med and Honors Interdisciplinary Studies minors
6. Faculty Handbook Update\*  
Michael O'Fallon, Associate Vice Provost, Academic Affairs Policy
7. Faculty Senate Report  
Kathy Ott Walter, Speaker

\*Action Required

# Opening Remarks and Approval of Minutes

Matthew Gray-Keeling, Chair



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

**Minutes of the Academic Excellence Committee**

The Academic Excellence Committee met on Thursday, February 9, 2023, in the Highlands Room of the Festival Conference and Student Center at James Madison University. Matthew Gray-Keeling, Chair, called the meeting to order at 1:00 p.m.

**Present:**

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

**Others:**

Alger, Jonathan, President  
Argenbright, Christine, Associate Professor, Nursing; DNP and MSN Program Coordinator  
Busing, Mike, Dean, College of Business  
Clarke, Theresa, Academic Unit Head, Marketing  
Coltman, Heather, Provost and Senior Vice President for Academic Affairs  
Corey, Jeannie, Professor, Nursing  
Herod, Maribeth, Rector  
Heydari, M. Hossain, Professor, Computer Science and Program Director  
Kolvoord, Robert, Dean, College of Integrated Science and Engineering  
Lewis, Jolie, Associate Director of Transfer Student Success, University Advising  
Lovell, Sharon, Dean, College of Health and Behavioral Studies  
Lucas, Jordan, Class of 2025, Finance BBA  
McDaniel, Kate, Transfer Advising Coordinator, University Advising  
Molina, Rudy, Vice Provost, Student Academic Success and Enrollment Management  
Ott Walter, Kathy, Speaker, Faculty Senate  
Pratt, Jordan, Class of 2023, Finance BBA  
Stahr, Charles, First Year, Exploratory

**Approval of Minutes**

On motion by Craig Welburn and seconded by Dickie Bell, the Academic Excellence Committee minutes of November 17, 2022, were approved.

**Academic Affairs Divisional Update**



**Board of Visitors  
February 9, 2023**



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Provost Coltman acknowledged the recent losses of the JMU community and recognized two faculty who passed away in the last few months. Dr. Tatiana Benjamin, assistant professor of justice studies, died in December, and Dr. Barkley Rosser, professor of economics, passed away in January. These valuable members of the faculty are deeply missed.

She also updated the committee on the status of the promotion and tenure process and of the Center for Global Engagement search for an Executive Director. Heather reviewed a few highlights of faculty engagement and shared three recent publications, which the full board is receiving at their meeting. She thanked Administration and Finance for recent one-time funding of \$2M that is being used throughout Academic Affairs for equipment purchases. The Provost concluded with an update on a new committee: the Joint Faculty Senate/Provost Academic Affairs Administrative and Professional Faculty Hiring Guidelines Task Force. This group of faculty and AA administrators will review the process for hiring A&P faculty members within the division.

### **College Spotlight: Business**

Two students from the College of Business showcased how successful programming leads to internships and academic research opportunities. Jordan Lucas, '25 Finance, spoke about how his May 2022 Career Trek to New York City led to securing a summer internship at Citibank. Dr. Theresa Clarke, AUH Marketing, and Jordan Pratt, '23 Finance, briefed the committee on the College of Business Research Experience for Undergraduates Program. Participation in this program led to the opportunity for Jordan to present her research at the Network for Undergraduate Research in Virginia (NURVa) Conference in January at Christopher Newport University. Both Career Trek and Research Experience for Undergraduates are made possible through College of Business differential tuition.

### **Faculty Senate Speaker Report**

Dr. Kathy Ott Walter, Faculty Senate Speaker, shared that senate has concerns about equitable workloads, student attendance and class participation, and shared governance. Regarding shared governance, the speaker described the six deliverables that the Joint Faculty Senate/Provost Shared Governance Task Force is currently working on. The speaker also highlighted a variety of activities in the Math and Statistics and Psychology departments including undergraduate research projects, youth programming and a grant award which is enabling meaningful community engagement related to voter registration and education.

### **Curriculum Updates**

The committee heard a proposal from Dr. Jeannie Corey and Dr. Christine Argenbright from the School of Nursing for a new academic program, a graduate certificate in Health Policy. The academic program will prepare individuals to become healthcare advocacy leaders in a variety of settings. According to the Bureau of Labor Statistics and the Virginia Employment Commission, employment projections for careers related to health policy are strong and anticipated to increase. No funding requests from the state are requested.

On a motion by Chris Falcon and seconded by Craig Welburn, the committee unanimously approved this new academic program, the graduate certificate in Health Policy.

Dr. Hossain Heydari, Program Director, presented a proposed change to a concentration within the existing Master of Science in Computer Science with a concentration in Cybersecurity. This curriculum revision would re-label current "Preparatory Courses" to "Additional Requirements" and modify the total credit hours

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to be variable. There would be no changes to the existing 33-credit hour curriculum. Employment opportunities in cybersecurity are currently high and increasing, according to the Bureau of Labor Statistics and the Virginia Employment Commission. No additional resources are requested.

On a motion by Dickie Bell and seconded by Craig Welburn, the committee unanimously approved the proposed change to the Master of Science in Computer Science with a concentration in Cybersecurity program.

**Bridge to Madison**

Vice Provost Rudy Molina introduced Charles Stahr, a first year student in the Bridge to Madison program, an innovative collaboration between JMU and Blue Ridge Community College, launched in Fall 2022 with 27 students in the first cohort. Charles shared the challenges, successes and lessons learned after his first semester in the program. Dr. Molina will present an in-depth review of Bridge to Madison at the April committee meeting.

There being no further business, on the motion of Chris Falcon and seconded by Craig Welburn, the Academic Excellence Committee meeting adjourned at 2:20 p.m.

Respectfully submitted,

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Matthew Gray-Keeling, Chair

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Donna Harper, Secretary to the Board

# Academic Affairs Divisional Update

Heather Coltman  
Provost and Senior Vice President



# Bridge to Madison Program

Rudy Molina, Vice Provost, Student Academic Success and Enrollment Management

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

Kate McDaniel, Transfer Advising Coordinator, University Advising

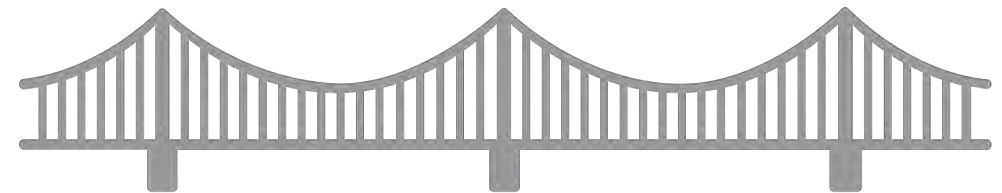
Nicholas Yennerell, Bridge to Madison Student, 2022-23 Cohort





# Bridge to Madison: Program overview

- Co-enrollment program with Blue Ridge Community College (BRCC)
- Offered by invitation to students on the JMU first year waitlist
- Students live in JMU residence halls while taking courses at BRCC
- Provides academic, advising and social supports at both BRCC and JMU
- Access to most JMU clubs and activities
- Students with 24 credits and 3.0 GPA advance to JMU
- Builds on longstanding history of innovative partnership with BRCC



**BRIDGE TO MADISON**

A JMU AND BRCC PARTNERSHIP



# Bridge to Madison: JMU & BRCC partners

- Admissions
- Financial Aid
- Administration & Finance
- University Business Office
- Dining Services
- Card Services
- University Counsel
- Information Technology
- School of Professional & Continuing Education
- Housing & Residence Life
- Orientation
- Student Involvement
- Diversity, Equity & Inclusion
- Student Accountability & Restorative Practices
- University Advising
- Academic Student Services
- Registrar
- The Learning Centers
- Advising Center
- Transfer Programs
- Student Services
- Enrollment Services
- Financial Aid
- Business Office
- Registrar
- Information Technology
- Student Success Ctr

# Bridge to Madison: Logistics for program launch



*All photos courtesy of Rajan Shore, BRCC*

- Admission to Bridge & BRCC
- Pre-arrival checklist
- Data sharing and consent
- JMU enrollment status
- Financial aid and billing
- Housing and meal plans
- Transportation
- Advising, registration, orientation
- Clubs, activities, engagement
- Offsets in academic calendars
- Distribution of cohort roster

# Bridge to Madison: Pilot year highlights

- 27 students enrolled
- June welcome event for students & families
- BRCC courses aligned with intended JMU major
- Bridge-specific student development course and orientation experience
- Faculty mentors at BRCC
- Intensive advising from Rajan Shore (BRCC) and Kate McDaniel (JMU)
- Pizza event, community service, BRCC BRidge club, lunch with President Alger





# Bridge to Madison: First year outcomes

- 26 of the 27 students enrolled for spring semester. Of those:
  - 13 have already been admitted for Fall 2023 (50%)
  - 10 have been offered contingent admission and received an action plan for full admission (38%)
  - 3 are unlikely to be admitted and will be encouraged to continue with community college and reapply to JMU in the future (12%)





# Bridge to Madison: Student feedback and stories

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# Bridge to Madison: Updates and next steps

- BRCC has a strong commitment to Bridge
  - Faculty mentors, student org and multiple events through the year
  - BRCC calendar will be aligned with JMU calendar in 2023-24, removing the greatest logistical challenges for Bridge
- Final JMU admissions decisions for 2022 Bridge cohort
- Transfer student Orientation for 2022 Bridge cohort
- Planning for 2023 Bridge cohort
  - Cohort size for second year of the pilot: 25
  - Welcome Day tentatively scheduled for May 22
  - Update website and communication based on lessons learned
  - Review and incorporate feedback from 2022 cohort
  - Opportunity for current Bridge student to serve as peer mentor for 2023-24





# Bridge to Madison: Questions & conversation



*Learning • Partnership • Belonging • Equity • Quality*

The Values of Student Academic Success & Enrollment Management

# **Academic Affairs Strategic Plan**

Jennifer Campfield

Assistant Vice President for Academic Initiatives and Planning





# Our Process

- Provost-appointed guidance team began work in January 2019
  - Co-chairs: Dean of the College of Arts and Letters, Robert Aguirre, and Assistant Vice President of HR, Training and Performance, Rick Larson
  - 17 faculty and staff from throughout the division
- Committee charged with recommending a strategic plan including Mission, Vision, Values and Strategic Goals by January 2020.
- Guiding documents were finalized by the committee in January of 2021.
- Deans/Vice Provosts submitted strategic priorities and goals for their areas in light of our new Strategic Goals which were then themed and synthesized to create divisional objectives that were finalized in May 2022.
- Initial set of Key Performance Indicators (KPIs) and Action Items were developed in Fall 2022 by small groups of Academic Council members with input from contributing units.



## Mission

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

## Vision

To establish ourselves as a national university, we distinctively combine the best qualities of liberal arts, research and professional education. We empower diverse faculty, staff and students to change the world ethically and equitably.

## Values

Academic Excellence

Collaboration

Equity

Faculty and Staff Development

Integrity and Transparency

Stewardship





# Strategic Goals

1. There is a broad consensus that our future as a national university hinges on the establishment of a distinctive, JMU blend of liberal arts, research and professional education.
2. Centering evidenced-based anti-racist, anti-discriminatory and anti-harassment national best practices, Academic Affairs will foster an inclusive and evolving community that supports a thriving and supportive academic culture.
3. Academic Affairs uses the division's expertise and experience gained in the pandemic and beyond to learn, grow and innovate together in order to positively impact the world.





# AA Strategic Plan Goal 1 and Objectives

There is a broad consensus that our future as a national university hinges on the establishment of a distinctive, JMU blend of liberal arts, research, and professional education.

## Objective 1

- Create innovative academic programming and strengthen inclusive academic supports to encourage exploration, enhance student success and academic excellence, and prepare students to contribute to a dynamic society.

## Objective 2

- Support and ensure competitiveness and sustainability of JMU's graduate enterprise.

## Objective 3

- Support and expand JMU's research and scholarship support infrastructure.

## Objective 4

- Pursue renewal of JMU's core curriculum to provide all undergraduates with a high-quality General Education program.



# AA Strategic Plan Goal 2 and Objectives

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

## Objective 1

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

## Objective 2

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

## Objective 3

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

## Objective 4

- Support the development of research and/or grant-funded projects grounded in advancing diversity, equity, inclusion and social justice concepts.



# AA Strategic Plan Goal 3 and Objectives

Academic Affairs uses the division's expertise and experience gained in the pandemic and beyond to learn, grow and innovate together in order to positively impact the world.

## Objective 1

- Expand community engagement by growing reciprocal partnerships and funding to enhance student learning opportunities and prepare students for the workforce.

## Objective 2

- Develop JMU's online capacity, presence and expertise.

## Objective 3

- Broaden worldviews and promote global understanding by cultivating, facilitating and supporting global engagement at home and abroad.



# AA Strategic Plan Goal 1 and Objectives

There is a broad consensus that our future as a national university hinges on the establishment of a distinctive, JMU blend of liberal arts, research, and professional education.

## Objective 1

- Create innovative academic programming and strengthen inclusive academic supports to encourage exploration, enhance student success and academic excellence, and prepare students to contribute to a dynamic society.

## Objective 2

- Support and ensure competitiveness and sustainability of JMU's graduate enterprise.

## Objective 3

- Support and expand JMU's research and scholarship support infrastructure.

## Objective 4

- Pursue renewal of JMU's core curriculum to provide all undergraduates with a high-quality General Education program.



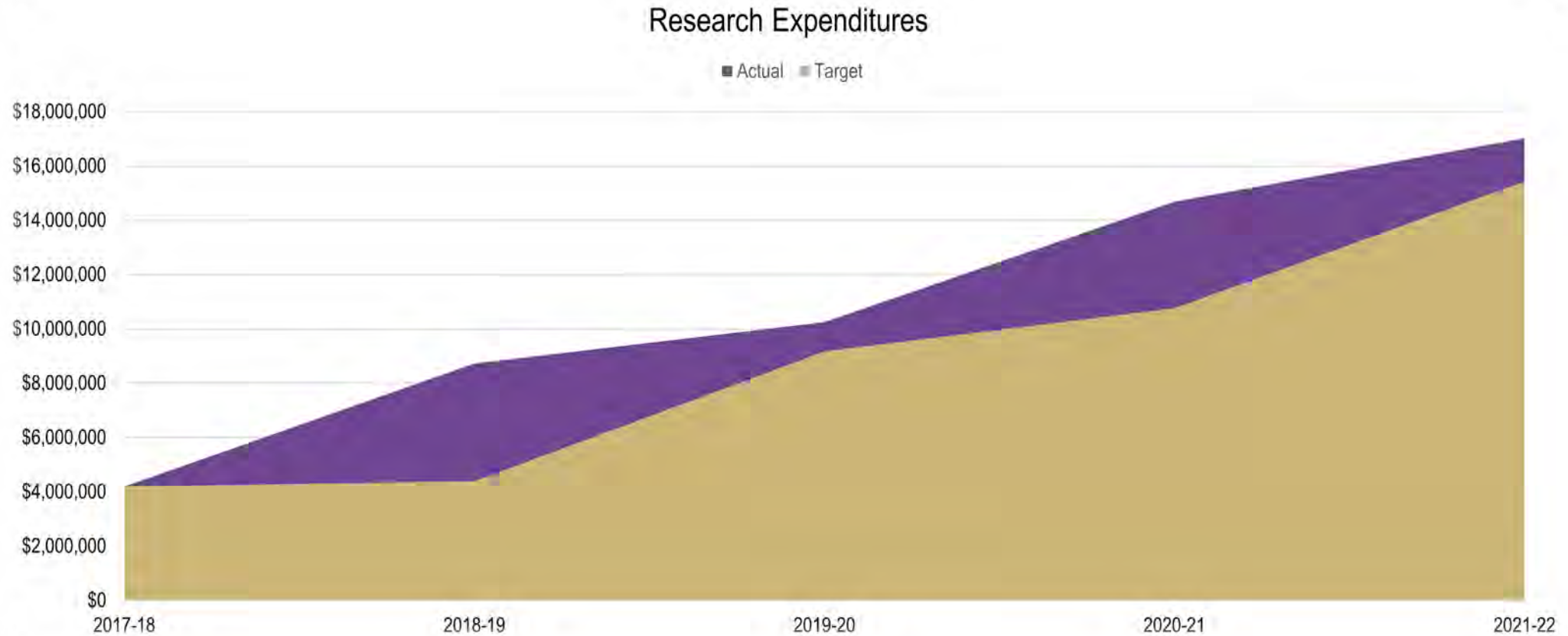
Increase the first-year retention rate for all students and identified student groups measuring from a baseline of 2021-22. (Goal 1, Objective 1)

First-year Retention Rates					
	2020			2021	
<b>First-Time Freshman</b>	4,452	90.8%		4,731	89.1%
<b>Gender</b>					
Female	2,652	92.3%		2,686	89.4%
Male	1,753	89%		1,997	89%
Other	0	0		7	85.7%
Unkown/Prefer Not Report	0	0		33	93.9%
<b>Race</b>					
Asian	195	92.8%		227	86.8%
Black or African American	209	91.9%		200	85%
Hispanic	335	87.5%		334	86.8%
International	14	92.9%		21	90.5%
More than one	207	87.4%		252	85.3%
Unreported	37	83.8%		74	86.5%
White	3,398	91.5%		3,565	90.2%
<b>Residence</b>					
In-State	3,291	90.1%		4,327	88.7%
Out-of-State	1,093	90.4%		1,041	86.8%
<b>Pell Recipient</b>					
Yes	607	88.8%		667	84.9%
No	3,798	91.4%		4,683	89.2%
<b>First Generation</b>					
Yes	548	88.9%		515	83.3%
No	3,857	91.3%		4,168	90%
Unknown	47	72.3%		47	80.9%

Source: OIR Data



JMU research expenditures will increase by 5% annually as reported through the Higher Education Research and Development (HERD) Survey. (Goal 1, Objective 3)





# Pursue renewal of JMU's core curriculum to provide all undergraduates with a high-quality General Education program. (Goal 1, Objective 4)

## Action Items

- A. By the end of AY 2022-23, the Core Curriculum Appraisal Task Force (CCATF) will have developed a plan for campus engagement and hired an outside consultant with expertise in general education reform to advise on change management processes.
- B. By the end of AY 2023-24, the CCATF will have:
  - 1. facilitated broad discussions with faculty about preferences and priorities for general education renewal,
  - 2. provided summaries of feedback from faculty and other stakeholders to the campus community, and
  - 3. proposed a process for campus consideration and adoption of structural changes to the JMU general education program that provides opportunities for input beyond current requirements.
- C. During the summer of 2024, JMU will send a team to the AAC&U Institute on General Education and Assessment (IGEA). The team (a majority of whom will be instructional faculty members) will be charged with identifying and proposing general education reforms aligned with the JMU and Academic Affairs Strategic Plans.
- D. During AY 2024-2025, the JMU IGEA team's recommendation will be considered by instructional faculty through existing processes or new processes adopted under B.3.





# Moving Forward

- Colleges and other units are continuing to align their work and their strategic plans with the goals and objectives of the Academic Affairs Strategic Plan (AASP).
- Provisional data displays are continuing to be refined, and we are developing additional displays.
- This is a living document that will be updated at least annually.
- Our current university strategic plan runs through 2026; we will engage in another large planning process after the university plan is updated.



# Academic Affairs Strategic Plan

## ***Mission***

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

## ***Vision***

To establish ourselves as a national university, we distinctively combine the best qualities of liberal arts, research and professional education. We empower diverse faculty, staff and students to change the world ethically and equitably.

## ***Values***

Our values represent who we are and who we strive to be. The Division of Academic Affairs commits to upholding and embodying these shared values in our priorities and actions.

- Academic Excellence
- Collaboration
- Equity
- Faculty and Staff Development
- Integrity and Transparency
- Stewardship

## ***In this Document***

[Go to Strategic Goal 1.](#)

[Go to Strategic Goal 2.](#)

[Go to Strategic Goal 3.](#)

## ***Online***

[Go to Goals, Objectives, Action Items and KPIs.](#)



# Questions or Comments

# Academic Affairs Strategic Plan

**Strategic Goal 1:** *There is a broad consensus that our future as a national university hinges on the establishment of a distinctive, JMU blend of liberal arts, research and professional education.*

JMU Goals: 3A, 4A, 6A, 6B, 6C

**Strategic G1/Objective 1:**

Create innovative academic programming and strengthen inclusive academic supports to encourage exploration, enhance student success and academic excellence, and prepare students to contribute to a dynamic society.

**Subobjectives:**

- 1-1. Develop and sustain new, high quality academic offerings (majors, minors, certificates) at the undergraduate and graduate levels that meet commonwealth needs and serve student interests.
- 1-2. Ensure Academic Program Reviews (APR) align with stated learning outcomes and include plans for improvement.
- 1-3. Develop infrastructure, policies and expertise to provide a range of options for degree completion for undergraduate and graduate students, e.g. flexible scheduling, varieties of course modality.
- 1-4. Build a sustainable advising framework and systems that strengthen transfer student support, first-year transitions, and exploratory and pre-professional pathways.
- 1-5. Develop an Early Success / Early Alerts program to increase retention, engagement and degree completion for all students.
- 1-6. Develop comprehensive student mentoring, academic coaching and other academic supports for undergraduate and graduate students.
- 1-7. Expand internship, cooperative/early career and class offerings for undergraduate and graduate students to increase workforce readiness.

**Action Items and KPIs:**

- A. New and revised academic offerings (majors, minors and certificates) will reflect the needs of the commonwealth and serve the interests of students. This will be explicitly referenced in curriculum proposals and used as a lens in the evaluation of curriculum proposals.
- B. In order to establish a benchmark for evaluating the ability of the curriculum process to respond to commonwealth needs and student interests, Faculty Affairs and Curriculum will gather data on the median time it takes for a curriculum proposal to move from Provost review to Board of Visitors approval.
- C. Optimize the student to adviser ratio by college and program type measuring from a baseline of 2021-22.
- D. Optimize the student to adviser ratio by advisor type (primary and faculty) measuring from a baseline of 2021-22.
- E. Increase the first-year retention rate for all students and identified student groups measuring from a baseline of 2021-22.
- F. Increase graduation rates for all students and identified student groups measuring from a baseline of 2021-22.

# Academic Affairs Strategic Plan

			<p>G. The Internship Task Force formed by the provost in Fall 2022 will support and guide the efforts of Academic Affairs to expand internship, cooperative/early career and class offerings that increase workforce readiness. Initial collaborative activities in the AY 2022-23 are expected to include:</p> <ol style="list-style-type: none"> <li>a. Defining activities that constitute “work-based experiential learning” resulting in workforce readiness, whether currently available or not.</li> <li>b. Developing and determining baseline measures of current JMU student engagement in each work-based experiential learning area by program and/or college. This will include:             <ol style="list-style-type: none"> <li>i. Pruning the current High Impact Practices (HIP) measures list used in the university Strategic Plan Performance Measures (as defined by AAC&amp;U) and adding measures where necessary.</li> <li>ii. Surveying institutional peers to learn about their methods of tracking and measurement.</li> </ol> </li> <li>c. Develop approaches to enhance student reflection and metacognition on work-based experiential learning.</li> </ol>
<p>JMU Goals: 1B, 3C</p>	<p><b>Strategic G1/Objective 2:</b> Support and ensure competitiveness and sustainability of JMU’s graduate enterprise.</p>	<p><b>Subobjectives:</b> 2-1. Analyze existing support structure for graduate students, programs and faculty. 2-2. Prioritize and strategically grow support structure to ensure:</p> <ul style="list-style-type: none"> <li>• Competitiveness and sustainability of the eight research doctoral programs</li> </ul>	<p><b>KPIs:</b> A. At least 90% of students are successful in achieving program outcomes as measured by:</p> <ol style="list-style-type: none"> <li>a. Graduate degree earners in applicable programs electing to take licensure/certification exams upon graduation will achieve licensure/certification exam first-time pass rate of 90%.</li> </ol>

# Academic Affairs Strategic Plan

		<ul style="list-style-type: none"> <li>• Adequate and efficient use of assistantship (tuition and stipend) budgets</li> <li>• Competitive graduate assistantship award amounts</li> <li>• Adequate auxiliary support such as housing, health insurance, graduate student instructor parking, etc.</li> <li>• Adequate Graduate School and program-level administrative support for all graduate programs</li> <li>• Sufficient faculty hiring for optimal doctoral program staffing, including sustainable course loads for doctoral faculty</li> </ul> <p>2-3. Strategic development of new doctoral programs with sufficient resources to address needs of the Commonwealth of Virginia.</p>	<p>b. In graduate programs with degree earners electing to take licensure/certification exams, pass rates are 100% one year post graduation.</p> <p>B. At least 98% of graduate degree earners will have a positive career outcome within six months of graduating. (Primary Measure of University Strategic Priority #1)</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">JMU Goals: 1B, 4C</p>	<p><b>Strategic G1/Objective 3:</b> Support and expand JMU's research and scholarship support infrastructure.</p>	<p><b>Subobjectives:</b> 3-1. Analyze existing research support for faculty; prioritize and strategically grow these supports:</p> <ul style="list-style-type: none"> <li>• Startup funds at hire, including course releases or stipends</li> <li>• Travel funds</li> <li>• Educational leave</li> <li>• Internal funded grants and awards - unit, college or university-wide</li> <li>• Ad hoc grants and awards (CGE funding for travel, support from centers (e.g., AAAD, CCE, etc.))</li> <li>• Competitive awards (Diversity Curriculum Grants, Senate mini-grants, etc.)</li> <li>• Externally funded but centrally managed grants and awards (4-VA, etc.)</li> </ul>	<p><b>KPI:</b> A. JMU research expenditures will increase by 5% annually as reported through the <a href="#">Higher Education Research and Development (HERD) Survey</a>.</p>

# Academic Affairs Strategic Plan

		<p>3-2. Analyze staffing levels for Libraries faculty, instructional faculty and support staff; prioritize and strategically grow staffing.</p> <p>3-3. Analyze, prioritize and strategically grow research resources including databases, collections and academic software.</p> <p>3-4. Increase total research expenditures as reported through the National Science Foundation (NSF) Higher Education Research &amp; Development Survey (HERD).</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">JMU Goals: 3C, 4D, 8D</p>	<p><b>Strategic G1/Objective 4:</b> Pursue renewal of JMU’s core curriculum to provide all undergraduates with a high-quality General Education program.</p>	<p><b>Subobjectives:</b></p> <p>4-1. Use the 2021-22 APR to develop recommendations for revising and renewing JMU’s core curriculum to better incorporate contemporary expectations for the liberal arts and sciences.</p> <p>4-2. Expand communication and messaging about the General Education program’s role in JMU’s unique blend of liberal arts, research and professional education.</p> <p>4-3. Analyze staffing levels needed to meet SCHEV base adequacy guidelines; strategically grow full-time instructional positions to support the instructional needs of our core curriculum.</p>	<p><b>Action Items:</b></p> <p>A. By the end of AY 2022-23, the <a href="#">Core Curriculum Appraisal Task Force</a> (CCATF) will have developed a plan for campus engagement and hired an outside consultant.</p> <p>B. By the end of AY 2023-24, the CCATF will have facilitated broad discussions with faculty resulting in a draft for a renewed core curriculum model.</p> <p>C. By the end of AY 2024-25, the renewed core curriculum model will receive the assent of instructional faculty and have completed the Curriculum &amp; Instruction (C&amp;I) approval process.</p> <p>D. The AY 2025-26 undergraduate catalog will incorporate the renewed General Education Program.</p>

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[Return to Goal 1.](#)

# Academic Affairs Strategic Plan

**Strategic Goal 2:** *Centering evidenced-based anti-racist, anti-discriminatory and anti-harassment national best practices, Academic Affairs will foster an inclusive and evolving community that supports a thriving and supportive academic culture.*

<p>JMU Goals: 2A, 2B, 2E, 2F, 2G</p>	<p><b>Strategic G2/Objective 1:</b> Progressively increase strategic activities that align with <a href="#">national anti-racist framework priority areas</a>.</p> <ul style="list-style-type: none"> <li>• Institutional Structure</li> <li>• Policies and Procedures</li> <li>• Resource Allocation</li> <li>• Academic Equity and Student Success</li> <li>• Curriculum and Pedagogy</li> <li>• Hiring, Retention and Promotion</li> <li>• Institutional Programming</li> <li>• Education/Training/Employee Development</li> <li>• Campus Climate/Culture</li> <li>• Admissions and Access</li> </ul>	<p><b>Subobjectives:</b> N/A</p>	<p><b>Action Items:</b></p> <p>A. By the end of AY 2022-23, develop a reporting tool allowing DEI Leaders to:</p> <ol style="list-style-type: none"> <li>a. Enter data that reflects specific actions in support of each priority area, and</li> <li>b. Indicate the level (basic, intermediate or advanced) of those efforts, using criteria established by the APISEI in collaboration with the DEI Leaders.</li> </ol> <p>B. By the end of AY 2023-24, establish baselines for each priority area identified from the data entered in the reporting tool.</p>
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# Academic Affairs Strategic Plan

	<p><b>Strategic G2/Objective 2:</b> Implement strategic activities that address discrimination, misconduct, harassment and adverse experiences and promote mental wellness, as identified in the Climate Study and 2021 COACHE Survey, resulting in a more inclusive campus environment.</p>	<p><b>Subobjectives:</b> N/A</p>	<p><b>Action Items:</b></p> <ul style="list-style-type: none"><li>A. In response to the results of the Climate Study:<ul style="list-style-type: none"><li>a. By the end of AY 2022-23, the Climate Study Response and Implementation Team will have begun to inform campus of the Climate Study results and will have sought input on implementing new and strengthening existing programs that will increase diversity, equity and inclusion.</li><li>b. By the end of AY 2023-24, Academic Affairs will identify Climate Study themes centered in AA and collaborate with DEI Leaders to plan and implement measures that address the findings.</li></ul></li><li>B. In response to the results of the 2021 COACHE Survey:<ul style="list-style-type: none"><li>a. By the end of AY 2022-23, the APISEI will meet with DEI Leaders to discuss and process 2021 COACHE Survey results.</li><li>b. By the end of AY 2023-24, DEI Leaders and APISEI will execute initiatives that address 2021 COACHE Survey results.</li><li>c. By the end of the AY 2024-25, a new COACHE Survey will be completed.</li></ul></li></ul>
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# Academic Affairs Strategic Plan

	<p><b>Strategic G2/Objective 3:</b> Actively recruit and retain instructional faculty, A&amp;P faculty and staff, who represent our increasingly diverse student body, to foster a more inclusive community.</p>	<p><b>Subobjectives:</b> N/A</p>	<p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>A. During AY 2022-23 and AY 2023-24, establish a culture of recruiting through the mentorship and guidance of search committees, creation of recruitment programs and direct recruitment efforts.</li> <li>B. During AY 2022-23 and AY 2023-24:             <ul style="list-style-type: none"> <li>a. University data will be used to understand retention rates of instructional faculty, A&amp;P faculty, and staff.</li> <li>b. The APISCI will consult with HR to gain understanding of the exit interview process.</li> <li>c. The APISCI will initiate efforts to identify and execute activities that address retention issues.</li> </ul> </li> </ul>
	<p><b>Strategic G2/Objective 4:</b> Support the development of research and/or grant funded projects grounded in advancing diversity, equity, inclusion and social justice concepts.</p>	<p><b>Subobjectives:</b> N/A</p>	<p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>A. By the end of AY 2022-23, establish seed fund to support the development of research that leads toward grant funded projects.</li> <li>B. By the end of AY 2022-23, establish a collaborative project with R &amp; S that further supports research and grant productivity.</li> <li>C. By the end of AY 2023-2024, assess the impact of seed support to establish a baseline for further support and programming.</li> </ul>

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# Academic Affairs Strategic Plan

**Strategic Goal 3:** Academic Affairs uses the division’s expertise and experience gained in the pandemic and beyond to learn, grow and innovate together in order to positively impact the world.

<p>JMU Goal: 1C, 3F, 3G, 7A</p>	<p><b>Strategic G3/Objective 1:</b> Expand community engagement by growing reciprocal partnerships and funding to enhance student learning opportunities and prepare students for the workforce.</p>	<p><b>Subobjectives:</b> JMU will maintain the Carnegie Classification as a community engaged institution in 2026.</p>	<p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>A. JMU will maintain existing and secure new community partnerships that are mutually beneficial and reciprocal.</li> <li>B. JMU will assess community perceptions of institutional engagement.</li> <li>C. JMU will track and record institution-wide engagement data.</li> <li>D. JMU will provide feedback mechanisms for external partners.</li> <li>E. JMU will explore creating policies to explicitly promote and reward the scholarship of engagement more fully.</li> </ul>
<p>JMU Goal: 3E, 10E, 10F</p>	<p><b>Strategic G3/Objective 2:</b> Develop JMU’s online capacity, presence and expertise.</p>	<p><b>Subobjectives:</b></p> <ul style="list-style-type: none"> <li>2-1. Build on JMU’s prior investments in online policy and instructional practice.</li> <li>2-2. Apply market research to decision-making around new areas of investment.</li> <li>2.3. Integrate expertise across academic disciplines, course design, IT and educational technology, digital content and collections, and other relevant areas.</li> <li>2.4. Highlight the potential transformational power of hybrid and online learning for students, JMU and partners across the commonwealth, with attention to the Online Virginia Network.</li> </ul>	<p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>A. Increase the number of academic online programs measuring from a baseline of 2018-19</li> <li>B. Increase the number of student enrollments in online programs measuring from a baseline of 2018-19</li> </ul>

# Academic Affairs Strategic Plan

JMU Goal: 2C, 3B, 3C, 3E, 4B, 4D, 6A

## Strategic G3/Objective 3:

Broaden worldviews and promote global understanding by cultivating, facilitating and supporting global engagement at home and abroad.

## Subobjectives:

3-1. Create transformative international experiences through teaching and learning, partnerships and research, study abroad, virtual exchange, and meaningful engagement with and a welcoming environment for international students and scholars.

3-2. Integrate cross-cultural perspectives and experiences into curricula and campus culture to develop globally competent students, faculty and staff.

## Action Items:

- A. Establish a baseline for global engagement activities by the end of AY 2022-23 using the Global Engagement Reporting Tool (GERT) data.
  - a. GERT categories to be measured:
    - i. Engage in activities abroad (research, performance, Fulbright, lecture, presentation, exhibition, partnership development, program development, etc.)
    - ii. Host international visitor or delegation
    - iii. Engage in activities at home or abroad to develop curriculum, a program, or virtual exchange that focuses on student global learning outcomes.
    - iv. Engage in activities to recruit international students or faculty, to engage with alumni abroad, or to nurture donor/business development relationships.
- B. Develop the baseline metrics for the diversity of student participation in abroad programs by the end of AY 2022-23. The aspects of diversity measured will include:
  - a. Non-White (described elsewhere as Black, Indigenous, and People of Color)
  - b. 25 or older at entry

# Academic Affairs Strategic Plan

			<ul style="list-style-type: none"><li>c. Received a Pell grant</li><li>d. From a county/city in the lowest quintile for higher education attainment in Virginia (Appomattox, Bath, Bland, Brunswick, Buchanan, Buckingham, Caroline, Charles City, Cumberland, Dickenson, Dinwiddie, Essex, Grayson, Greensville, Henry, Russell, Schott, Southampton, Sussex, Tazewell, Westmorland, Wise)</li><li>e. First generation college students</li></ul>
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# College Spotlight: Honors

Bethany Blackstone, Dean

Griff Splan, '24 Biology major, Pre-Med and Honors Interdisciplinary Studies minors, and President, Madison Honors Leadership Council





# Honors Education

*Characterized by in-class and extracurricular activities that are measurably broader, deeper, or more complex than comparable learning experiences typically found at institutions of higher education. Honors experiences include a distinctive learner-directed environment and philosophy, provide opportunities that are appropriately tailored to fit the institution's culture and mission, and frequently occur within a close community of students and faculty.*





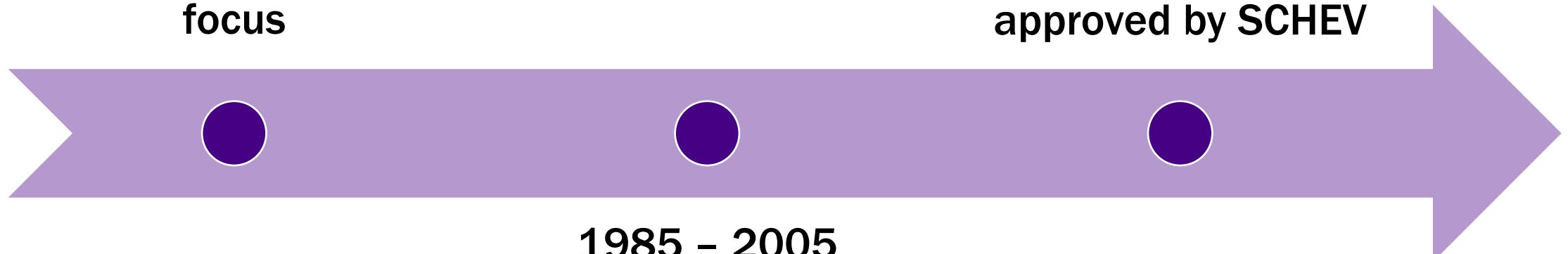
# Honors at JMU: History

**1961**

**Honors Program  
with senior thesis  
focus**

**2016**

**Honors College  
approved by SCHEV**



**1985 - 2005**

**Dr. Joanne Gabbin  
served as first  
Honors Program  
Director**



# Honors at JMU: Mission and Values

To develop a diverse community of inquisitive and aspirational learners from all parts of campus through distinctive and challenging educational experiences.

Our core values are:

Independent, student-centered learning

Interdisciplinary training

Collaboration

Active and informed service and leadership



# Honors at JMU

## Curriculum

Minor in Honors  
Interdisciplinary Studies

Capstone pathways

Undergraduate research  
and creative activity

Pedagogical innovation



Students present at Honors Symposium

# Honors at JMU

## Community

Students from all majors

Honors Housing

Current students, alumni,  
and faculty



Honors staff welcome new students to campus



# Honors at JMU

## Enrichment

Student leadership

Co-curricular programming

Study abroad/away

Scholarship opportunities



# Student Perspective on the Value of Honors Education

**Griff Splan ('24)**

**Major: Biology**

**Minors: Pre-Med, Honors  
Interdisciplinary Studies**

**Madison Honors Leadership  
Council President**

**Hometown: Arlington, Virginia**





# The Value of Honors Education

To students

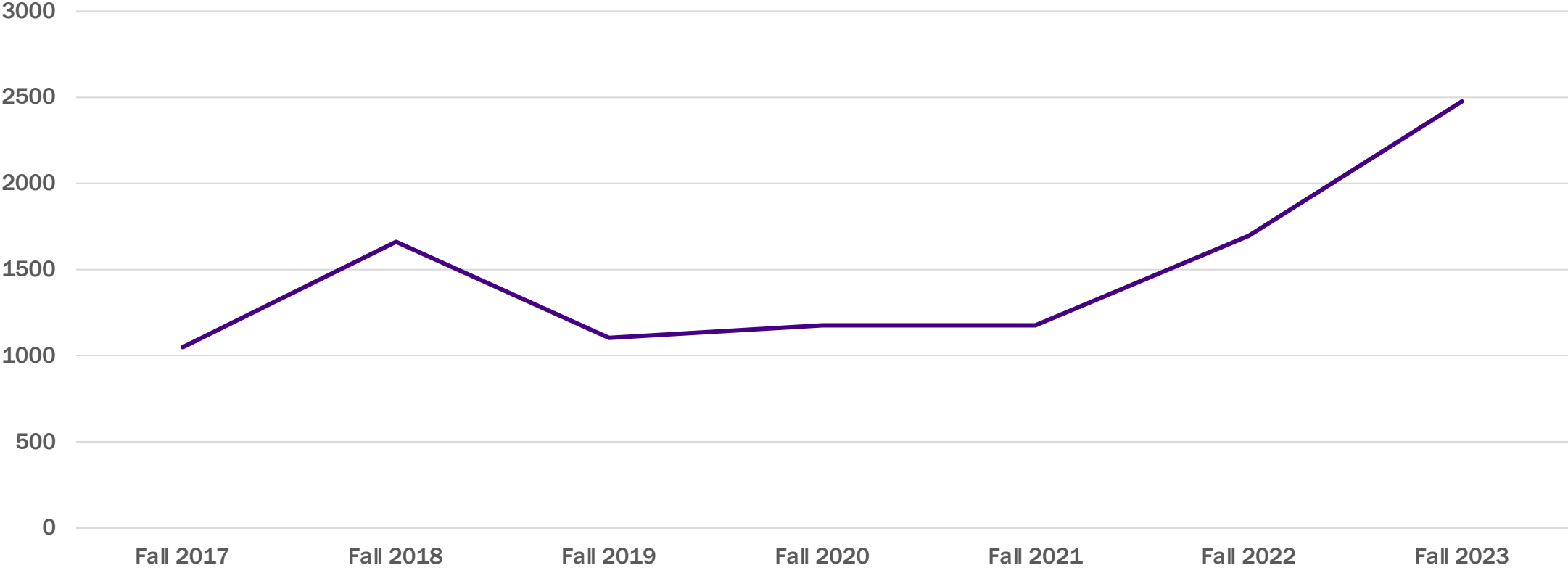
To faculty

To the institution



# Honors Admission Trends

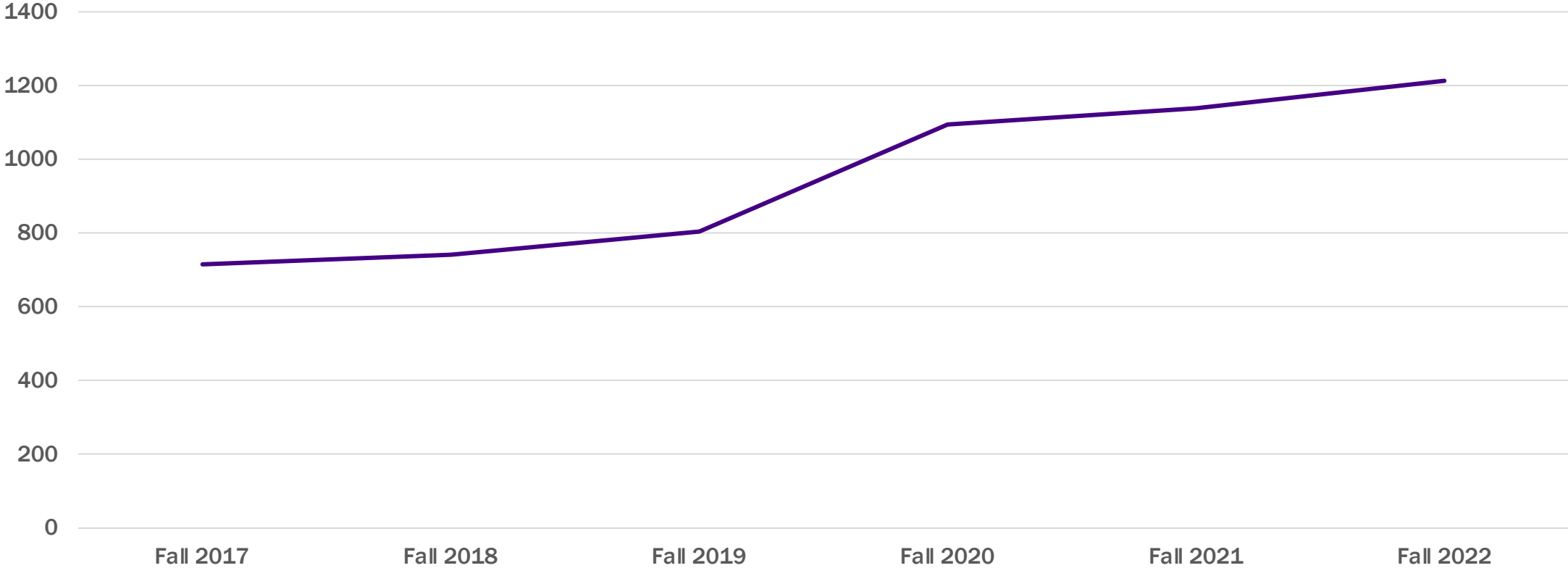
## First-Year Applications





# Honors College Membership Over Time

## Honors College Students





# Snapshot

<b>1125</b> Students pursuing Honors Interdisciplinary Studies Minor	<b>3.52</b> Honors average GPA	<b>9%</b> Pursuing 2 or more majors	<b>54%</b> Pursuing additional minors
<b>637</b> Capstones completed since Fall 2017	<b>101</b> Honors course sections offered in AY 2022-2023	<b>93%</b> 1 <sup>st</sup> year to 2 <sup>nd</sup> year retention (Fall 2021 cohort)	<b>78%</b> 4-year JMU graduation rate (Fall 2018 cohort)





# Questions

# Faculty Handbook

Michael O'Fallon

Associate Vice Provost for Academic Affairs Policy





# Faculty Handbook Committee Members

- **Jennifer Lang-Rigal**, Associate Professor, Department of Foreign Languages, Literatures and Cultures, College of Arts and Letters, *Chair*
- **Gianluca De Fazio**, Associate Professor, Justice Studies, College of Arts and Letters
- **Steve Harper**, Professor, Department of Engineering, College of Integrated Science and Engineering
- **Mark L'Esperance**, Dean, College of Education
- **Smita Mathur**, Professor, Early, Elementary and Reading Education, College of Education
- **Linda Thomas**, Dean, The Graduate School
- **Meg Sander**, University Counsel, *Ex Officio*
- **Michael O'Fallon**, Associate Vice Provost, Office of Vice Provost for Faculty Affairs and Curriculum



# Faculty Handbook Process

## Recommendations for Changes

- Solicited through email (initial and responses)
- Submitted through committee members

## Committee Review of Recommendations

- Fall semester: Collected and reviewed recommendations; accept, decline, modify or refer recommendations to the Faculty Senate
- Spring semester: Presented recommendations to faculty and received comments; revised recommendations as appropriate; recommendations reviewed by President, Provost and Faculty Senate Speaker; presented to the Board of Visitors



# Faculty Handbook Sections

- I. Introduction
- II. Applicability of the Faculty Handbook and Procedures for Change
- III. Faculty Employment Policies and Procedures
- IV. Faculty Role in Governance
- V. History and References
- VI. Constitution & Bylaws of the Faculty Senate



# 2023-24 Proposed Changes

## III. Faculty Employment Policies and Procedures

- Removing Redundant Information
- Providing Clarity to Sections
- Modifying Language
- Revising Processes
- Policy References



# Faculty Handbook

Board of Visitors Approval Required for Adoption



April 20, 2023

Dear James Madison University Board of Visitors,

The Faculty Handbook supplements faculty employment contracts to outline the duties, rights, and responsibilities of faculty members and be a guide for the relationship between faculty members and the university.

### **Faculty Handbook Change Process**

Each year, James Madison University community members can suggest handbook changes for consideration by the Faculty Handbook Committee. The handbook committee, appointed jointly by the provost and speaker of the Faculty Senate, considers each suggestion and identifies those it recommends for inclusion in the next academic year's faculty handbook. The committee's approved changes are posted for university community review and comment.

Upon completion of the public comment period, the committee reviews submitted comments and makes a final determination of which recommendations will be moved forward for review by the president, provost, and speaker of the Faculty Senate. At this stage in the process, the president, provost, and speaker can engage in an open dialogue with the Faculty Handbook Committee regarding the recommendations. Based on these discussions, the president then determines which recommendations will move forward for consideration by the Board of Visitors.

The table in the attached document includes the president's recommended changes to the 2023-24 Faculty Handbook for your consideration and approval. The table columns are:

1. The number assigned to the final recommendation.
2. The Faculty Handbook section of the recommendation.
3. The president's recommended change to the Faculty Handbook. Text to remove is struck through; underlined text is an addition to the Faculty Handbook.

### **Final Recommendations from Academic Year 2021-22**

Twenty-two recommendations are being presented for your review. Twelve of the recommendations were carried over from the 2021-22 academic year, as these recommendations required further discussion among the president, provost and committee. Approval of these recommendations after their conversations is an example of shared governance in action at James Madison University.

### **Categories of Recommendations**

Rationale for the final recommendations can be broadly grouped into five categories:

1. Removing redundant information that is found elsewhere in the faculty handbook. An example is removing the term "satisfactory" in section III.A.2.b.(6) as satisfactory performance is a requirement of all faculty members and is clearly defined in the annual evaluation, promotion, and tenure sections of the Faculty Handbook.
2. Providing clarity to sections that may be viewed as too general. For example, the additional information added to section III.B.3.b. provides greater flexibility in granting affiliated titles to employees in non-academic units and courtesy lecturer or professor titles to faculty.
3. Modifying language to be consistent with university policy. For example, the information added in section III.A.2.b.(17) aligns more closely with Policy 1331, Disabilities & Reasonable Accommodations.
4. Revising processes. An example is adding "dean" as an individual who should receive a faculty member's summary of activities and accomplishments when applying for promotion (section III.E.6.b.(1)) and tenure (section III.E.7.f.(1)).
5. Removing references to university policies that have been archived. For example, Policy 1404, Mediation, in section III.A.26.c. is no longer an active university policy.





### Attendance Policy Creation

Another example of shared governance is the development of an attendance policy. Starting in Fall 2022, the provost convened a task force comprised of Faculty Senate representatives and administrators. Throughout this academic year, task force members collaborated to develop an initial draft of the attendance policy. The policy delivered by the task force was then reviewed and modified by other stakeholders.

At the heart of the policy are agreed upon absences that must be deemed excusable by JMU faculty. They include:

1. Absences required by applicable laws such as Americans with Disabilities Act (ADA) accommodations, court-imposed legal obligations, religious observances, and active military service.
2. Absences for official university functions, including NCAA athletic events and other official university events.
3. Absences for university recognized academic functions where the student is required to attend.
4. Absences for illness and/or medical need.
5. Other absences that are deemed excusable at the discretion of the faculty member.

The policy is in the final stages of review and revision, and thus is not directly referenced in the president's final recommendations. Following its official approval, the attendance policy will replace the attendance policy currently found in section III.A.17. The Provost's Office will gladly provide you with the final policy, if you would like a copy.

### Anticipated Changes

The Faculty Handbook Committee recognized the need for multiple substantive revisions to the Faculty Handbook that will provide clarity and consistency throughout. Based on the committee's recommendation, the provost, Faculty Senate speaker, and handbook committee chair have begun conversations to strategically undertake this process.

I look forward to presenting the final recommendations for your approval at the Academic Excellence Committee meeting on April 20, 2023.

Sincerely,

Michael O'Fallon  
Associate Vice Provost for Academic Affairs Policy  
Office of the Vice Provost for Faculty Affairs and Curriculum

II.E.6.a. Presidential Recommendations to the Board of Visitors for the 2023-2024 Faculty Handbook		
#	Faculty Handbook Section	President's Recommended Change to the Faculty Handbook
1	III.A.2.a. Academic Freedom (Second paragraph)	A faculty member who is acting in the course and <u>normal</u> scope of their <u>employment assigned duties</u> at the university, <u>and in a manner consistent within those responsibilities</u> , is protected by the tenets of academic freedom <del>as long as such action is performed in good faith and in a manner consistent with their responsibilities as outlined in the statement on Academic Freedom within the 1940 Statement of Principles of the American Association of University Professors (AAUP).</del>
2	III.A.2.a. Academic Freedom (Third bullet point under academic freedom)	<del>Protects the faculty member in service to the academic unit, the college, the university, and the faculty member's discipline. Allows the faculty member to engage in service unfettered by unreasonable restrictions imposed by the institution.</del> This <u>freedom</u> is consistent with the university's right to expect productive service from a faculty member and to evaluate and to require improvement (as needed) in the quality and quantity of service activity.
3	III.A.2.b.(6) Academic Responsibility	A faculty member must perform the duties and obligations of their employment with the university in a professional <del>and satisfactory</del> manner.
4	III.A.2.b.(8) Academic Responsibility	A faculty member must pursue <del>excellence and</del> intellectual honesty in all professional matters.
5	III.A.2.b.(12) Academic Responsibility	<del>A faculty member must conscientiously undertake to meet the obligations involved in service and must not allow purely personal agendas or grievances to interfere with their fulfillment of those responsibilities. A</del> <u>faculty member must meet the obligations involved in service, consistent with their assigned responsibilities.</u>
6	III.A.2.b.(17) Academic Responsibility	<del>A faculty member engaged in instruction must make appropriate accommodations for students relating to religious observances and disabilities, and they must abide by Manual of Policies and Procedures, Policy 1331, Disabilities &amp; Reasonable Accommodations. In accordance with Policy 1331, Disabilities &amp; Reasonable Accommodations, a faculty member must implement the ODS accommodations for students with disabilities or promptly contact ODS to engage in the review process if they believe an approved accommodation would fundamentally alter the course or program.</del> Faculty <u>members</u> must make appropriate accommodations for students who are called to military service or jury duty, <u>and for religious observances</u> . It is the responsibility of the faculty member to determine whether or not an adjustment is reasonable for the course. Any class activity which cannot be excused must be noted in the class syllabus. See Faculty Handbook, Section III.A.17. Attendance Policy.
7	III.A.2.b.(21) Academic Responsibility	<del>A faculty member must use their experience and good judgement in supporting their discipline and furthering the university's mission.</del>
8	III.A.2.b.(22) Academic Responsibility	<del>A faculty member must act professionally in voicing any legitimate criticism of the university.</del>

9	III.A.3.a Professionalism	<p><del>Faculty members may embody the concepts of self-discipline and the quest for self-betterment.</del></p> <p><del>By striving for knowledge and understanding, and the effective means to share that knowledge and understanding, they add to the intellectual life of the university, the discipline, and the community. This responsibility calls for recognition by the faculty member of their role as a guardian of intellectual honesty, scholarly excellence, and pedagogical soundness.</del></p>
10	III.A.3.b. Relationship with Students	<p>Faculty members <del>may</del> <u>must</u> respect students' privacy and intellectual pursuits, <u>and</u> act as advisers and mentors for their students. <del>and model behavior and ethics appropriate for students to emulate.</del> They may never take unfair advantage of the student/teacher relationship they have with their students.</p>
11	III.A.3.c. Relationship with Colleagues	<p>Faculty members <del>may</del> <u>must</u> treat their colleagues and others with respect and may fulfill their responsibilities to assess their colleagues' performance honestly and without prejudice. <del>They have a duty to shoulder their fair share of the task of serving the academic unit, the college, the university, and their discipline.</del></p>
12	III.A.17. Attendance Policy	<p>Instructors must provide an attendance policy for each course. The attendance policy must state any mandatory, unrepeatable components of the course, and the expected procedure for requesting and obtaining approval for scheduled absences. <u>Any class activity which cannot be excused must be noted in the class syllabus.</u></p> <p>i. <u>In accordance with Policy 1331, Disabilities &amp; Reasonable Accommodations, a faculty member must implement the ODS accommodations for students with disabilities or promptly contact ODS to engage in the review process if they believe an approved accommodation would fundamentally alter the course or program.</u></p> <p>ii. <u>Faculty members must make appropriate accommodations for students who are called to military service or jury duty, and for religious observances. It is the responsibility of the faculty member to determine whether or not an adjustment is reasonable for the course.</u></p> <p>iii. Faculty must make reasonable adjustments for students who are ill, have family emergencies, or serve as duly authorized representatives of the university at some event. It is the responsibility of the faculty member to determine whether or not an adjustment is reasonable for the course. <del>Any class activity which cannot be excused must be noted in the class syllabus.</del></p> <p><del>A faculty member engaged in instruction must make appropriate accommodations for students relating to religious observances. A faculty member engaged in instruction must make appropriate accommodations relating to student disabilities. Faculty must make appropriate</del></p>

		<del>accommodations for students who are called to military service or jury duty.-</del>
13	III.A.26.c. Mediation	If in the opinion of the AUH the complaint is an appropriate subject of mediation between the person bringing the complaint and the faculty member against whom the complaint is filed, the AUH may recommend mediation <u>through Human Resources.</u> <del>of the matter under Manual of Policies and Procedures, Policy 1404, Mediation.</del>
14	III.B.3.b. Affiliate Faculty	Affiliate Faculty, <u>Professor or Lecturer (or rank within those bands) Individuals holding a primary appointment in one academic unit may hold affiliate status in additional academic units, at the option of the additional academic unit. These are courtesy titles granted to individuals holding a primary appointment in another unit within the university at the discretion of the granting academic unit.</u> This Affiliate status is normally associated with teaching, scholarship, or service functions performed in the additional academic unit. Affiliate status will be determined by mutual consent of the <del>academic</del> units and the <u>affiliated</u> faculty member, but may be withdrawn at the <del>option</del> <u>discretion</u> of the <u>granting</u> academic unit. The details of the affiliation with additional academic units <del>may shall</del> be communicated in <u>writing a letter of appointment</u> , so that the <u>affiliated</u> faculty member's voting rights and responsibilities in the additional academic unit, evaluation procedures, <del>assignment of duties, etc.-</del> <u>and assignment of duties</u> are clearly defined. <u>The affiliated designation does not constitute a faculty appointment in its own right and does not confer faculty rights and privileges other than those conveyed in the letter of appointment, nor does it automatically grant additional remuneration.</u>
15	III.E.4.g. Appeal (Title of section)	<u>Annual Evaluation</u> Appeal <u>Procedures</u>
16	III.E.4.k. Unsatisfactory Evaluation of Tenured Faculty (First paragraph)	In those cases in which a tenured faculty member's overall annual performance is evaluated as unacceptable, the faculty member may appeal the evaluation to the dean within <del>five</del> <u>seven</u> days, by providing a written document outlining the reasons for the overall evaluation to be modified. The dean may either uphold the overall evaluation or modify it. The decision of the dean is final, and may not be appealed.
17	III.E.6.b.(1) Promotion in Academic Rank (First paragraph)	The faculty member may apply for promotion, or the AUPAC or AUH may nominate a faculty member for promotion. Written intent to apply or nomination must be made by Sept. 1 to the AUH. The faculty member must be informed if the AUPAC or AUH has nominated the faculty member, and must have the option to accept or decline the nomination without prejudice. The faculty member who wishes to be considered for promotion must submit a summary of activities and accomplishments in the areas of teaching, scholarly achievement and professional qualifications, and professional service to the <u>Dean</u> , AUH, and AUPAC by Oct. 1. Failure by the faculty member to submit a summary of activities and accomplishments by the Oct. 1 deadline must constitute a refusal of a nomination or withdrawal of an application, and no consideration of promotion is required.
18	III.E.7.f.(1) Tenure (First paragraph)	A faculty member in the penultimate year of the probationary period must apply for tenure and submit a summary of activities and accomplishments in the areas of teaching, scholarly achievement and professional

		qualifications, and professional service to the <u>Dean</u> , AUH, and AUPAC by Oct. 1.
19	III.E.7.f.(2) Tenure	Withdrawal from tenure consideration in the penultimate year of the probationary period will be considered resignation effective at the end of the probationary period, and no further applications for tenure may be submitted in the <u>academic unit (AU)</u> ?
20	III.E.7.f.(5) Tenure	The recommendations must be submitted to the dean by Nov. 15, and a copy of both recommendations must <u>concurrently</u> be provided to the faculty member. After the dean has received both the AUPAC and AUH recommendations, the dean must provide a copy of the AUPAC recommendation to the AUH and a copy of the AUH recommendation to the AUPAC.
21	III.F.3.j. Faculty Appeals Committee (Second bullet point)	<del>For an RTA faculty member, grounds for appealing a nonrenewal are limited to academic freedom violations.</del>
22	III.F.3.j. Faculty Appeals Committee (First bullet point – due to elimination of recommendation #21 above)	For <del>a</del> tenure-track <u>and RTA</u> faculty members, grounds for appealing a nonrenewal are limited to failure of the university to follow its procedures or unreasonable or improper bases for nonrenewal, including academic freedom violations.

# Faculty Senate Report

Kathy Ott Walter, Speaker



## **Faculty Senate Board of Visitors Written Report April 20<sup>th</sup> & 21<sup>st</sup> 2023**

### **February 2023**

#### **Committee Reports**

- Academic policies – reviewing and suggesting changes to policies.
- Faculty concerns - continuing to work through a variety of concerns.
- Adjunct affairs – actively recruiting adjunct senators for next year.
- Budget and compensation – No report
- Nominations and elections – recruiting senators for next year
- Faculty appeals – no report
- Student relations – exploring the ASL as a foreign language option

#### **Resolutions/Motions**

##### First Reading

- Resolution in Solidarity with Those Impacted by the Earthquake in Türkiye and Syria

##### Sent to Committee

- Statement in Support of the Letter in Response to the Holocaust Remembrance Controversy was sent to the faculty concerns committee for further conversations.

##### In Debate

- Resolution of Condemnation of Recent Actions of JMU's Provost received one amendment suggestion that was accepted (22 accepted amendment, 17 did not accept amendment, and 7 abstentions).

##### Vote

- Resolution to Revise Election Procedures for Adjunct Faculty Senators passed (42 in support of resolution, 2 not in support, and 1 abstention)

#### **Special Meeting held 3/2**

A special meeting was called by over 20% of the faculty senators to set aside time to read the student evaluations of teaching resolution and to discuss the resolution regarding transparency and accountability of A&P appointments within the Division of Academic Affairs.

## Resolutions/Motions

### First Reading

- Resolution on Use of Student Course Evaluations in the Assessment of Teaching

### Vote

- The A & P resolution passed with 85% in support (39 in support, 3 not in support, and 4 abstentions).

Since the passing of the A & P resolution a new joint task force was formed by the Provost and speaker. This task force is charged with assessing

“current JMU administrative and professional (A&P) faculty hiring processes within the Division of Academic Affairs and make suggestions related to the creation of formalized guidelines, effective August 2023.

The AA A&P Faculty Hiring Guidelines Task Force has the following responsibilities:

- Review and understand the variety of positions classified as A&P within Academic Affairs (213 distinct positions as of 2022-23) and evaluate their unique attributes
- Review and understand the current Academic Affairs A&P faculty recruitment and hiring guidelines, incorporating all relevant laws, statutes and policies
- Assess and provide recommendations pertaining to Academic Affairs A&P faculty hiring, from the creation of the position to the point of offer and closing the search, considering the variety of position types and their unique attributes
- Consider the three recommendations included in the Faculty Senate Resolution (first reading at Faculty Senate, January 26, 2023) regarding transparency and accountability of A&P appointments within Academic Affairs.

The Provost’s Office will review the task force recommendations and consult with the Academic Council and Faculty Senate Steering Committee as needed upon receipt of the recommendations. The Provost’s Office will make a final determination on formalizing guidelines after review and consultation with Human Resources and University Counsel to ensure consistency with policy and legal guidelines and considerations”

(<https://www.jmu.edu/academic-affairs/committees-and-taskforces/jfspaaapfhr.shtml>).



**March 2023**

**Core Curriculum Appraisal Task Force Presentation**

Dr. Fletcher Linder spoke to the senate on behalf of the core curriculum appraisal task force.

“The charge of the task force includes goal one, objective four of the Academic Affairs Strategic Plan which identifies renewal of the General Education Program (GEP) as a high priority. With the GEP Academic Program Review (APR) report and response in hand, the Provost Leadership Team affirms its commitment to renewal and to providing “all undergraduates with a high-quality liberal education program.”

To these ends, the Provost has appointed the Core Curriculum Appraisal Task Force to lead the division through a process of consultation, discernment and innovation. Curriculum is primarily vested with the faculty and developed through shared governance processes. This task force will facilitate broad collaboration and has the following responsibilities:

1. Use the 2021-22 APR to develop recommendations for facilitating discussion among faculty and other stakeholders for revising and renewing JMU’s core curriculum to better incorporate contemporary expectations for the liberal arts and sciences.
2. Identify and work with an external consultant to facilitate campus engagement and help us assess the university’s curricular needs.
3. Advise academic leaders on expanded communication and messaging about the General Education program’s role in JMU’s unique blend of liberal arts, research and professional education.
4. Analyze staffing levels needed to meet SCHEV base adequacy guidelines, with the possibility of strategic growth in full-time instructional positions to support the instructional needs of our core curriculum”

<https://www.jmu.edu/academic-affairs/committees-and-taskforces/corecurriculumappraisaltf.shtml>).

Fletcher presented the senate with a timeline and asked for our support in promoting the task forces survey to generate faculty input. They are adding additional faculty members to the task force and have included, in the responsibilities, more discussion with faculty and stakeholders.

## **Committee Reports**

Motion to suspend rules to skip committee reports and move to new business was moved, seconded, and voted (44 yes, 2 no, 1 abstention).

## **Resolutions/Motions**

### First Reading

- Resolution Regarding the Dissolution of the Provost's Core Curriculum Appraisal Task Force
  - Motion to remove from consideration moved, seconded, and vote called
- Resolution Eliminating Term Limits for Faculty Senators

### Vote

- Resolution in Solidarity with Those Impacted by the Earthquake in Türkiye and Syria

### In Debate

- Resolution of Condemnation of Recent Actions of JMU's Provost received a second amendment suggestion that was accepted (26 accepted amendment, 16 did not accept amendment, 4 abstentions)

Motion to end the meeting was put forward and seconded prior to completing the agenda. We will discuss the unfinished resolution at the April meeting.

### Unfinished

- Resolution on Use of Student Course Evaluations in the Assessment of Teaching

## **Special Meeting to be held on 4/13**

A special meeting was called by over 20% of the faculty senators to set aside time to discuss the Resolution of Condemnation of Recent Actions of JMU's Provost. Update will be in the speaker's oral report.

# **Advancement and Engagement Committee**

April 20, 2023



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# THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Advancement and Engagement Committee  
Thursday, April 20, 2023  
Allegheny Room  
2:45 p.m.

## Agenda

1. Approval of Minutes\* – February 9, 2023
2. Fundraising Report  
Dillon Thomas, Athletics Development Officer  
Jeff Gilligan, Associate Vice President for Development
3. VP Update  
Nick Langridge, VP for University Advancement
4. Enrollment Marketing  
Chris Meyers, Director of Enrollment Marketing
5. Spring Events  
Whitney Sajko, Director of Donor Relations  
Justin Roth, Associate Director of Digital Marketing
6. Madison Trust  
John Meck, Director of Corporate and Foundation Relations  
Karen Risch-Mott, Grant Writer
7. Government Relations Engagement Strategies  
Caitlyn Read, Director of State Government Relations
8. Closed Session

\*Action Items

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**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, February 9, 2023. Mr. Craig Welburn called the meeting to order at 2:45 p.m.

**PRESENT:**

Edwards, Terrie  
Jankowski, Maria  
Rothenberger, John  
Stoltzfus, Michael  
Welburn, Craig, Chair

**OTHERS PRESENT:**

Ali, Iam, Valley Scholars Student  
Bradley, Miriam, Assistant Vice President for Principal Relations Development  
Brock, Pam, Senior Director of Marketing  
Campbell, Cannie, Associate Vice President for Constituent Engagement  
Carter Hoyt, Malika, Vice President for Diversity, Equity and Inclusion  
Funkhouser, Savanna, Assistant Director, State Government Relations  
Gilligan, Jeff, Associate Vice President for Development  
Imbala, Pierre, Valley Scholars Student  
Jordan, Deborah, Associate Vice President for Advancement Information Services  
Langridge, Nick, Vice President for University Advancement  
Perrine, Andy, Associate Vice President for University Communications and Marketing  
Read, Caitlyn, Director of State Governmental Relations  
Shala, Ahmet, International Liaison  
Smith, Sheila, Associate Vice President for Advancement Planning and Operations  
Thomas, Dillon, Athletics Development Officer  
Vass, Mary Hope, Executive Director of Communications

**APPROVAL OF MINUTES**

The minutes of the November 17, 2022 meeting were brought before the committee and approved as presented on a motion by John Rothenberger, seconded by Michael Stoltzfus.

**FUNDRAISING REPORT**

Dillon Thomas presented Athletics Funds Raised to Date numbers, he stated that \$2.1 million had been committed for FY23.

Jeff Gilligan reported that through January 20, 2023 \$15.5 million had been committed for FY23.

Corporate and Foundation Relations is in the best spot at \$7.5 million with Strategic Gifts at \$2.9 million, and Annual Giving at \$1.6 million.

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## VICE PRESIDENT'S UPDATE AND STUDENT SCHOLARS

Nick Langridge shared that there is a current feasibility study underway to assess the need for a campus in Northern Virginia. He told the committee that hiring and training are currently underway working toward the next campaign. Enrollment numbers have neared 37,000 total applications with out of state and first-generation student applicant reaching an all-time high. One milestone of note is that the first cohort of Valley Scholars will be graduating this May. Nick introduces Pierre Imbala and Iam Ali who are both current Valley Scholars. They share their impactful stories of being immigrants and first-generation students.

## CRM UPDATE

Debbie Jordan presented information on the recent contract agreement with Salesforce. The university has been in a looking at a new campus wide CRM since the spring of 2019 when Advancement began gathering information for a new system. Salesforce offered the most comprehensive cross campus platform that offers a wide variety of applications. The university will begin working immediately with Salesforce to bring the Advancement, Events, and Advising on line in the next 18 months.

## REACHING NEW HEIGHTS

Cannie Campbell reported that this year, JMU is shifting and reconceptualizing Giving Day for 2023 to *Reaching New Heights*, a week-long flash campaign instead of a 24-hour event (Feb. 19-24.) It will be a multi-channel, multi-day campaign that asks JMU constituents to support an area(s) of their choice in celebration of the New Heights the university has reached during the 8-year *Unleashed* campaign. Join us in seizing upon the university's exciting recent achievements – the successful conclusion of the *Unleashed* campaign, our R2 Carnegie Classification, and the Sun Belt Conference successes to name a few!

## CRISIS COMMUNICATION

Mary-Hope Vass gave an overview of considerations, approaches, and best practices when communicating during a crisis.

The meeting adjourned at 4:11 p.m.

Respectfully submitted,

---

Craig Welburn, Chair

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Donna L. Harper, Secretary to the Board

# Fundraising Report

Jared Lowry, Athletic Development Officer

Jeff Gilligan, Associate Vice President for Development





# Development Update

## By Fiscal Year YTD

	2019	2020	2021	2022	2023
Duke Club Seat Contribution	\$968,917	\$347,125	\$246,101	\$576,782	\$914,155
Proud and True Fund	\$765,117	\$783,312	\$1,348,055	\$1,827,370	\$1,979,276
Athletics Restricted	\$447,443	\$297,747	\$233,900	\$248,805	\$662,704
Athletics Capital	\$910,338	\$766,185	\$924,335	\$398,574	\$255,171
Athletics Endowed	\$88,984	\$331,884	\$126,496	\$162,930	\$257,361
Event Contribution Restricted	\$0	\$0	\$1,650	\$0	\$13,632
<b>Total</b>	<b>\$3,180,799</b>	<b>\$2,526,253</b>	<b>\$2,880,537</b>	<b>\$3,214,461</b>	<b>\$4,082,300</b>

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

Current FY Annual Fund Dollars: \$2,893,432

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

Percent of Goal: 67%

## Total Unique Athletics Donors by Fiscal YTD

*Includes unique households*

2019	2020	2021	2022	2023
3,513	2,813	2,692	3,350	4,250





## Funds Raised to Date

Compressed

07/01/2022 - 04/07/2023

Provided by:  
AIS/Data Analysis & Reporting



Fund Raised Program - Compressed	FY 2023	FY 2022	FY 2021	FY 2020	FY 2019
PRD/Strategic Gifts	\$3,821,644	\$4,661,697	\$8,000,289	\$6,155,176	\$8,426,943
Corp/Found	\$9,219,244	\$11,344,549	\$3,219,884	\$3,107,649	\$2,516,138
All Athletics	\$4,694,828	\$4,518,392	\$2,913,933	\$1,989,410	\$3,113,390
Annual Giving	\$2,261,317	\$2,582,902	\$2,210,245	\$2,068,517	\$2,349,953
Organization Annual Gifts	\$394,428	\$334,773	\$278,745	\$347,651	\$368,373
Matching Gifts	\$303,194	\$358,865	\$371,591	\$342,939	\$352,270
Realized Planned Gifts	\$513,121	\$320,460	\$759,513	\$297,906	\$453,493
<b>Above Sub-Total - Total</b>	<b>\$21,207,775</b>	<b>\$24,121,639</b>	<b>\$17,754,199</b>	<b>\$14,309,247</b>	<b>\$17,580,560</b>
WMRA Gifts	\$615,615	\$632,537	\$637,935	\$551,205	\$578,013
<b>WMRA Total - Total</b>	<b>\$615,615</b>	<b>\$632,537</b>	<b>\$637,935</b>	<b>\$551,205</b>	<b>\$578,013</b>
<b>Above - Total</b>	<b>\$21,823,391</b>	<b>\$24,754,176</b>	<b>\$18,392,134</b>	<b>\$14,860,452</b>	<b>\$18,158,573</b>
Conditional Pledges	\$3,916,820	\$6,680,412	\$18,516,215	\$6,029,002	\$2,788,904
Non-charitable Sponsorship Commitments	\$13,782	\$90	\$7,558	\$3,500,000	\$0
<b>Below Sub-Total - Total</b>	<b>\$3,930,602</b>	<b>\$6,680,502</b>	<b>\$18,523,774</b>	<b>\$9,529,002</b>	<b>\$2,788,904</b>
<b>Below - Total</b>	<b>\$3,930,602</b>	<b>\$6,680,502</b>	<b>\$18,523,774</b>	<b>\$9,529,002</b>	<b>\$2,788,904</b>

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



# Pipeline

As of April 5, 2023

**Pre solicitation: 82 proposals = \$7,398,260**

**Solicitation proposals: 86 proposals = \$13,925,946**

**Closed Major Gifts: 104 for \$17,677,537**

# Vice President's Update

Nick Langridge, Vice President for University Advancement



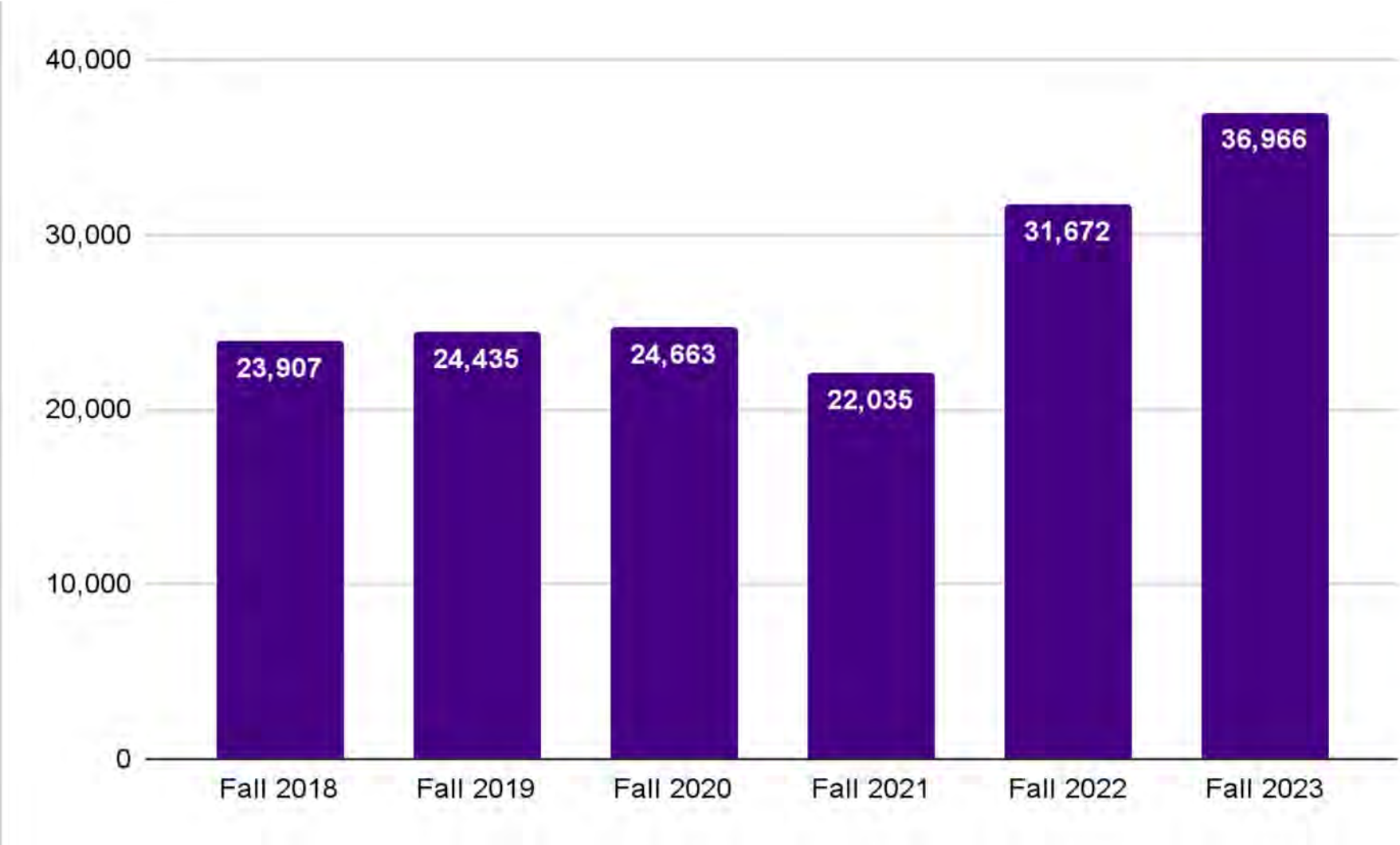
# Enrollment Marketing

Chris Meyers, Director of Enrollment Marketing





# Total First-Year Undergraduate Applications





# Application Growth

Contributing factors lead by JMU divisions

- Joining the Common App  
*Access and Enrollment Management*
- Joining the Sun Belt Conference  
*Intercollegiate Athletics*
- Becoming an R2 National University  
*Academic Affairs*
- Expanding university advertising  
*Advancement*





# Application Growth

Contributing factors lead by JMU divisions

- **Joining the Common App**  
*Access and Enrollment Management*
- **Joining the Sun Belt Conference**  
*Intercollegiate Athletics*
- **Becoming an R2 National University**  
*Academic Affairs*
- **Expanding University Advertising**  
*Advancement*



# Advertising Strategies

- Print ads
- Billboards and out-of-home ads
- College search sites
  - Premium profiles
  - Sponsored ads/listings
  - Triggered emails
  - Purchased names
- Digital advertising campaigns

**JMU** JAMES MADISON UNIVERSITY

**OWNING THE FUTURE**

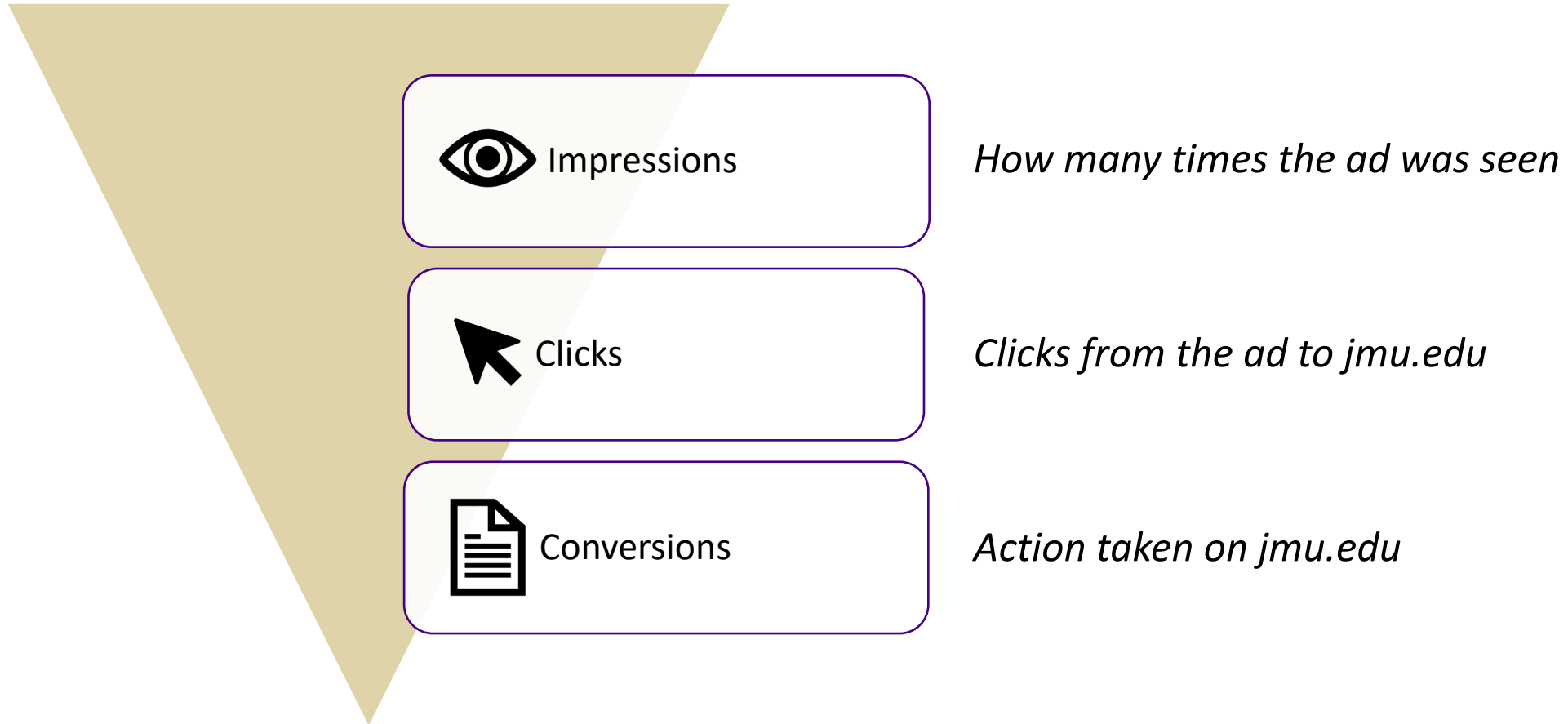
JMU professors put students first. It's been that way since our doors opened in 1908. This special attention is part of why JMU is the **#1 Best College in Virginia for Getting a Job** for four straight years, according to Department of Education stats compiled by Zippia. Faculty know their students. The connections that are made here catapult JMU graduates to better careers.

To learn more about the Madison Experience from some of our amazing students, visit [j.mu/learn](https://j.mu/learn)

**BEING THE CHANGE**

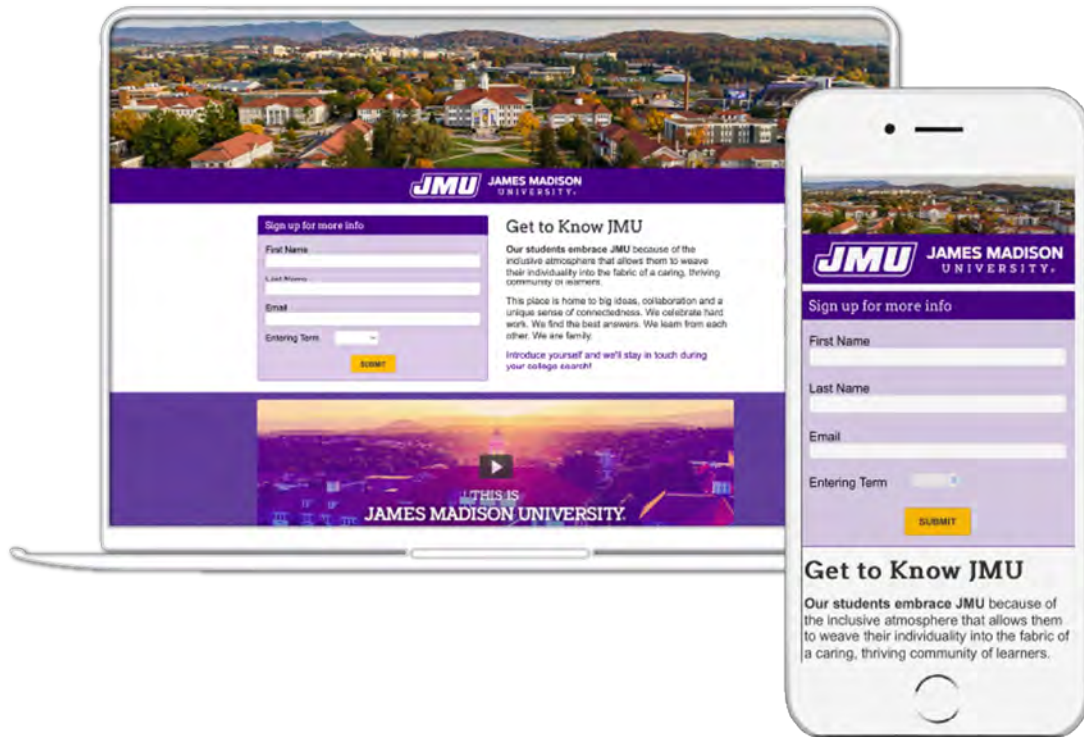


# Digital Advertising Analytics



# Campaign: Lead Generation

*Goal: JMU awareness and lead form completion*



- Run: August 28 - November 30
- Results:
  - Google Paid Search
    - 145K Impressions
    - 38K Clicks
    - 18K Conversions
  - Facebook, Instagram
    - 8M Impressions
    - 14K Clicks
    - 592 Conversions

# Campaign: Events

*Goal: Register to attend*

## Regional Receptions (NY, NJ)

- Run: Oct. 9 – Oct. 23
- Results (Snapchat, Instagram Facebook):
  - 921K Impressions
  - 3,005 Clicks
  - 50 Conversions



## Fall Academic Open House

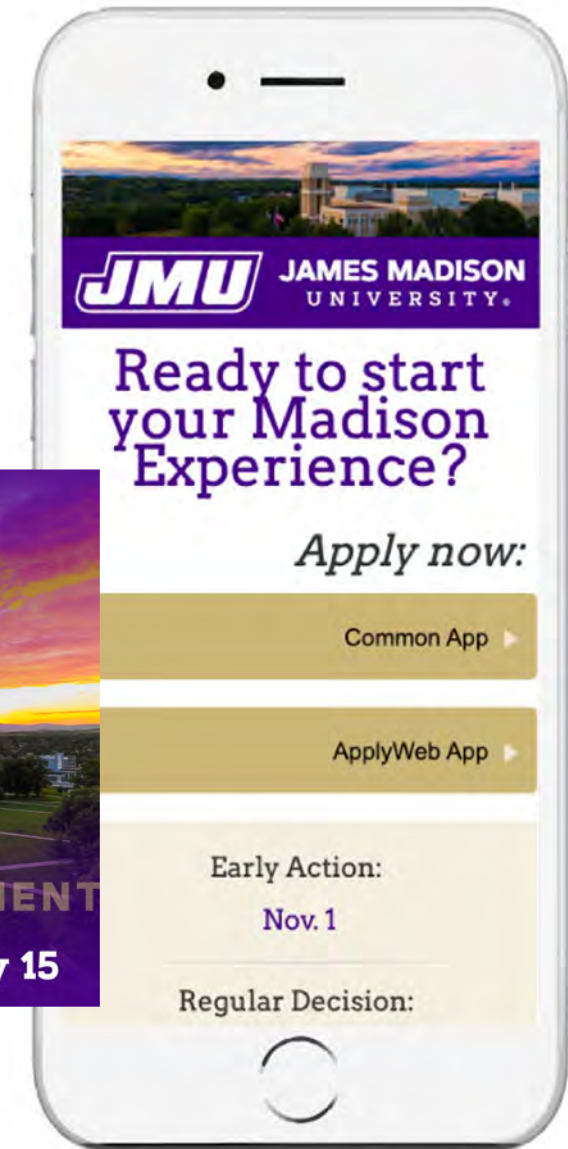
- Run: Sept. 19 – Nov. 12
- Results:
  - Snapchat, Instagram, Facebook
    - 1.9M Impressions
    - 6,143 Clicks
    - 160 Conversions
  - Spotify
    - 138K Impressions
    - 293 Clicks



# Campaign: Application Generation

*Goal: Apply to JMU*

- Run: September 21 - January 15
- Results (Snapchat, Instagram, Facebook):
  - 2M Impressions
  - 9,349 Clicks
  - 1,197 Conversions





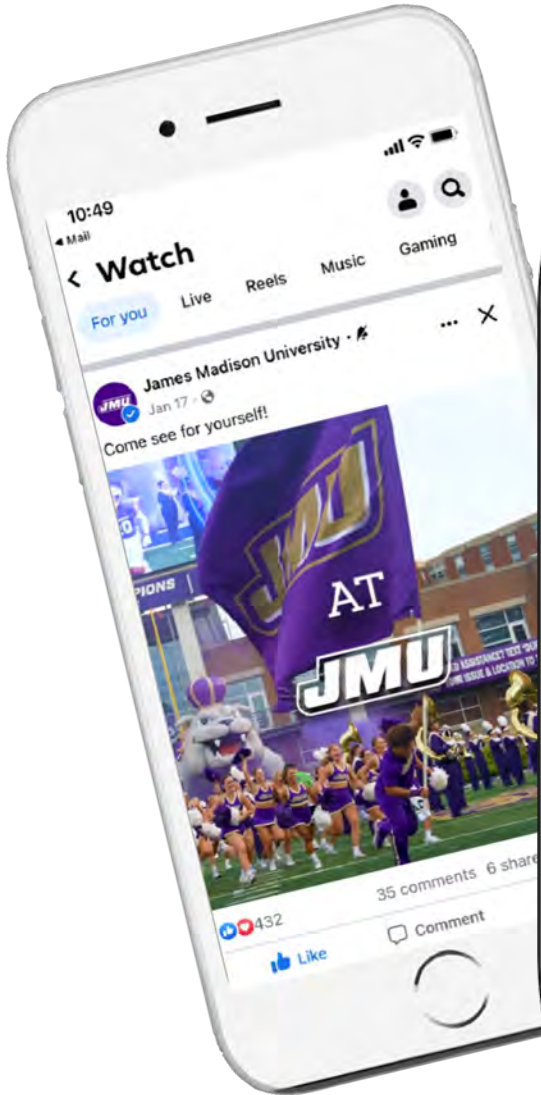
## Campaign: Admit Yield

*Goals: Attend CHOICES, Pay deposit, Engage*

- Run: January 18 - Present
- Results (Snapchat, Instagram, Facebook, YouTube, Display ads):
  - 1.1M Impressions
  - 11,545 Clicks
  - 3,133 Conversions

Compared to last year





**BOARD OF VISITORS**





# Campaign: Admit Yield

*Goals: Attend CHOICES, Pay deposit, Engage*

Why is CHOICES so important?

Compared to last year



# Post-CHOICES Eval Survey

*February 2023 Survey (372 respondents)*

## Where does JMU fall on your college list?

**Before CHOICES, JMU**  
ranked:

- First for 180 students
- Second for 100 students
- Third for 57 students
- Fourth or lower for 35 students



**After CHOICES, JMU**  
ranked:

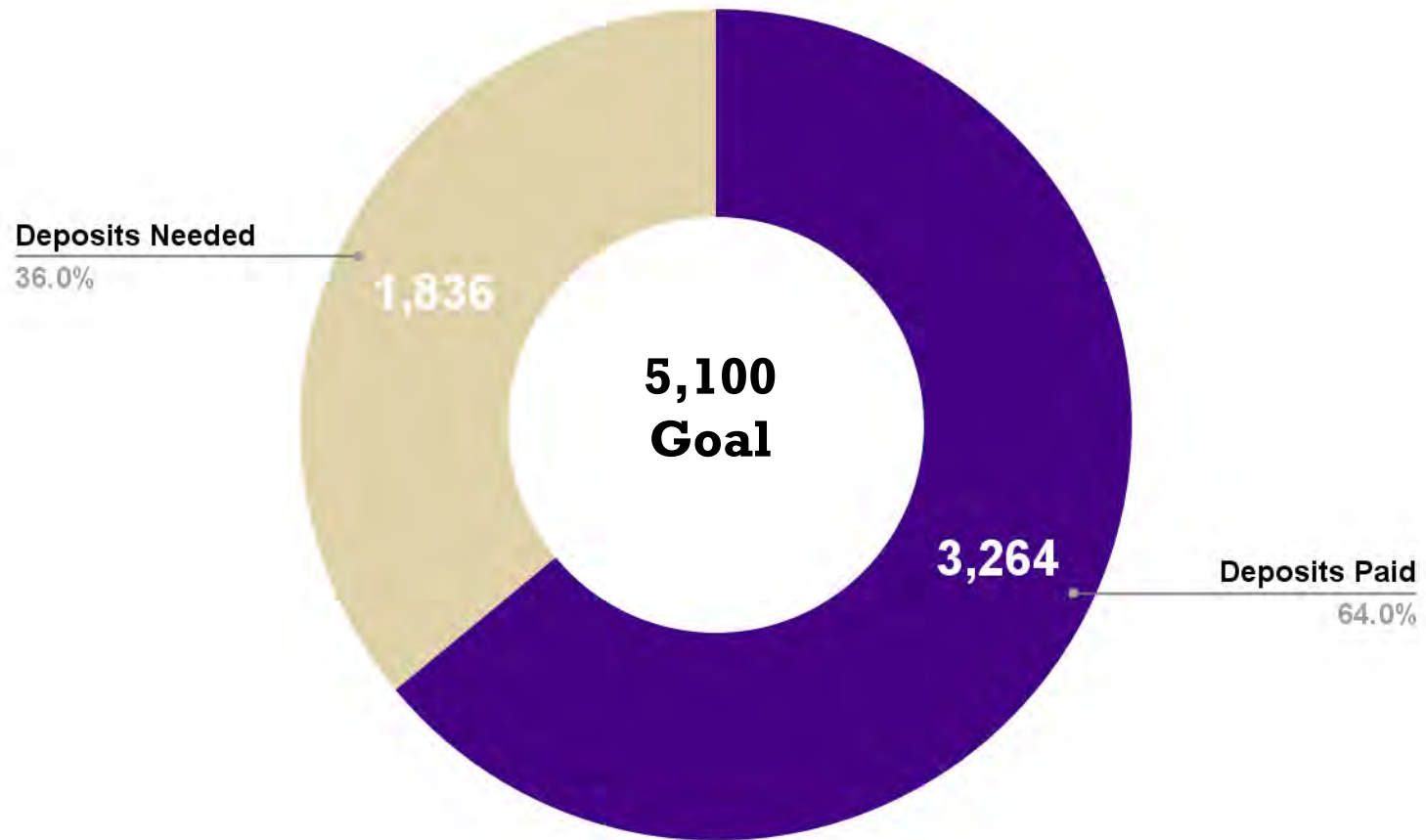
- First for 245 students
- Second for 94 students
- Third for 25 students
- Fourth or lower for 8 students





# Class of 2027 Enrollment

as of 4/6/2022



# Future of Digital Marketing



- More video ads
  - Less polished videos for TikTok/Snapchat
  - YouTube ads and shorts
  - Connected TV (Ex: Hulu)
- Under 18 privacy restrictions
  - Parent Data matching
- Keeping up with trends
  - TikTok
  - Influencers

# Spring Events

Whitney Sajko, Director of Donor Relations  
Justin Roth, Associate Director of Digital Marketing





# UNIVERSITY ADVANCEMENT



*Spring Events 2023*





# REACHING NEW HEIGHTS

FEB 19-24





*Dedication of the*

# REDDIX CENTER FOR FIRST GENERATION STUDENTS

In the Student Success Center  
February 24 - 25, 2023







# WILLIAMSBURG CHAPTER

ABBY'S BOOK CLUB  
February 25, 2023





# ALUMNI AWARDS

March 10, 2023



**BOARD OF VISITORS**



# ANNUAL STEWARDSHIP LUNCHEON

March 24, 2023





# SPRING PARENTS COUNCIL MEETING

March 24 - 25, 2023



**BOARD OF VISITORS**





# CHOICES – SHOWCASE FAIR

February 18, March 31, and April 14, 2023

Parents Council



**BOARD OF VISITORS**

# WOMEN FOR MADISON

Brunch on the Bases

April 15, 2023



**JMU**

*brunch*

**ON THE BASES**



# BLUESTONE REUNIONS

April 21-23, 2023



**BOARD OF VISITORS**





# JMU SIBS & KIDS

April 22, 2023







# VALLEY SCHOLARS EVENTS

Etiquette Luncheon

April 25, 2023

Graduation Celebration

May 4, 2023





# WOMEN FOR MADISON



Women Who Amaze Summit  
May 19-21, 2023

**BOARD OF VISITORS**





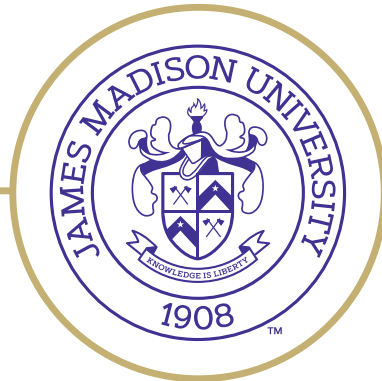


zoom

YouTube

# Madison Trust

John Meck, Director of Corporate and Foundation Relations  
Karen Risch-Mott, Grant Writer







Madison Trust

10<sup>TH</sup>  
ANNUAL



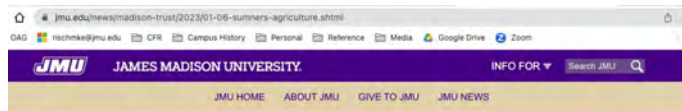
# 2014 to 2023

- 100+ projects presented by 200+ JMU innovators
- 400+ donors invested \$1 million+
- Greater diversity of presenters and philanthropic investors, including academic disciplines represented and supported
- Even bigger and bolder ideas expected as we move forward as an R2 institution

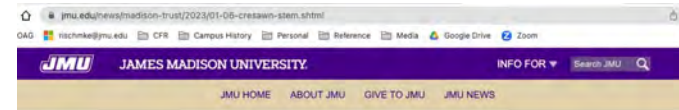


# Demonstrating the impact

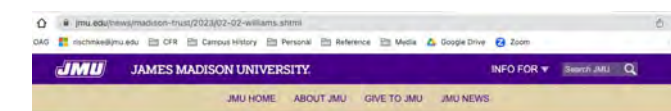
- Featured innovators and philanthropic investors
- Promoted via email, social media, and direct mail
- Linked to <http://j.mu/ignite> to drive registration



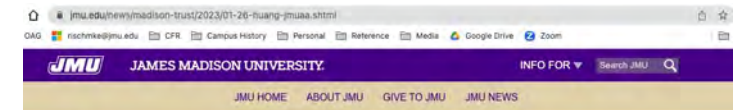
**SUMMARY:** Susan and Mark Sumner and their children, both JMU alumni, are shaping the university's direction and impact through Madison Trust.



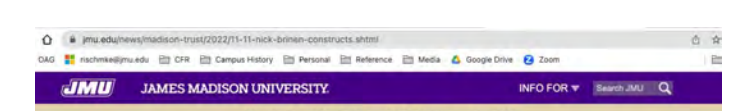
**SUMMARY:** How did Kerry Cresawn ('98) turn her STEM-in-a-station-wagon program into a breakthrough camp bringing hundreds of Virginia high school students to JMU to engage with faculty in world-class labs as they build high-tech controllers, bioplastics, plus prosthetic arm prototypes? Passion. And Madison Trust.



**SUMMARY:** In 1952, a college scholarship brought Jeannette Williams to Harrisonburg, Virginia. When funds fell short for continuing, a faculty member stepped in. She finished with a bachelor's degree in 1956 and went on to complete graduate studies, too, earning her doctorate in 1971. Now retired after a career in education, Williams gives back by funding Madison Trust projects she believes sustain the special JMU student-faculty interaction that changed her path — and her future.



**SUMMARY:** Representing the JMU Alumni Association at the 2022 Madison Trust, Wei Huang expected to have fun. What he didn't expect was to be so inspired by these projects that he'd chip in his own money, too.



**SUMMARY:** Nick Brinen leads a project to repurpose discarded trees to design and build community projects.



# **Madison Trust**

**March 11, 2023**

- 37 attendees
- 17 in person and 20 online
- 20 returners and 17 first timers (including 2 GOLD)
- 508 views on YouTube
- Year 4 of all projects receiving funding
- Total amount raised for 2023 projects as of 4/5: \$140,000



**DUKES FUNDER** Crowdfunding Home Log In

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**JMU Madison Trust**

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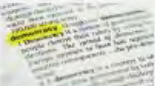




**\$20,705** BUDGET RAISED **23** GIFTS RECEIVED

Our 85th annual Madison Trust funding event took place on the JMU campus and online March 15, 2023. [Watch a replay of the livestream on YouTube.](#)

Select your favorite projects or the [Madison Trust general fund](#) to make a gift, and you're helping revolutionize at JMU. Your support boosts these projects and inspires more like them.

To stay up to date on what's happening with these and other Madison Trust projects, please follow us on social media: Facebook, LinkedIn, or Twitter (@MadisonTrust).

11 Projects

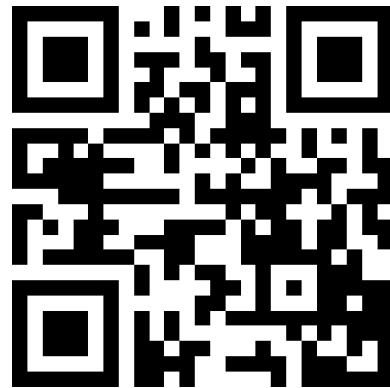
 <p><b>Madison Trust general fund</b></p> <p>By 11 donors</p> <p>Provide seed money to fund research on all JMU support-recipient faculty &amp; staff projects.</p> <p><b>8%</b> 8 2028 Funded Donors Days left</p>	 <p><b>MT22 Think Outside the Box</b></p> <p>By 61 donors</p> <p>Improve student involvement by educating all young people about mentoring, writing, and reading (COM, Communication and Advertising).</p> <p><b>13%</b> 2 342 Funded Donors Days left</p>	 <p><b>MT22 Radio Show about the Local Environment</b></p> <p>By 7 donors</p> <p>Provide a platform to host up to 342 students and all other COMA radio show staff to connect with the community (COM, B.S. Foundations and Early Childhood).</p> <p><b>4%</b> 1 342 Funded Donors Days left</p>
 <p><b>MT22 JMU ArtMobile</b></p> <p>By 11 donors</p> <p>Increase community access to JMU's award-winning art and design programs (COM, School of Creative Practices).</p> <p><b>11%</b> 3 342 Funded Donors Days left</p>	 <p><b>MT22 Teachers Debate Institute</b></p> <p>By 61 donors</p> <p>How teachers in Kentucky can access needed resources for teaching American history and culture (College of the Humanities).</p> <p><b>8%</b> 1 342 Funded Donors Days left</p>	 <p><b>MT22 Mitigating Misinformation on Social Media</b></p> <p>By 11 donors</p> <p>Expand research on digital communication from a single semester and into a year-long research initiative on social media.</p> <p><b>8%</b> 1 341 Funded Donors Days left</p>
 <p><b>MT22 The 21st Century Federalist Papers Project</b></p> <p>By 11 donors</p> <p>Facilitate the development of the country's production "federalist institutes" to promote a national education initiative (COM, Political Science).</p> <p><b>8%</b> 1 341 Funded Donors Days left</p>	 <p><b>MT22 Strive for STEM</b></p> <p>By 11 donors</p> <p>Bring together the pre-service teachers and STEM majors with an award-winning teacher in Kentucky (COM, School of Education and Early Childhood).</p> <p><b>0%</b> 0 342 Funded Donors Days left</p>	 <p><b>MT 23 Launching a Space Biology Research Program at JMU</b></p> <p>By 11 donors</p> <p>Accelerate the contribution to the scientific community in the field of space biology and other interplanetary research for students (COM, Biology).</p> <p><b>6%</b> 2 342 Funded Donors Days left</p>
 <p><b>MT22 Open-Source Tradecraft Espionage Lab (OSTEL)</b></p> <p>By 11 donors</p> <p>Facilitate an open-source tradecraft espionage lab (COM, Intelligence Analysis).</p> <p><b>11%</b> 2 342 Funded Donors Days left</p>	 <p><b>MT22 STEM for All</b></p> <p>By 11 donors</p> <p>Expand outreach to all STEM students at all levels (COM, School of Engineering and Technology &amp; College of Education for STEEP Education).</p> <p><b>12%</b> 2 341 Funded Donors Days left</p>	

# 10 projects

College of Arts & Letters • College of Business • College of Education • College of Integrated Science & Engineering • College of Science & Math • College of Visual & Performing Arts • Office of the President

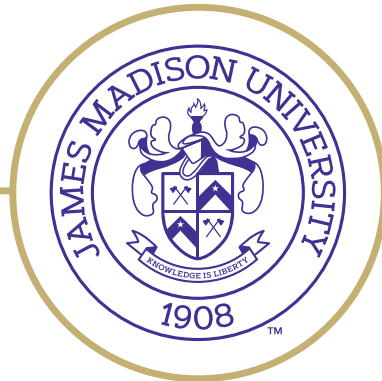
See all 2023 Madison Trust  
presentations and proposals at

<https://j.mu/mtrust>



# Government Relations Engagement Strategies

Caitlyn Read, Director of State Government Relations





# Key Engagement Strategies



# Key Engagement Strategies

- District Visits: Summer/Fall (Members and Staff)
- Hosting On-Campus Visits: Spring/Fall
- Local Delegation Pre-Session Breakfast
- Participating in “off-season” work groups
- In-session Engagement:
  - Based in Richmond
  - Student Lobby Day
  - Senior Leadership, BOV Members, Subject Matter Experts
  - JMU Legislative Reception





# Ongoing Engagement

- Constituents' academic achievements
- Birthday cards
- "JMU in the News" email updates to local delegation

# FY23 to date

- Relationship-building visits with senior leadership, BOV members and students most effective in furthering JMU's mission
- 67 visits to date with General Assembly members and administration staff in FY23

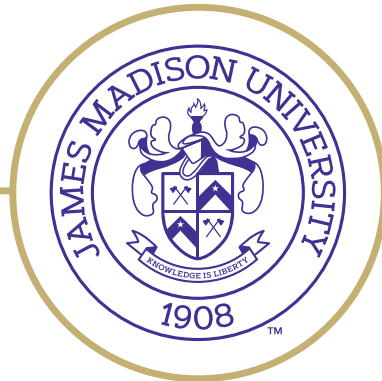


# Closed Session



# Athletics Committee

February 9, 2023



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

**Minutes of the Athletics Committee**

The Athletics' Committee met on February 9, 2023, in Ballroom B of the Festival and Student Center. The meeting was called to order at 2:45 p.m. by John Lynch, Chair.

**Present:**

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

**Others:**

Angel, Mark, Assistant Vice President, Finance  
Bourne, Jeffrey, Director of Athletics  
Gorton, Eric, University Media Relations Coordinator  
Hall, Hollie, Dean of Students  
Knight, Jack, University Counsel  
LaPorta, Stephen, Assistant A.D. for Compliance  
Pass, Anthony, Associate A.D. for Integrated Health & Sports Performance  
Phillips, Jennifer, Senior Associate A.D. for Student-Athlete Development/SWA  
Polglase, Geoff, Deputy Director of Athletics  
Renkin, Scooter, Associate A.D. for Development  
Sander, Lauren, Assistant Athletics Trainer  
Soenksen, Roger, Faculty Athletics Representative  
Straughn, Cameron, Team Physician  
Warner, Kevin, Assistant A.D. for Communications  
White, Kevin, Associate A.D. for Sports Programs

Mr. Lynch called for a motion to approve the minutes. It was moved by Lara Major and seconded by Deborah Tompkins Johnson approve the minutes November 17, 2022, meeting of the Athletics' Committee.

**NCAA, Sun Belt Conference Sports Update**

Jeff Bourne, Director of Athletics, provided the Committee with an overall Sports Update. James Madison University teams have compiled a 109-48-9 cumulative record for a .684 winning percentage. Through the fall sports season, JMU sits first in the standings for The Bubas Cup, which is awarded by the Sun Belt to the best overall institution for competitive success, as measured by Sun Belt-sponsored sports. Media coverage of JMU football quickly validated the relevancy gained by playing FBS football. Over the course of the full 2022 season, JMU generated nearly 12,000 media mentions for a total publicity value of \$24.1 million. Men's



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basketball sits at 17-8, tied for third in the Sun Belt and the Women's program is 18-6 and tied for second in conference play, with just over a month left in the regular season. Mr. Bourne then provided an update from the recent NCAA Convention. The NCAA Transformation Committee will be liquidated and new committees will be formed to track recommendations and guide future work, with an emphasis on holistic Student-Athlete support; the goal will be to create legislation that is consistent with the commitments being required in Transformation Committee report as well as work with subcommittees on Congressional Engagement and Action. Further, newly-formed committees will continue work in the areas of medical coverage for student-athletes post-graduation, and will explore other support services for student-athletes, including additional scholarship opportunities. There is a continued investment in student-athlete mental health and the NCAA has requested that all institutions designate a mental health person to Athletics specifically. JMU, in collaboration with the University, has already implemented many mental-health-related efforts, beyond those recommended by the NCAA. Further, the recent Convention highlighted the future of the Academic Enhancement Fund, which has increased substantially and provides a valuable source of revenue for institutions that meet the academic criteria. Mr. Bourne recognized Senior Associate A.D. for Student-Athlete Development/SWA, Jennifer Phillips, and Faculty Athletics Representative, Roger Soenksen, for their ongoing commitment to JMU student-athletes' academic success, as we continue to perform at a very high level. An overview was provided on topics discussed at the recent Sun Belt Conference winter meetings, which noted that SBC is planning to implement a Football Bowl Playoff series in Fall 2024; the Conference is currently evaluating bowls for possible inclusion. JMU is continuing to work through the NCAA Waiver process, which requires an institution seeking to reclassify from FCS to FBS football to go through a two-year transition period; JMU is petitioning to make the transition in one year. An internal JMU Athletics group has been editing and refining the Waiver submission, and Mr. Bourne shared that he feels that JMU is a good place. The waiver will continue to be reviewed internally, including feedback from University President, Jonathan Alger, and the NCAA Legal Counsel. Mr. Bourne did acknowledge some "downsides"—the Waiver will have to be approved by NCAA representatives, many of which have previously gone through the waiver process, and also subject to Committee influence. The transfer portal, NIL, and not being bowl eligible, among other factors make JMU's situation unique and more susceptible of having its student-athletes leave the University; these factors will be referenced in advocating for the waiver. A timeline was shared for filing the waiver, which should occur in mid-March; JMU anticipates to receive an answer in August; however, Ms. Phillips acknowledged that process could feasibly be pushed to December, especially if the initiative waiver should be denied and alternative options must be pursued. Mr. Bourne shared that an update would be provided on the waiver process at the April Board meeting. Following questions and comments from Committee members, Mr. Bourne concluded his update.

### **Intercollegiate Athletics Program Report (APA Audit)**

Mark Angel, Assistant Vice President, Finance, asked if there were questions from Committee Members relating to the 2022 Intercollegiate Athletics Program Report (APA Audit); the report was shared with Committee Members prior to the meeting. Mr. Angel noted that this year's audit was conducted by Forbis, due to staffing issues, and that Forbis will likely complete JMU's

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audits, moving forward for the foreseeable future. The report presented a summary of the findings from the recent APA Audit conducted on the JMU Athletics Program; this report is required by the NCAA. In following the reporting guidelines set forth by the American Institute of Certified Public Accountants, the report revealed JMU's numbers; the Total Operating Revenue for FY 2022 for the Department, was roughly \$57.8M, with \$45.5M collected from student fees, while the Total Operating Expenses for FY22, were \$57.8M, with over \$10.3M providing aid to students. It was reported that JMU's Subsidy Percentage for FY22 was 60.3% (\$57.8M) falling below the 70%-subsidy threshold standard set forth by the Cox Bill for all NCAA Division I-AA Institutions. As JMU transitions to the Sun Belt Conference, its subsidy drops to 55%; the General Assembly has allowed for a five-year transition to meet the newly-defined 55% threshold. Mr. Angel shared that he is confident that JMU will be able to hit that percentage. Mr. Bourne noted that JMU would highlight that as an institution, we are held to a higher degree of financial accountability due to parameters set by the Commonwealth of Virginia through the Cox Bill, which should further showcase JMU's fiscal responsibility in lobbying for the waiver. It was reported that the Audit approved the University's reporting processes of the data, and yielded no management recommendations for the University. Mr. Angel thanked the Athletics Business Office and the University's Foundation and Finance Offices for their assistance in collecting financial information. With no questions from the Committee, Mr. Angel concluded his update.

### **Student-Athlete Disciplinary Report**

Geoff Polglase, Deputy Athletics Director, asked if there were questions from Committee Members relating to the 2021-2022 Student-Athlete Disciplinary Report; the report was shared with Committee Members prior to the meeting. The report provided a summary of the judicial violations, sanctions and disciplinary actions incurred by student-athletes for 2021-2022, as required by the General Assembly, noting that 23 judicial charges occurred over 16 student-athletes, representing eight different sports programs. The largest categories for charges were Alcohol and Failed Drug Tests. The report referenced that in addition to sanctions and disciplinary actions imposed by the Court System and JMU's Office of Student Accountability Restorative Practices (OSARP), JMU coaches have the autonomy to enforce additional penalties, including removal from the team, scholarship reductions, additional community service obligations, program suspensions, scrimmage suspensions, and team program strikes. Mr. Polglase then concluded his update.

### **Mental Health Update**

Jennifer Phillips, Senior Associate A.D., Student-Athlete Development/SWA, Anthony Pass, Associate A.D. for Integrated Health & Sports Performance, Lauren Sander, Assistant Athletics Trainer, Dr. Cameron Straughn, Team Physician, and Hollie Hall, Dean of Students, offered a Mental Health update and highlighted the collaboration efforts between the University and Athletics. Mental Health continues to be a national concern. It was shared that recent NCAA-issued surveys to student-athletes revealed that the rate of those experiencing mental health struggles is 1.5% higher than pre-pandemic, but that we cannot continue to assign mental health struggles to the pandemic and instead need to continue to seek out ways that we can further support our student-athletes. Athletics, in collaboration with the University, has developed a

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Mental Health Emergency action plan, with outlines steps to assist in the event that someone present themselves in distress. Further, it was shared that various resources are available to students through the University (i.e., Dean of Student's Office, Counseling Center, Timely Care Online virtual counseling and psychiatry and staff and faculty education and situational recognition resources. Additionally, Athletics has created specific resources that are available to its student-athletes including, clinical and sports psychology services, the CARE team, learning screenings conducted by Athletics Learning Specialist, Kathryn Litten, substance abuse counseling, and the development of Dukes Let's Talk and various student-athlete affinity groups (i.e., Medical/Exhausted Eligibility Group; Body Positive Group; Black Athlete Sister Group; Barbershop, Fellowship of Christian Athletes, International Students, and LGBTQ & Friends. Further, many of our sports programs continue to partner with organizations aimed at addressing mental health, such as the "Morgan Rogers" Foundation (Morgan's Message). A future initiative will include the development of Performance Integration Teams, which will pull together support staff that works with specific sports programs to collaborate better monitor and evaluate the mental health needs of individual athletes on a specific team. Athletics has also endorsed the Sun Belt Conference's new mental health program, Radical Health, in which JMU's SAAC Committee will serve as one of three schools in the Conference to help pilot the initiative. University and Athletics-specific Mental Health resources and trainings are also available for coaches and staff to help equip them as a potential gatekeeper and a frontline-intervention to student-athletes experiencing mental health challenges. The group also outlined the importance of differentiating between "mental health" and "mental toughness," with our student-athletes and noted that coaches and staff appear to be more attuned to having open conversations surrounding mental health with their teams. Campus resources include the Employee Assistance Program (i.e. Balanced Dukes, Counseling Center Self-Help Resources, Lean to Live online platform, and Mental Health Resource Guide for State Employees). The Athletics Department has sponsored various guest speaker and educational opportunities for both student-athletes and coaches and staff, including SafeTALK Training (suicide prevention recognition and training) and Hilinski's Hope, in collaboration with the Dukes LEAD Program. The University and Athletics both shared in their ongoing commitment to continue combating mental health and the stigmas associated with it. The Athletics Committee commended the group for their level of dedication and support to student-athletes and coaches and staff, alike. Following a discussion with Committee Members, the update concluded.

### **Development Update**

Scooter Renkin, Associate Athletic Director for Development, provided a fundraising update. Overall, JMU is trending well this Fiscal Year. Current donors are up over 1,000 donors from last year, and the Annual Fund is ahead by roughly \$215,000 from last year. Overall fundraising is currently up \$300,000 from this time last year. The Duke Club is currently at 43% of its annual fundraising goal of \$4.3M, which based upon current trending, Mr. Renkin expects us to meet if not exceed. Sport Specific Giving continues to be a priority and has seen an increase as Duke Club Development Officers are working with their respective teams to send out email solicitations. Mr. Renkin recognized Donor Officer, Ally Henchy, for her efforts in helping to establish Volleyball's first endowment this past December. Given that the Duke Club is now fully-staffed, Mr. Renkin shared that he hopes to see an increase in sport-specific-related giving.

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Many capital projects are in the works, and in turn, that number should grow over the course of the fiscal year. A full re-parking and reseating for Football will occur this Spring, which will be based upon a priority ranking system; Mr. Renkin shared that he expected to see an increase in giving by donors prior to the May 15 priority deadline in an effort by donors to better “jockey” their priority rank. Finally, Mr. Renkin reiterated the Duke Club’s aspirational goal of amassing 5,000 donors for fiscal year 2023. Following questions and comments from Committee Members, Mr. Renkin concluded his update.

At the conclusion of the formal agenda, Athletics Committee Chair, John Lynch, asked about the posture of the Missed Class Time Policy. Jennifer Phillips and Dr. Roger Soenksen, shared that the policy is still being reviewed, but that they do feel good about the proposed language. They shared that the implementation of priority registration for student-athletes was a tremendous success for Spring 2023 registration; however, without a formalized Missed Class Policy, many student-athletes were forced to withdrawal from classes as professors were unwilling to excuse them from class or offer alternative options to makeup class assignments and tests due to travel for competition. Ms. Phillips stated that the Missed Class Policy was currently being reviewed by multiple committees across campus, in addition to Department Heads. Further, the policy would need to be approved by the Faculty Senate. Ms. Phillips thanked Dr. Soenksen and the Athletics Committee for their ongoing support and shared that she is hopeful that a policy can be finalized for Fall 2023. Committee Member, Jack White, acknowledged the necessity of a policy to allow students that represent the University in an official capacity, to not be subject to academic repercussions for such participation. The Athletics Committee reaffirmed their commitment to continue advocating with the full Board of Visitors to help implement such a policy.

There being no further business, Mr. Lynch us then called for a motion to adjourn. It was moved by Jack White and seconded Lara Major. The meeting was adjourned at 3:51 p.m.

Respectfully submitted,

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John Lynch, Chair

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Donna L. Harper, Secretary to the Board

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

Athletics Committee  
Thursday, April 20, 2023  
Festival, Ballroom B  
2:45 p.m.

Agenda

1. Approval of Minutes – February 9, 2023\*
2. Introductions and NCAA, Sun Belt Conference, Sports Update  
Jeff Bourne, Director of Athletics
3. Title IX Participation Report  
Jennifer Phillips, Senior Associate A.D., Student-Athlete  
Development/SWA
4. Student-Athlete Leadership (Dukes LEAD)/SAAC Update  
Felicity Ryan, SAAC President  
Cassidy Clements, Assistant A.D., Student-Athlete Leadership Program
5. NCAA Waiver Update  
Jeff Bourne, Director of Athletics
6. Development Report  
Scooter Renkin, Associate A.D. for Development

\*Action Required



**Board of Visitors  
April 20, 2023**



# **Athletics Committee**

**April 20, 2023**



# **Introductions & Recognitions**

**Jeff Bourne, Director of Athletics**



# Welcome:

## Kongrong “KR” Li, Head Diving Coach

- First-year coach named CCSA Diving Coach of the Year.
- Coached Maddie Yager to Female Diver of the Championship meet honor in the CCSA.
- In JMU’s first year in CCSA, helped Dukes to a second-place championship meet finish, narrowly behind champion.
- Led five individual student-athletes to qualify for NCAA Zone meet.
- In Zone meet, Alexa Holloway placed 13th on 3-meter board and Maddie Yager 13th on 1-meter.





# Welcome:

## Lauren Steinbrecher, Head Volleyball Coach

- Sun Belt Coach of the Year
- VaSID Coach of the Year (State of Virginia)
- Led JMU to Sun Belt regular season and tournament championships, first in JMU history in any sport.
- First JMU volleyball championships since consecutive titles in 2016 and 2017.
- Received votes in American Volleyball Coaches Association (AVCA) national poll (believed to be first time in program history).
- Final RPI of 21 believed to be best in program history.
- Sophie Davis named Sun Belt Defensive Player of the Year



# **NCAA, Sun Belt Conference Sports Update**

**Jeff Bourne, Director of Athletics**





# **Title IX Participation Report**

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





# Interests and Abilities

- **Regulatory Requirement**

The regulation requires institutions to effectively accommodate the interests and abilities of students to the extent necessary to provide equal opportunity in the selection of sports and levels of competition. [34 C.F.R. Section 106.41(c)(1)]



# Test 1: Participation Count

- Male and Female Participation Rates Substantial Proportionality with Male and Female Full-Time Undergraduate Enrollment Rates
- "Whether intercollegiate level participation opportunities for male and female students are provided in numbers substantially proportionate to their respective enrollments."

# Test 1: Participation Count



SPORTS	AY 2021-2022 PARTICIPANT COUNT
<b>MEN</b>	
Baseball	40
Basketball	17
Football	113
Golf	10
Soccer	32
Tennis	10
<b>TOTAL</b>	<b>222</b>
<b>WOMEN</b>	
Basketball	15
Field Hockey	28
Golf	9
Lacrosse	33
Soccer	34
Softball	24
Swimming/diving	34
Tennis	10
Track/CC	16
Track/Indoor	45
Track/Outdoor	45
Volleyball	16
<b>TOTAL</b>	<b>309</b>

# Test 1: Participation Count



TEST 1 – PROPORTIONALITY CALCULATIONS		
	AY 2022-2023	%
Male Enrollment	7,825	41.9%
Female Enrollment	10,871	58.1%
<b>Total</b>	<b>18,696</b>	<b>100.00%</b>
Male Participants	222	41.8%
Female Participants	309	58.2%
<b>Total</b>	<b>531</b>	<b>100.00%</b>
<b>FINDINGS</b>	<b>0.1% difference, favoring women</b>	





# Findings and Recommendations

## Test 1 – Proportionality Findings

- JMU provides participation opportunities in substantial proportion to the full-time, undergraduate enrollment rates. Therefore, JMU fully complies with Test 1 – Proportionality and should continue to follow the Roster Management Plan and monitor enrollment rates.

# Title IX



- **Athletic Financial Assistance (Scholarships)**
  - The percentage of financial assistance (scholarships) provided to women student-athletes should be within 1% of the total female participation rate, using a non-duplicated count. OCR took the position in the Bowling Green Letter that a difference in excess of 1% must be justified by nondiscriminatory reasons or a violation of 34 C.F.R. Section 106.37(c) results.

<b>ATHLETIC FINANCIAL ASSISTANCE CALCULATIONS (UNDUPLICATED PARTICIPANT COUNT)</b>		
<b><u>ATHLETIC AID</u></b>	<b><u>AY 2022-2023</u></b>	<b><u>%</u></b>
Men's Teams	\$ 4,328,647.00	46.1%
Women's Teams	\$ 5,054,448.00	53.9%
<b>Total</b>	<b>\$ 9,383,095.00</b>	<b>100.00%</b>
<b><u>PARTICIPATION</u></b>	<b><u>AY 2022-2023</u></b>	<b><u>%</u></b>
Male Participants	222	47.2%
Female Participants	248	52.8%
<b>Total</b>	<b>470</b>	<b>100.00%</b>





# Findings and Recommendations

## ■ Scholarship Distribution Analysis & Finding:

- AY 2022-2023, women's teams represented 52.8% of the participants and received 53.9% of Athletic Financial Assistance awarded to student-athletes. This is a difference of 1.1%, favoring women, which is 0.1% above the 1% allowable by OCR. JMU complies with the Athletic Financial Assistance component of Title IX.

## ■ Summer Athletic Financial Assistance:

- 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.



# Findings and Recommendations

## ■ Locker Rooms, Practice and Competitive Facilities:

- **AY 2021-2022 Recommendation:** Swimming/Diving - The JMU Facilities staff will conduct an annual review of program needs with the Head Swim Coach. JMU will continue to be open in exploring partnership opportunities with the city or other organizations for a joint facility.
  - **UPDATE 2022-2023:** JMU continues to explore upgrade opportunities for the swimming and diving team.
- **Tennis Facility - Continued Discussions:** JMU continues to discuss a new outdoor tennis facility and has identified the parking lot area adjacent to the Convocation Center as a strong possibility.
- **AY 2021-2022 Recommendation:** Provide field hockey with a building to be used for team meetings; sports medicine game/practice emergency examination and treatment; team space for meetings and relief from inclement weather including high temperatures; and minimal storage for recovery nutrition and drinks.
  - **UPDATE 2022-2023:** The small storage buildings are being removed and will be replaced with a pre-fab building that should be sufficient for the team's needs listed above. This building is not and should not be used as a locker room. Plans for a locker room and coaches offices for field hockey are included in the Convocation Center Facilities Update Plan.



# Findings and Recommendations

- **Publicity – Sports Information and Marketing & Promotions**
  - **AY 2020-2021 Recommendation:** Because of the continued growth in digital media publications and video broadcast for football and basketball, to ensure the needs of the remaining Olympic sports are met JMU may need to continue to expand staffing (full-time or part-time) in this area. Access and availability for marketing, promotions and digital media presence should be the same for all men's and women's teams.
  - **UPDATE 2022-2023:** Athletics Communications and Marketing & Promotions are fully staffed and have added staff in creative services/social media area. Student-athletes and coaches interviewed stated that Social Media content and post continues to improve. All student-athletes stated that social media accounts improved the use of video and photos for posting



# Findings and Recommendations



## ■ Sports Nutrition

- **Sports Nutrition:** The renovated/repurposed Convocation Center will house sports medicine, nutrition, and strength & conditioning areas for five women's teams (field hockey, lacrosse, soccer, track, and volleyball) and one men's team (soccer). Staffing these areas is a concern and could be a Title IX concern if not staff appropriately to provide services for 50% of the women's teams/ 63% of the female student-athletes at JMU.
- **Recommendation: Add/hire full-time and GA/Intern Nutritionist/Dieticians.** To manage team and individual services efficiently, effectively, and equitably there should be **three full-time Nutritionist/Dieticians:** 1 for football, swimming/diving, tennis, and golf; 1 for field hockey, lacrosse, men's soccer, women's soccer, and cross country/track in the Convo; and 1 for men's basketball, women's basketball, baseball, and softball. *However, at this time, JMU is in the process of hiring a Director of Nutrition, which means there will be two full-time and one GA positions to provide enhanced education & consulting, travel with teams when necessary, and individual clinical discussions. The Director will work with teams at the APC, second full-time at the Convo and the GA at the AUBC.*
- **Recommendation:** The Fueling Zone at Memorial for baseball and softball should be stocked the same as the Fueling Zone at APC. The Associate Director of Olympic Sport Strength and Conditioning who is the coach for baseball and softball and is located in the Memorial weight room should oversee storage and distribution of nutritional items and recovery shakes. He should make student-athletes aware of their daily allotment and monitor their use. A restocking schedule should be developed and the Fueling Zone will not be restocked until the designated day/date.



# Findings and Recommendations

- **Staffing - Strength and Conditioning** – Again, the renovated/repurposed Convocation Center will house sports medicine, nutrition, and strength & conditioning areas for five women’s teams (field hockey, lacrosse, soccer, track and volleyball) and one men’s team (soccer). Staffing these areas is a concern and could be a Title IX concern if not staff appropriately to provide services for 50% of the women’s teams/ 63% of the female student-athletes at JMU. With the addition of the new weight room at the Convo, the Director of Strength & Conditioning/Olympic Sports will move to the Convo weight room. Currently, he works primarily with track & field, men’s soccer, and volleyball. The remaining teams (field hockey, lacrosse, and women’s soccer) currently using the APC weight room are assigned to two other strength coaches which are football strength coaches also and will not move to the Convo and will not have the time to workout teams at both weight rooms.
- **Recommendation: Add/Hire one full-time, certified strength & conditioning coach.** To manage those six teams efficiently, effectively, and equitably in the Convo weight room, there should be a minimum of **two full-time, certified strength & conditioning coaches (current Director included)**. GA/Intern positions, if certified, would be beneficial in scheduling teams and working with teams with primary strength coach is traveling with another team.

# **Student-Athlete Leadership (Dukes LEAD)/SAAC Update**

**Cassidy Clements, Assistant A.D., Student-  
Athlete Leadership**

**Felicity Ryan, SAAC President**





## | Our Staff

- **Cassidy Clements, M.S.**
- Assistant Athletic Director for Student-Athlete Leadership Development
- James Madison University ('18, '20M)





## | Our Staff

- Dallas Jackson
- Graduate Assistant for Student-Athlete Leadership Development
- James Madison University ('21, '23M)







# | Key Areas of Focus



- **Career Readiness**
  - Athlete Network
  - 1:1 Career coaching sessions
  - Networking opportunities
  - Placement assistance
- **Civic and Community Engagement**
  - Achieve top-5 status among Sun Belt institutions
  - NCAA Civic Engagement Day
- **Human Development**
  - Self-awareness, self-esteem, and personal skills and traits
  - Eight (8) Affinity Groups
- **Leadership Development**
  - Dukes Leadership Academy
    - Enhance leadership abilities and increase effectiveness in team environments
    - Two (2) cohorts
  - Student-Athlete Advisory Committee (SAAC)



# | Student-Athlete Advisory Committee

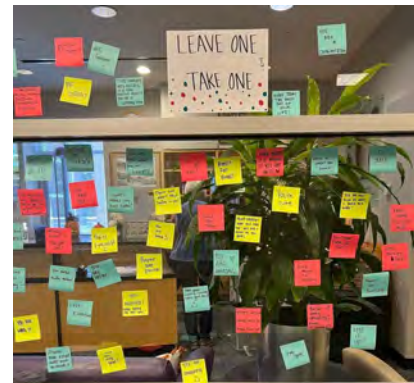
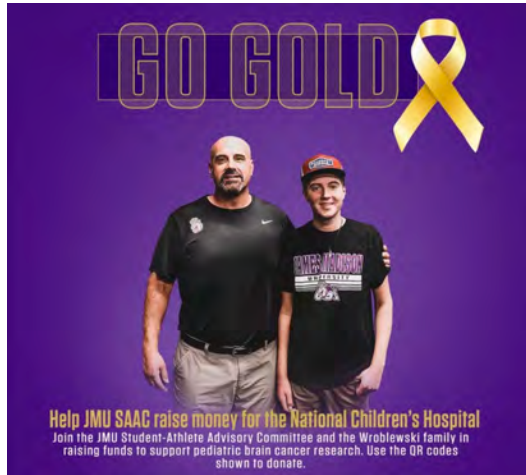


- **Felicity Ryan**
- SAAC President | 2022-2023
- Swimming and Diving
- Priorities: Mental Health, Connecting with the Community, Advocacy in Diversity Equity, & Inclusion Initiatives





# | Student-Athlete Advisory Committee



BOARD OF VISITORS





# | Student-Athlete Advisory Committee

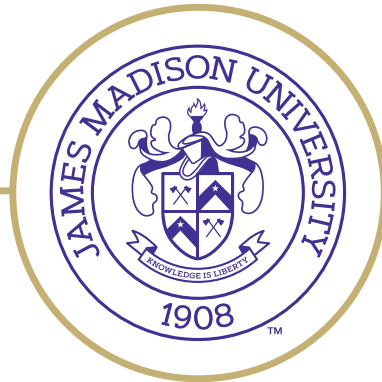


- **Demitri Turner**
- SAAC President | 2023-2024
- Men's Soccer
- Priorities: Campus and Community Involvement, Peer Support and Education, Student-Athlete Voice Driving Experiences



# **NCAA Wavier Update**

## **Jeff Bourne, Director of Athletics**





# **Development Update**

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



# Development Update



## By Fiscal Year YTD

	2019	2020	2021	2022	2023
Duke Club Seat Contribution	\$968,917	\$347,125	\$246,101	\$576,782	\$914,155
Proud and True Fund	\$765,117	\$783,312	\$1,348,055	\$1,827,370	\$1,979,276
Athletics Restricted	\$447,443	\$297,747	\$233,900	\$248,805	\$662,704
Athletics Capital	\$910,338	\$766,185	\$924,335	\$398,574	\$255,171
Athletics Endowed	\$88,984	\$331,884	\$126,496	\$162,930	\$257,361
Event Contribution Restricted	\$0	\$0	\$1,650	\$0	\$13,632
<b>Total</b>	<b>\$3,180,799</b>	<b>\$2,526,253</b>	<b>\$2,880,537</b>	<b>\$3,214,461</b>	<b>\$4,082,300</b>

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

Current FY Annual Fund Dollars: \$2,893,432

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

Percent of Goal: 67%

## Total Unique Athletics Donors by Fiscal YTD

*Includes unique spouseholds*

2019	2020	2021	2022	2023
3,513	2,813	2,692	3,350	4,250

*\*As of March 31, 2023*

# **Finance and Physical Development Committee**

April 20, 2023



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

Finance and Physical Development Committee  
Thursday, April 20, 2023  
Festival Board Room  
7:00 p.m.

Agenda

1. Approval of Minutes\* – February 9, 2023
2. Financial Review  
Mark Angel, Assistant Vice President, Finance
3. 2021-2022 Audit Review  
Mark Angel, Assistant Vice President, Finance
4. General Assembly Update  
Caitlyn Read, Director, Government Relations
5. Six-Year Capital Plan\*  
Towana Moore, Vice President, Administration and Finance
6. 2023-2024 Proposed Tuition and Fees\*  
Towana Moore, Vice President, Administration and Finance
7. 2023-2024 Proposed Budget\*  
Towana Moore, Vice President, Administration and Finance
8. Closed Session

\*Action Items

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

The Finance and Physical Development Committee met on Thursday, February 9, 2023 at 1:00p.m. The meeting was called to order by Mr. John Rothenberger.

**Present:**

John Rothenberger, Chair  
Jeff Grass  
Maria Jankowski  
Suzanne Obenshain  
Michael Stoltzfus

Other Attendees: Towana Moore, Robin Bryan, Diane Stamp, Mark Angel, Jeff Souder, Craig Short, Jini Cook, Caitlyn Read, Tony Matos, Warren Coleman, Jack Knight, Jonathan Stewart, Becky Holmes and Savanna Funkhouser

**Administration and Finance Divisional Update:**

Towana Moore, Vice President for Administration and Finance, reported that the Administration and Finance Divisional Update would be a regular agenda item. She introduced Craig Short as the new Assistant Vice President for Business Services.

**Financial Review:**

Mr. Mark Angel, Assistant Vice President for Finance, reviewed the financial report and reported that the University's revenue and expenditures were appropriate for the first six months of the fiscal year.

**Annual Investment Review:**

Mr. Angel provided the committee with a listing of the university's investment portfolio as of December 31, 2022. Investments consist of a combination of certificates of deposit (CD's) as well as corporate bonds, with rates of return ranging from .35% to 4.2%.

**Governor's Budget:**

Ms. Diane Stamp, Assistant Vice President for Budget Management, provided an update on Governor Younkin's December proposed 2022-24 state budget for higher education. Ms. Stamp and Ms. Caitlyn Read, Director of State Government Relations reported on the status of institutional funding and biennial budget requests following crossover.

**Customer Relationship Management Update:**

Robin Bryan, Assistant Vice President and Chief Information Officer, Information Technology presented an overview of the procurement and selection process of the new Customer Relations



Management software that will be purchased by the university. The university have signed a contract with SalesForce. Ms. Bryan reviews the first phase of the implementation as well as the associated costs.

Maria Jankowski made the following motion: "I move the Finance and Physical Development committee go into closed session to discuss the following matters: pursuant to Virginia Code Section 2.2-3700A-3 of the Code of Virginia to discuss the acquisition/disposal of real property."

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

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

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

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

**John Rothenberger  
Jeff Grass  
Maria Jankowski  
Suzanne Obenshain  
Michael Stoltzfus**

There being no further business, the committee adjourned at 2:15 p.m.

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

	<b>FY2023</b>				<b>FY2022</b>		
	Revised Revenue Budget	Actual Revenue as of 2/28/2023	Uncollected Budget Balance 2/28/2023	Percentage Collected as of 2/28/2023	Percentage Collected as of 2/28/2022	Revised Budget as of 2/28/2022	Actual as of 2/28/2022
<b>Educational and General</b>							
State General Fund Appropriations - Operations	153,931,515	96,522,512	57,409,003	63%	59%	141,463,239	83,785,401
State General Fund Appropriations - Financial Aid	14,247,617	14,247,618	(1)	100%	100%	12,921,276	12,976,784
Tuition and Technology Fee <b>(1)</b>	250,223,306	244,116,697	6,106,609	98%	98%	246,842,696	242,939,826
Non General Fund Transfer to State <b>(1)</b>	(3,098,291)	(3,098,291)	-	100%	100%	(3,098,291)	(3,098,291)
Undergraduate and Graduate Application Fees	1,529,623	1,996,999	(467,376)	131%	149%	1,229,623	1,831,389
CARES Act - Institutional	-	-	-			-	7,060,348
Miscellaneous Revenue	2,522,999	2,294,461	228,538	91%	82%	2,557,945	2,091,930
<b>Total Education and General</b>	<b>419,356,769</b>	<b>356,079,996</b>	<b>63,276,773</b>	<b>85%</b>	<b>86%</b>	<b>401,916,488</b>	<b>347,587,387</b>
<b>Auxiliary Enterprises</b>							
Dining Services	70,670,775	61,657,380	9,013,395	87%	88%	63,881,511	56,347,006
Retail Services	1,585,000	1,177,768	407,232	74%	79%	1,561,000	1,232,685
Residential Facilities	39,199,729	33,504,187	5,695,542	85%	90%	37,092,344	33,488,929
Parking and Transportation	7,642,498	7,582,443	60,055	99%	98%	7,463,892	7,335,528
Telecommunications	2,007,117	1,756,698	250,419	88%	85%	1,782,868	1,522,250
Health Center	6,139,669	5,784,613	355,056	94%	93%	5,977,155	5,543,831
Student Union and Student Services	7,979,129	7,599,616	379,513	95%	94%	6,826,436	6,389,241
Recreation Center	13,283,311	12,449,779	833,532	94%	92%	9,544,191	8,748,422
Athletics	62,977,244	57,686,163	5,291,081	92%	92%	55,126,652	50,751,792
Other	18,484,942	20,859,245	(2,374,303)	113%	95%	26,795,392	25,439,998
CARES Act - Institutional	-	-	-			-	8,310,576
<b>Total Auxiliary Enterprises</b>	<b>229,969,414</b>	<b>210,057,892</b>	<b>19,911,522</b>	<b>91%</b>	<b>95%</b>	<b>216,051,441</b>	<b>205,110,258</b>
<b>TOTAL REVENUE</b>	<b>649,326,183</b>	<b>566,137,888</b>	<b>83,188,295</b>	<b>87%</b>	<b>89%</b>	<b>617,967,929</b>	<b>552,697,645</b>

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

James Madison University  
Tuition and Technology Fee Revenue  
April 20, 2023

Description	Budget	Actual Revenue 2/28/23	Uncollected Budget Balance	Percentage Collected as of 2/28/23
Regular Undergraduate In-State Tuition	\$104,451,395	\$104,440,480	\$10,915	100%
Summer Undergraduate In-State Tuition	10,653,355	10,751,031	(97,676)	101%
Graduate In-State Tuition	11,728,285	11,105,155	623,130	95%
Regular Undergraduate Out-of-State Tuition	102,887,020	97,310,035	5,576,985	95%
Summer Undergraduate Out-of-State Tuition	6,322,974	6,389,050	(66,076)	101%
Graduate Out-of-State Tuition	6,689,008	7,494,469	(805,461)	112%
Instruction - Off Campus	6,441,725	5,748,505	693,220	89%
Course and Other Fees	1,049,544	877,972	171,572	84%
<b>Total Tuition &amp; Technology Fee Revenue</b>	<b>\$250,223,306</b>	<b>\$244,116,697</b>	<b>\$6,106,609</b>	<b>98%</b>

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

	FY2023				FY2022		
	Revised Expenditure Budget	Actual Expenditures as of 2/28/2023	Unexpended Budget 2/28/2023	Percentage Expended as of 2/28/2023	Percentage Expended as of 2/28/2022	Revised Budget as of 2/28/2022	Actual as of 2/28/2022
<b>Education and General</b>							
Instruction	194,410,845	134,098,690	60,312,155	69%	67%	187,917,368	124,966,436
Research and Public Service	1,830,615	337,525	1,493,090	18%	22%	1,711,875	378,235
Academic Support	55,363,734	31,861,788	23,501,946	58%	48%	60,702,499	29,382,316
Student Services	28,851,384	17,613,064	11,238,320	61%	62%	26,245,383	16,166,542
Institutional Support	66,266,485	38,254,944	28,011,541	58%	59%	59,924,027	35,190,599
Operation and Maintenance of Plant	46,768,458	28,044,994	18,723,464	60%	57%	41,589,761	23,832,486
Student Financial Assistance - University and State GF	25,865,248	24,030,516	1,834,732	93%	95%	23,825,575	22,627,668
<b>Total Education and General</b>	<b>419,356,769</b>	<b>274,241,521</b>	<b>145,115,248</b>	<b>65%</b>	<b>63%</b>	<b>401,916,488</b>	<b>252,544,282</b>
<b>Auxiliary Enterprises</b>							
Dining Services	69,056,753	35,616,501	33,440,252	52%	50%	62,629,540	31,581,339
Retail Services	1,269,973	398,737	871,236	31%	25%	1,245,973	314,948
Residential Facilities	39,690,827	20,062,768	19,628,059	51%	43%	36,886,027	15,686,589
Parking and Transportation	7,642,498	6,159,063	1,483,435	81%	62%	7,463,892	4,629,082
Telecommunications	2,007,117	1,557,809	449,308	78%	31%	1,782,868	560,748
Health Center	6,344,494	4,169,102	2,175,392	66%	56%	5,589,673	3,126,199
Student Union and Student Services	8,542,408	5,175,551	3,366,857	61%	38%	6,920,381	2,630,452
Recreation Center	13,521,189	9,316,817	4,204,372	69%	62%	10,148,547	6,285,778
Athletics	64,918,599	45,694,427	19,224,172	70%	69%	56,593,081	38,978,230
Other	17,082,340	9,297,864	7,784,476	54%	27%	25,528,799	6,982,211
Auxiliary Reserve Projects (1)	24,238,729	15,220,134	9,018,595	63%	35%	18,953,582	6,661,971
<b>Total Auxiliary Enterprises</b>	<b>254,314,927</b>	<b>152,668,773</b>	<b>101,646,154</b>	<b>60%</b>	<b>50%</b>	<b>233,742,363</b>	<b>117,437,547</b>
<b>TOTAL EXPENDITURES</b>	<b>673,671,696</b>	<b>426,910,294</b>	<b>246,761,402</b>	<b>63%</b>	<b>58%</b>	<b>635,658,851</b>	<b>369,981,829</b>

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

## Revenue Variance Analysis

### Education and General

#### Percentage decrease in Undergraduate and Graduate Application Fees

The budget increased \$300,000 in FY2023 due to the increase in revenue in FY2022. By year-end in FY2022 the budget was \$1,100,000 and actual revenue was \$1,800,000. The actual revenue has increased in FY2023 due to a significant increase in the number of applications received.

### Auxiliary Enterprises

#### Increase in Other

As a result of the COVID debt restructuring in FY2021, the FY2022 balance includes \$11,000,000 of comprehensive fee revenue that was not allocated to the other auxiliary line items. FY2023 increases include \$1,200,000 in interest income as well as \$2,300,000 in international education, which is mostly related to Summer 2022 programs.

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



## Expenditure Variance Analysis

### Education and General

No variances in excess of 10%.

### Auxiliary Enterprises

2022 Auxiliary Enterprise budgets included a decrease of \$12,595,000 related to debt service. That decrease was mostly 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.

#### Increase in Parking and Transportation

Debt service has a budget of \$2,699,000 and actual expenditures of \$2,131,000 in FY2023 compared to a budget of \$1,711,000 and actual expenditures of \$1,105,000 in FY2022.

#### Increase in Telecommunications

Includes work performed related to capital projects. The expense budgets net to -0- (budgeted expenses equal budgeted expense recoveries). However, the timing of actual expense recoveries may differ from when the expenses were incurred. FY2023 includes actual expenses of \$759,000 and recoveries of \$33,000 as compared to FY2022 actual expenses of \$264,000 and recoveries of \$54,000. FY2023 expenses primarily relate to telecomm expenses for the Convo Renovation.

#### Increase in Student Union and Student Services

The Utilities Deposit Assistance Program (UDAP) was moved from a local department to an auxiliary department in FY2022, resulting in a one time unbudgeted transfer of \$377,000. In addition, there was a timing difference for recoveries of internal rent which accounts for about \$400,000 of the increase. FY2023 also includes increases in University Unions (\$610,000), Student Life (\$215,000), Orientation (\$107,000), and the Festival Center (\$350,000).

#### Increase in Other

FY2023 actual expenses increased by \$2,316,000, but related FY2023 budgets decreased by \$8,446,000. That decrease mostly reflects the debt service savings noted above, but offset by revenue adjustments due to enrollment changes. In order to keep the revenue and expense budgets in balance, the debt service savings were budgeted as an expense line in other. FY2023 also includes increases in Dean of Students (\$200,000), debt service (\$400,000), and scholarships (\$750,000).

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

James Madison University  
Restricted Funds  
2022 - 2023 Expenditure Summary

FY2023

	Appropriation/ Allotment	Actual Expenditures as of 2/28/2023	Unexpended Appropriation	Comment
<b>Sponsored Programs, Grants and Contracts</b>				
Virtual Library Of Virginia	10,301,968	7,907,937	2,394,031	The University manages procurement for the VIVA program. VIVA benefits all the state's higher education institutions. The program provides shared access to programs, services and collections, including electronic resources such as e-books and journals, research databases, etc.
Federal grants and contracts	26,014,500	21,678,238	4,336,262	Current year includes \$14,795,504 in financial aid (mostly PELL grants).
State and nongovernmental grants and contracts	15,000,000	13,219,183	1,780,817	
Indirect costs	5,000,000	1,499,013	3,500,987	
All Other grants and contracts	970,078	7,140	962,938	Includes Work-Study, Eminent Scholars, Excess Indirect Costs and Surplus Property. Work-Study and Eminent Scholars are recorded near year-end by moving incurred expenses in E&G to these funds.
<b>COVID19 Pandemic Related</b>				
ARPA - Fiscal recovery funds (Online Virginia Network)	553,484	249,844	303,640	Federal pass-through funds from Old Dominion University, original award was \$620,000.
ARPA - Fiscal recovery funds	5,263,954	5,018,092	245,862	SCHEV allocation for need based financial aid for in-state undergraduate students. Due to timing of receipt of funds, financial aid awards will occur Fall 2022 and Spring 2023
COVID Testing Grant	10,678	10,678	0	Majority of award spent in FY2022, final expenses to close out the grant in FY2023.
CARES Act - GEER	1,274,303	994,155	280,148	Grant awards to Higher Education Institutions via the Governor's Emergency Relief Fund for undergraduate financial aid.

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

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

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

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

**Education and General -**

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

**Financial Assistance for Education and General -**

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

**Auxiliary Enterprises -**

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

**Instruction -**

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

**Research -**

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

**Public Service -**

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

**Academic Support -**

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

**Student Services -**

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

**Institutional Support -**

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

**Operation and Maintenance of Plant -**

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

**Student Financial Assistance -**

University funded scholarships and fellowships.

# 2021-2022 Audit Review

Mark Angel  
Assistant Vice President  
Finance



# General Assembly Update

Caitlyn Read  
Director  
State Government Relations





# Key Dates

- Feb 25, 2023: General Assembly adjourned (closed out a 46-day “short” session)
  - Passed “Skinny Budget” as stopgap measure
- March 27: Governor’s Deadline for action on bills
  - March 27: Governor’s Amendments to Skinny Budget (technical)
- April 12: Reconvened Session
- June 30: Deadline to pass amended 2023-2024 budget



# Policy Update





# Bill Volume

- 2,800 bills filed
- 1,600 bills passed both chambers
- 819 bills sent to the Governor
  - 738 bills signed into law
  - 78 bills amended
  - 3 bills vetoed



# New Legislation – JMU Impact

- 100+ Bills Tracked
  - 21 bills with direct impact – PASSED
    - FOIA
    - Threat Assessment
    - Orientation – Human Trafficking Training
    - Animal Welfare
    - TikTok – Other Applications
    - Internships / Work-based Learning

# 2023 Elections





# 2023 General Assembly Elections Overview

- All 140 members of the General Assembly are up for election in November
- There will be an unprecedented amount of turnover in both the House and Senate, primarily as a result of the recent redistricting

**At a minimum, one third of the House will turnover and one fourth of the Senate.  
Actual turnover will be higher.**



# What does this mean?

- There are many unknowns: balance of power in the House and Senate, Senate leadership, committee chairmanships, and more.
- While this amount of turnover brings new challenges it also brings new opportunities to build new relationships and fresh perspectives.
- Increased level of education with new members.
- Election timing informs strategy for Spring/Summer/Fall district visits.



# Six-Year Capital Plan

Towana Moore  
Vice President  
Administration and Finance



# Six-Year Capital Plan Overview



Biennia	Priority	Project Title	General Fund	Bonds	Higher Education Operating Funds	Total
2024	1	Blanket Property Acquisition	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000
2024	2	Carrier Library Renovation and Addition Furnishings & Equipment	\$ 7,043,000	\$ -	\$ -	\$ 7,043,000
2024	3	East Campus Infrastructure Phase 3 - Distribution	\$ 19,235,700	\$ 9,474,300	\$ -	\$ 28,710,000
2024	4	Johnston Hall Renovation and Expansion	\$ 26,820,000	\$ -	\$ -	\$ 26,820,000
2024	5	College of Health and Behavioral Studies Expansion	\$ 95,770,000	\$ -	\$ -	\$ 95,770,000
2024	6	Godwin Hall Renovation	\$ 36,480,000	\$ -	\$ -	\$ 36,480,000
2024	7	Moody Hall Renovation and Expansion	\$ 46,340,000	\$ -	\$ -	\$ 46,340,000
2024	8	Spotswood Hall Renovation	\$ -	\$ 23,820,000	\$ -	\$ 23,820,000
		<b>SUBTOTAL 2024 - 2026</b>	<b>\$ 231,688,700</b>	<b>\$ 33,294,300</b>	<b>\$ 3,000,000</b>	<b>\$ 267,983,000</b>
Biennia	Priority	Project Title	General Fund	Bonds	Higher Education Operating Funds	Total
2026	9	Blanket Property Acquisition	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000
2026	10	Johnston Hall Renovation and Expansion Furnishings & Equipment	\$ 4,980,000	\$ -	\$ -	\$ 4,980,000
2026	11	College of Health and Behavioral Studies Expansion Furnishings and Equipment	\$ 11,140,000	\$ -	\$ -	\$ 11,140,000
2026	12	Moody Hall Renovation and Expansion Furnishings and Equipment	\$ 5,260,000	\$ -	\$ -	\$ 5,260,000
2026	13	Godwin Hall Renovation Furnishings and Equipment	\$ 5,430,000	\$ -	\$ -	\$ 5,430,000
2026	14	Student Housing	\$ -	\$ 163,350,000	\$ -	\$ 163,350,000
2026	15	Keezell Hall Renovation	\$ 29,160,000	\$ -	\$ -	\$ 29,160,000
2026	16	Cleveland Hall Renovation	\$ 37,350,000	\$ -	\$ -	\$ 37,350,000
2026	17	Roop Hall Renovation	\$ 55,720,000	\$ -	\$ -	\$ 55,720,000
2026	18	CISAT A4 Biology Expansion	\$ 78,360,000	\$ -	\$ -	\$ 78,360,000
		<b>SUBTOTAL 2026 - 2028</b>	<b>\$ 227,400,000</b>	<b>\$ 163,350,000</b>	<b>\$ 3,000,000</b>	<b>\$ 393,750,000</b>
Biennia	Priority	Project Title	General Fund	Bonds	Higher Education Operating Funds	Total
2028	19	Blanket Property Acquisition	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000
2028	20	Keezell Hall Renovation Furnishings & Equipment	\$ 2,960,000	\$ -	\$ -	\$ 2,960,000
2028	21	Cleveland Hall Renovation Furnishings and Equipment	\$ 6,120,000	\$ -	\$ -	\$ 6,120,000
2028	22	Roop Hall Renovation Furnishings & Equipment	\$ 9,110,000	\$ -	\$ -	\$ 9,110,000
2028	23	CISAT A4 Biology Expansion Furnishings & Equipment	\$ 9,710,000	\$ -	\$ -	\$ 9,710,000
2028	24	College of Science and Math Addition - Phase 1	\$ 77,470,000	\$ -	\$ -	\$ 77,470,000
2028	25	Memorial Hall Renovation	\$ 146,670,000	\$ -	\$ -	\$ 146,670,000
2028	26	Burruss Hall Renovation	\$ 76,980,000	\$ -	\$ -	\$ 76,980,000
2028	27	Sheldon Hall Renovation	\$ 25,800,000	\$ -	\$ -	\$ 25,800,000
		<b>SUBTOTAL 2028 - 2030</b>	<b>\$ 354,820,000</b>	<b>\$ -</b>	<b>\$ 3,000,000</b>	<b>\$ 357,820,000</b>
		<b>SIX-YEAR BUDGET TOTALS 2024 - 2030</b>	<b>\$ 813,908,700</b>	<b>\$ 196,644,300</b>	<b>\$ 9,000,000</b>	<b>\$ 1,019,553,000</b>



# Carrier Library Renovation & Addition Furnishings & Equipment



- Total Furnishings & Equipment: \$7,043,000
- Project Completion Date: December 2025



# East Campus Infrastructure Phase 3 - Distribution



- Total Project Budget: \$28,710,000

# Johnston Hall Renovation & Expansion



- Total Project Budget: \$26,820,000
- Gross Square Footage: 37,272
- Graduate Psychology & Center for Assessment





# College of Health & Behavioral Studies Expansion



- Total Project Budget: \$95,770,000
- Gross Square Footage: 120,000
- Program growth in health-related majors



# Godwin Hall Renovation



- Total Project Budget: \$36,480,000
- Gross Square Feet: 70,555
- Academic Hub

# Moody Hall Renovation & Expansion



- Total Project Budget: \$46,340,000
- Gross Square Footage: 44,724
- College of Arts & Letters



# Spotswood Hall Renovation



- Total Project Budget: \$23,820,000
- Gross Square Footage: 19,500
- Living Learning Community



# Six-Year Plan 2024-2026 Biennia

■ Blanket Property Acquisition	\$ 3,000,000
■ Carrier Library Furnishings & Equipment	\$ 7,043,000
■ East Campus Infrastructure Phase 3 - Distribution	\$ 28,710,000
■ Johnston Hall Renovation & Expansion	\$ 26,820,000
■ College of Health & Behavioral Studies Expansion	\$ 95,770,000
■ Godwin Hall Renovation	\$ 36,480,000
■ Moody Hall Renovation & Expansion	\$ 46,340,000
■ Spotswood Hall Renovation	<u>\$ 23,820,000</u>
<b>Total</b>	<b>\$267,983,000</b>

# 2023-2024 Proposed Tuition & Fees

Towana Moore  
Vice President  
Administration and Finance





# In-state Undergraduate Tuition Value

- Three year average in-state tuition increase – 2%, CPI 5.2%
- Comparison with Virginia public institutions (15), 2022-23
  - JMU Ranks 11th lowest for in-state tuition and in-state overall total cost (with R&B)
- JMU is one of the **lowest in general fund** per in-state FTE among Virginia public four-year institutions
  - \$7,952 per in-state FTE <sup>(1)</sup>
  - Virginia average is \$10,292 for four-year public institutions

(1) FY 2023 operating GF appropriations per FY 2022 in-state annualized FTE



# 2023-24 Budget Challenges, Considerations & University Investment



- State Funding Uncertainty
- Faculty & Staff Compensation
  - State Pay Adjustments
  - Benefit Costs - Medical Insurance
- Virginia Military Survivors & Dependents Education Program (VMSDEP)
- Unavoidable & Inflationary Costs
- Debt – Infrastructure & Refinancing
- Student Success Investment
- Financial Aid & Scholarship



# State Funding Uncertainty

2022-24 Biennial Budget  
(current)

- 5% Salary Increase
- \$5.6M Student Financial Assistance
- \$ .3M – Teacher Recruitment

Governor's Revised  
Budget

- 5% Salary Increase
- \$1,500 Bonus on 12/1/23
- 10% Merit Bonus (revenue dependent)

House Amendments

- 7% Salary Increase
- \$4.49M Affordable Access (In-state Tuition Moderation)
- \$1.25M Expand Nursing Programs (D.N.P)

Senate Amendments

- 7% Salary Increase
- \$1,000 Bonus on 12/1/23
- \$3.5M Student Financial Assistance
- \$9.9M Affordable Access
- \$ .6M Nursing Workforce

# 2023-24 Budget Challenges, Considerations & University Investment



- State Funding Uncertainty
- Faculty & Staff Compensation
  - State Pay Adjustments
  - Benefit Costs - Medical Insurance
- Virginia Military Survivors & Dependents Education Program (VMSDEP)
- Unavoidable & Inflationary Costs
- Debt – Infrastructure & Refinancing
- Student Success Investment
- Financial Aid & Scholarship

# Examples of Collaboration, Cost Avoidance & Savings



- Procurement Services
  - Virginia Association of State College & University Purchasing Professionals (VASCUPP)
  - Virginia Higher Education Procurement Consortium (VHEPC)
  - Virtual Library of Virginia (VIVA)
- Facilities Management
- Academic Support

# FY 2023-24 Proposed Undergraduate On-Campus Tuition & Fees



2022-23	2023-24	\$ Change
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VIRGINIA STUDENT			
Tuition & Fees	7,684	7,914	230
Comprehensive Fee	5,408	5,662	254
<b>TOTAL COMMUTER COSTS</b>	<b>\$ 13,092</b>	<b>\$ 13,576</b>	<b>\$ 484</b>
Room & Board	11,448	11,988	540
<b>TOTAL ON-CAMPUS COSTS</b>	<b>\$ 24,540</b>	<b>\$ 25,564</b>	<b>\$ 1,024</b>

NON-VIRGINIA STUDENT			
Tuition & Fees	24,744	25,128	384
Comprehensive Fee	5,408	5,662	254
<b>TOTAL COMMUTER COSTS</b>	<b>\$ 30,152</b>	<b>\$ 30,790</b>	<b>\$ 638</b>
Room & Board	11,448	11,988	540
<b>TOTAL ON-CAMPUS COSTS</b>	<b>\$ 41,600</b>	<b>\$ 42,778</b>	<b>\$ 1,178</b>



# FY 2023-24 Proposed Graduate On-Campus Tuition and Fees

2022-23	2023-24	\$ Change
---------	---------	-----------

GRADUATE (Per Credit Hour)			
Virginia	\$ 529	\$ 545	\$ 16
Non-Virginia	\$ 1,251	\$ 1,272	\$ 21



# In-State Tuition & E&G Fees

## Dollar Value of 1% Change



Rank	2022-23 In-State Tuition and Mandatory E&G Fees	Annual Dollar Value 1%	Semester Dollar Value 1%
1	William & Mary	\$ 17,570	\$ 176
2	University of Virginia	\$ 15,339	\$ 153
3	Virginia Commonwealth University	\$ 12,956	\$ 130
4	Virginia Tech	\$ 12,289	\$ 123
5	George Mason University	\$ 9,795	\$ 98
6	Virginia Military Institute	\$ 9,782	\$ 98
7	Christopher Newport University	\$ 9,375	\$ 94
8	University of Mary Washington	\$ 8,998	\$ 90
9	Longwood University	\$ 8,420	\$ 84
10	Radford University	\$ 8,252	\$ 83
11	James Madison University	<b>\$ 7,684</b>	<b>\$ 77</b>
12	Old Dominion University	\$ 7,257	\$ 73
13	Virginia State University	\$ 6,269	\$ 63
14	University of Virginia Wise	\$ 6,224	\$ 62
15	Norfolk State University	\$ 5,752	\$ 58

Source: 2022-23 Tuition & Fees Report, State Council of Higher Education, August 2022

# 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



Rank	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 <sup>(1)</sup>			Total In-State		Total Out-of-State	
1	W&M	\$ 17,570	UVA	\$ 51,491	VMI	\$ 10,132	W&M	\$ 13,828	W&M	\$ 37,798	UVA	\$ 67,256	
2	UVA	\$ 15,339	W&M	\$ 40,796	W&M	\$ 6,400	GMU	\$ 13,120	UVA	\$ 31,104	W&M	\$ 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*	\$ 5,662	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	UVA-Wise	\$ 5,274	CNU	\$ 11,990	GMU	\$ 26,524	ODU	\$ 44,508	
8	UMW	\$ 8,998	UVA-Wise	\$ 26,318	ODU	\$ 4,373	JMU*	\$ 11,988	UMW	\$ 25,890	UVA-Wise	\$ 43,511	
9	LU	\$ 8,420	UMW	\$ 25,918	NSU	\$ 3,870	UVA-Wise	\$ 11,919	JMU*	\$ 25,564	UMW	\$ 42,810	
10	RU	\$ 8,252	JMU*	\$ 25,128	RU	\$ 3,664	UMW	\$ 11,596	VT	\$ 25,422	JMU*	\$ 42,778	
11	JMU*	\$ 7,914	CNU	\$ 22,613	GMU	\$ 3,609	VSU	\$ 11,544	ODU	\$ 24,558	CNU	\$ 40,653	
12	ODU	\$ 7,257	LU	\$ 21,230	VSU	\$ 3,385	NSU	\$ 10,844	UVA-Wise	\$ 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	UVA-Wise	\$ 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	

\* JMU proposed FY 2023-24 Tuition & Fees and Room & Board

(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 Purple 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 FY 2022-23 Tuition and Fees Report, August 2022



# FY 2022-23 Out-of-State Undergraduate Tuition, Required Fees and Room and Board Cost Comparison

	Institution	2022-23
1.	University of Virginia	\$67,256
2.	William and Mary	\$61,024
3.	University of Connecticut	\$55,724
4.	University of Maryland-College Park	\$54,365
5.	Michigan State University	\$53,597
6.	Miami University-Oxford	\$52,612
7.	University of Massachusetts-Amherst	\$52,294
8.	University of Delaware	\$52,164
9.	Clemson University	\$51,852
10.	Penn State University	\$51,635
11.	University of New Hampshire	\$51,210
12.	Ohio State University	\$50,748
13.	University of North Carolina at Chapel Hill	\$49,804
14.	University of Pittsburgh	\$49,680
15.	University of Rhode Island	\$48,518

	Institution	2022-23
16.	Rutgers University-New Brunswick	\$47,872
17.	University of Maine	\$45,786
18.	SUNY at Binghamton	\$45,709
19.	Virginia Tech	\$45,676
20.	North Carolina State University	\$43,617
21.	University of Mary Washington	\$42,810
22.	<b>James Madison University*</b>	<b>\$42,778</b>
23.	Ohio University	\$38,514
24.	West Virginia University	\$38,186
25.	Appalachian State University	\$35,036
26.	University of North Carolina Wilmington	\$33,978
27.	Bowling Green State University	\$33,716
28.	Kent State	\$32,963
29.	University of North Carolina Greensboro	\$32,587
	<b>Mean</b>	<b>\$46,956</b>

\* Proposed FY 2023-24 Out-of-State On-Campus Tuition and Auxiliary Mandatory Fees and Room & Board Fees  
 Source: IPEDS Preliminary Institutional Characteristics Data Collection, Fall 2022



# 2024 Proposed Summer Tuition and Fees

	Summer 2023	Summer 2024	Change
<b>Tuition and Education &amp; General Fees (Per Credit Hour)</b>			
Virginia Undergraduate	\$396	\$408	\$12
Non-Virginia Undergraduate	\$971	\$985	\$14
Virginia Graduate	\$461	\$475	\$14
Non-Virginia Graduate	\$1,101	\$1,117	\$16
<b>Student Services Fee (Per Credit Hour)</b>			
Virginia Undergraduate	\$26	\$27	\$1
Non-Virginia Undergraduate	\$26	\$27	\$1
Virginia Graduate	\$26	\$27	\$1
Non-Virginia Graduate	\$26	\$27	\$1
<b>Room &amp; Board</b>			
Room	\$109	\$114	\$5
Board - 19 Meals No Dining Dollars	\$130	\$140	\$10

# 2023-2024 Proposed Budget

Towana Moore  
Vice President  
Administration and Finance



# 2022-23 Budget (In Millions)



	<u>2022-23</u>
<b>Education &amp; General</b>	<b>385.2</b>
<b>Auxiliary Enterprises</b>	<b>227.6</b>
<b>Financial Aid</b>	<b>25.3</b>
<b>Sponsored Programs</b>	<b>46.8</b>
<b>Total Operating Budgets*</b>	<b><u><u>\$684.9</u></u></b>

\* Excludes Equipment Trust Fund (ETF)



# 2023-24 Budget Challenges, Considerations & University Investment



- State Funding Uncertainty
- Faculty & Staff Compensation
  - State Pay Adjustments
  - Benefit Costs - Medical Insurance
- Virginia Military Survivors & Dependents Education Program (VMSDEP)
- Unavoidable & Inflationary Costs
- Debt – Infrastructure & Refinancing
- Student Success Investment
- Financial Aid & Scholarship



# Education and General Funding



# 2023-24 Education and General Incremental Revenue by Category

Revenue Category	Revenue Change
<b>General Fund Revenue</b>	
Salary, Fringe Benefits and Other Transfers	9,733,838
Financial Aid	5,318,350
Affordable Access	4,492,000
Strategic Initiative - <i>Teacher Recruitment</i>	314,338
<b>Total General Fund Revenue</b>	<b>\$ 19,858,526</b>
<b>Nongeneral Fund Revenue</b>	
Tuition & Other Revenue	4,178,912
<b>Total Nongeneral Fund Revenue</b>	<b>\$ 4,178,912</b>
<b>Total Incremental Revenues</b>	<b>\$ 24,037,438</b>

# 2023-24 Education and General Incremental Expenditure by Category



## Expenditure Category

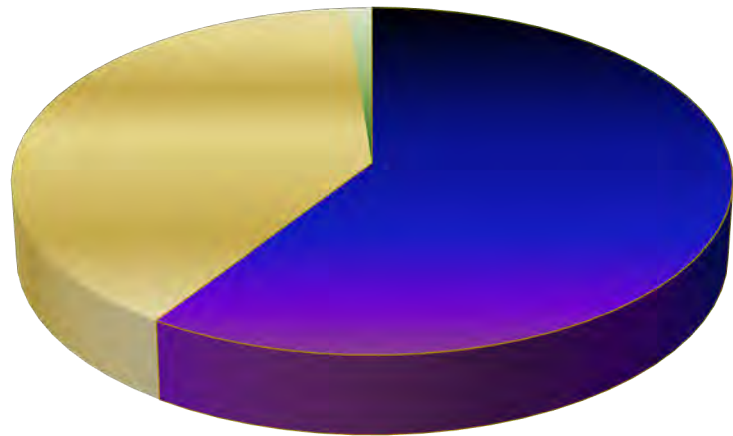
## Expenditure Change

Faculty & Staff Salary, Wage and Fringe Benefit Changes	17,615,923
Financial Aid & Scholarships	5,872,818
Student Success Investment	1,308,011
Academic Operations and Faculty Promotions	1,149,507
Facilities, Operations and Utilities	903,401
Strategic Initiative - <i>Teacher Recruitment</i>	314,338
Indirect Cost Recovery	(652,871)
Reallocations	(2,473,689)
Total Incremental Expenditures	<u>\$ 24,037,438</u>

# 2023-24 Education & General (E&G) Budget Including Financial Aid (F/A)



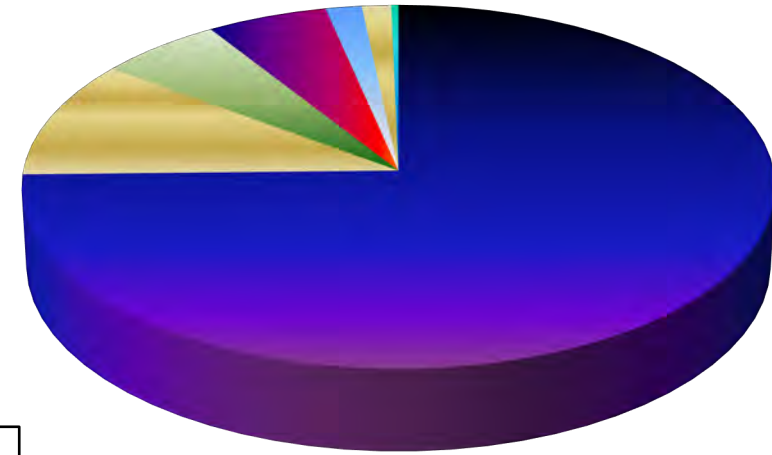
## E&G Revenues



- Tuition 59.2%
- General Funds 39.6%
- Miscellaneous 1.2%

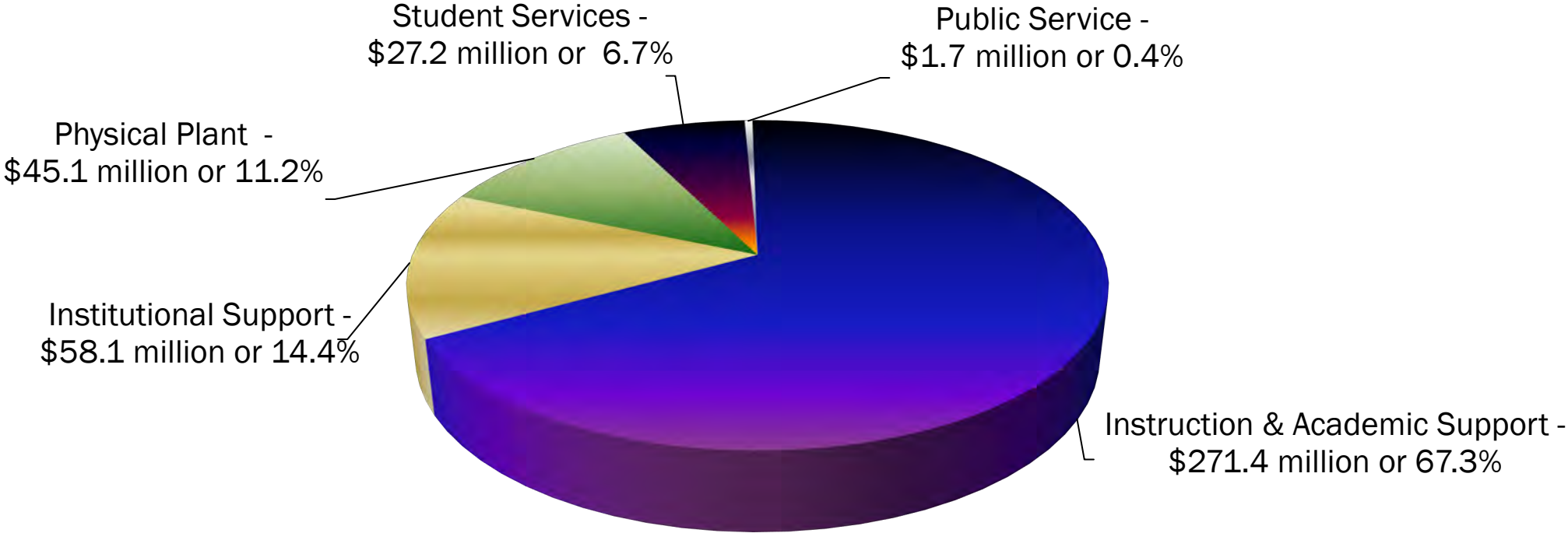
Total E&G & F/A Budget  
\$434.5 M

## E&G Expenditures



- Compensation 74.7%
- Financial Aid & Scholarships 10.5%
- Utilities 5.8%
- All Other 5.7%
- Equipment 1.7%
- Repairs & Maintenance 1.4%
- Debt .2%

# 2023-24 Education & General Expenditure Budget By Category







# Auxiliary Enterprises

# 2023-24 Auxiliary Incremental Revenue by Category



Revenue Category	Revenue Change
Board Fee	5,971,326
Comprehensive Fee	6,036,150
Room Fee	1,663,820
Auxiliary Sales	1,198,364
Total Incremental Revenues	<u>\$ 14,869,660</u>

# 2023-24 Auxiliary Incremental Expenditure by Category

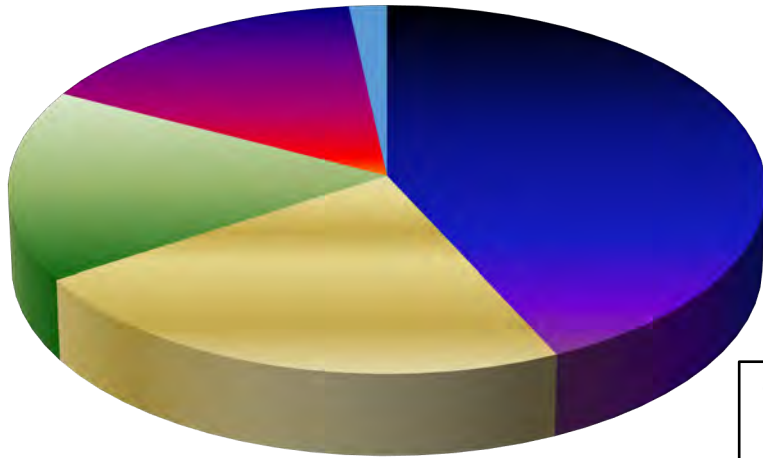


Expenditure Category	Expenditure Change
Facilities, Operations and Contract Obligations	9,276,114
Debt	3,190,141
Staff Salary, Wage and Fringe Benefit Changes	2,744,675
Financial Aid & Scholarships	302,493
Reallocation	(643,763)
Total Incremental Expenditures	<u>\$ 14,869,660</u>

# 2023-24 Auxiliary Budget



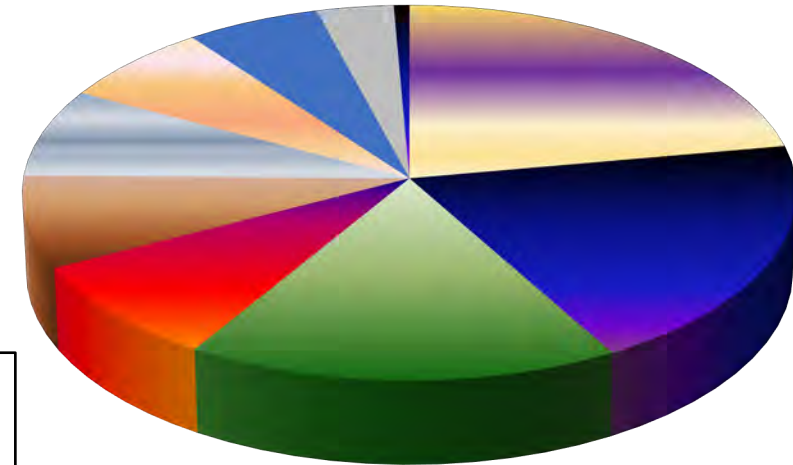
## Auxiliary Revenues



- Comprehensive Fee 43.2%
- Board Fee 22.7%
- Non Fee Revenue 16.8%
- Room Fee 15.6%
- Parking Fee 1.7%

Total Auxiliary Budget  
\$242.5 M

## Auxiliary Expenditures



- Dining 22.2%
- Debt 16.8%
- All Other 7.9%
- Scholarships 6.9%
- Mandatory Reserves 3.5%
- Compensation 19.7%
- Repair and Maintenance 8.6%
- Utilities 7.6%
- Agency Service Charge 6.0%
- Equipment 0.8%

# 2023-24 Budget Summary (Millions)



	2022-23	2023-24	\$ Change	% Change
Education & General	385.2	403.5	18.3	4.8%
Auxiliary Enterprises	227.6	242.5	14.9	6.5%
Financial Aid	25.3	31.0	5.7	22.5%
<b>E&amp;G, F/A &amp; Auxiliary</b>	<b>\$ 638.1</b>	<b>\$ 677.0</b>	<b>\$ 38.9</b>	<b>6.1%</b>
<b>Sponsored Programs</b>	<b>\$ 46.8</b>	<b>\$ 46.8</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Total Operating*</b>	<b>\$ 684.9</b>	<b>\$ 723.8</b>	<b>\$ 38.9</b>	<b>5.7%</b>

\* Excludes Equipment Trust Fund

# **Governance Committee**

**April 20, 2023**





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

Governance Committee  
Thursday, April 20, 2023  
Meeting Room 2  
12:00 p.m.

Agenda

1. Approval of Minutes – February 9, 2023\*
2. Board Retreat 2023
3. Process for leadership succession
4. Governance Committee review
5. Board Liaisons

\*Action Required

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

**GOVERNANCE COMMITTEE**

**Minutes of the Meeting of February 9, 2023**

The Governance Committee of the James Madison University Board of Visitors met on Thursday, February 9, 2023 in the Festival Conference and Student Center at James Madison University. Jeff Grass, chair, called the meeting to order at 4:30 pm.

**PRESENT:**

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

Herod, Maribeth  
Major, Lara  
Tompkins Johnson, Deborah  
White, Jack

**ALSO PRESENT:**

Alger, Jonathan, President  
Knight, Jack, University Legal Counsel

On motion by Lara Major, seconded by Chris Falcon, approved the minutes of the November 17, 2022 meeting.

**Transition of Board Officers**

On motion by Lara Major, seconded by Deborah Tompkins Johnson, recommended that the board officers would assume office on July 1.

**Process for Leadership Succession**

On motion by Jack White, seconded by Chris Falcon, recommend approval of the following change to the Manual, Article IX. Rights and Powers, Section A. 2C: “In the case of a planned or unplanned departure of the president” to replace “In case of the president’s incapacity because of disability or death”.

**Affiliation Agreement (MOU) with the James Madison University Foundation**

On motion from Lara Major, seconded by Deborah Tompkins Johnson, recommended approval of the Affiliation Agreement with the JMU Foundation.

**2023 Board Retreat**

EAB will again serve as a facilitator for the retreat. It will be held on April 22. Michael Stoltzfus has offered a facility at Dynamic Aviation for the retreat.

With no further business, the committee adjourned at 5:30 pm.

\_\_\_\_\_  
Jeff Grass, Chair

\_\_\_\_\_  
Donna L. Harper, Secretary

# Student Affairs Committee

April 20, 2023



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

Student Affairs Committee  
Thursday, April 20, 2023 1:00 p.m.  
Festival Ballroom B

Agenda

1. Opening Remarks and Approval of Minutes for February 9, 2023, 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. Career, Experiential Learning and Transitions Spotlight  
Myles Surrett, Associate Vice President. Career, Experiential Learning and Transition  
Steve Grande, Director, Community Service-Learning  
Shana Meganck, Associate Professor, School of Communication Studies  
Casey Ouren, Director, Orientation and Transitions  
Libby Westley, Director, University Career Center
6. Student Panel  
Joi Johnson, Class of 2025, Communication Studies  
Hailey Duarte, Class of 2024, Health Sciences  
Jamisen Blythe, Class of 2023, Health Sciences

# Opening Remarks and Approval of Minutes

Deborah Tompkins Johnson, Chair



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

**Minutes of the Student Affairs Committee**

The Student Affairs Committee met on Thursday, February 9, 2023, in the Student Success Center at James Madison University. Deborah Tompkins Johnson, Chair, called the meeting to order at 12:45 p.m.

**Present:**

Edwards, Terrie  
Lynch, John

Tompkins Johnson, Deborah, Chair  
Major, Lara

**Others:**

Allen, Dirron, Associate Vice President, Student Life and Involvement  
Bakhtiari, Shawdee, President, Student Government Association  
Blyer, Kristina, Associate Vice President, Health and Well-Being  
Bowers, Bailey, Graduate Student  
Brenneman, Anne, Director, University Health Center  
Campbell, Kathleen, Director, Office of Residence Life  
Dalton, Sofie, Junior  
Grossman-Leopard, Jen, Director, Student Life  
Hall, Hollie, Dean of Students  
Lewis, Brent, Associate Vice President, Diversity, Equity, Inclusion & Accessibility  
Robinson, Sydney, Sophomore,  
Miller, Tim, Vice President for Student Affairs  
Williams, Xavier, Student Representative to the Board of Visitors

**Approval of Minutes**

On the motion of Lara Major and seconded by John Lynch the minutes of November 17, 2022, were approved.

**Opening Remarks**

Deborah Tompkins Johnson welcomed members and guests. She held a moment of silence in support of the recent loss of life at JMU and recent worldwide events.

**Student Affairs Update**

Dr. Miller reflected on the beginning of the semester, including the recent vigil, and acknowledged how our community has honored these challenging moments and how the campus has come together to support each other. He shared appreciation for the Student Affairs Team that stepped in to support students who were impacted by the recent tragedy, as well as the teams that continued regular campus operations. He shared his excitement on seeing students out on the quad building community together.

**Student Government Association Report**

Shawdee Bakhtiari, Student Government Association President, shared appreciation for the strength of our community and the healing that has happened and is ongoing for many. She is continuing her outreach work and has met with



**Board of Visitors  
February 9, 2023**



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student organizations such as SafeRides, Interfraternity Council, Panhellenic Council, and Intercultural Greek Council. She is organizing a check-in for front-end budgeted student organizations. She was able to co-host Martin Luther King Jr. Week and shared about her experience serving on the planning committee.

### **Student Representative to the Board of Visitors Report**

Xaiver Williams, Student Representative to the Board of Visitors, shared updates regarding events and collaborations he has been able to be a part of at the beginning of the Spring 2023 semester, some of the positive outcomes and ways he has connected with the JMU Community and provided an update on his 2023-2024 Student Representative to the Board of Visitors Onboarding Initiative. He provided data on student engagement through social media.

### **Student Life and Involvement Spotlight**

Dirron Allen, Associate Vice President, Student Life and Involvement, provided updates for the Future of Housing which including the upcoming Ikenberry construction. Student Affairs and Finance and Administration will continue to collaborate as they review all campus housing locations. “The Village” Phase one construction will begin summer of 2023 with Ikenberry Hall. Students have partnered and provided input through multiple outlets including the Residence Life Student Advisory Board. The housing plan will represent the student voice and will contribute to the unique character and values of James Madison University.

### **Student Panel**

Bailey Bowers, Graduate Student – College Student Personnel Administration, Graduate Hall Director and member of the Residence Life Advisory Board

Sofie Dalton, Junior, second year Resident Advisor in Ikenberry Hall and member of the Residence Life Advisory Board  
Sydney Robinson, sophomore, Resident Advisor for Paul Jennings Hall and member of the Residence Life Advisory Board

Residential student staff shared about their experience living on campus and what they enjoyed about each of the spaces. They talked about their experiences building community and supporting students in the halls, their visions for the future of housing, and the impact they have made with their residents.

There being no further business, on the motion of Terrie Edwards and seconded by Lara Major the Student Affairs Committee meeting adjourned at 2:15 p.m.

Respectfully submitted,

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Deborah Tompkins Johnson, Chair

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Donna Harper, Secretary to the Board

# Vice President for Student Affairs Update

Tim Miller



# Student Government Association Report

Shawdee Bakhtiari

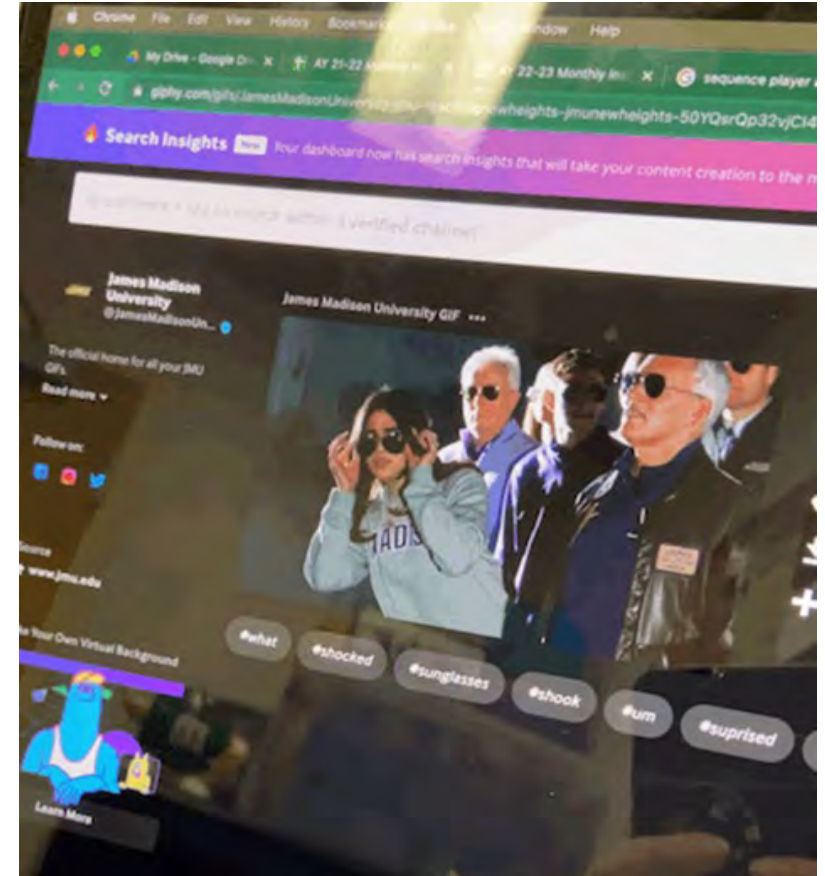


# Student Outreach





# Student Outreach Cont'd



# Student Government Association Initiatives



*Topic:*  
"Dukes Are Different"

with **Kwyn Townsend Riley:**  
Coordinator for Cultural and Affinity Spaces

Friday 3/3  
2:15pm  
The Union,  
Taylor 309

A portrait of Kwyn Townsend Riley, a young woman with long dark hair, smiling. She is wearing a dark blue polo shirt with a small logo on the chest. The background is black with white lines radiating from behind her head.



# Questions?



Shawdee Bakhtiari  
Student Life Committee Presentation

Summary Paragraph for minutes:

***Student Government Association Report:***

Shawdee Bakhtiari, Student Government Association President, is continuing to emphasize her central platform initiative, student outreach. She is highlighting the work of student organizations on campus through social media efforts, such as her weekly series, Sundays with Shawdee. She has also continued to encourage and model attendance at club meetings and campus wide events. She has supported and highlighted the work Student Government Association initiatives for the betterment of the student body. She has also played a supportive role in the organization of Student Government Association Spring Recruitment for Fall 2023.

***Student Government Association Report:***

➤ ***Student Outreach***

- Highlighting the work of Student Organizations
- Social Media Initiatives: #JMUNewHeights
- Restructuring Sundays with Shawdee
- Attending and Encouraging Attendance of Campus Events
- Creating and Offering Dialogue with the Student Body regarding Student Life

➤ ***Student Government Association Initiatives***

- Supported the efforts of Student Government Association's University Services Committee chaired by Marlena Kozlowski
- Presentations and Q&A sessions with JMU Dining during Weekly Senate Meetings
- Supported the efforts of Student Government Association's Diversity, Equity, Inclusion, Justice, and Accessibility Committee chaired by David Figueroa.
- Discussion based presentations centered on highlighting and educating about Diversity on JMU's campus: Dukes are Different
- ASL Bill of Opinion received a sufficient number of undergraduate student signatures and was passed by the full senate.

➤ ***Student Government Association Recruitment***

- Facilitated interest meetings
- Outreach initiatives in area specific parts of campus (CMSS, SOGIE, College of Business, etc.)
- Committee based recruitment

# **Student Representative to the Board of Visitors Report**

Xaiver Williams





# Two Years in Review...

# Building Community





# Strengthening Connections





# Remaining Committed



# Advocating for Innovation





# Expanding Collaborations



# Remaining Dedicated





# Thank you!!





# Thank You!

- Remain student focused
  - Increases sense of belonging on campus and ownership of education
  - Develops stronger relationships between students and teachers through shared experiences
- Encourage student-led initiatives
  - Students are the voice in helping the university develop solutions to the who, what, when, where, and how
  - Invite, Engage, and Elevate
  - Investment + Involvement = Success
- Be the key!
  - Dukes can only "hold doors" for others once the door has been opened for them





# 2023-2024 Student Representative to the Board of Visitors: Abigail Cannella ('24)

## About Abby:

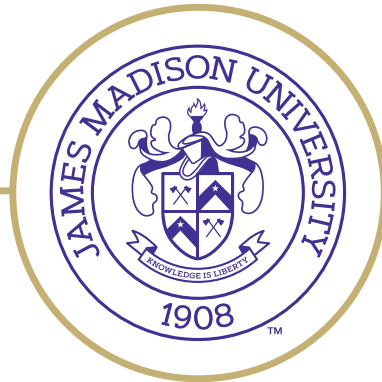
- Major: Public Policy & Administration
- Minor: Political Science
- Hometown: Poquoson, Virginia

## Campus Involvement:

- First year Orientation Guide (FROG)
- Orientation Peer Advisor (OPA)
- JMU College Republicans
  - Former Chairwoman
- SGA Senator
  - Former Membership Chair



# Questions?



# Student Representative Report

Xaiver Williams

Student Life Committee Meeting– April 20, 2023

**“Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence.” ~Sheryl Sandberg.**

## 2021-2022 Successes:

- Empowerment Talks with Dr. Rudy Molina Student Listening Tour
  - Give the students the opportunity and space to describe ways to improve their academic experience at JMU.
  - Foster partnerships with a range of student groups, with particular attention to groups that would benefit from a stronger relationship with Academic Affairs leadership.
  - Utilize information gained from current students to enhance the learning experience of future students.
  - Highlight current initiatives currently being led by the Academic Affairs division.
- Social Media Growth & Awareness
  - Growth of 400+ followers via Instagram
  - Expanding social outreach to Facebook and Twitter
- Meetings with student organizations/President’s Cabinet members
  - Black Leadership Coalition
  - JMU A cappella
  - JMU Muslim Student Association
  - JMU SafeRides
  - JMU TORCH
  - Student Ambassadors
  - Gamma Sigma Sigma
  - JMU College Republicans
  - JMU Residence Life
  - Student Representatives from the following colleges:
    - College of Education
    - College of Science & Mathematics
    - College of Business
    - College of Integrated Science and Engineering
    - College of Visual and Performing Arts
    - College of Arts and Letter
    - Honors College
  - Members of the President’s Cabinet
    - President Jon Alger
    - Dr. Heather Coltman
    - Donna Harper
    - Dr. Brent Lewis
    - Towana Moore
    - Mary-Hope Vass
    - Jeff Bourne
    - Dr. Nick Langridge
    - Dr. Tim Miller
    - Caitlyn Read

- Increase community awareness on the formation of the JMU/Commonwealth Budget Process
- Board of Visitors Dinner with Student Leaders (Hall of Presidents)
- Served on several campus-wide task forces/committees.
  - o Racial Equity Task Force
  - o Inaugural Vice President of Diversity, Equity, & Inclusion/Chief Diversity Officer hiring committee

Leadership Priorities:

- Student Focused
  - o Ensuring the work that we do keeps the student voice in consideration.
  - o Encouraging university leadership to intentionally listen to the comments and concerns in hopes of working together to address the challenges on a unified front.
- Awareness
  - o Continue to be a present leader for the student body.
  - o Continue to inform students on the role of the SRBOV and BOV.
- Advocacy
  - o Taking a moment to understand the challenges students face on our campus and work collaboratively with university leadership to develop ways to address them.

## 2022-2023 Successes:

- Class of 2026 Student Convocation Redesign and Speaker
  - o Worked with Dr. Molina, Casey Ouren, and Dr. Surret in reimagining the purpose and student outcome of Student Convocation at JMU
  - o Partnered with businesses in the community, departments around JMU, and the Provost Office to offer prizes and (2) book scholarships to students in attendance.
  
- Meet the DEI Leaders
  - o An event to bring students, faculty, and staff that are DEI focused together to connect and meet each other.
  - o Introduced our new DEI leaders for the academic year, Dr. Carter-Hoyt and Sparkman-Key
  
- Student Representative Conference
  - o Invited Student Representatives from across the Commonwealth to JMU to participate in a leadership/networking conference.
  - o 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.
  - o The goal is to create a network of leaders and identify how we can advocate for our peers collectively at the state level.
  
- Halftime on the Quad
  - o An event to celebrate and encourage students as they prepare to complete the second half of the semester.
  - o Establishing innovative practices/events that serve as a proactive way to uplift our community in a resourceful way.
  - o Provide resources for students to “de-stress” from midterms.
  
- Rwanda Initiative
  - o Joined nine other representatives from across the university to discuss partnerships that can be developed in Rwanda.
  - o Developed relationships with student leaders in Rwanda and advocated for co-curricular partnerships.
  
- Student Mental Health Roundtable
  - o Connected student leaders across the Commonwealth with Dr. Danette Gibbs (The Campus Suicide Prevention Center of Virginia).
  - o Roundtable was focused on developing solutions, in a collaborative effort, to address mental health on college campuses.
  
- 30+30: Awareness to Action Inclusive Future Tour
  - o Pre-Tour Discussion with Student DEI Leaders and Dr. Malika Carter-Hoyt, Vice President of Diversity, Equity, and Inclusion and Chief Diversity Officer
  - o The goal of the tour is to help JMU move from awareness to action.

- Welcomed Prospective Students and Families for CHOICES
- 2023-2024 Student Representative to the Board of Visitors Onboarding Initiative Meetings
- Student Representative to the Board of Visitors Onboarding Guide Creation
  - o An all-encompassing support document to assist student representatives at JMU transition into their role in the future.

Leadership Priorities:

- **Innovation:**
  - o Find unique ways to keep students updated about board meetings through convenient and efficient strategies (YouTube, Instagram, Meeting Students in Places Conducive to them)
  - o Explore new ways to engage student feedback before board meetings (agenda student review the week before)
  - o Continue to evaluate current practices for areas of growth (student resources/support, academic programs, university transparency)
- **Collaboration:**
  - o Continue to foster meaningful connections in Student Affairs, Academic Affairs, Student Government Association, and with board members. This collaboration will help us improve communication in addressing the issues we face as a university.
  - o Expand my outreach within the student body by remaining a present and active leader across campus (meeting with students and several student organizations to best understand their concerns directly).
  - o Create a network with other Student Representatives to the Board of Visitors around the state to advocate for issues that are impacting our colleges and universities around the Commonwealth.



## Final Thoughts:

Serving as Student Representative to the Board of Visitors has been a blessing and honor. Giving back to the institution that first invested and gave to me has been a prime example of what it means to “hold doors” for Dukes around me and those soon to come.

Thank you for allowing me to serve next to you as a valued voice on this board. Over the past two years, I have seen first-hand how this board has a critical role in the success of James Madison University. This board provides invaluable leadership, guidance, and support to our university community, ensuring that we remain at the forefront of excellence in education, research, and innovation in the Commonwealth of Virginia. As I conclude my time in my role, I have listed three things I hope board members will continue to remember as you make important decisions for our university.

### *Remain student-focused!*

- This helps increase the sense of belonging on campus and ownership of education.
- Develops stronger relationships between students and professors/faculty/staff/administration through shared experiences.

### *Encourage student-led initiatives!*

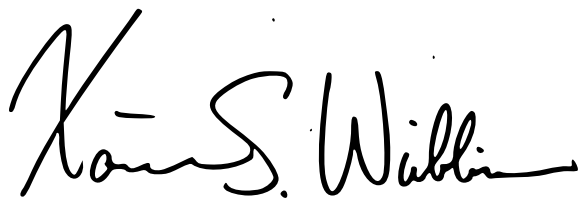
- Students are also a vital voice in helping the university develop solutions to the who, what, when, where, and how.
- Invite students to the table, Engage their experiences in the conversation, and Elevate their feedback in university decision-making.
- Investment + Involvement = Success

### *Be the key!*

- Dukes can only “hold doors” for others once the door has been opened for them.

Once again, thank you! Your leadership has enabled countless students to achieve their dreams and has brought about positive change in the lives of so many. Please know that I am grateful for your investment in my life as a student and leader at James Madison University.

Best Regards,



Xavier Williams ('23)  
James Madison University  
Student Representative to the Board of Visitors (2021-2023)

# Career, Experiential Learning and Transitions Spotlight

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

Steve Grande, Director, Community Service-Learning

Shana Meganck, Associate Professor, School of Communication Studies

Casey Ouren, Director, Orientation and Transitions

Libby Westley, Director, University Career Center



# Community Service- Learning

Steve Grande, Director





# What is Service-Learning?

"Teaching and learning strategy that integrates meaningful service to the community with instruction and reflection to enrich the learning experience, teach civic responsibility, and strengthen communities." (Seifer & Connors, 2007, p. 5)

## Health Science 231: Population Health Determinants

- 2 sections with a total of 70 students
- Required 15 hours of volunteering
- Service: Local health department, children with physical disabilities, STEM education at under-resourced schools, access to nutritious food



# Why Service-Learning?

- Address challenges locally and globally that increase capacity of community and/or agency
- Meaningful hands-on experiences in the community
- Service enhanced by instruction and reflection
- High impact practice with robust empirical support
- Adaptable to any major and a broad scope of projects
  - Tax preparation via Accounting course
  - Interpretation via Business Spanish course
  - Nutrition Counseling via Dietetics course

# Student Experience

"I was starting to feel hopeless that I wouldn't find anything that was the right fit for me after changing my major so many times...This class experience was that 'aha moment' for me that teaching is exactly where I should be."

–*JMU sophomore, ELED 208*





# Student Experience

"This course has caused me to carry a more meaningful appreciation for vulnerability. Now I am aware that important processes such as bridging and fostering empathy necessitate being vulnerable with others, which is especially helpful for my goal of becoming a licensed clinical psychologist."

– *Moriah McDonald, HON 300*



# Orientation and Transition

Casey Ouren, Director



# Maslow's Hierarchy of Needs



Physical



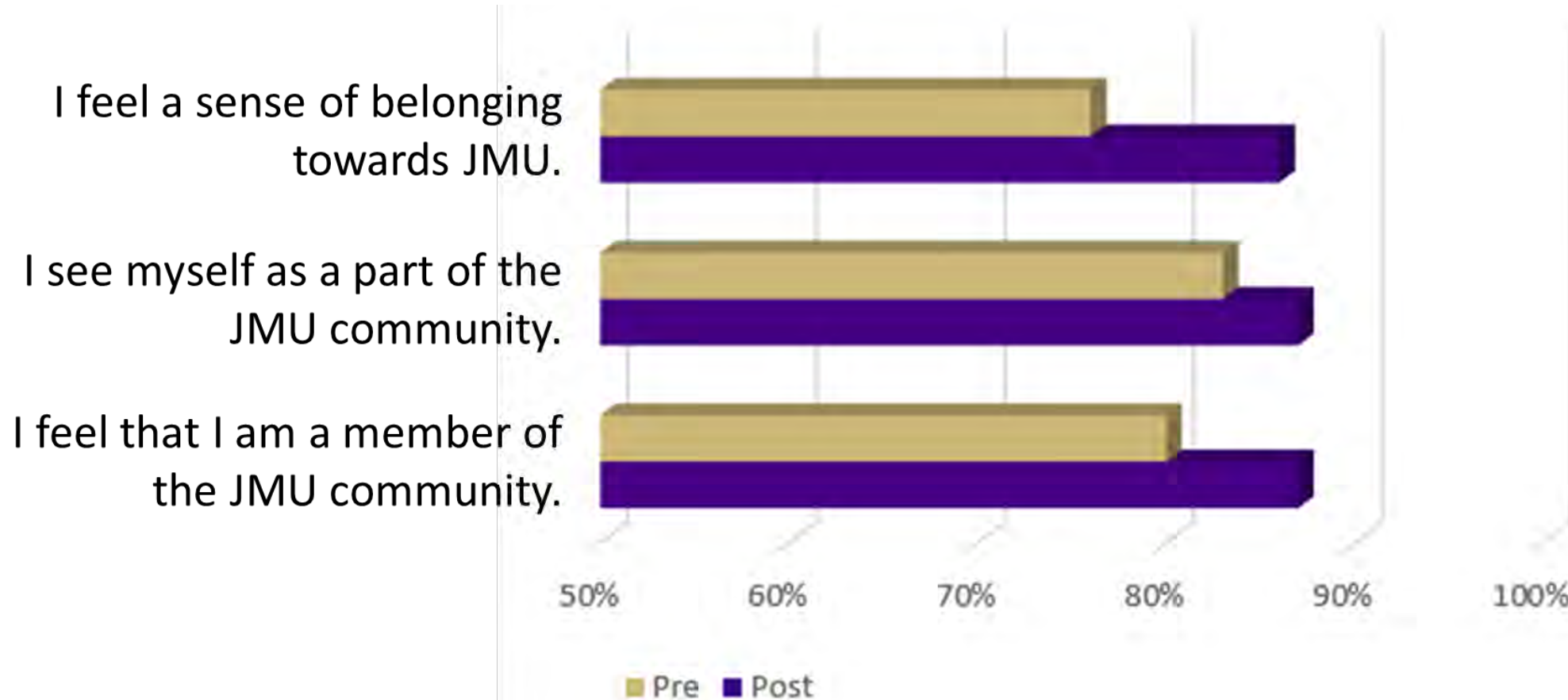
People



Resources



# 2022 Summer Orientation



# Planning for 2023

- Summer Orientation
- Virtual opportunities
- Dukes First Year Peer Mentor Program



# University Career Center

Libby Westley, Director






# University Career Center Employer Services



Posting Jobs & Internships



On-Campus Interviews' Schedules



Recruiting Events & Info Sessions



Participating in JMU Career Fairs



Recruiting Ideas & Strategies



Internships, Handshake, & More!





# The University Career Center's Career Management Tool

- Connects students and employers
- First level of employer engagement
- Post jobs and internships in Handshake
- 79,344 postings this year
- 8,133 unique employers connected with JMU's Handshake portal
- 20,153 are internships (90% are paid)

# *Handshake*

# Ways Employers Engage

## Engagement Beyond Postings

- On-campus interviews
  - 955 students
- Information sessions & tables
  - 126 in-person or virtual sessions
- Career Fairs
  - 461 unique organizations
  - 4,573 students





# Top Employers by Employer Engagement

5+ Engagements
CGI
Cvent Inc.
Deloitte
KPMG
Techtronic Industries, NA (TTI)

3+ Engagements	
Accenture Federal Services	Fast Enterprises, LLC
Addison Group	Federal Bureau of Investigation
American Woodmark	Federal Reserve Bank of Richmond
Booz Allen Hamilton	Handshake
Brightspot	JPMorgan Chase & Co.
Busch Gardens Williamsburg and Water Country USA (Williamsburg)	KEYENCE Corporation of America
Cherry Bekaert	Medix
Eight Eleven	National Security Agency (NSA)
Enterprise Holdings	NORFOLK NAVAL SHIPYARD
Ethos Group	Star Restaurant Group

# Questions?



# Student Panel

Joi Johnson, Class of 2025, Communication Studies

Hailey Duarte, Class of 2024, Health Sciences

Jamisen Blythe, Class of 2023, Health Sciences





# Questions?



# Thank You



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**ITINERARY**  
**April 20-22, 2023**

***PLEASE NOTE THE COMMITTEE START TIMES.***

**Thursday, April 20, 2023:**

12:00 pm – 1:00 pm	Lunch - Board Dining Room
12:00 pm – 1:00 pm	Governance Committee – Meeting Room 2
1:00 pm – 2:30 pm	Academic Excellence Committee - Highlands Room
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, Risk and Compliance Committee - Meeting Room 1
5:45 pm – 6:45 pm	Reception & Dinner– Board Dining Room
7:00 pm – 8:15 pm	Finance & Physical Development Committee – Board Room

**Friday, April 21 2023:**

8:30 am – 11:30 am	Full Board Meeting – Board Room
12:00 pm	Board Lunch – Box Lunches

**Saturday, April 22, 2023**

8:30 am – 3:00 pm	Board Retreat – Dynamic Aviation, 1675 Airport Road, Bridgewater, VA 22812
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**Board of Visitors**  
**April 20-22, 2023**

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

**FRIDAY, APRIL 21, 2023  
8:30 a.m.**

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**1  
CALL TO ORDER**

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**2  
\*CONSENT AGENDA:  
Approval of Minutes: February 10, 2023; Public Comment Meeting**

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

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**4  
PRESIDENT’S REPORT  
Jonathan Alger**

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**5  
\*2023-24 PROPOSED TUITION AND FEES  
2024 Summer Tuition and Fees  
Towana Moore, Vice President for Administration and Finance**

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**6  
\*2023-24 PROPOSED BUDGET  
Towana Moore, Vice President for Administration and Finance**

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**7  
RESEARCH INSTITUTES AND CENTERS  
Anthony Tongen, Vice Provost, Research and Scholarship**

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**8  
\*CLOSED SESSION**

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**9  
ADJOURNMENT**

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**\*Action Required**

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

Volume LIX No. 3

**Minutes of the Meeting of February 10, 2023**

The Visitors of James Madison University met on Friday, February 10, 2023 in the Festival Conference and Student Center Board Room on the campus of James Madison University. Maribeth Herod, Rector, called the meeting to order at 8:31 a.m.

**PRESENT:**

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

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

Williams, Xaiver, Student Representative to the Board, 2022-23  
Harper, Donna, Secretary

**ALSO PRESENT:**

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

Vass, Mary-Hope, Executive Director of Communications  
Ott-Walter, Kathy, Speaker, Faculty Senate  
Knight, Jack, University Counsel

The Rector acknowledged the tragic accident involving JMU students and held a moment of silence.

**CONSENT AGENDA**

On motion of Chris Falcon, seconded by Deborah Tompkins Johnson, the minutes of the November 18, 2022 meeting were approved.

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## COMMITTEE REPORTS

### Academic Excellence Committee

Matthew Gray-Keeling, Chair, presented the report of the Academic Excellence Committee. The minutes of the November 18, 2022 meeting were approved. (Attachment A)

Mr. Gray-Keeling reported on the following topics from the committee meeting:

- 1) Divisional update acknowledging the recent losses of the JMU community; an update on the committee on the status of the promotion and tenure process and the search for the executive director of the Center for Global Engagement; and establishment of the Joint Faculty Senate/Provost Academic Affairs Administrative and Professional Faculty Hiring Guidelines task force;
- 2) The College Spotlight was on the College of Business;
- 3) Faculty Senate Speaker report;
- 4) Curriculum update:
  - a. On motion from committee, approved the graduate certificate in Health Policy.
  - b. On motion from committee, approved the Master of Science in Computer Science with a concentration in Cybersecurity program.
- 5) Heard from a student in the Bridge to Madison program.

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

### Advancement and Engagement Committee

Craig Welburn, Chair, presented the report of the Advancement and Engagement Committee. The minutes of the November 18, 2022 meeting were approved. (Attachment B)

Mr. Welburn reported on the following topics from the committee meeting:

- 1) Fund-raising report;
- 2) Vice President's update including recognition of two former Valley Scholars now attending JMU;
- 3) Customer Relationship Management (CRM) update;
- 4) Reaching New Heights; and
- 5) Crisis Communication update.

On motion of Mr. Welburn, seconded by Lara Major, the report of the Advancement and Engagement Committee was accepted.

### Athletics Committee

John Lynch, Chair, presented the report of the Athletics Committee. The minutes of the November 18, 2022 meeting were approved. (Attachment C)

Mr. Lynch reported on the following topics from the committee meeting:

- 1) NCAA, Sun Belt Conference and Athletics update;
- 2) Intercollegiate Athletics Program Report (APA Audit);
- 3) Student Discipline report;



- 
- 4) Mental Health update for student athletes;
  - 5) Fund-raising update; and
  - 6) Missed class policy discussion.

On motion of Mr. Lynch, seconded by Jeff Grass, the Athletics Committee report was accepted.

#### **Audit, Risk and Compliance Committee**

Chris Falcon, Chair, presented the report of the Audit Committee. The minutes of the November 18, 2022 meeting were approved. (Attachment D)

Mr. Falcon reported on the following topics from the committee meeting:

- 1) Held a moment of silence for the student lives lost;
- 2) Review of compliance requirements for university policies; and
- 3) Reviewed the Internal Audit Work Plan Status Report.

On motion of Mr. Falcon, seconded by Deborah Tompkins Johnson, the Audit, Risk and Compliance Committee report was accepted.

#### **Finance and Physical Development Committee**

John Rothenberger, Chair, presented the report of the Finance and Physical Development Committee. The minutes from the November 18, 2022 meeting were approved. (Attachment E)

Mr. Rothenberger reported on the following from the committee meeting:

- 1) Divisional update introducing Craig Short, Assistant Vice President for Business Services;
- 2) Financial Review;
- 3) Annual Investment review;
- 4) Governor's Budget; and
- 5) Customer Relationship Management (CRM) update.

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

#### **Governance Committee**

Jeff Grass, Chair, presented the report of the Governance Committee. The minutes of the November 18, 2022 meeting were approved. (Attachment F)

Mr. Grass reported on the following from the committee meeting:

- 1) On motion from committee approved that officers of the board transition to assume office on July 1;
- 2) On motion from committee approved the Affiliation Agreement (MOU) with the JMU Foundation; and

- 
- 3) Board Retreat scheduled for April 22, 2023.

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

### **Student Affairs Committee**

Deborah Tompkins Johnson, Chair, presented the report of Student Affairs Committee. The minutes from the November 18, 2022 meeting were approved. (Attachment G)

Ms. Tompkins Johnson reported on the following topics from the committee meeting:

- 1) Moment of silence to honor the loss of life and recent worldwide events;
- 2) Student Affairs update including recognizing the recent events and the staff who supported the students;
- 3) Report from the Student Government Association President;
- 4) Report from the Student Representative to the Board of Visitors;
- 5) Student Life and Involvement Spotlight was an overview of JMU's housing plan; and
- 6) Student panel of residence life student staff.

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

Xaiver Williams, Student Representative to the Board of Visitors, "took over" the student Instagram account. He shared he had 184,344 views.

### **PRESIDENT'S REPORT**

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

- An admissions update was provided with the following information: there are 36,912 first-year applicants, which is a 16% increase over 2022 and 68% increase over 2021; first-year applicant demographics are 59% female, 46% out of state, 21% first generation, 34% underrepresented minorities (102% increase in two years), 524 international applicants, applicants represent 53 states and U.S. territories and 111 countries;
- Winter Commencement was held on December 17 in the Atlantic Union Bank Center with 1,080 total graduates (857 undergraduates and 223 graduate students) and Charles May ('83) served as the commencement speaker;
- The Reddix Center for First Generation Students will be officially dedicated at a ceremony on February 25 at 11 a.m.;
- David Kirkpatrick, Madison Center for Civic Engagement, joined several university presidents at Stanford University to discuss "civic engagement" and will return in May to continue the conversation. In addition, JMU will host the Institute of Civic Studies and Learning Day for Democracy;
- Rebecca Brannon, Associate Professor in History, was awarded a National Endowment for Humanities Fellowship for her project "Old Age in the Wake of the American Revolution" and this is one of only 70 grants each year;

- 
- Gina MacDonald, Professor in Chemistry and Biochemistry was named as the 2022 American Association for the Advancement of Science Fellow;
  - JMU has been named a Fulbright Top Producer for the 4<sup>th</sup> year with eight recipients and four alternates;
  - U.S. News released their online rankings and JMU was named one of the best online programs in a variety of areas: MBA #19 (#1 in the Commonwealth), Veterans-MBA #35, and Graduate Computer Information Technology #34;
  - JMU is in discussion about a partnership with the Bringing Theory to Practice's Paradigm Project, which is a national effort focused on catalyzing systemic transformation in undergraduate education;
  - The Office of Research and Scholarship is expanding faculty and student scholarship support;
  - The College of Education is moving ahead with the planning of a lab school with Rockingham County Public Schools and is slated to open in the fall 2023. This will serve 100-150 public school students and provide opportunities for JMU students, faculty and staff;
  - An Innovation Center for Youth Justice will be launched as the nation's first center that is a partnership with Justice Studies and Social work at JMU and JMU alum John Tuell (Social Work, '79), with a goal to increase positive youth opportunities;
  - The upcoming Madison Vision Series events will be: Awadagin Pratt on Feb. 21 at the Forbes Center for Performing Arts and Dr. Anthony Fauci on April 3 with a fireside chat with Jim Acosta and a student; and
  - An update was provided on JMU Athletics as basketball is coming down the homestretch, Swimming and Diving was recognized by the College Swimming & Diving Coaches Association of America as a Scholar All-American Team; JMU Lacrosse ranked 12<sup>th</sup> in the pre-season coaches poll; an NCAA waiver is being discussed; and the educational benefits of athletics is being discussed by the Knight Commission.

### **STUDENT AID INDEX**

Brad Barnett, Associate Vice President for Access and Enrollment/Director of Financial Aid and Scholarships shared information on this new calculation from the federal government to determine eligibility for financial aid (replacing the Estimated Family Contribution).

### **GENERAL ASSEMBLY UPDATE**

Caitlyn Read, Director for State Government Relations, gave an update on the legislation and budget amendments progressing through the General Assembly.

### **FREE SPEECH SCENARIOS – Professional Development**

Following an introduction and brief explanation of free speech by the President and Jack Knight, University Legal Counsel, the board members participated in a professional development activity discussing two scenarios in small groups. The board then reconvened and shared their insights and perceptions of dealing with free speech issues.

President Alger and Rector Herod recognized Maria Jankowski for her involvement with the Board as her term will expire in June.

Rector Herod then called for the board to move into Closed Session. Chris Falcon made the following motion:

“I move the Board go into closed session to discuss the following matters: 1) pursuant to Virginia Code Section 2.2-3711 A-1, to discuss personnel matters involving promotions, retirements, hiring, resignations, salary adjustments, and status changes of various faculty members, administrators and appointees, as well as the award of tenure to faculty members; 2) pursuant to Section 2.2-3711-A-3 of the Code of Virginia to discuss the acquisition/disposal of real property; 3) pursuant to Section 2.2-3711-A-11 of the Code of Virginia, for consideration of an honorary degree.”

The motion was seconded by John Rothenberger and the Board moved into closed session. Following the closed session, the Rector then stated the following:

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

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

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

Ms. Herod then asked if there were any motions to come forward.

On motion from John Rothenberger, seconded by Jeff Grass, approved to convey to the City of Harrisonburg the following properties at no cost for the purpose of constructing the proposed University Boulevard extension:

- 705 Oak Hill Drive
- 1010 Forest Hill Road
- 1001 Forest Hill Road
- 700 Hickory Hill Drive
- 702 Hickory Hill Drive
- 701 Hickory Hill Drive
- 705 Hickory Hill Drive
- 900 Forest Hill Road
- 708 Locust Hill Drive
- 701 Locust Hill Drive
- 705 Locust Hill Drive

On motion from Terrie Edwards, seconded by Maria Jankowski, approved the Personnel Action Report.

On motion from Matthew Gray-Keeling, seconded by Chris Falcon, approved a Doctorate of Humanities honorary degree.

**ADJOURNMENT**

There being no further business, on motion of John Rothenberger, seconded by Jeff Grass, the Board voted to adjourn. The meeting was adjourned at 11:50 pm.

\_\_\_\_\_  
Maribeth Herod, Rector

\_\_\_\_\_  
Donna L. Harper, Secretary

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

Volume LI No. 1

**Minutes of the Public Comment Meeting of April 5, 2023**

The Public Comment Meeting was held in the Festival Conference and Student Center Board Room on the campus of James Madison University on April 5, 2023. Maribeth Herod, Rector, called the meeting to order at 4:00 pm.

**PRESENT:**

Falcon, Chris, Vice Rector (Virtual)  
Herod, Maribeth, Rector

Major, Lara  
Rothenberger, John (Virtual)

Williams, Xaiver, Student Representative to the Board, 2022-23  
Harper, Donna, Secretary

**ALSO PRESENT:**

Langridge, Nick, Vice President for University Advancement  
Miller, Tim, Vice President for Student Affairs  
Moore, Towana, Vice President for Administration and Finance

Vass, Mary-Hope, Executive Director of Communications

Maribeth Herod, Rector welcomed those joining virtually. She then introduced Towana Moore, Vice President for Administration and Finance who presented background information on the proposed tuition range. (Attachment A)

**ADJOURNMENT**

There being no further business the meeting was adjourned at 4:27 pm.

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Maribeth Herod, Rector

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Donna L. Harper, Secretary



# Motions from Committee



# Faculty Handbook

Michael O'Fallon

Associate Vice Provost for Academic Affairs Policy





# Faculty Handbook Committee Members

- **Jennifer Lang-Rigal**, Associate Professor, Department of Foreign Languages, Literatures and Cultures, College of Arts and Letters, *Chair*
- **Gianluca De Fazio**, Associate Professor, Justice Studies, College of Arts and Letters
- **Steve Harper**, Professor, Department of Engineering, College of Integrated Science and Engineering
- **Mark L'Esperance**, Dean, College of Education
- **Smita Mathur**, Professor, Early, Elementary and Reading Education, College of Education
- **Linda Thomas**, Dean, The Graduate School
- **Meg Sander**, University Counsel, *Ex Officio*
- **Michael O'Fallon**, Associate Vice Provost, Office of Vice Provost for Faculty Affairs and Curriculum



# Faculty Handbook Process

## Recommendations for Changes

- Solicited through email (initial and responses)
- Submitted through committee members

## Committee Review of Recommendations

- Fall semester: Collected and reviewed recommendations; accept, decline, modify or refer recommendations to the Faculty Senate
- Spring semester: Presented recommendations to faculty and received comments; revised recommendations as appropriate; recommendations reviewed by President, Provost and Faculty Senate Speaker; presented to the Board of Visitors



# Faculty Handbook Sections

- I. Introduction
- II. Applicability of the Faculty Handbook and Procedures for Change
- III. Faculty Employment Policies and Procedures
- IV. Faculty Role in Governance
- V. History and References
- VI. Constitution & Bylaws of the Faculty Senate



# 2023-24 Proposed Changes

## III. Faculty Employment Policies and Procedures

- Removing Redundant Information
- Providing Clarity to Sections
- Modifying Language
- Revising Processes
- Policy References





# Faculty Handbook

Board of Visitors Approval Required for Adoption



April 20, 2023

Dear James Madison University Board of Visitors,

The Faculty Handbook supplements faculty employment contracts to outline the duties, rights, and responsibilities of faculty members and be a guide for the relationship between faculty members and the university.

### **Faculty Handbook Change Process**

Each year, James Madison University community members can suggest handbook changes for consideration by the Faculty Handbook Committee. The handbook committee, appointed jointly by the provost and speaker of the Faculty Senate, considers each suggestion and identifies those it recommends for inclusion in the next academic year's faculty handbook. The committee's approved changes are posted for university community review and comment.

Upon completion of the public comment period, the committee reviews submitted comments and makes a final determination of which recommendations will be moved forward for review by the president, provost, and speaker of the Faculty Senate. At this stage in the process, the president, provost, and speaker can engage in an open dialogue with the Faculty Handbook Committee regarding the recommendations. Based on these discussions, the president then determines which recommendations will move forward for consideration by the Board of Visitors.

The table in the attached document includes the president's recommended changes to the 2023-24 Faculty Handbook for your consideration and approval. The table columns are:

1. The number assigned to the final recommendation.
2. The Faculty Handbook section of the recommendation.
3. The president's recommended change to the Faculty Handbook. Text to remove is struck through; underlined text is an addition to the Faculty Handbook.

### **Final Recommendations from Academic Year 2021-22**

Twenty-two recommendations are being presented for your review. Twelve of the recommendations were carried over from the 2021-22 academic year, as these recommendations required further discussion among the president, provost and committee. Approval of these recommendations after their conversations is an example of shared governance in action at James Madison University.

### **Categories of Recommendations**

Rationale for the final recommendations can be broadly grouped into five categories:

1. Removing redundant information that is found elsewhere in the faculty handbook. An example is removing the term "satisfactory" in section III.A.2.b.(6) as satisfactory performance is a requirement of all faculty members and is clearly defined in the annual evaluation, promotion, and tenure sections of the Faculty Handbook.
2. Providing clarity to sections that may be viewed as too general. For example, the additional information added to section III.B.3.b. provides greater flexibility in granting affiliated titles to employees in non-academic units and courtesy lecturer or professor titles to faculty.
3. Modifying language to be consistent with university policy. For example, the information added in section III.A.2.b.(17) aligns more closely with Policy 1331, Disabilities & Reasonable Accommodations.
4. Revising processes. An example is adding "dean" as an individual who should receive a faculty member's summary of activities and accomplishments when applying for promotion (section III.E.6.b.(1)) and tenure (section III.E.7.f.(1)).
5. Removing references to university policies that have been archived. For example, Policy 1404, Mediation, in section III.A.26.c. is no longer an active university policy.



### Attendance Policy Creation

Another example of shared governance is the development of an attendance policy. Starting in Fall 2022, the provost convened a task force comprised of Faculty Senate representatives and administrators. Throughout this academic year, task force members collaborated to develop an initial draft of the attendance policy. The policy delivered by the task force was then reviewed and modified by other stakeholders.

At the heart of the policy are agreed upon absences that must be deemed excusable by JMU faculty. They include:

1. Absences required by applicable laws such as Americans with Disabilities Act (ADA) accommodations, court-imposed legal obligations, religious observances, and active military service.
2. Absences for official university functions, including NCAA athletic events and other official university events.
3. Absences for university recognized academic functions where the student is required to attend.
4. Absences for illness and/or medical need.
5. Other absences that are deemed excusable at the discretion of the faculty member.

The policy is in the final stages of review and revision, and thus is not directly referenced in the president's final recommendations. Following its official approval, the attendance policy will replace the attendance policy currently found in section III.A.17. The Provost's Office will gladly provide you with the final policy, if you would like a copy.

### **Anticipated Changes**

The Faculty Handbook Committee recognized the need for multiple substantive revisions to the Faculty Handbook that will provide clarity and consistency throughout. Based on the committee's recommendation, the provost, Faculty Senate speaker, and handbook committee chair have begun conversations to strategically undertake this process.

I look forward to presenting the final recommendations for your approval at the Academic Excellence Committee meeting on April 20, 2023.

Sincerely,

Michael O'Fallon  
Associate Vice Provost for Academic Affairs Policy  
Office of the Vice Provost for Faculty Affairs and Curriculum

II.E.6.a. Presidential Recommendations to the Board of Visitors for the 2023-2024 Faculty Handbook		
#	Faculty Handbook Section	President's Recommended Change to the Faculty Handbook
1	III.A.2.a. Academic Freedom (Second paragraph)	A faculty member who is acting in the course and <u>normal</u> scope of their <u>employment assigned duties</u> at the university, <u>and in a manner consistent within those responsibilities</u> , is protected by the tenets of academic freedom <del>as long as such action is performed in good faith and in a manner consistent with their responsibilities as outlined in the statement on Academic Freedom within the 1940 Statement of Principles of the American Association of University Professors (AAUP).</del>
2	III.A.2.a. Academic Freedom (Third bullet point under academic freedom)	<del>Protects the faculty member in service to the academic unit, the college, the university, and the faculty member's discipline. Allows the faculty member to engage in service unfettered by unreasonable restrictions imposed by the institution.</del> This <u>freedom</u> is consistent with the university's right to expect productive service from a faculty member and to evaluate and to require improvement (as needed) in the quality and quantity of service activity.
3	III.A.2.b.(6) Academic Responsibility	A faculty member must perform the duties and obligations of their employment with the university in a professional <del>and satisfactory</del> manner.
4	III.A.2.b.(8) Academic Responsibility	A faculty member must pursue <del>excellence and</del> intellectual honesty in all professional matters.
5	III.A.2.b.(12) Academic Responsibility	<del>A faculty member must conscientiously undertake to meet the obligations involved in service and must not allow purely personal agendas or grievances to interfere with their fulfillment of those responsibilities. A</del> <u>faculty member must meet the obligations involved in service, consistent with their assigned responsibilities.</u>
6	III.A.2.b.(17) Academic Responsibility	<del>A faculty member engaged in instruction must make appropriate accommodations for students relating to religious observances and disabilities, and they must abide by Manual of Policies and Procedures, Policy 1331, Disabilities &amp; Reasonable Accommodations. In accordance with Policy 1331, Disabilities &amp; Reasonable Accommodations, a faculty member must implement the ODS accommodations for students with disabilities or promptly contact ODS to engage in the review process if they believe an approved accommodation would fundamentally alter the course or program.</del> Faculty <u>members</u> must make appropriate accommodations for students who are called to military service or jury duty, <u>and for religious observances</u> . It is the responsibility of the faculty member to determine whether or not an adjustment is reasonable for the course. Any class activity which cannot be excused must be noted in the class syllabus. See Faculty Handbook, Section III.A.17. Attendance Policy.
7	III.A.2.b.(21) Academic Responsibility	<del>A faculty member must use their experience and good judgement in supporting their discipline and furthering the university's mission.</del>
8	III.A.2.b.(22) Academic Responsibility	<del>A faculty member must act professionally in voicing any legitimate criticism of the university.</del>

9	III.A.3.a Professionalism	<p><del>Faculty members may embody the concepts of self-discipline and the quest for self-betterment.</del></p> <p><del>By striving for knowledge and understanding, and the effective means to share that knowledge and understanding, they add to the intellectual life of the university, the discipline, and the community. This responsibility calls for recognition by the faculty member of their role as a guardian of intellectual honesty, scholarly excellence, and pedagogical soundness.</del></p>
10	III.A.3.b. Relationship with Students	<p>Faculty members <del>may</del> <u>must</u> respect students' privacy and intellectual pursuits, <u>and</u> act as advisers and mentors for their students. <del>and model behavior and ethics appropriate for students to emulate.</del> They may never take unfair advantage of the student/teacher relationship they have with their students.</p>
11	III.A.3.c. Relationship with Colleagues	<p>Faculty members <del>may</del> <u>must</u> treat their colleagues and others with respect and may fulfill their responsibilities to assess their colleagues' performance honestly and without prejudice. <del>They have a duty to shoulder their fair share of the task of serving the academic unit, the college, the university, and their discipline.</del></p>
12	III.A.17. Attendance Policy	<p>Instructors must provide an attendance policy for each course. The attendance policy must state any mandatory, unrepeatable components of the course, and the expected procedure for requesting and obtaining approval for scheduled absences. <u>Any class activity which cannot be excused must be noted in the class syllabus.</u></p> <p>i. <u>In accordance with Policy 1331, Disabilities &amp; Reasonable Accommodations, a faculty member must implement the ODS accommodations for students with disabilities or promptly contact ODS to engage in the review process if they believe an approved accommodation would fundamentally alter the course or program.</u></p> <p>ii. <u>Faculty members must make appropriate accommodations for students who are called to military service or jury duty, and for religious observances. It is the responsibility of the faculty member to determine whether or not an adjustment is reasonable for the course.</u></p> <p>iii. Faculty must make reasonable adjustments for students who are ill, have family emergencies, or serve as duly authorized representatives of the university at some event. It is the responsibility of the faculty member to determine whether or not an adjustment is reasonable for the course. <del>Any class activity which cannot be excused must be noted in the class syllabus.</del></p> <p><del>A faculty member engaged in instruction must make appropriate accommodations for students relating to religious observances. A faculty member engaged in instruction must make appropriate accommodations relating to student disabilities. Faculty must make appropriate</del></p>

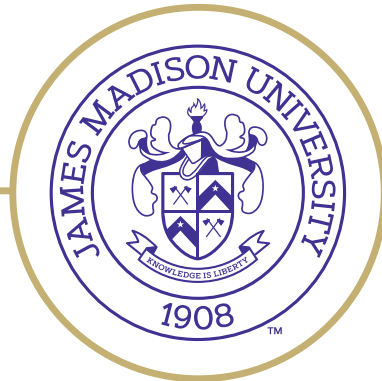
		<del>accommodations for students who are called to military service or jury duty.-</del>
13	III.A.26.c. Mediation	If in the opinion of the AUH the complaint is an appropriate subject of mediation between the person bringing the complaint and the faculty member against whom the complaint is filed, the AUH may recommend mediation <u>through Human Resources.</u> <del>of the matter under Manual of Policies and Procedures, Policy 1404, Mediation.</del>
14	III.B.3.b. Affiliate Faculty	Affiliate Faculty, <u>Professor or Lecturer (or rank within those bands) Individuals holding a primary appointment in one academic unit may hold affiliate status in additional academic units, at the option of the additional academic unit. These are courtesy titles granted to individuals holding a primary appointment in another unit within the university at the discretion of the granting academic unit.</u> This Affiliate status is normally associated with teaching, scholarship, or service functions performed in the additional academic unit. Affiliate status will be determined by mutual consent of the <del>academic</del> units and the <u>affiliated</u> faculty member, but may be withdrawn at the <del>option</del> <u>discretion</u> of the <u>granting</u> academic unit. The details of the affiliation with additional academic units <del>may shall</del> be communicated in <u>writing a letter of appointment</u> , so that the <u>affiliated</u> faculty member's voting rights and responsibilities in the additional academic unit, evaluation procedures, <del>assignment of duties, etc.-</del> <u>and assignment of duties</u> are clearly defined. <u>The affiliated designation does not constitute a faculty appointment in its own right and does not confer faculty rights and privileges other than those conveyed in the letter of appointment, nor does it automatically grant additional remuneration.</u>
15	III.E.4.g. Appeal (Title of section)	<u>Annual Evaluation</u> Appeal <u>Procedures</u>
16	III.E.4.k. Unsatisfactory Evaluation of Tenured Faculty (First paragraph)	In those cases in which a tenured faculty member's overall annual performance is evaluated as unacceptable, the faculty member may appeal the evaluation to the dean within <del>five</del> <u>seven</u> days, by providing a written document outlining the reasons for the overall evaluation to be modified. The dean may either uphold the overall evaluation or modify it. The decision of the dean is final, and may not be appealed.
17	III.E.6.b.(1) Promotion in Academic Rank (First paragraph)	The faculty member may apply for promotion, or the AUPAC or AUH may nominate a faculty member for promotion. Written intent to apply or nomination must be made by Sept. 1 to the AUH. The faculty member must be informed if the AUPAC or AUH has nominated the faculty member, and must have the option to accept or decline the nomination without prejudice. The faculty member who wishes to be considered for promotion must submit a summary of activities and accomplishments in the areas of teaching, scholarly achievement and professional qualifications, and professional service to the <u>Dean</u> , AUH, and AUPAC by Oct. 1. Failure by the faculty member to submit a summary of activities and accomplishments by the Oct. 1 deadline must constitute a refusal of a nomination or withdrawal of an application, and no consideration of promotion is required.
18	III.E.7.f.(1) Tenure (First paragraph)	A faculty member in the penultimate year of the probationary period must apply for tenure and submit a summary of activities and accomplishments in the areas of teaching, scholarly achievement and professional



		qualifications, and professional service to the <u>Dean</u> , AUH, and AUPAC by Oct. 1.
19	III.E.7.f.(2) Tenure	Withdrawal from tenure consideration in the penultimate year of the probationary period will be considered resignation effective at the end of the probationary period, and no further applications for tenure may be submitted in the <u>academic unit (AU)</u> ?
20	III.E.7.f.(5) Tenure	The recommendations must be submitted to the dean by Nov. 15, and a copy of both recommendations must <u>concurrently</u> be provided to the faculty member. After the dean has received both the AUPAC and AUH recommendations, the dean must provide a copy of the AUPAC recommendation to the AUH and a copy of the AUH recommendation to the AUPAC.
21	III.F.3.j. Faculty Appeals Committee (Second bullet point)	<del>For an RTA faculty member, grounds for appealing a nonrenewal are limited to academic freedom violations.</del>
22	III.F.3.j. Faculty Appeals Committee (First bullet point – due to elimination of recommendation #21 above)	For <del>a</del> tenure-track <u>and RTA</u> faculty members, grounds for appealing a nonrenewal are limited to failure of the university to follow its procedures or unreasonable or improper bases for nonrenewal, including academic freedom violations.

# Six-Year Capital Plan

Towana Moore  
Vice President  
Administration and Finance



# Six-Year Capital Plan Overview



Biennia	Priority	Project Title	General Fund	Bonds	Higher Education Operating Funds	Total
2024	1	Blanket Property Acquisition	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000
2024	2	Carrier Library Renovation and Addition Furnishings & Equipment	\$ 7,043,000	\$ -	\$ -	\$ 7,043,000
2024	3	East Campus Infrastructure Phase 3 - Distribution	\$ 19,235,700	\$ 9,474,300	\$ -	\$ 28,710,000
2024	4	Johnston Hall Renovation and Expansion	\$ 26,820,000	\$ -	\$ -	\$ 26,820,000
2024	5	College of Health and Behavioral Studies Expansion	\$ 95,770,000	\$ -	\$ -	\$ 95,770,000
2024	6	Godwin Hall Renovation	\$ 36,480,000	\$ -	\$ -	\$ 36,480,000
2024	7	Moody Hall Renovation and Expansion	\$ 46,340,000	\$ -	\$ -	\$ 46,340,000
2024	8	Spotswood Hall Renovation	\$ -	\$ 23,820,000	\$ -	\$ 23,820,000
<b>SUBTOTAL 2024 - 2026</b>			<b>\$ 231,688,700</b>	<b>\$ 33,294,300</b>	<b>\$ 3,000,000</b>	<b>\$ 267,983,000</b>
Biennia	Priority	Project Title	General Fund	Bonds	Higher Education Operating Funds	Total
2026	9	Blanket Property Acquisition	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000
2026	10	Johnston Hall Renovation and Expansion Furnishings & Equipment	\$ 4,980,000	\$ -	\$ -	\$ 4,980,000
2026	11	College of Health and Behavioral Studies Expansion Furnishings and Equipment	\$ 11,140,000	\$ -	\$ -	\$ 11,140,000
2026	12	Moody Hall Renovation and Expansion Furnishings and Equipment	\$ 5,260,000	\$ -	\$ -	\$ 5,260,000
2026	13	Godwin Hall Renovation Furnishings and Equipment	\$ 5,430,000	\$ -	\$ -	\$ 5,430,000
2026	14	Student Housing	\$ -	\$ 163,350,000	\$ -	\$ 163,350,000
2026	15	Keezell Hall Renovation	\$ 29,160,000	\$ -	\$ -	\$ 29,160,000
2026	16	Cleveland Hall Renovation	\$ 37,350,000	\$ -	\$ -	\$ 37,350,000
2026	17	Roop Hall Renovation	\$ 55,720,000	\$ -	\$ -	\$ 55,720,000
2026	18	CISAT A4 Biology Expansion	\$ 78,360,000	\$ -	\$ -	\$ 78,360,000
<b>SUBTOTAL 2026 - 2028</b>			<b>\$ 227,400,000</b>	<b>\$ 163,350,000</b>	<b>\$ 3,000,000</b>	<b>\$ 393,750,000</b>
Biennia	Priority	Project Title	General Fund	Bonds	Higher Education Operating Funds	Total
2028	19	Blanket Property Acquisition	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000
2028	20	Keezell Hall Renovation Furnishings & Equipment	\$ 2,960,000	\$ -	\$ -	\$ 2,960,000
2028	21	Cleveland Hall Renovation Furnishings and Equipment	\$ 6,120,000	\$ -	\$ -	\$ 6,120,000
2028	22	Roop Hall Renovation Furnishings & Equipment	\$ 9,110,000	\$ -	\$ -	\$ 9,110,000
2028	23	CISAT A4 Biology Expansion Furnishings & Equipment	\$ 9,710,000	\$ -	\$ -	\$ 9,710,000
2028	24	College of Science and Math Addition - Phase 1	\$ 77,470,000	\$ -	\$ -	\$ 77,470,000
2028	25	Memorial Hall Renovation	\$ 146,670,000	\$ -	\$ -	\$ 146,670,000
2028	26	Burruss Hall Renovation	\$ 76,980,000	\$ -	\$ -	\$ 76,980,000
2028	27	Sheldon Hall Renovation	\$ 25,800,000	\$ -	\$ -	\$ 25,800,000
<b>SUBTOTAL 2028 - 2030</b>			<b>\$ 354,820,000</b>	<b>\$ -</b>	<b>\$ 3,000,000</b>	<b>\$ 357,820,000</b>
<b>SIX-YEAR BUDGET TOTALS 2024 - 2030</b>			<b>\$ 813,908,700</b>	<b>\$ 196,644,300</b>	<b>\$ 9,000,000</b>	<b>\$ 1,019,553,000</b>



# Carrier Library Renovation & Addition Furnishings & Equipment



- Total Furnishings & Equipment: \$7,043,000
- Project Completion Date: December 2025



# East Campus Infrastructure Phase 3 - Distribution



- Total Project Budget: \$28,710,000

# Johnston Hall Renovation & Expansion



- Total Project Budget: \$26,820,000
- Gross Square Footage: 37,272
- Graduate Psychology & Center for Assessment





# College of Health & Behavioral Studies Expansion



- Total Project Budget: \$95,770,000
- Gross Square Footage: 120,000
- Program growth in health-related majors

# Godwin Hall Renovation



- Total Project Budget: \$36,480,000
- Gross Square Feet: 70,555
- Academic Hub

# Moody Hall Renovation & Expansion



- Total Project Budget: \$46,340,000
- Gross Square Footage: 44,724
- College of Arts & Letters



# Spotswood Hall Renovation



- Total Project Budget: \$23,820,000
- Gross Square Footage: 19,500
- Living Learning Community



# Six-Year Plan 2024-2026 Biennia

■ Blanket Property Acquisition	\$ 3,000,000
■ Carrier Library Furnishings & Equipment	\$ 7,043,000
■ East Campus Infrastructure Phase 3 - Distribution	\$ 28,710,000
■ Johnston Hall Renovation & Expansion	\$ 26,820,000
■ College of Health & Behavioral Studies Expansion	\$ 95,770,000
■ Godwin Hall Renovation	\$ 36,480,000
■ Moody Hall Renovation & Expansion	\$ 46,340,000
■ Spotswood Hall Renovation	<u>\$ 23,820,000</u>
<b>Total</b>	<b>\$267,983,000</b>

# President's Report





# 2023-2024 Tuition & Fees

Towana Moore  
Vice President  
Administration and Finance





# In-state Undergraduate Tuition Value

- Three year average in-state tuition increase – 2%, CPI 5.2%
- Comparison with Virginia public institutions (15), 2022-23
  - JMU Ranks 11th lowest for in-state tuition and in-state overall total cost (with R&B)
- JMU is one of the **lowest in general fund** per in-state FTE among Virginia public four-year institutions
  - \$7,952 per in-state FTE <sup>(1)</sup>
  - Virginia average is \$10,292 for four-year public institutions

(1) FY 2023 operating GF appropriations per FY 2022 in-state annualized FTE

# 2023-24 Budget Challenges, Considerations & University Investment



- State Funding Uncertainty
- Faculty & Staff Compensation
  - State Pay Adjustments
  - Benefit Costs - Medical Insurance
- Virginia Military Survivors & Dependents Education Program (VMSDEP)
- Unavoidable & Inflationary Costs
- Debt – Infrastructure & Refinancing
- Student Success Investment
- Financial Aid & Scholarship



# State Funding Uncertainty

2022-24 Biennial Budget  
(current)

- 5% Salary Increase
- \$5.6M Student Financial Assistance
- \$ .3M – Teacher Recruitment

Governor's Revised  
Budget

- 5% Salary Increase
- \$1,500 Bonus on 12/1/23
- 10% Merit Bonus (revenue dependent)

House Amendments

- 7% Salary Increase
- \$4.49M Affordable Access (In-state Tuition Moderation)
- \$1.25M Expand Nursing Programs (D.N.P)

Senate Amendments

- 7% Salary Increase
- \$1,000 Bonus on 12/1/23
- \$3.5M Student Financial Assistance
- \$9.9M Affordable Access
- \$ .6M Nursing Workforce

# 2023-24 Budget Challenges, Considerations & University Investment



- State Funding Uncertainty
- Faculty & Staff Compensation
  - State Pay Adjustments
  - Benefit Costs - Medical Insurance
- Virginia Military Survivors & Dependents Education Program (VMSDEP)
- Unavoidable & Inflationary Costs
- Debt – Infrastructure & Refinancing
- Student Success Investment
- Financial Aid & Scholarship

# Examples of Collaboration, Cost Avoidance & Savings



- Procurement Services
  - Virginia Association of State College & University Purchasing Professionals (VASCUPP)
  - Virginia Higher Education Procurement Consortium (VHEPC)
  - Virtual Library of Virginia (VIVA)
- Facilities Management
- Academic Support



# FY 2023-24 Proposed Undergraduate On-Campus Tuition & Fees



2022-23	2023-24	\$ Change
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VIRGINIA STUDENT			
Tuition & Fees	7,684	7,914	230
Comprehensive Fee	5,408	5,662	254
<b>TOTAL COMMUTER COSTS</b>	<b>\$ 13,092</b>	<b>\$ 13,576</b>	<b>\$ 484</b>
Room & Board	11,448	11,988	540
<b>TOTAL ON-CAMPUS COSTS</b>	<b>\$ 24,540</b>	<b>\$ 25,564</b>	<b>\$ 1,024</b>

NON-VIRGINIA STUDENT			
Tuition & Fees	24,744	25,128	384
Comprehensive Fee	5,408	5,662	254
<b>TOTAL COMMUTER COSTS</b>	<b>\$ 30,152</b>	<b>\$ 30,790</b>	<b>\$ 638</b>
Room & Board	11,448	11,988	540
<b>TOTAL ON-CAMPUS COSTS</b>	<b>\$ 41,600</b>	<b>\$ 42,778</b>	<b>\$ 1,178</b>



# FY 2023-24 Proposed Graduate On-Campus Tuition and Fees

2022-23	2023-24	\$ Change
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GRADUATE (Per Credit Hour)			
Virginia	\$ 529	\$ 545	\$ 16
Non-Virginia	\$ 1,251	\$ 1,272	\$ 21

# In-State Tuition & E&G Fees

## Dollar Value of 1% Change



Rank	2022-23 In-State Tuition and Mandatory E&G Fees	Annual Dollar Value 1%	Semester Dollar Value 1%
1	William & Mary	\$ 17,570	\$ 176
2	University of Virginia	\$ 15,339	\$ 153
3	Virginia Commonwealth University	\$ 12,956	\$ 130
4	Virginia Tech	\$ 12,289	\$ 123
5	George Mason University	\$ 9,795	\$ 98
6	Virginia Military Institute	\$ 9,782	\$ 98
7	Christopher Newport University	\$ 9,375	\$ 94
8	University of Mary Washington	\$ 8,998	\$ 90
9	Longwood University	\$ 8,420	\$ 84
10	Radford University	\$ 8,252	\$ 83
11	James Madison University	<b>\$ 7,684</b>	<b>\$ 77</b>
12	Old Dominion University	\$ 7,257	\$ 73
13	Virginia State University	\$ 6,269	\$ 63
14	University of Virginia Wise	\$ 6,224	\$ 62
15	Norfolk State University	\$ 5,752	\$ 58

Source: 2022-23 Tuition & Fees Report, State Council of Higher Education, August 2022

# 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



Rank	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 <sup>(1)</sup>		Total In-State		Total Out-of-State	
1	W&M	\$ 17,570	UVA	\$ 51,491	VMI	\$ 10,132	W&M	\$ 13,828	W&M	\$ 37,798	UVA	\$ 67,256
2	UVA	\$ 15,339	W&M	\$ 40,796	W&M	\$ 6,400	GMU	\$ 13,120	UVA	\$ 31,104	W&M	\$ 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*	\$ 5,662	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	UVA-Wise	\$ 5,274	CNU	\$ 11,990	GMU	\$ 26,524	ODU	\$ 44,508
8	UMW	\$ 8,998	UVA-Wise	\$ 26,318	ODU	\$ 4,373	JMU*	\$ 11,988	UMW	\$ 25,890	UVA-Wise	\$ 43,511
9	LU	\$ 8,420	UMW	\$ 25,918	NSU	\$ 3,870	UVA-Wise	\$ 11,919	JMU*	\$ 25,564	UMW	\$ 42,810
10	RU	\$ 8,252	JMU*	\$ 25,128	RU	\$ 3,664	UMW	\$ 11,596	VT	\$ 25,422	JMU*	\$ 42,778
11	JMU*	\$ 7,914	CNU	\$ 22,613	GMU	\$ 3,609	VSU	\$ 11,544	ODU	\$ 24,558	CNU	\$ 40,653
12	ODU	\$ 7,257	LU	\$ 21,230	VSU	\$ 3,385	NSU	\$ 10,844	UVA-Wise	\$ 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	UVA-Wise	\$ 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

\* JMU proposed FY 2023-24 Tuition & Fees and Room & Board

(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 Purple 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 FY 2022-23 Tuition and Fees Report, August 2022



# FY 2022-23 Out-of-State Undergraduate Tuition, Required Fees and Room and Board Cost Comparison

	Institution	2022-23
1.	University of Virginia	\$67,256
2.	William and Mary	\$61,024
3.	University of Connecticut	\$55,724
4.	University of Maryland-College Park	\$54,365
5.	Michigan State University	\$53,597
6.	Miami University-Oxford	\$52,612
7.	University of Massachusetts-Amherst	\$52,294
8.	University of Delaware	\$52,164
9.	Clemson University	\$51,852
10.	Penn State University	\$51,635
11.	University of New Hampshire	\$51,210
12.	Ohio State University	\$50,748
13.	University of North Carolina at Chapel Hill	\$49,804
14.	University of Pittsburgh	\$49,680
15.	University of Rhode Island	\$48,518

	Institution	2022-23
16.	Rutgers University-New Brunswick	\$47,872
17.	University of Maine	\$45,786
18.	SUNY at Binghamton	\$45,709
19.	Virginia Tech	\$45,676
20.	North Carolina State University	\$43,617
21.	University of Mary Washington	\$42,810
22.	<b>James Madison University*</b>	<b>\$42,778</b>
23.	Ohio University	\$38,514
24.	West Virginia University	\$38,186
25.	Appalachian State University	\$35,036
26.	University of North Carolina Wilmington	\$33,978
27.	Bowling Green State University	\$33,716
28.	Kent State	\$32,963
29.	University of North Carolina Greensboro	\$32,587
	<b>Mean</b>	<b>\$46,956</b>

\* Proposed FY 2023-24 Out-of-State On-Campus Tuition and Auxiliary Mandatory Fees and Room & Board Fees  
 Source: IPEDS Preliminary Institutional Characteristics Data Collection, Fall 2022



# 2024 Proposed Summer Tuition and Fees

	Summer 2023	Summer 2024	Change
<b>Tuition and Education &amp; General Fees (Per Credit Hour)</b>			
Virginia Undergraduate	\$396	\$408	\$12
Non-Virginia Undergraduate	\$971	\$985	\$14
Virginia Graduate	\$461	\$475	\$14
Non-Virginia Graduate	\$1,101	\$1,117	\$16
<b>Student Services Fee (Per Credit Hour)</b>			
Virginia Undergraduate	\$26	\$27	\$1
Non-Virginia Undergraduate	\$26	\$27	\$1
Virginia Graduate	\$26	\$27	\$1
Non-Virginia Graduate	\$26	\$27	\$1
<b>Room &amp; Board</b>			
Room	\$109	\$114	\$5
Board - 19 Meals No Dining Dollars	\$130	\$140	\$10



# 2023-2024 Budget

Towana Moore  
Vice President  
Administration and Finance



# 2022-23 Budget (In Millions)



	<u>2022-23</u>
<b>Education &amp; General</b>	<b>385.2</b>
<b>Auxiliary Enterprises</b>	<b>227.6</b>
<b>Financial Aid</b>	<b>25.3</b>
<b>Sponsored Programs</b>	<b>46.8</b>
<b>Total Operating Budgets*</b>	<b><u><u>\$684.9</u></u></b>

\* Excludes Equipment Trust Fund (ETF)

# 2023-24 Budget Challenges, Considerations & University Investment



- State Funding Uncertainty
- Faculty & Staff Compensation
  - State Pay Adjustments
  - Benefit Costs - Medical Insurance
- Virginia Military Survivors & Dependents Education Program (VMSDEP)
- Unavoidable & Inflationary Costs
- Debt – Infrastructure & Refinancing
- Student Success Investment
- Financial Aid & Scholarship



# Education and General Funding



# 2023-24 Education and General Incremental Revenue by Category

Revenue Category	Revenue Change
<b>General Fund Revenue</b>	
Salary, Fringe Benefits and Other Transfers	9,733,838
Financial Aid	5,318,350
Affordable Access	4,492,000
Strategic Initiative - <i>Teacher Recruitment</i>	314,338
<b>Total General Fund Revenue</b>	<b>\$ 19,858,526</b>
<b>Nongeneral Fund Revenue</b>	
Tuition & Other Revenue	4,178,912
<b>Total Nongeneral Fund Revenue</b>	<b>\$ 4,178,912</b>
<b>Total Incremental Revenues</b>	<b>\$ 24,037,438</b>

# 2023-24 Education and General Incremental Expenditure by Category



## Expenditure Category

## Expenditure Change

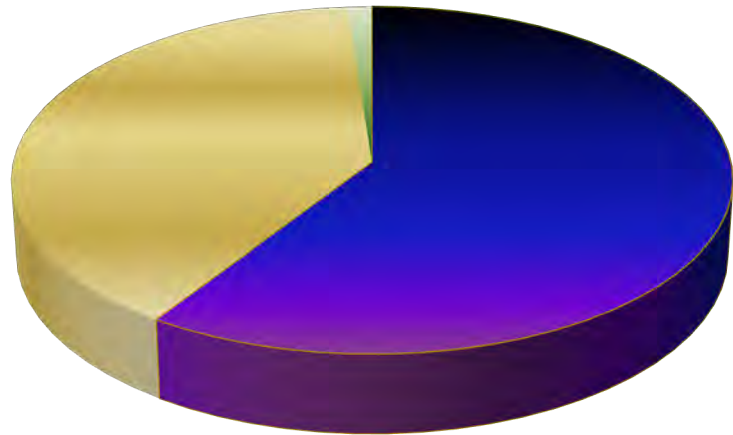
Faculty & Staff Salary, Wage and Fringe Benefit Changes	17,615,923
Financial Aid & Scholarships	5,872,818
Student Success Investment	1,308,011
Academic Operations and Faculty Promotions	1,149,507
Facilities, Operations and Utilities	903,401
Strategic Initiative - <i>Teacher Recruitment</i>	314,338
Indirect Cost Recovery	(652,871)
Reallocations	(2,473,689)
Total Incremental Expenditures	<u>\$ 24,037,438</u>



# 2023-24 Education & General (E&G) Budget Including Financial Aid (F/A)



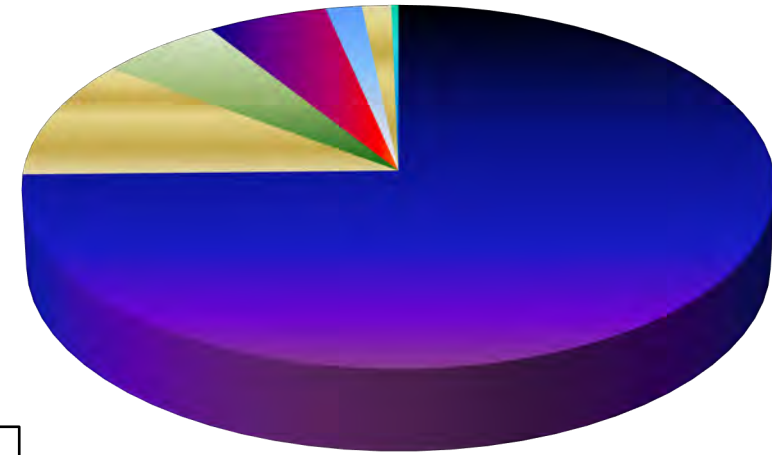
## E&G Revenues



- Tuition 59.2%
- General Funds 39.6%
- Miscellaneous 1.2%

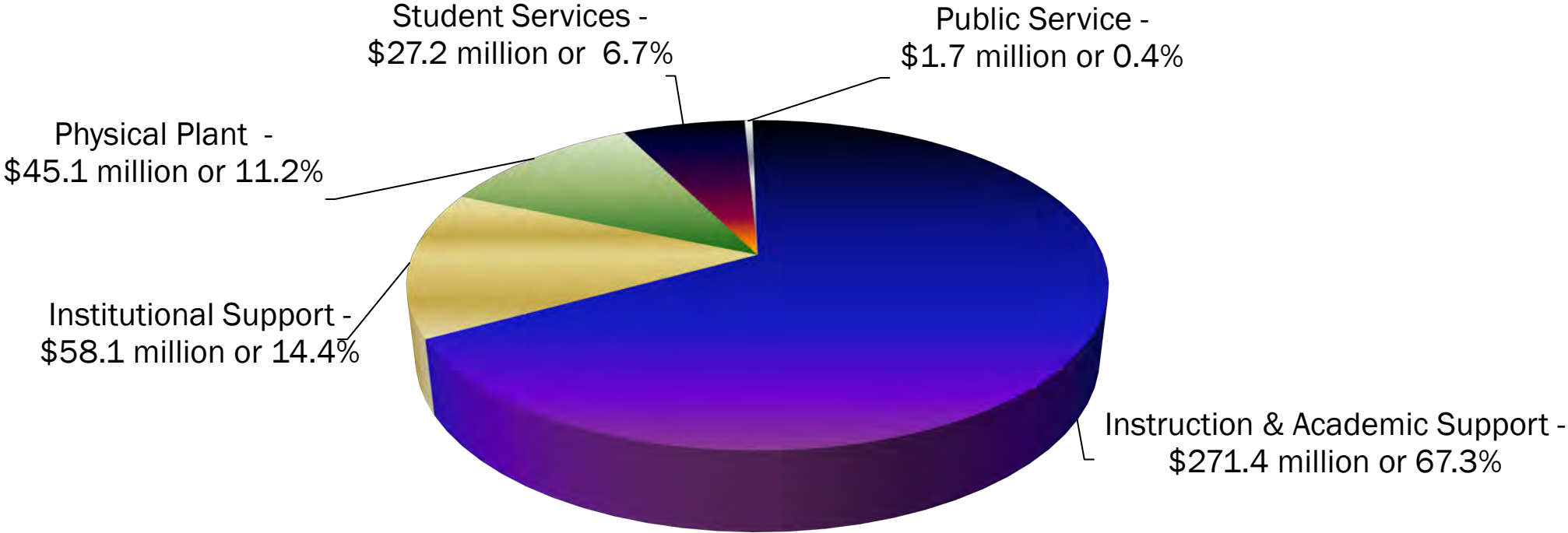
Total E&G & F/A Budget  
\$434.5 M

## E&G Expenditures



- Compensation 74.7%
- Financial Aid & Scholarships 10.5%
- Utilities 5.8%
- All Other 5.7%
- Equipment 1.7%
- Repairs & Maintenance 1.4%
- Debt .2%

# 2023-24 Education & General Expenditure Budget By Category





# Auxiliary Enterprises

# 2023-24 Auxiliary Incremental Revenue by Category



Revenue Category	Revenue Change
Board Fee	5,971,326
Comprehensive Fee	6,036,150
Room Fee	1,663,820
Auxiliary Sales	1,198,364
Total Incremental Revenues	<u>\$ 14,869,660</u>

# 2023-24 Auxiliary Incremental Expenditure by Category

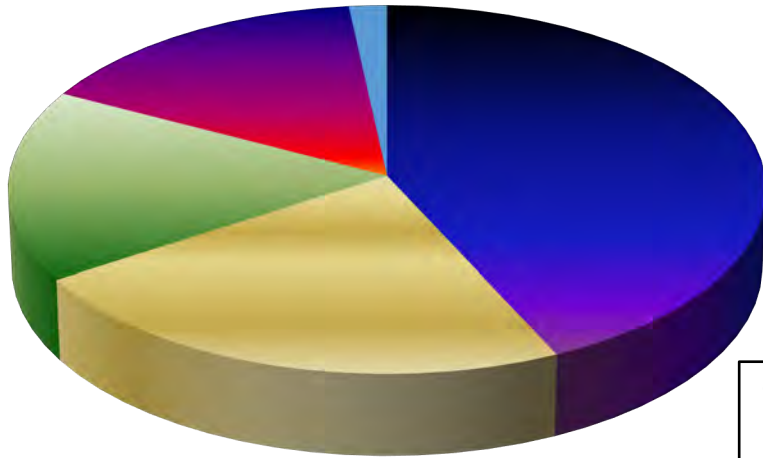


Expenditure Category	Expenditure Change
Facilities, Operations and Contract Obligations	9,276,114
Debt	3,190,141
Staff Salary, Wage and Fringe Benefit Changes	2,744,675
Financial Aid & Scholarships	302,493
Reallocation	(643,763)
Total Incremental Expenditures	<u>\$ 14,869,660</u>

# 2023-24 Auxiliary Budget

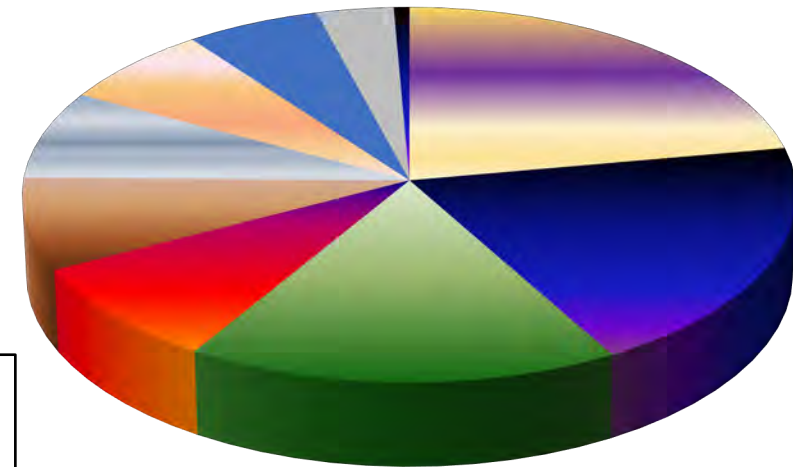


## Auxiliary Revenues



- Comprehensive Fee 43.2%
- Board Fee 22.7%
- Non Fee Revenue 16.8%
- Room Fee 15.6%
- Parking Fee 1.7%

## Auxiliary Expenditures



- Dining 22.2%
- Debt 16.8%
- All Other 7.9%
- Scholarships 6.9%
- Mandatory Reserves 3.5%
- Compensation 19.7%
- Repair and Maintenance 8.6%
- Utilities 7.6%
- Agency Service Charge 6.0%
- Equipment 0.8%

Total Auxiliary Budget  
\$242.5 M



# 2023-24 Budget Summary (Millions)



	2022-23	2023-24	\$ Change	% Change
Education & General	385.2	403.5	18.3	4.8%
Auxiliary Enterprises	227.6	242.5	14.9	6.5%
Financial Aid	25.3	31.0	5.7	22.5%
<b>E&amp;G, F/A &amp; Auxiliary</b>	<b>\$ 638.1</b>	<b>\$ 677.0</b>	<b>\$ 38.9</b>	<b>6.1%</b>
<b>Sponsored Programs</b>	<b>\$ 46.8</b>	<b>\$ 46.8</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Total Operating*</b>	<b>\$ 684.9</b>	<b>\$ 723.8</b>	<b>\$ 38.9</b>	<b>5.7%</b>

\* Excludes Equipment Trust Fund

# Research Institutes and Centers

Anthony Tongen

Vice Provost, Research and Scholarship





# JMU Research Academic Institute & Center Plan

The Research AIC Plan will enhance JMU's national reputation and research doctoral (R2) status by convening scholars, researchers, students, and communities to examine and address 21<sup>st</sup> century challenges.

- Goal: By 2032, realize 6 fully functional, self-sustaining, high-research AICs
- Schedule: 3 competition award cycles (FY23, FY26, FY29)

Inaugural research centers selected for funding:

- Existing: **African, African American, and Diaspora (AAAD) Studies Center**
  - Led by Dr. Delores Phillips, AAAD Director, CAL
- New: **Center for Innovation in Early Childhood Development (CIECD)**
  - Led by Dr. Maryam Sharifian, Director of Early Childhood Initiatives, COE



# The African, African American, and Diaspora (AAAD) Studies Center

## Where We Are:

- Annual International Conference in its 13<sup>th</sup> year
- Monthly Africana Studies Workshops
- AAAD Perspectives and Pedagogies Institute each Fall
- Student Capstone Presentations
- Libraries Fellow
- Independent Scholarship

## Where We Will Go:

- Research Clusters
- Research Cohorts/Collaborative initiatives
- Individual Grants
- Innovative Research Productivity/Faculty-Student Collaboration
- Publication Support
- Graduate Assistantships

*More About Us:*





# The Center for Innovation in Early Childhood Education (CIECD)

The CIECD will be a platform for interdisciplinary research and practices to increase equity, quality, capacity, and stability in Early Childhood Development through lifespan at the local, national, and international levels.

- **Experimental and Observational Infrastructure**
  - Initiate small and large scale research to include periodic and longitudinal data collection
- **Knowledge Infrastructure**
  - Invitation of global engagement and openness to new global scientific knowledge in early childhood development and education
- **Research Cyberinfrastructure**
  - Integration of expertise from across campus to create virtual data computing resources to support the merging of disciplines and sectors

# Closed Session

