

# Academic Excellence Committee

November 9, 2023



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# THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Academic Excellence Committee  
Thursday, November 9, 2023, 1:00 p.m.  
Highlands Room

## Agenda

1. Opening Remarks and Approval of Minutes for September 14, 2023 Meeting\*
2. Academic Affairs Divisional Update  
Heather Coltman, Provost and Senior Vice President
3. Area Spotlight: Libraries  
Bethany Nowviskie, Dean of Libraries and Chief Academic Technology Officer  
Carolyn Schubert, Interim Associate Dean for Academic Engagement  
Yasmeen Shorish, Professor and Director of Scholarly Communications Strategies
4. Student/Faculty Panel: Expanding and Enhancing the Research, Economic Development and Innovation Ecosystem  
Anthony Tongen, Vice Provost, Research, Economic Development and Innovation (REDI)  
Shukrana Shukrullah, Independent Scholar '24  
Phil Frana, Professor of Interdisciplinary Liberal Studies and Independent Scholars  
Mariam Elassal, Independent Scholar '24  
Matt Chamberlin, Director, Independent Scholars Program  
Perry Evans, Integrated Science and Technology '24  
Hao Zhang, Associate Professor of Integrated Science and Engineering
5. Curriculum Updates\*  
Paula Maxwell, Associate Vice Provost for Curriculum
6. Faculty Senate Report  
Kathy Ott Walter, Speaker
7. Topics of Interest for Future Meetings

\*Action Required



Board of Visitors  
November 9, 2023

# Opening Remarks and Approval of Minutes



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

**Minutes of the Academic Excellence Committee**

The Academic Excellence Committee met on Thursday, September 14, 2023, in the Highlands Room of the Festival Conference and Student Center at James Madison University. Lara Major, Chair, called the meeting to order at 1:04 p.m.

**Present:**

Bell, Dickie	Falcon, Chris
Major, Lara	Payla Wood, Nicole
White, Jack	

**Others:**

Alger, Jonathan, President  
Caulfield, Megan, Class of 2024, Engineering major  
Christman, Jack, Class of 2023, Bachelor of Science, Chemistry  
Coltman, Heather, Provost and Senior Vice President for Academic Affairs  
Forsyth, Jason, Associate Professor, Engineering  
Herod, Maribeth, Rector  
Kolvoord, Bob, Dean, College of Integrated Science and Engineering  
Oliver, Amber, Class of 2024, Computer Science major  
Ott Walter, Kathy, Speaker, Faculty Senate  
Wachter, Brian, Class of 2024, Dietetics major  
Whitmeyer, Steve, Associate Dean, College of Science and Mathematics  
Wilcox, Mya, Class of 2024, Public Administration major, Honors Interdisciplinary Studies and Spanish minor

**Approval of Minutes**

On motion by Jack White and seconded by Dickie Bell, the Academic Excellence Committee minutes of April 20, 2023, were approved.

**Academic Affairs Divisional Update**

Provost Heather Coltman delivered the divisional update which began by observing a moment of silence to remember four members of the Academic Affairs division who recently passed away. The provost provided some context to establish how JMU and Academic Affairs arrived at where we are today and then spoke about where we are going as we move toward our vision to mature and thrive as an R2 institution. She emphasized the professional educational components that complement JMU's traditional liberal arts offerings in preparing students for the workforce, and she praised the excellent work of faculty in preparing our students for a fast-paced and vibrant world.

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### **College Spotlight: Integrated Science and Engineering**

Dean Bob Kolvoord shared an update on the College of Integrated Science and Engineering (CISE). The college has seen dramatic growth in the number of majors over the last decade, up 37%, almost double the growth of the next highest college. The dean provided a list of undergraduate and graduate degrees offered in CISE to help committee members understand what is housed in the college. CISE features majors that combine theory with application, and faculty focus on connecting students with challenging real-world problems. Megan Caulfield, a senior engineering major demonstrated working to solve a real-world problem as part of an honors thesis project using passive haptic learning to help teach parents of deaf children how to write in Braille. Senior computer science major, Amber Oliver, shared an overview related to her work-based learning experience at Fannie Mae which resulted in a full-time job offer. The committee also heard from Associate Professor, Jason Forsyth, about the impact of undergraduate research and the value of the teacher-scholar model.

### **Work-Based Learning Experiences Panel**

Steve Whitmeyer, Associate Dean in the College of Science and Mathematics and co-chair of JMU's Work-based Learning Experiences Task Force, moderated a panel discussion with two current undergraduates and one recent graduate related to their work-based learning experiences. The committee heard from Jack Christman, Brian Wachter and Maya Wilcox, who completed work experiences at Merck & Co., Inc., Warren Memorial Hospital and with the Commonwealth Office of the Governor, respectively. They shared summaries of their experiences including how they obtained these opportunities, some highlights of their learnings and what most surprised them about their workplace experiences.

### **Faculty Senate Speaker Report**

Kathy Ott Walter provided the speaker's report and shared an update of motions recently considered and approved by the members of the Faculty Senate. The speaker highlighted a variety of activities and achievements in Health Professions and Accounting and included information on faculty scholarly work, student-led research, presentations and community engagement, and the collaboration between the School of Accounting and faculty in the Department of Foreign Languages, Literatures and Cultures in supporting the Volunteer Income Tax Assistance (VITA) program.

### **Topics of Interest for Future Meetings**

The committee and Provost Coltman discussed topics of interest for future meetings including interdisciplinary undergraduate research and scholarly research by faculty.

There being no further business, on the motion of Chris Falcon and seconded by Nicole Payla Wood, the Academic Excellence Committee meeting adjourned at 2:31 p.m.

Respectfully submitted,

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Lara Major, Chair

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Donna Harper, Secretary to the Board

# Academic Affairs Divisional Update

Heather Coltman  
Provost and Senior Vice President





# Remembering Academic Affairs Faculty

- Edwin O'Shea, Associate Professor,  
Department of Mathematics and Statistics,  
College of Science and Mathematics





# Academic Affairs

- Divisional Update



# **Libraries as Research Infrastructure**

Bethany Nowviskie, Dean of Libraries and Chief Academic Technology Officer  
Carolyn Schubert, Interim Associate Dean for Academic Engagement  
Yasmeen Shorish, Professor and Director of Scholarly Communications Strategies





# Quick Facts: FY2022

## 879,799 In-person Visits



\*Counts do not include ETMC

## Services to People

**445**  
Instruction Sessions

**16,109**  
Consultations & Reference  
Questions Answered

**281,791**  
Views of Online Research  
Guides

**470**  
Technology Classrooms  
Supported

**80**  
Media Production Projects  
Completed

**68**  
WordPress Websites  
Created



## Online Teaching and Learning Support

Canvas Courses Supported	<b>13,519</b>
Course Sections Evaluated	<b>12,171</b>
Faculty Enrolled in Design for Learning Institute	<b>374</b>
Faculty Enrolled in Learning Access through Universal Design	<b>109</b>
Streaming Videos Created	<b>13,494</b>
Streaming Video Views	<b>540,371</b>
Streaming Videos Hosted	<b>43,201</b>

\*Fall 2021-Summer 2022



JMU Libraries >> Faculty Services

## Faculty Services

JMU Libraries provides expertise in **educational technologies, instructional design, digital projects, research, information literacy, scholarly communications, classroom technology**, and so much more. We also manage physical and online **collections** to support your research and teaching. If you're not a faculty member or instructor, switch to our resources for [students](#), [staff](#), [graduate students](#), or [visitors](#).

### We're here to help you:



Use technologies in your teaching



Create dynamic learning experiences



Get tech support



Access library collections



Advance your research



Explore library spaces





**A library system this special  
supports what is special about JMU.**



**BOARD OF VISITORS**

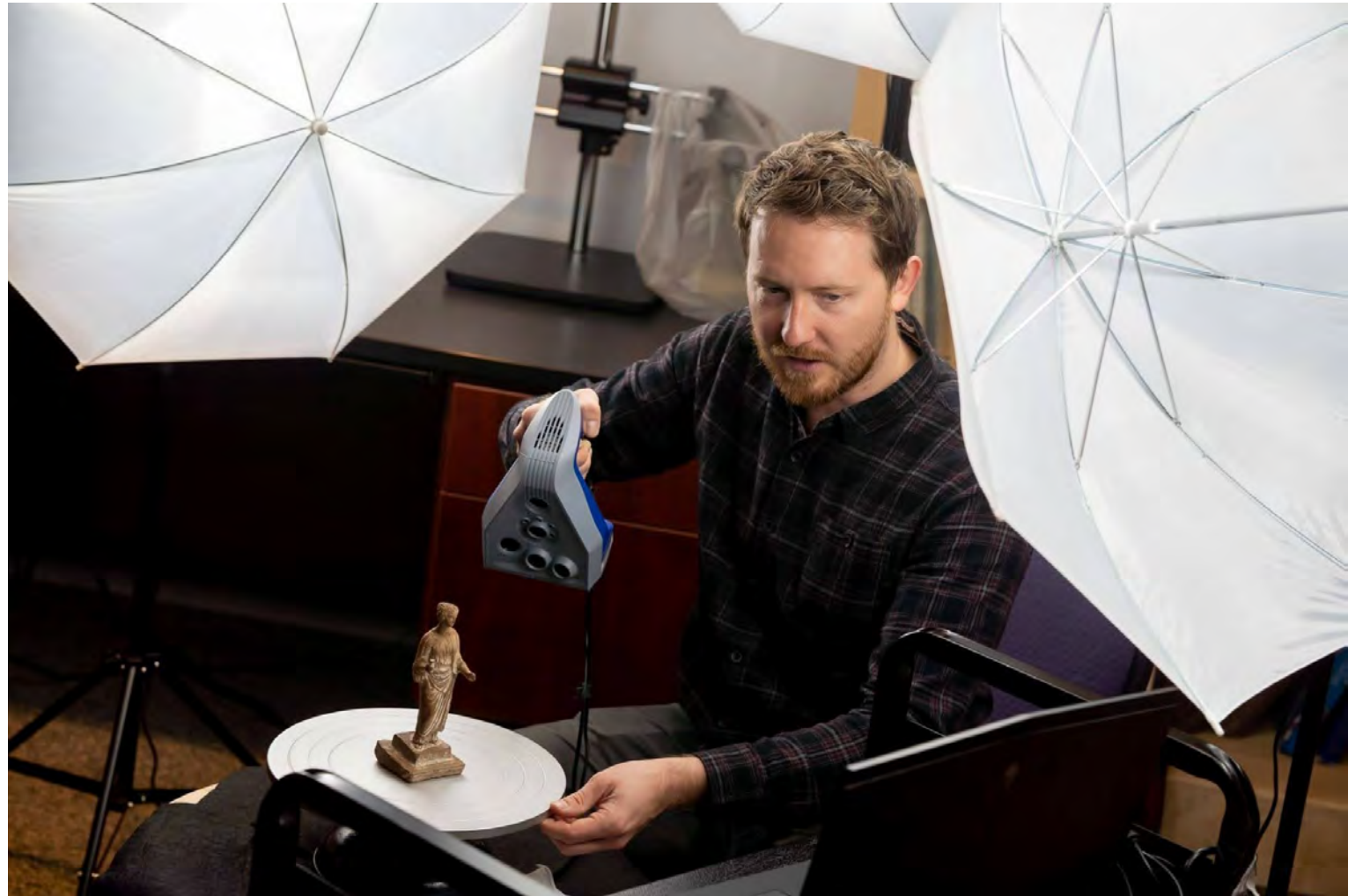




# Research is...

- **An action**
  - to “investigate systematically”
- **A product**
  - the "systematic investigation into and study of materials and sources in order to establish facts and reach new conclusions”

**What is  
research?**







How do you think of libraries contributing to the *ACTS* of research?

# Planning Research with Experts



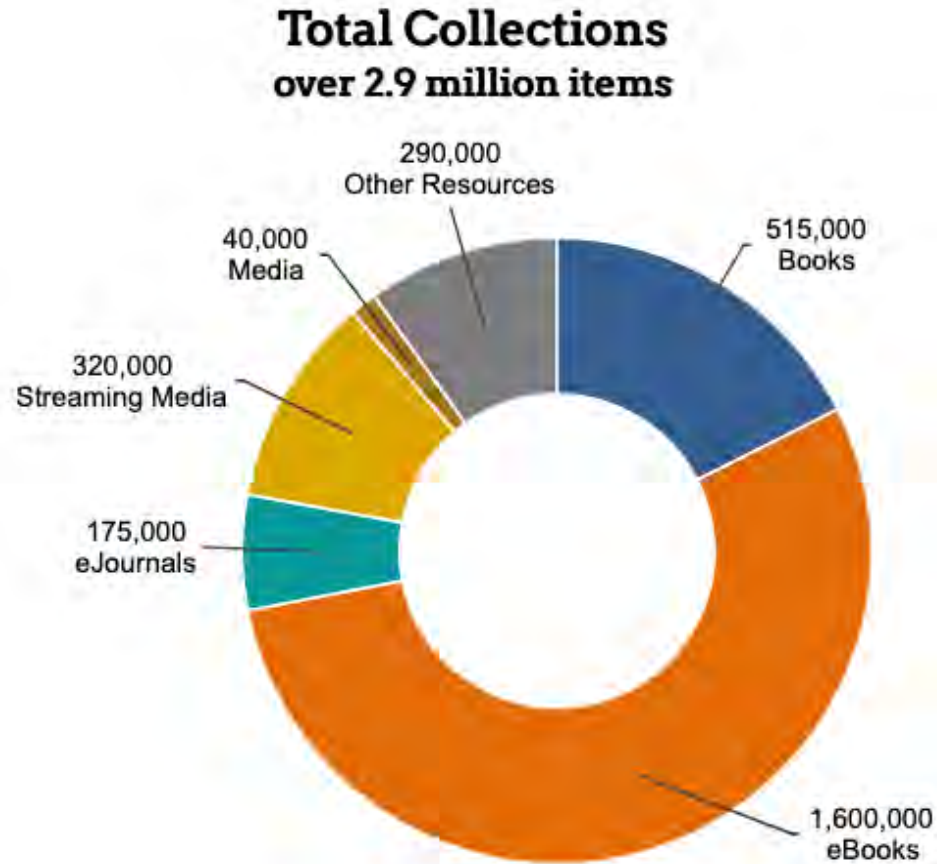
## Areas of Expertise

- Copyright
- Information & data literacy
- Learning science
- Technology

## How We Collaborate

- Consultation
- Direct Instruction
- Experiential Learning

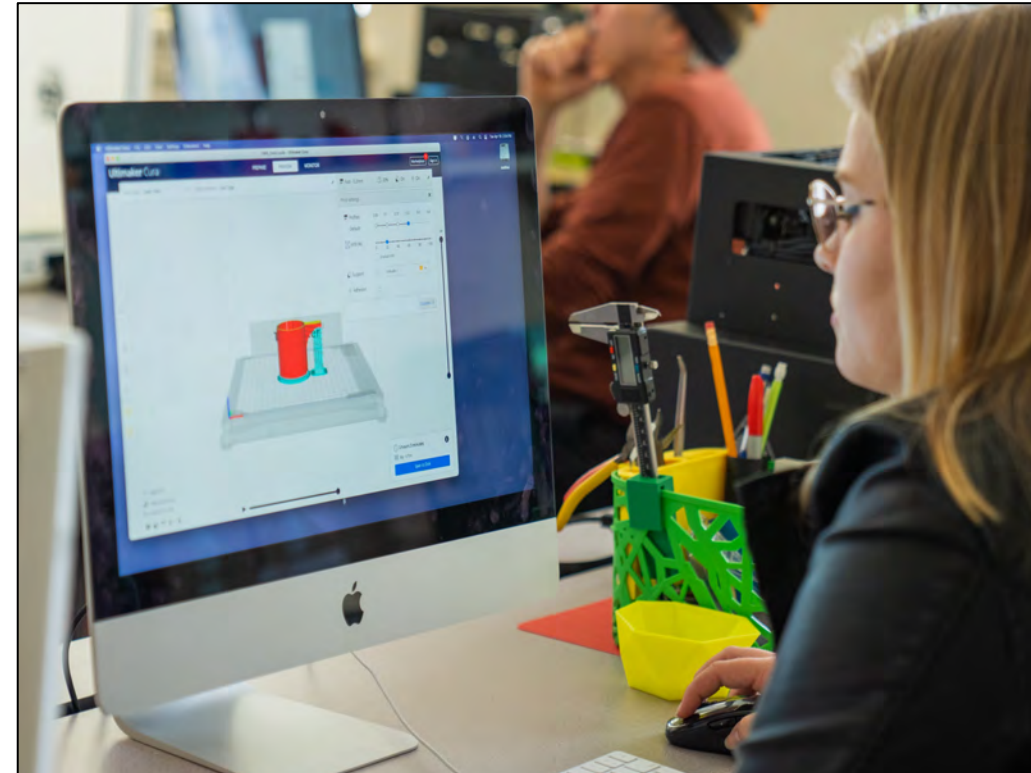
# Planning Research with Collections



# Conducting Research



**Equipment & Facilities**



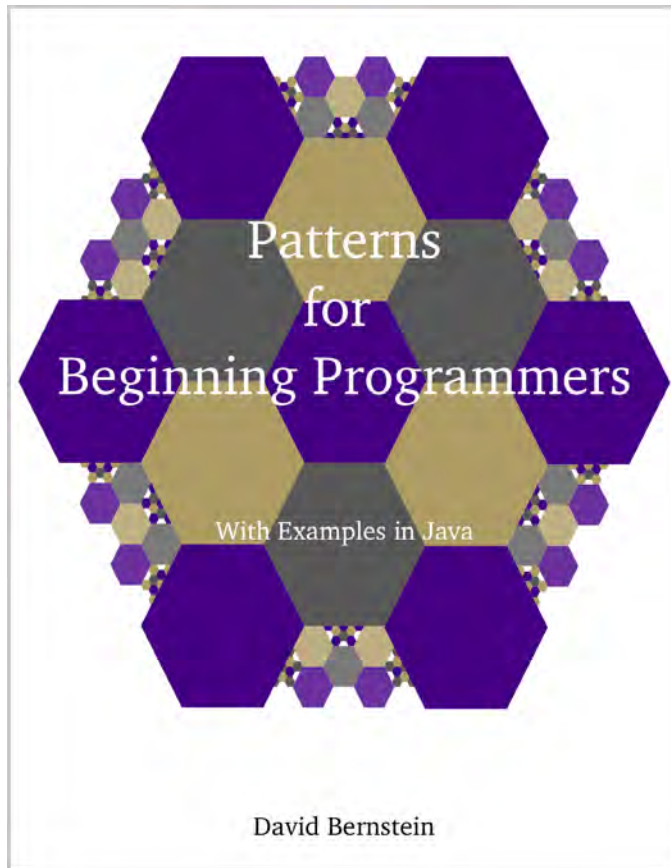
**Software**



# Research sharing for global impact

# Publishing

- Books



- Journals

## Virginia Journal of Public Health

<https://commons.lib.jmu.edu/vjph>


## Research & Issues in Music Education

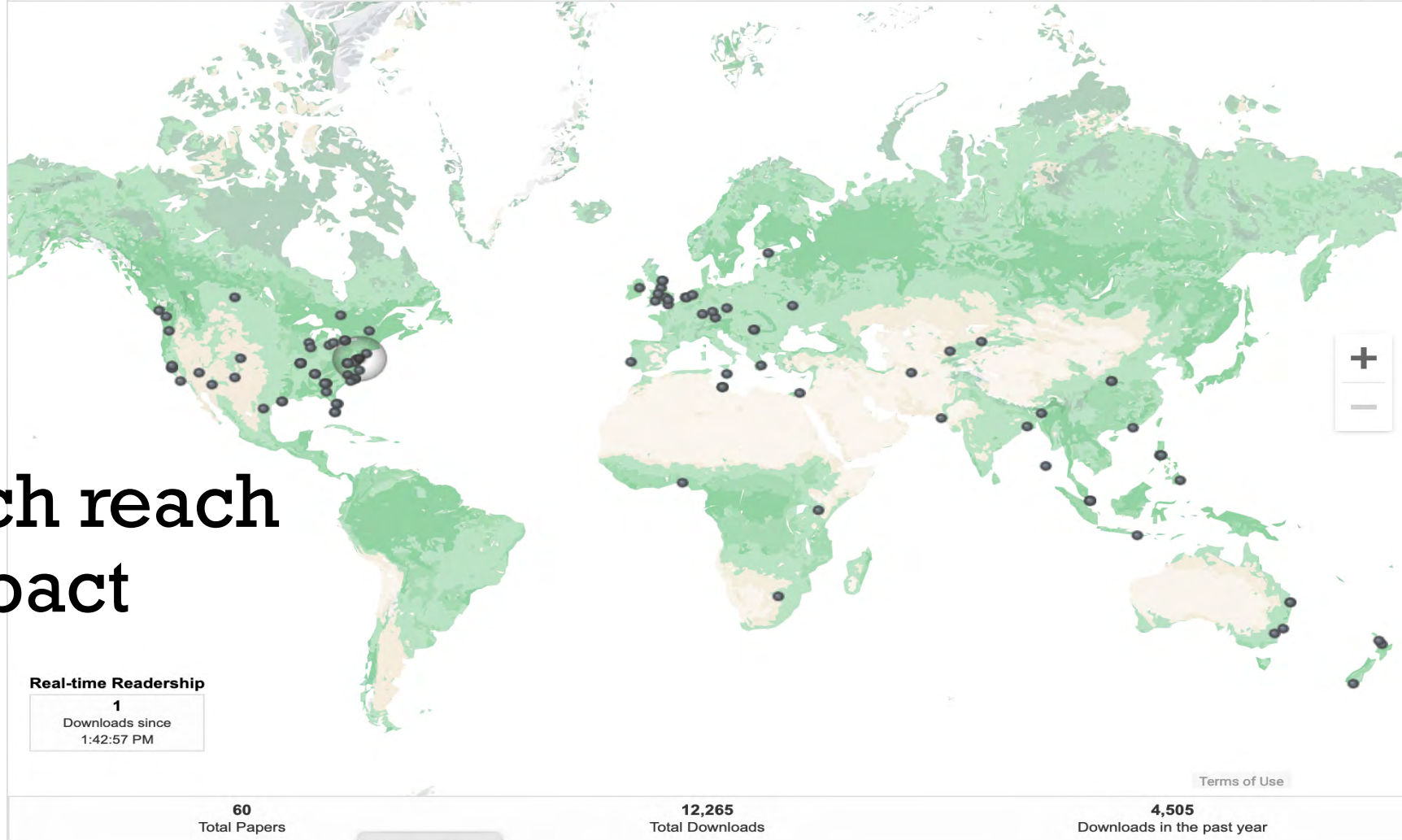
<https://commons.lib.jmu.edu/rime>

## James Madison Undergraduate Research Journal

<https://commons.lib.jmu.edu/jmurj>

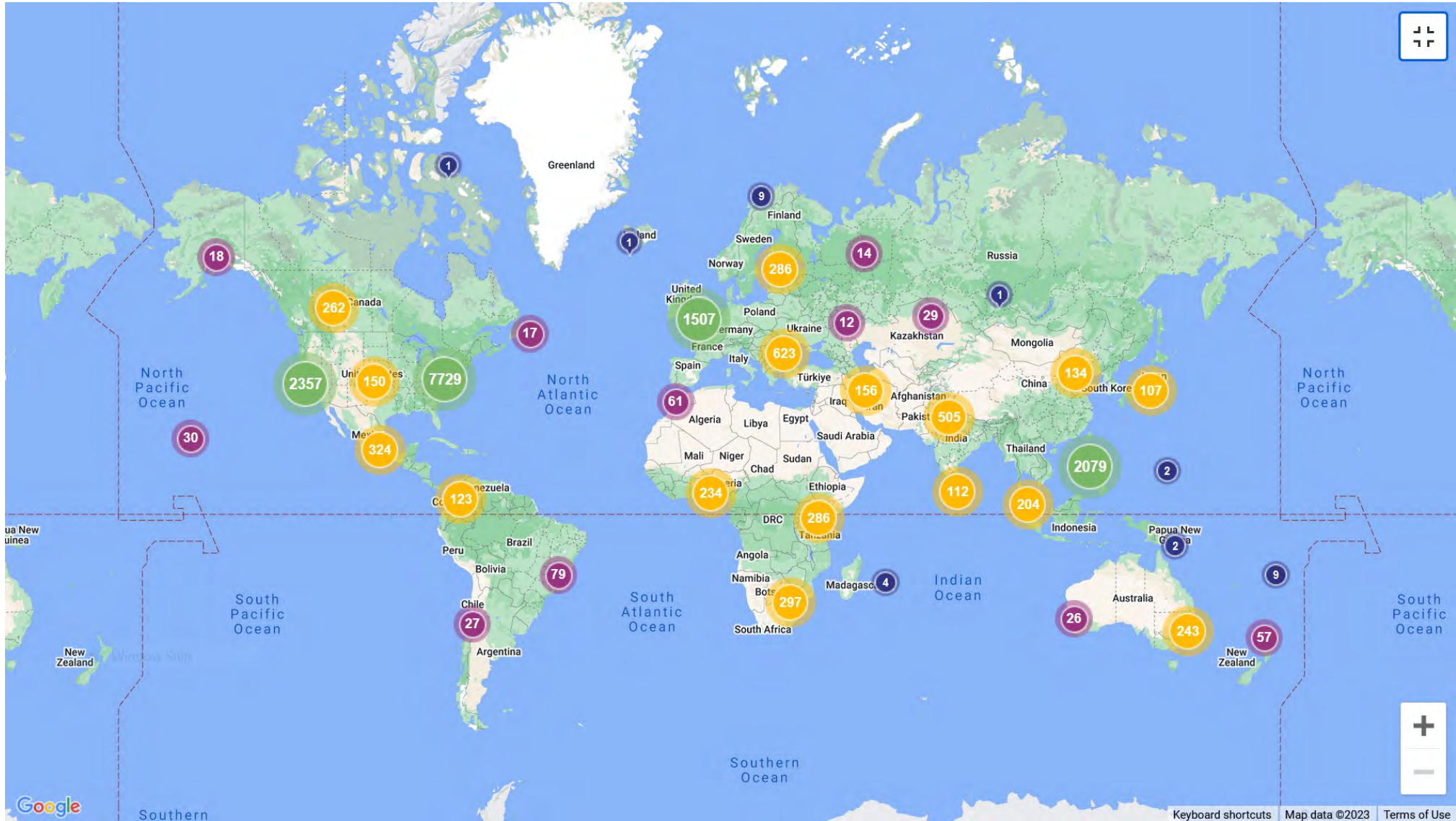


Reader from:  Wilmington, Delaware, United States Of America  
IJR Issue 3.2 - Responsibility in Counselor Training and Practice



# Research reach and impact





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## SHENANDOAH NATIONAL PARK EXHIBIT

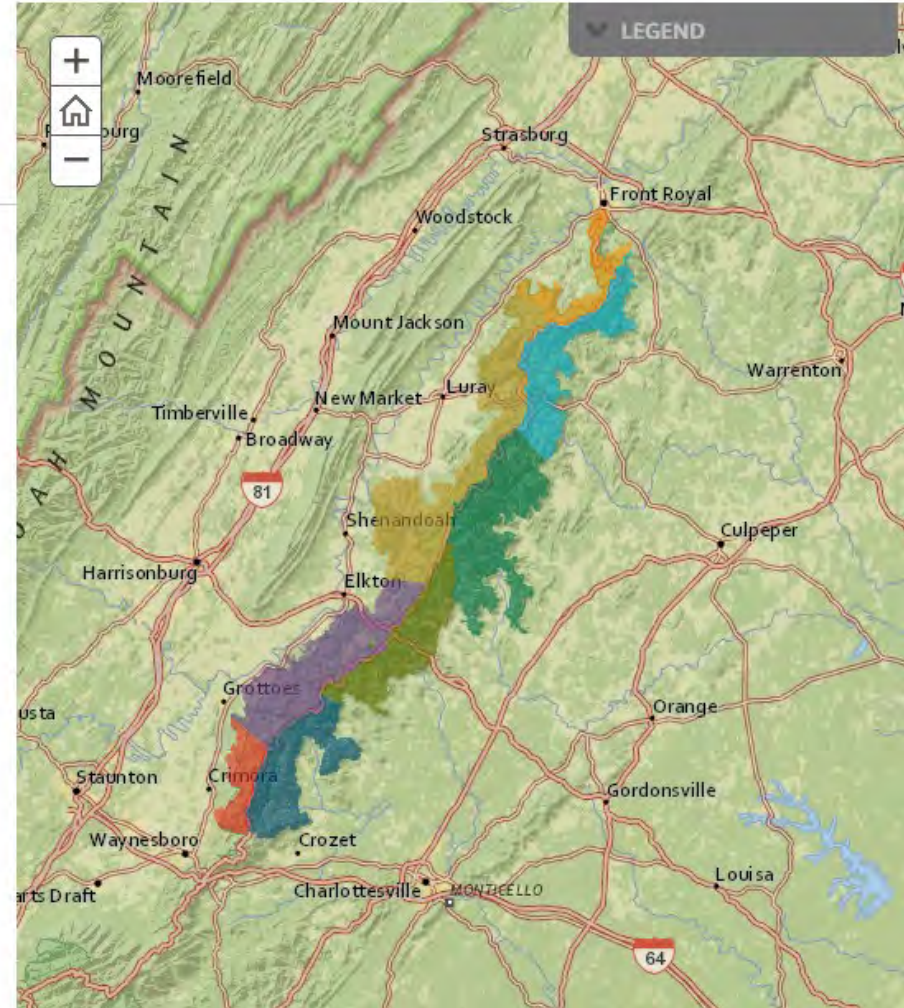
# New Forms of Digital Scholarship

This Land Was Your Land

### One Park, Many Counties

The land seizures began in Rockingham County, where the first successful court case led to the condemnation of 52,561 acres of land. The success of the federal government in Rockingham served as a precedent for removing many other families in surrounding counties.

The formation of the park altered life for individuals across multiple counties in the Shenandoah Valley including; Page, Greene, Madison, Rappahannock, Albemarle, Warren and Augusta county.



# If You Can Dream It, You Can Make It: A Shoe Story

Posted on: September 13, 2023



What does it mean for JMU that all students, faculty, and staff can use cutting-edge technologies like 3D printers, laser cutters, and 3D scanners in [The Makerspace](#), a makerspace in the Libraries? For Industrial Design major Quinn Gagne, it meant getting to make his innovative footwear design a reality.

# Preserving Knowledge for Future Generations



**Furious Flower 1994  
Conference: A  
Revolution in African  
American Poetry**



[Search Collection »](#)



**Furious Flower 2004  
Conference:  
Regenerating the Black  
Poetic Tradition**



[Search Collection »](#)



**Furious Flower 2014  
Conference: Seeding the  
Future of African  
American Poetry**



[Search Collection »](#)



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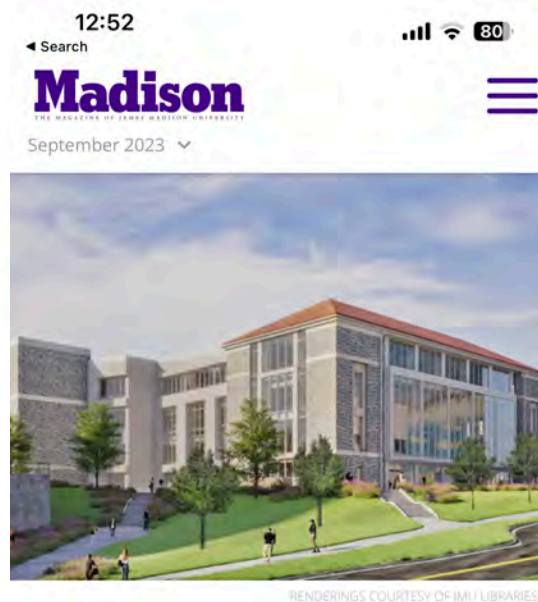




**BOARD OF VISITORS**







INCREASING ACCESS

## An intellectual and cultural crossroads

Written by [Andy Perrine '86](#)

Share on



“This is a once-in-a-generation opportunity for all of us at JMU to build the academic library

JMU Libraries >> Carrier Library Renovation and Expansion >> The Future Carrier Library

## The Future Carrier Library



Artist's rendering of the arc at the redesigned existing entrance (left image) and the new entrance facing Grace Street (right image)

### Preserving the past; creating new futures

The Carrier Library of 2026 and beyond will enable Dukes and community members to learn from the past and create new futures. Whether exploring well-preserved local history materials or designing a virtual reality landscape, students and researchers will benefit from the spaces and services made possible by this renovation and expansion. The new Carrier Library will be one that befits JMU's status as a [national university](#).

### An intellectual and literal crossroads for campus

By providing connective paths between nearby buildings and removing physical barriers to access, the design of the new Carrier Library encourages the flow of people, ideas, and creativity. A library is an intellectual crossroads for any community or institution that it's a part of, and the new Carrier Library will be a literal crossroads for JMU.

### Opening up and welcoming all

A beautiful and accessible new entrance facing Grace Street and a welcoming arc at the redesigned existing entrance will visibly demonstrate JMU's openness and commitment to engage with the broader community and the world. Whether entering through the preserved 1939 entrance or one of these two new grand entrances, visitors will be welcomed by light-filled, airy spaces that lead intuitively to various features of Carrier Library. Enjoy these [artists' renderings of the future Carrier Library](#).

RENOVATION & EXPANSION: HOME

THE FUTURE CARRIER LIBRARY

IMAGES >

VIDEOS

MEMORIES

ALTERNATE STUDY SPACES

FAQS

NEWS

SUPPORT

# j.mu/renovate





# Website for Carrier Renovation Wins Another Award

Posted on: July 27, 2023

Our [Carrier Renovation and Expansion website](#) was selected as the winner of a public relations award from the American Library Association!

The award “recognizes the **very best public relations materials produced by libraries** in the past year. Entries are evaluated on content, originality, and design by a team of experts in public relations, graphic design, communications, and marketing.” View the [press release and list of 2023 winners](#).

[Kristen Shuyler](#) wrote the award application and led the work to create the website, involving many people in the Libraries.

This website [won another award earlier this year](#) from the Blue Ridge Chapter of the Public Relations Society of America (PRSA).

## Carrier Library Renovation and Expansion



Artist's conception of a future entrance to Carrier Library (viewed from D-Hall), featuring seating, ramps, and stairs.

- RENOVATION & EXPANSION: HOME
- THE FUTURE CARRIER LIBRARY
- IMAGES
- VIDEO
- VISUAL HISTORY
- MEMORIES
- ALTERNATE STUDY SPACES
- FAQS
- NEWS
- SUPPORT

### News

- [Exciting Progress on Carrier Library Construction](#)  
July 19, 2023
- [How to Use Library Services & Spaces: Summer 2023](#)

### FAQs

- [Where is 3SPACE while Carrier Library is under construction?](#)
- [What is the schedule or timeline for the Carrier Library renovation and expansion project?](#)

Screenshot of the award-winning website



**Thank you!**



# **Expanding and Enhancing the Research, Economic Development and Innovation Ecosystem**

Anthony Tongen, Chief Research Officer and Vice Provost for Research, Economic Development and Innovation

Shukrana Shukrullah, Independent Scholar '24

Phil Frana, Professor of Interdisciplinary Liberal Studies and Independent Scholars

Mariam Elassal, Independent Scholar '24

Matt Chamberlin, Director, Independent Scholars Program

Perry Evans, Integrated Science and Technology '24

Hao Zhang, Associate Professor of Integrated Science and Engineering



# REDI Leadership

- Anthony Tongen
  - Chief Research Officer and Vice Provost for Research, Economic Development & Innovation
- Besi Muhonja
  - Associate Vice Provost for Research & Scholarship
- Keith Holland
  - Associate Vice Provost for Research & Innovation





# Research Support

- Office of Sponsored Programs
  - External funding support has nearly doubled from 2019 to 2023 (table)
- Business Operations
  - From 2019 to 2022, JMU has nearly doubled Research expenditures, which is a contributing factor for JMU's R2 Carnegie Classification (table)
- Office of Research Integrity
  - Research compliance education and training resources for faculty, staff, and students (celebrating 10 years as a centralized office!)

	2019	2020	2021	2022	2023
<b>Research Expenditures</b>	\$8,726,000	\$10,247,000	\$14,687,000	\$17,021,000	TBD
<b>Total External Funding</b>	\$17,816,353	\$22,108,857	\$22,912,738	\$31,771,193	\$34,158,773

# Research Support (cont.)

- Research Development
  - Strategically supports efforts by JMU constituents related to pursuing external funding
  - Madison Research Club provides faculty with access to research support services, cross-campus networks and funding organization representatives.
- Research Centers and AICs
  - An initiative to realize 6 fully funded research centers in 10 years
  - First 2 research AICs launched this year: African, African American & Diaspora Studies Center and the Center for Innovation in Early Childhood Development (bottom photo – REDI with College of Education leadership on Capitol Hill)



# Research Support (cont.)

- Office of Federal Relations and Communications
  - Advocacy efforts advanced a funding request to U.S. Senate Appropriations
  - Recognizing faculty - Madison Celebration of Research and Scholarship
- International Research Services (under development)
  - Support research efforts, enhance JMU's global research profile, and manage export controls and international research compliance







# Economic and Community Development

- 67% of external funding awards categorized as Public Service and Outreach
- Office within REDI initiated in July 2023, hosting the Shenandoah Valley Partnership, Shenandoah Valley Technology Council, Virginia Clean Cities, and former Madison Center for Community development
  - Secured SCHEV grant for a regional coordinator supporting Virginia Talent and Opportunity Partnership (expand internships and work-based learning)
- Coordinating JMU's application for APLU's Innovation and Economic Prosperity (IEP) designation
  - Framework for understanding, communicating, assessing, and enhancing JMU's contributions to **talent, innovation, and place.**
- Innovation to Creation
  - IP protection, commercialization, engaging with the business community
  - 5 patents granted by the U.S. PTO in the last 3 years

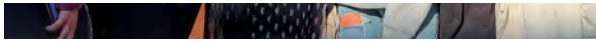


# Applied Research and Innovation

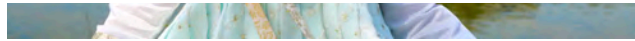
- Student Awards, Initiatives, and Research
  - Enhance JMU's national standing through student fellowships and awards
  - Fulbright Top Producer (national recognition)
- JMU X-Labs
  - Implemented Trailblazer model for a sequence of two classes with a serial entrepreneur to design and develop a medical device
  - 6 Esports wins, including 2 national championships
- 4-VA
  - Provide seed funding to launch pilot projects leveraging research strengths of partner institutions



United Kingdom



South Korea



Indonesia



Dominican Republic



Japan



Harrisonburg, VA, USA



# My Story

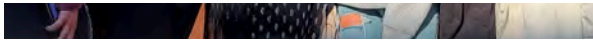


# Studying and Interning Abroad

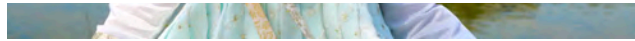




United Kingdom



South Korea



Indonesia



Dominican Republic



Japan



Harrisonburg, VA, USA





**Benjamin A. Gilman**  
International Scholarship



Center for Global  
Engagement



INDEPENDENT  
SCHOLARS



Fund for  
Education Abroad



**HONORS  
COLLEGE**  
JAMES MADISON UNIVERSITY



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Center for Global  
Engagement



Office of Student Awards,  
Initiatives, and Research



Fund for  
Education Abroad



**HONORS  
COLLEGE**  
JAMES MADISON UNIVERSITY





# Leaving an Impact.





Office of Student Awards,  
Initiatives, and Research



# Prospects for Formerly Incarcerated People



Image Source: Prison Policy Initiative

# Embracing What Works



Image Source: International Association for Correctional and Forensic Psychology

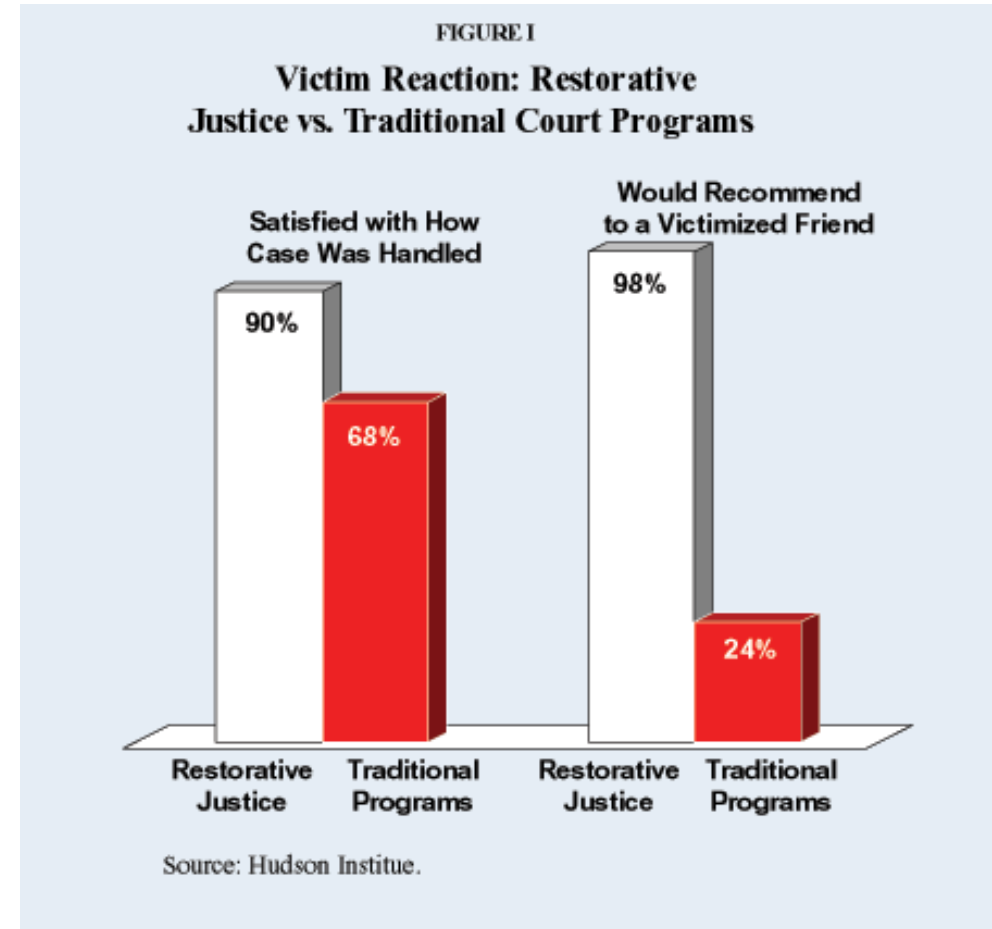


Image Source: National Center for Policy Analysis

# Inequality, Policy, & Culture

**\$2,700 Less Per Student**

Districts with the most students of color on average receive substantially less (16% or \$2,700/student) in state and local funding than districts with the fewest students of color





Image Source: The Education Trust



**\$300,000**  
4 br, 3.5 ba

**\$700,000**  
4 br, 3.5 ba

Image Source: The Washington Post



# References

## ■ Images

- <https://www.prisonpolicy.org/blog/2022/02/08/employment/>
- <https://www.myiacfp.org/adding-relational-to-technical-factors-for-reducing-recidivism-following-the-research-to-improve-outcomes-part-1/>
- <http://www.ncpathinktank.org/pub/ba353>
- <https://edtrust.org/press-release/school-districts-that-serve-students-of-color-receive-significantly-less-funding/>
- <https://www.washingtonpost.com/business/2020/10/23/redlining-black-wealth/>

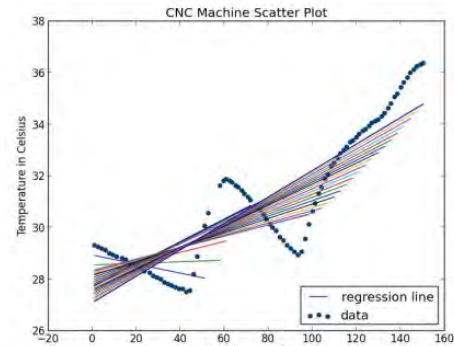
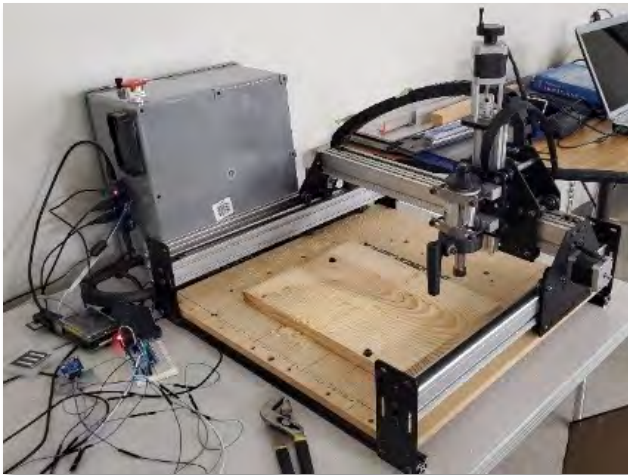
## ■ Content

- <http://www.ncpathinktank.org/pub/ba353>
- <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5004736/>
- <https://www.syracuse.com/living/2021/05/1938-pioneer-homes-gives-syracuse-families-a-chance-at-a-decent-place-to-live.html>

# Smart Manufacturing Research

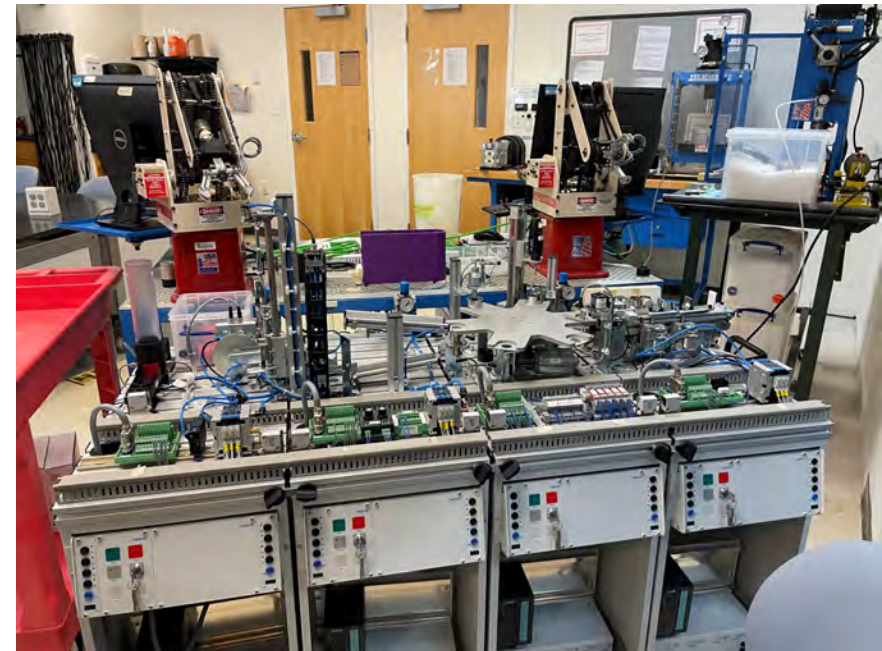
**Goal:** Innovate machine and production control to be more efficient, reliable and sustainable.

Lab scale



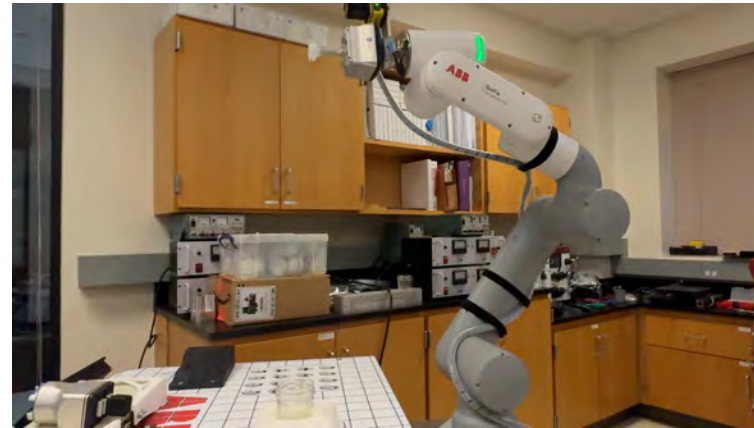
Models and Algorithms

Production scale



# Integration into Manufacturing Education

- 2<sup>nd</sup> year Foundation level robotics introduction: ISAT211
- 3<sup>rd</sup> year Automation design and robotics programming: ISAT331 and ISAT303
- 4<sup>th</sup> year Innovative design and capstone: ISAT473







# Publications and Conference Presentations

- Moran, T. \*; MacDonald, R.; Zhang, H. A Dynamic Simulation Model for Understanding Sustainability of Machining Operation. *Sustainability* **2023**, *15*, 152.
- Moran, T\*., MacDonald, R., Zhang, H. (2021) Understanding the Environmental Impact Dynamics of CNC Machining. Presented at American Society for Engineering Management International Annual Conference, Virtual. October 27-30, 2021.
- Sokolyuk, K. \*, Zhang, H. (2020). A Systems Machine Learning Model for Sustainable Machining Process. Presented at the ASEM IAC, Virtual. October 28-30, 2020.
- Layne, S. \*, Siler, J. \*, Zhang, H. (2018). A Sustainability Decision Making System Architecture for Cybermanufacturing Systems. Presented at the ASEM IAC, Coeur d'Alene, Idaho. October 18, 2018.



**Thank you!**

**Questions?**

# Curriculum Updates

Paula Maxwell, Associate Vice Provost for Curriculum





# SCHEV Nomenclature

- CIP Code
- Degree
  - Degree Program
    - Major
      - Concentration
        - Track



# Updates: Degree Programs

- Degree Programs from Existing Majors
  - Communication Sciences and Disorders, BA/BS
  - Health Sciences, BS
  - Media Arts and Design, BA/BS
- Associated Degree Program Discontinuations
  - Speech Pathology, BA/BS (Communication Sciences and Disorders, BA/BS will replace this program)
  - Community Health Education, BS (Health Sciences, BS will replace this program)



# Updates: Degree Programs

- Resource Needs
  - None
- Effective Date
  - Fall 2024
- BoV Action Requested
  - Approval needed for discontinuation of Community Health Education, BS, and Speech Pathology, BA/BS



# New Program: Environmental Earth Science

- Elevate from an existing program to a stand-alone degree program
- Need for the Program
  - Increases visibility for student recruitment
  - Provides a greater ability to offer environmental earth science-specific courses by having its own core courses
- Projected Enrollment
  - 20 new students in the initial year, growing to 40-50 new students per year in the subsequent years
- Effective Date
  - Fall 2024



# Curriculum

- Bachelor of Science
  - General Education: 41 credits
  - BS Degree Requirements: 6 credits
  - Core Requirements: 22 credits
  - Cognate Requirements: 17-19 credits
  - Course Requirements: 10 credits
  - Restricted Electives: 9 credits
  - Required Minor: 21-25 credits
  - Electives: 0-12 credits
  - Total Credits: 120
- Bachelor of Arts
  - General Education: 41 credits
  - BS Degree Requirements: 3-17 credits
  - Core Requirements: 22 credits
  - Restricted Electives: 0-14 credits
  - Required Minor: 18-25 credits
  - Electives: 0-7credits
  - Total Credits: 120





# Duplication

Institution	Program Degree Designation, Name and CIP code
George Mason University	Bachelor of Science (BS), Environmental Science, CIP code: 03.0104
Longwood University	Bachelor of Science (BS), Integrated Environmental Science, CIP code: 03.0104
Old Dominion University	Bachelor of Science (BS), Ocean & Earth Science, CIP code: 40.0699
University of Mary Washington	Bachelor of Science (BS), Environmental Science and Geology, CIP code: 40.9999
University of Virginia	Bachelor of Arts (BA) / Bachelor of Science (BS), Environmental Sciences, CIP code: 03.0104
Virginia Commonwealth University	Bachelor of Science (BS), Environmental Studies, CIP code: 03.0103
Virginia Tech	Bachelor of Science (BS), Environmental Science, CIP code: 03.0104



# Employment Demand

- Bureau of Labor Statistics: 5% projected increase (2021-31)
- Virginia Employment Commission: 5.8% projected increase (2020-30)  
11.4% projected increase for those with  
teacher licensure



# Resources and Action Needed

- Resource Needs
  - JMU has the faculty, support staff, classrooms/labs, and equipment/supplies in place.
- BOV Action Requested
  - BOV approval needed for new Environmental Earth Science, BA, BS stand-alone degree program.



# Department Name Change

- Current Name
  - Department of Foreign Languages, Literatures and Cultures
- Proposed New Name
  - World Languages and Cultures
- Anticipated Costs
  - Signage and Print Materials: \$1,400 (*Funds will come from existing departmental budget*)
- Effective Date
  - Fall 2024
- BOV Action Requested
  - BOV approval needed for requested name change.

# Curriculum Actions for the Board of Visitors

## Update: New Programs and Associated Discontinuations

### Degree Programs Being Reviewed by SCHEV

These programs were previously approved by BOV. These are existing majors that are officially being elevated to stand-alone degree programs. They are in review at SCHEV and nearing completion.

- Communication Sciences and Disorders, BA/BS
- Health Sciences, BS
- Media Arts and Design, BA/BS

### BOV Action Requested

None

### Associated Degree Program Discontinuations

With the approval of the programs above, two current degree programs must be discontinued as the new degree programs will “replace” these programs. SCHEV requires these “replaced” programs to be officially discontinued.

- Speech Pathology, BA/BS (Communication Sciences and Disorders, BA/BS will replace this program)
- Community Health Education, BS (Health Sciences, BS will replace this program)

No program discontinuation is needed for Media Arts and Design. Communication Studies (the degree under which Media Arts and Design currently resides) will continue to be offered as a separate degree program.

Students in the current degree programs will transition into the newly-approved degree programs. The names of their majors and the associated curriculum requirements remain unchanged. Students will experience no difference in program requirements or transcript information.

### Resource Needs

No additional resources are required or requested for these changes.

### Effective Date

Fall 2024

### BOV Action Requested

BOV approval needed for discontinuation of Community Health Education, BS and Speech Pathology, BA/BS.

## New Program: Environmental Earth Science, BA/BS

The Department of Geology and Environmental Science requests approval to elevate the current major in Earth Science to a stand-alone degree program in Environmental Earth Science.

### Rationale for the request

- Increases visibility for student recruitment
- Provides a greater ability to offer environmental earth science-specific courses by having its own core courses.

### Projected Enrollments

- 20 new students in the initial year, growing to 40-50 new students per year in the subsequent years.

### Duplication

Institution	Program Degree Designation, Name and CIP code
George Mason University	Bachelor of Science (BS), Environmental Science, CIP code: 03.0104
Longwood University	Bachelor of Science (BS), Integrated Environmental Science, CIP code: 03.0104
Old Dominion University	Bachelor of Science (BS), Ocean & Earth Science, CIP code: 40.0699
University of Mary Washington	Bachelor of Science (BS), Environmental Science and Geology, CIP code: 40.9999
University of Virginia	Bachelor of Arts (BA) / Bachelor of Science (BS), Environmental Sciences, CIP code: 03.0104
Virginia Commonwealth University	Bachelor of Science (BS), Environmental Studies, CIP code: 03.0103
Virginia Tech	Bachelor of Science (BS), Environmental Science, CIP code: 03.0104

### Employment Demand

Bureau of Labor Statistics: 5% projected increase (2021-2031)

Virginia Employment Commission: 5.8% projected increase (2020-2030)

11.4% projected increase for those with teacher licensure

### Resource Needs

JMU has the faculty, support staff, classrooms/labs, and equipment/supplies in place. No additional resources are needed to elevate this program to a stand-alone degree program.

### Effective Date

Fall 2024

## Curriculum

Bachelor of Science	Credits	Bachelor of Arts	Credits
General Education	41*	General Education	41*
<i>BS Degree Requirements</i>	6*	<i>BA Degree Requirements</i>	3-17
Core Requirements	(22)	Core Requirements	(22)
GEOL 211 Oceanography	3	GEOL 211 Oceanography	3
GEOL 230 Evolution of Earth Systems	4	GEOL 230 Evolution of Earth Systems	4
GEOL 291 Writing and Communicating in the Geosciences	1	GEOL 291 Writing and Communicating in the Geosciences	1
GEOL 320 Meteorology	3	GEOL 320 Meteorology	3
GEOL 367 Genesis of Solid Earth Materials	4	GEOL 367 Genesis of Solid Earth Materials	4
GEOL 377 Earth Surface Processes	3	GEOL 377 Earth Surface Processes	3
GEOL 477 Contemporary Issues in the Geosciences	4	GEOL 477 Contemporary Issues in the Geosciences	4
<i>Cognate Courses</i>	(17-19)	<i>Cognate Courses</i>	(14-15)
BIO 350 Paleobiology	4	BIO 350 Paleobiology	4
CHEM 131/131L – Introductory Chemistry AND Lab	4	CHEM 131/131L – Introductory Chemistry AND Lab*	4
MATH 220 Elementary Statistics* <b>or</b>	3	MATH 220 Elementary Statistics* <b>or</b>	3
MATH 229 Statistics with R*	3	MATH 229 Statistics with R*	3
MATH 205 Introductory Calculus I* <b>or</b>	3	MATH 205 Introductory Calculus I* <b>or</b>	3
MATH 232 Calculus with Functions II <b>or</b>	3	MATH 232 Calculus with Functions II* <b>or</b>	3
MATH 235 University Calculus I*	4	MATH 235 University Calculus I	3
PHYS 140 Introductory Physics* <b>or</b>	3		
140/150LS Introductory Physics AND Lab*	4		
Required Courses	(10)		
GEOL 102 Environment Earth* <b>or</b>	3		
GEOL 110 Physical* <b>or</b>	3		
GEOL 115 Earth Systems and Climate Change*	3		
GEOL 110L Physical Geology Laboratory* <b>or</b>	1		
GEOL 115L Earth Systems and Climate Change Laboratory*	1		
GEOL 387 Stratigraphy, Structure, & Tectonics	4		
GEOL 494 Internship in Geology <b>or</b>	2		
GEOL 497 Problems in Geology	2		
<i>Restricted Electives</i>	(9)	<i>Restricted Electives</i>	(0-14)
<i>Select 9 credits from the following:</i>		<i>Select from the following:</i>	
CHEM 353 Environmental Chemistry	3	CHEM 353 Environmental Chemistry	3
GEOL 167 History & Philosophy of the Geosciences	3	GEOL 304 Environmental Mineralogy	3
GEOL 304 Environmental Mineralogy	3	ASTR 220 General Astronomy I: The Night Sky <b>or</b>	3
ASTR 220 General Astronomy I: The Night Sky <b>Or</b>	3	GEOL 307 Planetary Geology	3
GEOL 307 Planetary Geology	3	GEOL 355 Geochemistry of Natural Waters	3
GEOL 355 Geochemistry of Natural Waters	3	GEOL 360 GIS for the Geoscientist	3
GEOL 360 GIS for the Geoscientist	3	GEOL 387 Stratigraphy, Structure, & Tectonics	4
GEOL 390 Laboratory Techniques in Geology	3	GEOL 390 Laboratory Techniques in Geology	3
GEOL 398 - Topics in Geology	1-3	GEOL 398 - Topics in Geology	1-3
GEOL 406 Paleoclimatology and Paleooceanography	3	GEOL 406 Paleoclimatology and Paleooceanography	3
GEOL 430 Environmental Soil Science	3	GEOL 430 Environmental Soil Science	3
GEOL 440 Geophysics	3	GEOL 440 Geophysics	3

Bachelor of Science	Credits	Bachelor of Arts	Credits
GEOL 442 Field Geophysics	3	GEOL 442 Field Geophysics	3
GEOL 460 Hydrogeology	3	GEOL 460 Hydrogeology	3
GEOL 489 Quantitative Methods in Geology	3	GEOL 489 Quantitative Methods in Geology	3
<i>Required Minor</i> <i>Select one minor from the following options:</i>	(21-25)	<i>Required Minor</i> <i>Select one minor from the following options:</i>	(18-25)
Environmental Information Systems	25	Environmental Humanities	18
Environmental Management	22-25	Environmental Information Systems	25
Environmental Science	24-25	Environmental Science	24-25
Environmental Studies	21-24	Environmental Studies	21-24
Pre-Professional Secondary Education	23	Another minor approved by the program director	18-24
Another minor approved by the program director	18-24		
Electives	0-12	Electives	0-7
Total Credits	120	Total Credits	120

\*Fulfilled through major requirements/fulfills General Education or BS degree requirements

### **BOV Action Requested**

BOV approval needed for a new Environmental Earth Science, BA, BS stand-alone degree program.



# New: Department Name Change

## Current Name

Department of Foreign Languages, Literatures and Cultures

## Proposed New Name

World Languages and Cultures

## Rationale

The proposed name reflects current nomenclature. Over the past decade, the term “foreign” has been discontinued nationally due to its portrayal of a sense of “us” vs “others.” The terms “world” and/or “global” have been adopted in its place. “World languages” or “global languages” conveys a perspective that includes an inclusive global perspective. The proposed name better represents JMU’s emphasis and commitment to fostering cultural understanding, linguistic diversity, and global awareness.

## Comparison to Other Virginia Public Institutions:

Institution	Department Name
Christopher Newport University	Department of Modern and Classical Languages and Literatures
College of William and Mary	Department of Modern Languages
George Mason University	Department of Modern and Classical Languages
Longwood University	Department of English and Modern Languages
Norfolk State University	Department of English and Foreign Languages
Old Dominion University	World Languages & Cultures
Radford University	Department of Foreign Languages and Literatures
University of Mary Washington	Modern Languages and Literatures
University of Virginia	Several: Split into the specific language such as East Asian Languages, Literatures and Cultures.
University of Virginia's College at Wise	Department of Language and Literature
Virginia Commonwealth University	School of World Studies
Virginia Military Institute	Modern Languages & Cultures
Virginia State University	Department of Languages and Literature
Virginia Tech	Department of Modern and Classical Languages and Literatures

## Anticipated Costs

- Signage: \$600
- Print Materials (stationery, business cards): \$800

Total Cost: \$1,400

*Note: Funds will come from existing departmental budget*

## Effective Date

Fall 2024

*Department voted on name change September 26, 2023*

## BOV Action Requested

BOV approval needed for a requested name change.

# Faculty Senate Report

Kathy Ott Walter, Speaker



## **Faculty Senate Board of Visitors Oral Report November 9<sup>th</sup> & 10<sup>th</sup>, 2023**

### **October Meeting**

- President Alger addressed the senate at our October meeting. He went over the finalized budget, the work being done with the ALICE population, undergraduate applications, QEP, goals for the university, R2 classification, civic engagement, the AI Task Force, and Big Ideas. Questions were received prior to the address and many of them were answered in his talk. For the questions not addressed, they have been sent to the appropriate office to answer.
- The provost reported on the loss of another colleague, the shared governance implementation team, and announced Mark Piper as the acting ombudsperson for Spring 2024.
- The speaker requested names of faculty/student teams for the BoV dinner on November 9<sup>th</sup> and encouraged senators to create Big Idea proposals due in spring semester.

### **Committee Reports**

**Faculty concerns** will be working on prioritizing issues. Currently they are developing suggestions for better policies, procedures, and communications around incidents on campus. They are hoping to elevate the conversation of moving from an AUH model to a rotating chair model. The committee would like to continue the conversation around faculty needs related to ODS since there are still many challenges.

**Adjunct Affairs** is working on facilitating better communication with adjuncts across campus, so their voices are heard as well.

### **Unfinished Business**

Senate steering proposed seven bylaw changes, and all passed by the required 2/3 vote. The changes include:

- Creation of the faculty senate shared governance committee
- Renaming and revising of the nomination and elections committee to the research and scholarship committee.
- Restructuring of the student relations committee to the teaching and student relations committee.
- Renaming and revising of the committee on academic policies to the policies committee.
- Faculty appeals committee structure. instructional faculty members, determine whether a hearing will be held, and if so, select a Hearing Committee, under the terms of the Faculty Handbook.
- Consolidating the webmaster position into the communications director's duties
- Revisions to the Marshal's role

# **Topics of Interest for Future Meetings**



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# THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Advancement and Engagement Committee  
Thursday, November 9, 2023  
Allegheny Room  
2:45 p.m.

## Agenda

1. Approval of Minutes\* – September 14, 2023
2. Funds Raised to Date  
Jared Lowry, Athletics Development Officer  
Jeff Gilligan, Associate Vice-President for Development
3. VP Updates
  - Giving Day
  - Market Study Follow UpNick Langridge, Vice President for University Advancement
4. CHBS Building and Nursing  
Sharon Lovell, Dean, College of Behavioral Health and Studies
5. Inaugural International Alumni Engagement  
Nick Langridge, Vice President for University Advancement  
Ahmet Shala, Global Ambassador
6. Telling Our Story With Video  
Andy Perrine, Associate Vice President for Marketing and Branding
7. Topics of Interest for Future Meetings

\*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, September 14, 2023. Mr. Michael Stoltzfus called the meeting to order at 7:01 p.m.

**COMMITTEE MEMBERS PRESENT:**

Edwards, Terrie  
Fiorina, Carly  
Rothenberger, John  
Stoltzfus, Michael, Chair  
Wood, Nicole

**OTHER BOARD MEMBERS PRESENT:**

Bell, Richard  
Falcon, Christopher  
Herod, Maribeth, Rector  
Lynch, John  
Major, Lara  
Obenshain, Suzanne  
White, Jack

**OTHERS PRESENT:**

Alger, Jonathan, President  
Carter, Malika, Vice President, Diversity, Equity and Inclusion  
Coltman, Heather, Provost and Sr. Vice President, Academics Affairs  
Davis, Heather, Associate Director of Enrollment Marketing  
Harper, Donna, Secretary to the Board  
Kennedy, Ben, Founder/CEO Kennedy & Company  
Langridge, Nick, Vice President, University Advancement  
Meyers, Chris, Director of Enrollment Marketing  
Miller, Tim, Vice President, Student Affairs  
Moore, Towana, Vice President, Administration and Finance  
Perrine, Andy, Associate Vice President for University Communications and Marketing  
Vass, Mary Hope, Assistant Vice President for University Communications

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## **APPROVAL OF MINUTES**

The minutes of the April 20, 2023 meeting were brought before the committee and approved as presented on a motion by John Rothenberger, seconded by Carly Fiorina.

## **EARNED MEDIA AND SOCIAL PRESENCE**

Mary-Hope Vass and Trey Secrist reported that earned media grew in several areas, specifically in national coverage. The university's social media presence has been ranked fourth by Rival-IQ among all D1 schools; and JMU's Instagram remains first in the nation. The chair commended the team on the national recognition, especially being 4<sup>th</sup> in the nation. And he emphasized the importance of earned media and social media in expanding our national presence.

## **DIGITAL ADVERTISING IMPACT**

Andy Perrine, Chris Meyers and Heather Davis shared an Enrollment Marketing recap for digital marketing and advertising in FY23. Committee members felt it was a smart investment to add digital advertising funds to the Marketing and Branding budget. And it was clear through the increased number of applications that we are getting a good return on our investment.

## **MARKET STUDY**

Ben Kennedy of Kennedy and Company provided an overview of market demand for existing JMU graduate and certificate programs. The board encouraged the team to articulate the business case for reaching new generations of students through certificate and graduate programs. It was agreed that as a next step the Provost and Anthony Tongen would take the study results back to academic leadership in order to identify areas of faculty interest and expertise.

The meeting adjourned at 9:00 p.m.

Respectfully submitted,

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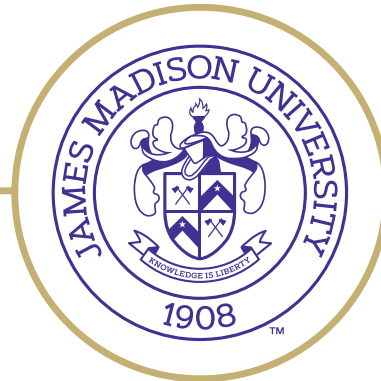
Michael Stoltzfus, Chair

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Donna L. Harper, Secretary to the Board

# **Board of Visitors Advancement and Engagement Committee**

November 9, 2023





# Fundraising Report

Jared Lowry, Athletic Development Officer

Jeff Gilligan, Associate Vice President for Development





# Duke Club Report

Dollar Amounts and Donor Counts as of:  
October 20, 2023

## By Fiscal Year YTD

	2020	2021	2022	2023	2024
Duke Club Seat Contribution	\$133,542	\$91,329	\$216,560	\$277,376	\$227,286
Proud and True Fund	\$273,082	\$569,831	\$333,872	\$358,953	\$335,447
Athletics Restricted	\$97,003	\$63,274	\$81,819	\$122,278	\$70,724
Athletics Capital	\$77,197	\$113,740	\$221,176	\$20,677	\$12,875
Athletics Endowed	\$32,405	\$48,710	\$33,043	\$9,475	\$28,830
Event Contribution Restricted	\$0	\$0	\$0	\$13,632	\$29,651
<b>Total</b>	<b>\$613,229</b>	<b>\$886,885</b>	<b>\$886,470</b>	<b>\$802,392</b>	<b>\$704,814</b>

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

Current FY Annual Fund Dollars: \$562,733

Athletics Annual Fund FY Goal: \$4,800,000

Percent of Goal: 12%

## Total Unique Athletics Donors by Fiscal YTD

*Includes unique households*

2020	2021	2022	2023	2024
1,702	897	1,457	2,362	2,563



## Funds Raised to Date

Compressed

Year End FY 2023

07/01/2018 - 06/30/2023

Provided by:  
AIS/Data Analysis & Reporting



Fund Raised Program - Compressed	FY 2023	FY 2022	FY 2021	FY 2020	FY 2019
Principal Giving/Strategic Gifts	\$4,657,402	\$10,238,855	\$9,956,609	\$6,862,059	\$9,365,797
Corp/Found	\$9,827,632	\$11,437,336	\$3,551,467	\$3,402,106	\$3,106,127
All Athletics	\$6,984,954	\$6,025,232	\$4,130,953	\$2,894,430	\$4,178,723
Annual Giving	\$2,602,043	\$3,028,830	\$2,556,642	\$2,690,359	\$2,716,291
Organization Annual Gifts	\$478,604	\$380,507	\$330,378	\$387,609	\$420,133
Matching Gifts	\$393,142	\$471,659	\$443,382	\$504,145	\$484,399
Realized Planned Gifts	\$1,731,736	\$1,490,044	\$1,866,187	\$494,459	\$1,592,834
<b>Above Sub-Total - Total</b>	<b>\$26,675,513</b>	<b>\$33,072,463</b>	<b>\$22,835,617</b>	<b>\$17,235,168</b>	<b>\$21,864,305</b>
WMRA Gifts	\$772,492	\$823,350	\$763,508	\$750,352	\$737,722
<b>WMRA Total - Total</b>	<b>\$772,492</b>	<b>\$823,350</b>	<b>\$763,508</b>	<b>\$750,352</b>	<b>\$737,722</b>
<b>Above - Total</b>	<b>\$27,448,005</b>	<b>\$33,895,813</b>	<b>\$23,599,126</b>	<b>\$17,985,520</b>	<b>\$22,602,026</b>
Conditional Pledges	\$4,965,820	\$7,705,412	\$18,803,701	\$6,134,828	\$4,036,405
Non-charitable Sponsorship Commitments	\$13,632	\$36,335	\$77,840	\$3,585,569	\$76,807
<b>Below Sub-Total - Total</b>	<b>\$4,979,452</b>	<b>\$7,741,747</b>	<b>\$18,881,541</b>	<b>\$9,720,397</b>	<b>\$4,113,212</b>
<b>Below - Total</b>	<b>\$4,979,452</b>	<b>\$7,741,747</b>	<b>\$18,881,541</b>	<b>\$9,720,397</b>	<b>\$4,113,212</b>



## Funds Raised to Date

Full Version

07/01/2023 - 10/27/2023

Provided by:  
AIS/Data Analysis & Reporting



Fund Raised Program	FY 2024	FY 2023	FY 2022	FY 2021	FY 2020
Individual Proposal Commitments	\$944,782	\$533,785	\$1,488,472	\$4,552,735	\$3,083,126
Family Foundation Proposal Commitments	\$0	\$0	\$0	\$30,000	\$57,500
Org Proposal Commitments	\$401,700	\$355,380	\$584,505	\$512,980	\$19,200
Org Sponsored Program Commitments	\$2,834,316	\$6,982,889	\$5,787,607	\$1,146,619	\$1,973,834
Athletics Proposal Commitments	\$262,500	\$220,000	\$181,500	\$179,500	\$120,000
Athletics Charitable Gifts	\$364,756	\$377,947	\$386,139	\$543,799	\$342,002
Individual Annual Gifts	\$483,882	\$555,801	\$566,577	\$488,577	\$556,274
Organization Annual Gifts	\$133,887	\$114,139	\$138,875	\$130,326	\$181,940
Matching Gifts	\$41,202	\$59,464	\$90,558	\$117,052	\$83,679
Realized Planned Gifts	\$7	\$123,627	\$43,097	\$183,590	\$158,172
<b>Above Sub-Total - Total</b>	<b>\$5,467,033</b>	<b>\$9,323,032</b>	<b>\$9,267,330</b>	<b>\$7,885,179</b>	<b>\$6,575,727</b>
WMRA Gifts	\$205,883	\$178,975	\$203,984	\$176,154	\$192,581
<b>WMRA Total - Total</b>	<b>\$205,883</b>	<b>\$178,975</b>	<b>\$203,984</b>	<b>\$176,154</b>	<b>\$192,581</b>
<b>Above - Total</b>	<b>\$5,672,916</b>	<b>\$9,502,007</b>	<b>\$9,471,314</b>	<b>\$8,061,333</b>	<b>\$6,768,307</b>
Conditional Pledges	\$672,500	\$1,961,820	\$3,085,410	\$250,000	\$2,367,001
Non-charitable Sponsorship Commitments	\$29,651	\$13,632	\$0	\$0	\$3,500,000
Athletics Non-charitable Gifts	\$227,624	\$279,095	\$217,808	\$92,038	\$138,198
<b>Below Sub-Total - Total</b>	<b>\$929,775</b>	<b>\$2,254,547</b>	<b>\$3,303,218</b>	<b>\$342,038</b>	<b>\$6,005,199</b>
<b>Below - Total</b>	<b>\$929,775</b>	<b>\$2,254,547</b>	<b>\$3,303,218</b>	<b>\$342,038</b>	<b>\$6,005,199</b>

All fiscal year totals are month-to-date per fiscal year.  
Includes gifts to the Lettie Pate Whitehead Scholarship.



# Pipeline

As of October 30, 2023

**Pre solicitation: 60 proposals = \$4,700,755**

**Solicitation proposals: 103 proposals = \$15,442,419**

**Closed Major Gifts: 47 for \$4,948,535**

# Vice President's Update

Nick Langridge, Vice President for University Advancement



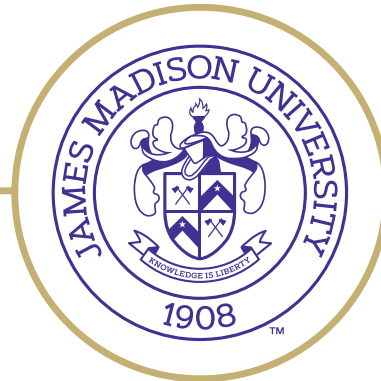
# College of Health and Behavioral Studies

Sharon Lovell, Dean



# **Inaugural International Alumni Engagement**

Nick Langridge, Vice President for University Engagement  
Ahmet Shala, Global Ambassador







# Engaging and Empowering Dukes around the world

A Short Report



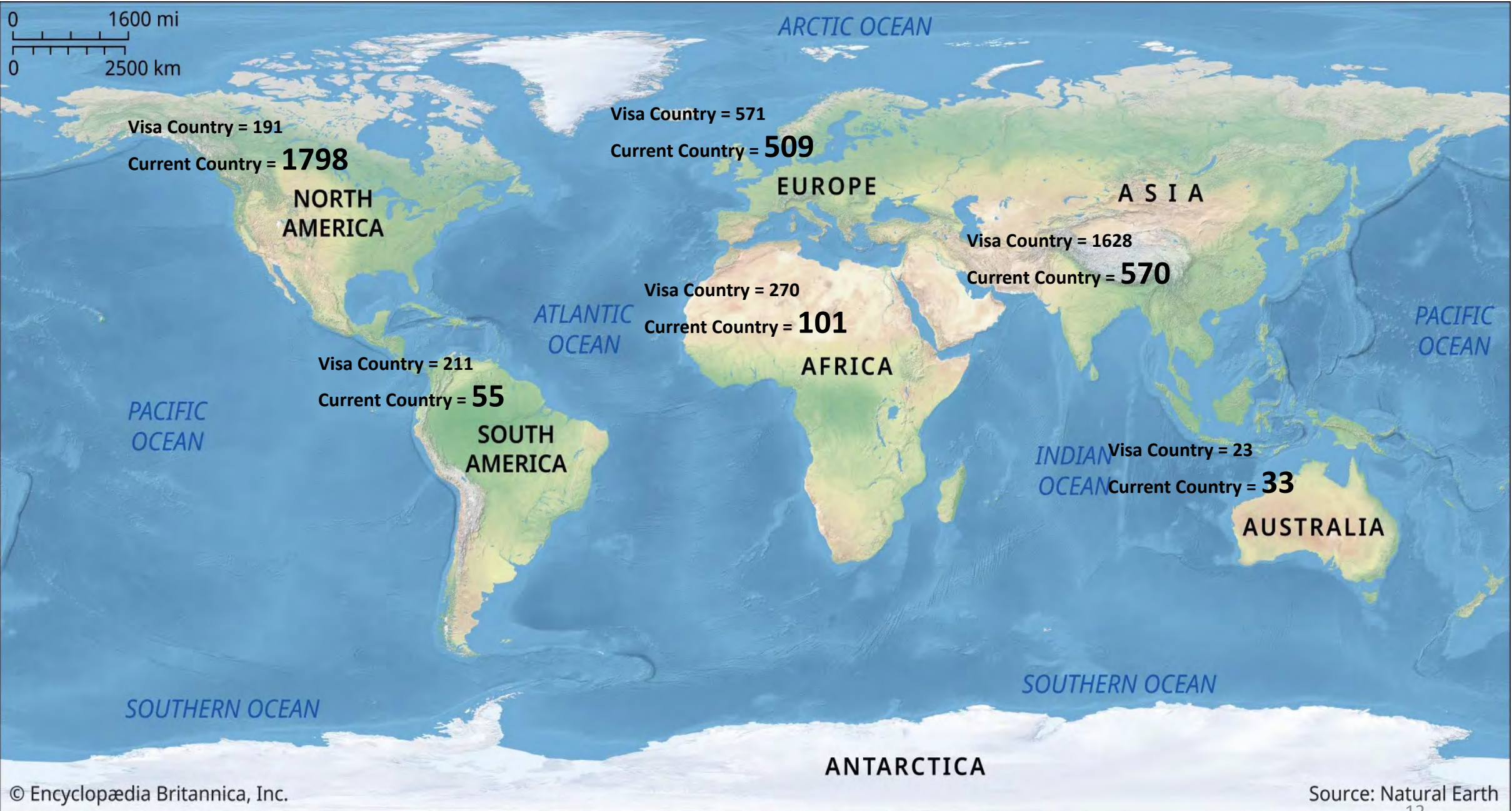
# Mission & Vision

## Mission Statement:

- Empowering Global Connections,
- Cultivating the 'Giving Back' Spirit, and
- Enriching Alumni Lives Worldwide

## Vision Statement:

- To create a vibrant and interconnected international/global alumni community that thrives on the 'giving back' spirit.
- We aspire to facilitate meaningful engagements, foster lifelong connections, and celebrate the diverse achievements of our international alumni.
- We work to bridge cultures, inspire shared experiences, and unite alumni worldwide.
- Our aim is to cultivate a powerful and supportive network that transcends borders, while inspiring alumni to:
  - make positive 'noise' wherever they live and operate,
  - leaving an unforgettable mark on their communities and the world, and
  - be a role model for them.





# International Alumni by Continents

	<u>Visa Country</u>	<u>Current Country</u>	<u>Difference</u>	<u>Returned %</u>
• Europe	571	509	62	89
• Asia	1,628	570	1,058	35
• Africa	270	101	169	37
• Latin America	211	59	152	28
• Australia	26	42	-16	162
• US Possible Expat	388	210*	178	54



# Reaching out to our International Alumni

- **Virtually**
  - Email
  - LinkedIn
  - Facebook
  - Instagram
  - Phone
- **In person**
  - Paying a visit
  - Hosting them



# Reaching out to our International Alumni

- **Virtually**
  - Sent:
    - Emails: over 10 thousand
    - LinkedIn: over a thousand
    - Phone: hundreds
- **In person**
  - **Paying a visit at their workplaces**
    - Germany, France, Luxemburg, Sweden, Finland, Kosovo, Albania
  - **Hosting them in our campus**
    - Dubai: Jason Budd
    - Finland: Kaarlo Kankkunen & Jari Takatolo
    - Germany: Mark Brix
  - **Event/conference engagements**
    - Leadership Conference in Prishtina, Kosova
    - Economic Forum in Karpacz, Poland



# **My first visit abroad as a Global Ambassador May 2023**

# Germany



Meeting Marc Brix

Meeting Rolf Zipf



Meeting Nicolai Christ





Look at his RING  
since 1996

# Germany



# Sweden & Finland



Meeting Stefan Petrovic

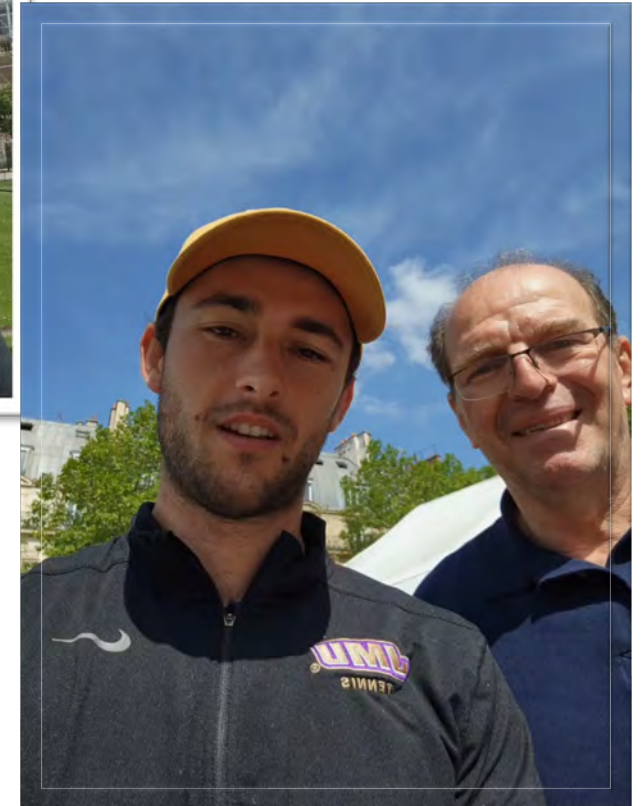


Meeting Kaarlo Kankunen

# France



Meeting Pierre Kohler



# Germany

Meeting Marc Brix & Andrew Lux



# Luxemburg

## Meeting Michael Riedl



# Romania/Albania

Meeting Filip Razvan





## Hosting Dukes on our campus



# Hosting our Dukes from Finland



Hosting Kaarlo Kankunen  
&  
Jari Takatalo



# Hosting Dukes on our campus

## Jason Budd from Dubai



On campus



On campus



In New York



**Making Difference  
by  
getting engaged globally**

# Leadership Conference

*“From Peace to Prosperity – role of leadership”*  
*Prishtina - Kosova*



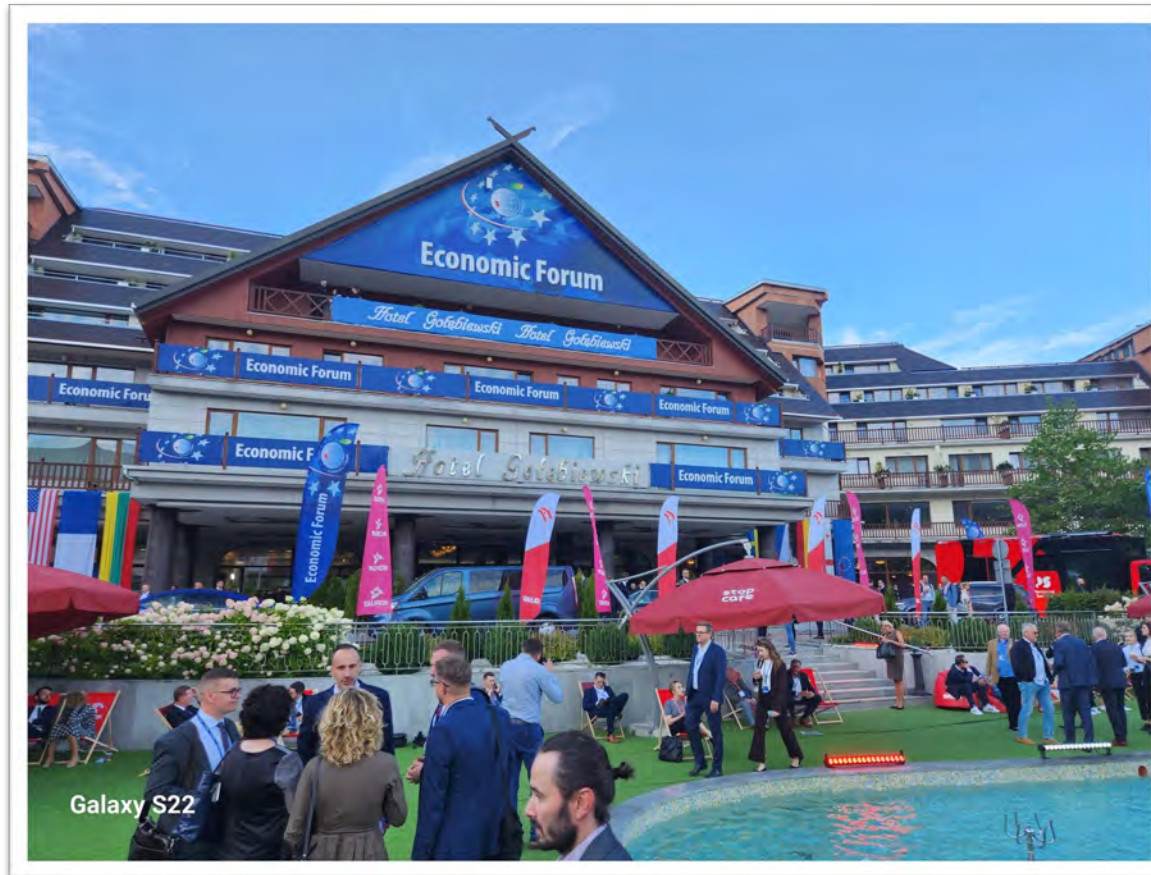
# New partnerships with Kosova

Visit at the Mayor of Prizren  
Mr. Totaj



# New opportunities-partnerships

## Economic Forum Poland



Meeting with Zygmunt Berdychowski

The Founder



# Establishing a functional volunteer structure

**JMU**

**International Alumni Council**



**Yuichi**



**Marc**



**Maureen**



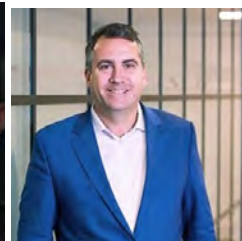
**Chris**



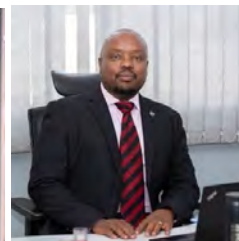
**Viola**



**Nicolai**



**Michael**



**Makau**



**Kaarlo**



**Arber**



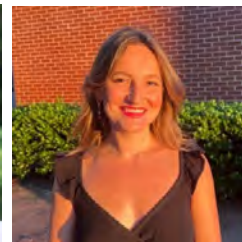
**Mikai**



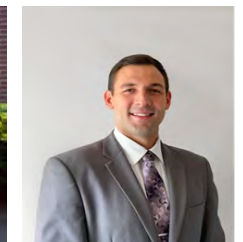
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**Bo**



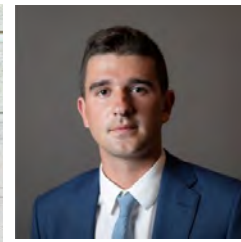
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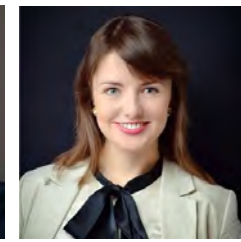
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**Diana**



**Stefan**



**Elena**



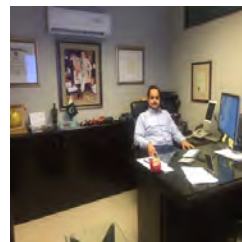
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**Zeynep**



**Pierre**

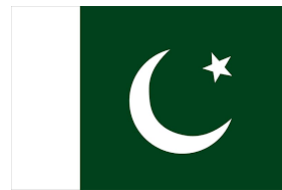
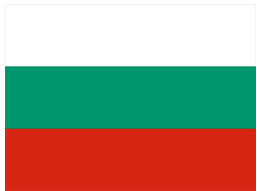
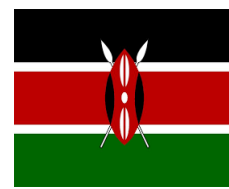
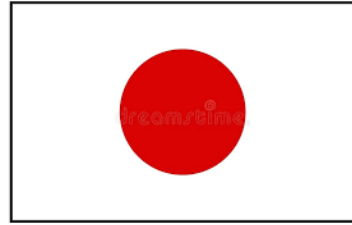


**Noman**



**Svein**







# Inaugural International Alumni Council

## Sep 21<sup>st</sup> 2023

Zoom Meeting

Sign in View

Ahmet Shala	Arber	Jessica Savoie	Reem Mohammed, She, h...	Jonathan Kratz (he/nim)
Bo Bashkov	JY Zhou	Erjona Gashi	Mihai Banciu	Stefan Petrovic
Rolf C. Zipf	Viola Bederak	Dimitrije Cabarkapa	Kaarlo Kankkunen	Diana Al Hussein
Chris Rehm	Pierre Kohler	Louisefan	Yuichi Isaka	Nicolai Christ
Minh Dang		Makau Maitha	Elena Balkanska-Sinclair	

Unmute Stop Video Participants 23 Q&A Chat 3 Share Screen Record Show Captions Reactions Apps Whiteboards Leave



# KEY OBJECTIVES

- **International Alumni Engagement**
- **Strategic International Alumni Input**
- **Outreach and Ambassadorship**
- **Professional Development**
- **Impactful Philanthropy**



# COMMITTEES

- **Engagement and Outreach Committee**
- **Events and Programming Committee**
- **Scholarship and Fundraising Committee**
- **Communications and Marketing Committee**
- **Mentorship and Career Development Committee**

# Our first International Alumni Council Chair Marc Brix



# Recognizing Uncle Bijan's engagement

over 50 years at JMU  
&  
over 30 year volunteer IA



# Recognizing Uncle Bijan's engagement



# Telling Our Story With Video

Andy Perrine, Associate Vice President for Marketing and Branding





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# THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Athletics Committee  
Thursday, November 9, 2023  
Festival, Ballroom B  
2:45 p.m.

## Agenda

1. Approval of Minutes – September 14, 2023\*
2. Sports Update (JMU/SBC/NCAA/Sports Medicine)  
Jeff Bourne, Director of Athletics
3. 2022-2023 Academic Report  
Jennifer Phillips, Senior Associate A.D. for Student-Athlete  
Development/SWA
4. Student-Athlete Engagement: Facility Impact – New Convocation Center  
Ty Phillips, Assistant A.D. for Facilities and Events  
Cassidy Clements, Assistant A.D. for Student-Athlete Services
5. Development Report  
Scooter Renkin, Associate A.D. for Development
6. Future Agenda Items  
Jeff Bourne, Director of Athletics

\*Action Required

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# THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

## Minutes of the Athletics Committee

The Athletics Committee met on September 14, 2023, in Ballroom B of the Festival and Student Center. The meeting was called to order at 2:49 p.m. by John Lynch, Chair. Mr. Lynch welcomed new Committee Member, Steve Smith, and complimented Jeff Bourne, Director of Athletics on the recent Bourne Dialogue and statement of solidarity released prior to the Football game versus the University of Virginia. Mr. Lynch expressed that the correspondence to fans, the pregame ceremony and game were all extremely well done. Mr. Bourne thanked Mr. Lynch for his comments and recognized Kevin Warner, Assistant Athletics Director for Communications, for his work in helping to craft the message and other Bourne Dialogue communications.

### **Present:**

Lynch, John, Chair  
Bell, Dickie  
Major, Lara  
Smith, Steve  
White, Jack

### **Others:**

Alger, Jonathan, President  
Allen, Dirron, Associate Vice President for Student Life and Involvement  
Bridges, Kaiden, JMU Breeze  
Bourne, Jeffrey, Director of Athletics  
Cannella, Abigail, Student Representative to the Board of Visitors  
Coltman, Heather, Provost and Vice President for Academic Affairs  
Hazen, Nathan, Student Body President (SGA)  
Johnson, Kurt, Associate Registrar  
Kirkpatrick David, Interim Chief of Staff  
Knight, Jack, University Counsel  
LaPorta, Stephen, Assistant A.D. for Compliance  
Lough, Denise, Assistant A.D., Administration and Operations  
Phillips, Ty, Assistant A.D. for Facilities & Events  
Polglase, Geoffrey, Deputy Director of Athletics  
Renkin, Scooter, Assistant A.D for Development  
Soenksen, Roger, Faculty Athletics Representative  
Turner, Demitri, SAAC President  
Warner, Kevin, Assistant A.D. for Communications  
Vass, Mary-Hope, Associate Vice President for Communications & Marketing

Mr. Lynch then called for a motion to approve the minutes. It was moved by Dickie Bell and seconded by Lara Major to approve the minutes of the April 20, 2023, meeting of the Athletics' Committee.

### **Sports Update**

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Jeff Bourne, Director of Athletics, welcomed new board member, Steve Smith, to the Athletics Committee and expressed excitement in working with him and the other Committee members in the coming year. Mr. Bourne then provided the Committee with an overall Sports Update. Last year was a tremendous year for JMU Athletics: 655 winning % across all sports, three conference regular season titles, six NCAA appearances, a 3.184 Department GPA with 91 President's List and 195 Dean's List Student-Athletes; 6,352 department hours of community service, seven All-Americans, eight Conference Players of the Year and three Conference Coaches of the Year. For the current academic year, JMU teams have compiled a 18-8-5 cumulative record, for a .661 winning percentage; Dukes men's teams have not lost yet (6-0-2). After competing for one year in the CCSA, swimming and diving picked up sponsorship as a Sun Belt sport in August of 2023, giving JMU 16 of its 18 programs competing in the Sun Belt. Lacrosse competes in the AAC and field hockey as an independent for 2023 before moving into the MAC in 2024. Three JMU teams have appeared in national polls thus far in 2023-24. Men's soccer hit as high as No. 8 after a 3-0 start to the season. Football has been receiving votes through each of the first polls of the season. After concluding 2022 receiving votes unofficially for the first time in program history, JMU volleyball has gradually increased its vote total each week at the start of the 2023 season. Football sits at 2-0. The Dukes were picked first in the East Division in Sun Belt preseason polls and received a vote in the preseason USA Today Coaches Poll. JMU defeated Virginia 36-35 in week two in the first matchup between the state programs in 40 years. Offensive lineman Nick Kidwell and defensive lineman James Carpenter were each named to the watch list for the Outland Trophy for college football's best interior lineman. Carpenter also earned selection to the Bronko Nagurski Trophy watch list for the nation's top defensive player. Ryan Hanson was selected to the Ray Guy watch list for the nation's top punter. Camden Wise was named to the Wuerffel Trophy watch list recognizing community service and off-the-field commitment. Men's soccer is off to a 4-0-2 start after being picked eighth in the Sun Belt preseason poll. The Dukes got off to a 3-0 start and vaulted up to No. 8 in the national rankings. Women's soccer sits at 3-2-3 in 2023 against one of the nation's toughest strengths of schedule in the early going. JMU was picked first in the Sun Belt preseason poll. Alexandra Blom was named to the Herman Trophy preseason watch list recognizing the best player in the country. JMU Faculty Athletics Representative, Roger Soenksen, was honored as a nominee for the Sun Belt FAR of the Year Award. The department launched the JMU Athletics mobile app in August, enhancing access to digital ticketing and overall mobile presence for athletics news and updates. JMU completed a renovation to the Convocation Center in August of 2023, a project that included the competition venue for volleyball, training space for track & field as well as offices, locker rooms, meeting rooms, sports medicine and strength and conditioning for men's soccer, women's soccer, field hockey, lacrosse, cross country, track & field and volleyball. Additionally, in early fall of 2023, JMU completed a replacement of the softball turf and infield dirt. Volleyball sits at 7-2 to start the season and was picked first in the East Division in the Sun Belt preseason poll. JMU is receiving votes in the AVCA national poll and earned the programs first ranked win in its history with a sweep of No. 22 Western Kentucky. The Dukes are competing their first season in the newly-renovated Convocation Center. Field hockey sits at 2-4 in 2023.

JMU inducted its 35th Hall of Fame Class on September 1 with a group featuring: women's soccer forward Kim Argy Estes, lacrosse attacker Casey Ancarrow, longtime integrated health and sport performance administrator Tom Kuster, baseball infielder/pitcher Brent Metheny, football quarterback Justin Rascati and archer Jacob Wukie. At the Sun Belt Conference, there has been a lot of conversation concerning conference stability, especially given the movement in other conferences. Mr. Bourne shared that the Sun Belt is content with its current membership of 14 institutions and understands the challenges that comes with scheduling and the financial implications of adding additional schools. At the NCAA level, NIL continues to be a challenge for all Division I sports. Mr. Bourne shared that JMU is working with a collective, but acknowledged that there are limited resources and that JMU must be realistic in

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what it can offer. Dartmouth College recently had a group of student-athletes look to unionize, the first of this type, prompting the notion of “pay for play” and changing the landscape for amateur sports. Mr. Bourne shared that he would be traveling to Washington D.C. next week for the LEAD 1 Athletics Directors Conference and that a portion of the conference includes meeting with and educating congressional legislators on the NIL landscape. Following questions and comments from Committee members, Mr. Bourne concluded his update.

### **Sun Belt Conference Assembly of Provosts Meeting**

Dr. Heather Coltman, Provost and Senior Vice President for Academic Affairs, provided an academic update from the recent Sun Belt Conference Assembly of Provosts meeting held in San Marcos, Texas. Dr. Coltman discussed the challenges of the transfer portal and the time that it takes to determine transfer credit equivalency. Kurt Johnson, Associate Registrar, shared that campus is working to streamline the process of reviewing transcripts and leveraging technology to help review transfer documents in a quicker timeframe. Mr. Johnson acknowledged that building templates to read transcripts will take time, but shared that Academics, Admissions and Athletics are working collaboratively to strategize ways to lessen the time it takes to review and determine equivalency. Dr. Coltman shared that Provosts of the Sun Belt Conference are working to establish cohorts and other Conference initiatives that involve Athletics and Academics. She also acknowledged that JMU’s excused absence policy has become a model for the Sun Belt and that many SBC schools are asking to review our policy to help guide the development of a similar policy at their respective institution. Following a brief discussion regarding in-bound and outbound transferability, Dr. Coltman concluded her update.

### **2022-2023 Strategic Plan Accountability Measures**

Geoff Polglase, Deputy Athletics Director, asked if there were questions from Committee Members relating to the 2022-2023 Strategic Plan Accountability Measures; the report was shared with Committee Members prior to the meeting. He mentioned that it is a requirement to annually share the accountability metrics with the Board of Visitors. Further, he noted that JMU Athletics continues to meet and exceed the majority of the measures outlined in the University Strategic Plan. The measures are included annually in the STAR Planning submission, which is aggregated into the University’s data report for accreditation and published on [jmusports.com](http://jmusports.com). Committee Member, Lara Major, applauded the report and the level of detail provided, noting that the metrics were both impressive and well presented.

### **Compliance Update**

Stephen LaPorta, Assistant Athletics Director for Compliance, provided a Compliance update, which highlighted the NCAA transformation committee’s recent recommendations which embrace providing a Holistic Student-Athlete model which includes scholarship protections and medical care requirements two years post-grad or completion of eligibility for athletics-related injuries, among other things. Mr. LaPorta noted that JMU is already implementing a majority of these items, but that these new requirements will be a big change for many D-I institutions. Further, the Committee has recommended that the Student-Athlete voice be involved in decision making, including representation at coaches meetings and on institutional committees; this is also a requirement at the Conference level as it relates to sports-specific engagement and advocacy groups. Mandated areas of education must now be covered with Student-Athletes—many of which are already covered under our Duke LEAD Program—and new rules will establish membership credibility and show accountability for members of Division I, in regards to medical care and compliance. Mr. LaPorta shared future changes and recommendations from the transformation committee could include guidance relating to FBS membership requirements,

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Championship access and travel and Amateurism. Following questions from Board Members and a brief discussion, Mr. LaPorta concluded his update.

### **Student-Athlete Focus: Sun Belt Meeting & SAAC Engagement Update**

Dr. Roger Soenksen, Faculty Athletics Representative, provided an update on the Dukes LEAD Program. He highlighted the current Dukes LEAD staff, which includes Cassidy Clements, Assistant A.D. for the Student-Athlete Leadership Program. Ms. Clements ('18, '20) took the helm to lead the Dukes LEAD Program this past March. Other Dukes LEAD staff includes Marcus Bell, Coordinator for Student-Athlete Leadership Development, who is a 2022 graduate from UNC-Pembroke, former wrestling student-athlete, and most recently completed a year-long internship at Michigan State University as a 2023 McLendon Foundation Future Leader and Elizabeth Helmich, a current volleyball student-athlete at JMU, who is beginning her second year as the program's Graphic Design Intern. In addition to creating graphics, marketing materials, and monthly newsletters, Helmich will oversee all @JMU DukesLead social media accounts across platforms. The Dukes LEAD Program continues to place emphasis on the following pillars of development during the student-athlete experience: Career Readiness; Civic and Community Engagement; Human Development and Leadership Development. Dr. Soenksen then shared that several JMU Student-Athletes have recently participated in experiential learning opportunities including representation at the NCAA Student-Athlete Leadership Forum (Rodrigo Robles, Men's Soccer) and participation in the Michael & Cecelia Battle Summer Leadership Scholarship Program (Kali Findlow, Cheerleading and Paige Miller, Track & Field). Dr. Soenksen then introduced Student-Athlete Advisory Committee (SAAC) President Demetri Turner (Men's Soccer). The Student-Athlete Advisory Committee (SAAC) is dedicated to promoting the student-athlete voice to university and athletics administration in addition to partnering with the conference and national offices to develop succinct programming across campuses nationwide. Mr. Turner offered an update on JMU's SAAC priorities for the academic year, which includes Campus and Community involvement, Peer Support and Education, and Student-Athlete Voice Driving Experiences. Mr. Turner spoke about elevating SAAC and the importance of donating time and being physically present when serving others. His personal experiences and background in community service have helped guide his vision for SAAC and his expectations for the group and his peers. Mr. Turner offered a glimpse of how the Executive Board is already organizing ideas and setting goals for both SAAC and general student-athlete body. After discussion with Committee Members, Mr. Turner concluded his update.

### **Development Update**

Scooter Renkin, Associate Athletics Director for Development, provided a fundraising update and offered an overview of the various types of giving available to donors. He then offered a review of last fiscal year's fundraising numbers, as well as fiscal year-to-date figures. Mr. Renkin shared that Fiscal Year 23 was a record-breaking year for the Duke Club, which was highlighted by a record \$4,669,413 raised by the Annual Fund and established a new Donor Record 5,633 (up almost 1,000 donors from Fiscal Year 22). A new overall Fundraising Record was set in Fiscal Year 23, raising \$6,270,691. Mr. Renkin thanked his Duke Club staff, Associate Athletics Director for Ticketing and Strategic Revenues, Brad Burgess, and the Ticket Office Staff for their tireless work and partnership in reaching these record-breaking numbers. He also thanked the donors for showing up and supporting JMU Athletics. Mr. Renkin then shared the current year-to-date numbers, which includes 1,937 donors, up 450+ donors from last year. For Fiscal Year 24, the Annual Fund is currently at \$402,808 (as of September 8, 2023). Sport Specific Giving is expected to increase as we prepare for our "Diggin' Dukes" Campaign on November 28, which will highlight our restricted giving funds. Mr. Renkin concluded his update by sharing the Duke Club's FY24 goals, which include raising \$4.8M for the Annual Fund and reaching 6,000 donors. Following discussions among Committee Members relating to educating students and specifically, student-athletes

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on the importance of philanthropy and fundraising benchmarks within the Sun Belt Conference, Mr. Renkin concluded his update.

Mr. Bourne concluded the Athletics Committee meeting by asking Committee members for feedback concerning future agenda items they would like to be considered. Committee Member, Jack White, expressed how impressive and valuable it was to hear of Demetri Turner's leadership off the court and encouraged having student-athlete representation at future meetings.

There being no further business, John Lynch, Chair, then called for a motion to adjourn. It was moved by Steve Smith and seconded Dickie Bell. The meeting was adjourned at 4:14 p.m.

Respectfully submitted,

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John Lynch, Chair

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Donna L. Harper, Secretary to the Board

# **Athletics Committee**

## **November 9, 2023**



**NCAA, Sun Belt Conference  
Sports Update/Sports Medicine**  
**Jeff Bourne, Director of Athletics**





# **2022-2023 Academic Report**

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





# 2022-2023 Academic Report

- SAS at a Glance:
  - What do we offer?
    - Assist sports programs with recruiting
    - Technology equipment check out (laptops, headphones, calculators)
    - Tutoring Services
    - Academic Progress meetings with student-athletes and coaching staff
    - Monitor study hall
    - Academic Screening and testing by our Educational Psychologist
    - Academic Eligibility Review meetings
    - Communicate with Professors and Campus Offices



# 2022-2023 Academic Report

- Academic accomplishments for 2022-2023:
  - 91 total President's List honors
  - 195 total Dean's List honors
  - 133 graduates
  - 11 of 17 programs had a 1,000 single-year score
  - All 17 hit the department benchmark of 960 or higher in the multi-year score
  - 731 student-athletes achieved a 3.0 semester grade point average in at least one semester
  - 27 student-athletes achieved a 4.0 GPA during Fall 2022
  - 28 student-athletes achieved a 4.0 GPA during Spring 2023 (5 with Cum 4.0 GPA)

# 2022-2023 Academic Report



- To qualify for an NCAA academic unit for Revenue Distribution, an institution must meet one of the following academic unit benchmarks:
- The Graduation Success Rate for the most recently available year is equal to or greater than 90 percent based on the single-year rate of all student-athletes at the individual level.
- The difference between the student-athlete and student body percentages in the most recently published Federal Graduation Rate is equal to or greater than 13 percentage.
- Division I APR for the previous year is equal to or greater than 985. The average of single-year rates for all teams is used to determine eligibility for this standard.

# 2022-2023 Academic Report



<u>Year of Distribution</u>	<u>GSR</u>	<u>FGR</u>	<u>APR</u>	<u>Qualified</u>
2017-18	92	-4	980	Yes
2018-19	85	-11	990	Yes
2019-20	88	-15	976	No
2020-21	94	-7	990	Yes
2021-22	86	-10	990	Yes
2022-23	92	-13	993	Yes
Requirements	90%	$\geq 13\%$	985	

# 2022-2023 Academic Report



## Overall Division I Football Championship Subdivision Federal Graduation rates:

<u>FRESHMAN-COHORT GRADUATION RATES</u>	<u>All Students</u>	<u>Student-Athletes #</u>
2015-16 Graduation Rate	63%	68%
Four-Class Average	63%	68%
Student-Athlete Graduation Success Rate		88%

## James Madison University

<u>FRESHMAN-COHORT GRADUATION RATES</u>	<u>All Students</u>	<u>Student-Athletes #</u>
2015-16 Graduation Rate	82%	69%
Four-Class Average	83%	72%
Student-Athlete Graduation Success Rate		90%

# 2022-2023 Academic Report



## ■ Single Year Federal Graduation Rate

	2018	2019	2020	2021	2022
James Madison	72	69.1	77.4	72.4	68.8
All Division I	66.9	66.7	68.0	67.9	67.5
Sunbelt	56.3	57.0	64.2	58.6	59.7
FBS	66.4	66.7	68.0	67.6	67.2



# 2022-2023 Academic Report



- Single Year Federal Success Rate

	2018	2019	2020	2021	2022
James Madison	84.9	87.7	94.1	86.5	92.1
All Division I	88.5	90.0	90.6	90.4	90.9
Sunbelt	82.3	83.0	86.0	86.4	84.1
FBS	87.8	90.0	89.9	90.0	91.0



# 2022-2023 Academic Report



- Single Year Academic Program Rate

	2018	2019	2020	2021	2022
James Madison	991	978	990	995	993
All Division I	984	985	988	986	984
Sunbelt	977	983	987	971	972
FBS	983	985	988	986	986



# 2022-2023 Academic Report



## ■ GPA Comparison of General Student Body to Student-Athletes

Average GPA by term FT UG only		
Population	Description	Average CUM GPA
All athletes	2018 - 2019	2.920
All athletes	2019 - 2020	2.993
All athletes	2020 - 2021	3.104
All athletes	2021 - 2022	3.076
All athletes	2022 - 2023	3.179
Non athletes	2018 - 2019	2.981
Non athletes	2019 - 2020	3.020
Non athletes	2020 - 2021	3.087
Non athletes	2021 - 2022	3.048
Non athletes	2022 - 2023	3.057



# **Student-Athlete Engagement: Facility Impact – New Convo**

**Ty Phillips, Assistant A.D. for Facilities and Events**

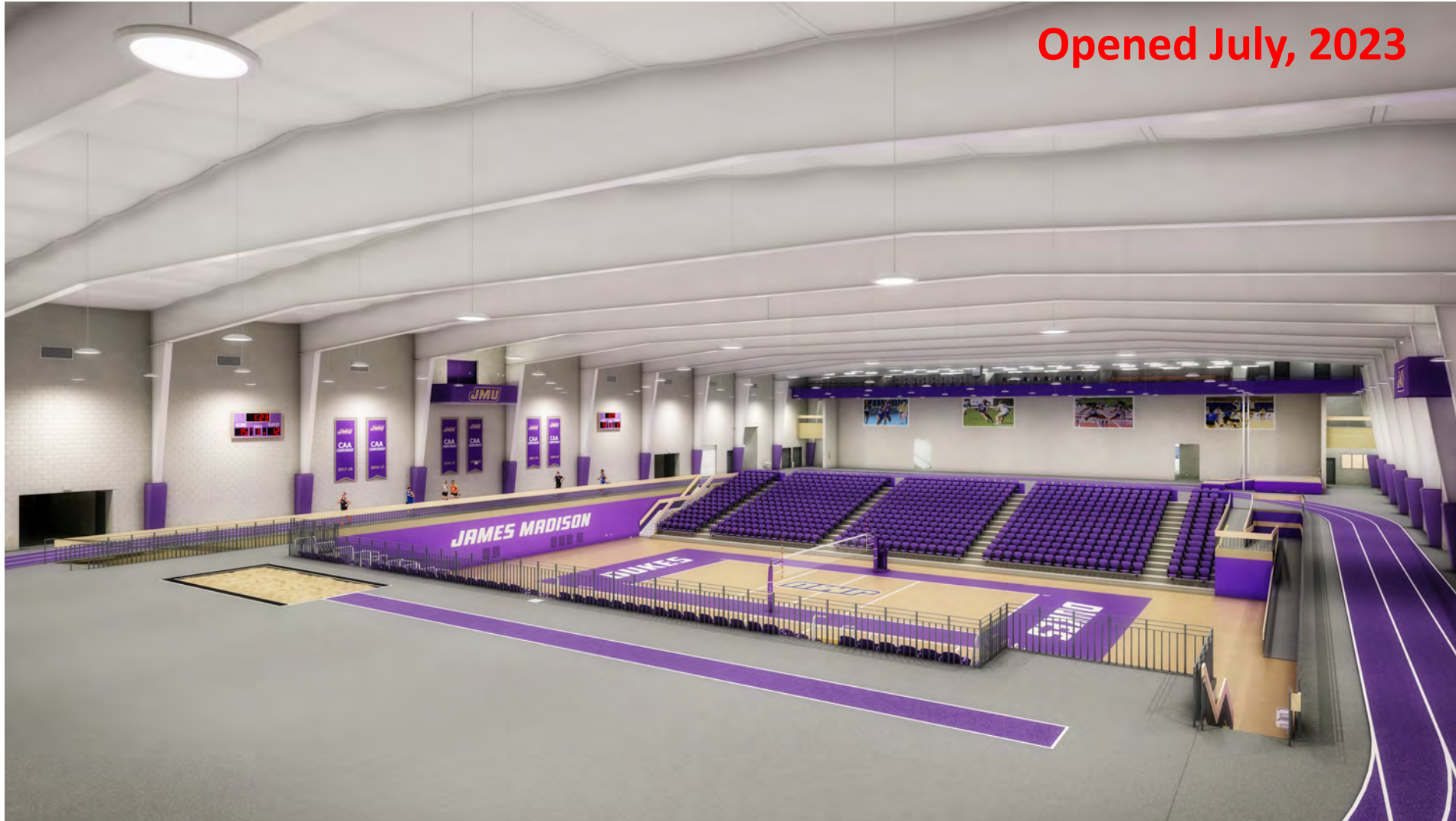
**Cassidy Clements, Assistant A.D. for Student-Athlete Services**



# Rendering



Opened July, 2023



# Actual Photo





# Venue Overview

- Centralized, all-inclusive support system for approximately 180 Student-Athletes (S-A's)
- Moseley Architects - designer; Nielsen Builders (NBI) – GC
- NBI originally built the structure when it opened
- Construction – March 2022 → July 2023
- 8 sport programs included: cross country, field hockey, lacrosse, men's soccer, women's soccer, volleyball, and track & field (indoor & outdoor)
- Transformed the structure of over 110,000 square feet
- Modernized the interior of the building to make it align with other athletics venues
- Varsity competition space for volleyball (capacity 1100)

# Venue Overview



- Hosted first regular season Volleyball competitions August 25-27, 2023
- Broadcast infrastructure included to support ESPN+, connectivity to AUBC control room
- Convenient parking for coaches, staff, and S-A's; also much easier for patrons attending volleyball matches
- Alternate configuration for three practice courts
- Training space for indoor track & field
- Includes locker rooms, coaches' offices, academic advising, sports medicine, strength and conditioning, equipment services, nutrition, and meeting rooms



# Student-Athlete Distribution By Area

- Creates 5 primary areas for athletics
- Each area has the centralized, all-inclusive support approach for S-A's

Convocation Center:	Godwin:	Memorial:
CC – 18 CC/TR combined – 48	M Golf- 10	Baseball – 45
MSO – 29-32	W Golf- 9	Softball – 25
WSO – 30	M Tennis – 8	
FH – 26	W Tennis – 10	
LA- 34	Cheer – 50	
VB – 16	Swim & Dive - 32	
<b>Total SA's= 186</b>	<b>Total SA's= 119</b>	<b>Total SA's= 70</b>

APC:	AUBC:
Football- 120	MBB – 15
	WBB – 15
<b>Total SA's= 120</b>	<b>Total SA's= 30</b>





# Programming Overview

- Used for conditioning workouts, training, practices, meetings, and academic (formal/informal) studies
- Current building usage is 6:00am – 10:00pm daily.
- Given the new design with specialty sports surfaces for both volleyball and track, the reduced seating capacity, and open-air informal study areas on the mezzanine area (primarily in evenings following practices), it is not conducive to hosting all of the university, club, and student events that previously were in the building.
- Allows the teams in the building to optimize their spaces much like any other building on campus without impact or displacement.



# | Student-Athlete Advisory Committee



## Carissa Tambroni

SAAC Vice President | 2023-2024  
Field Hockey

### Priorities:

- Valuing everyone's input
- Giving back and engaging with community
- Efficient project oversight
- Commitment to mental well-being and self-care



## Building Community

- Monthly town hall-style meetings
- Internal: Dukes Support Dukes games
- External: community engagement projects, NCAA Diversity and Inclusion Social Media Campaign

## Mental Health and Wellbeing

- Resources
- Student-Athlete Mental Health Week (Hilinski's Hope)





# Convocation Center Usage

## Centralized Location for Sport Programs

- Field Hockey
- Cross Country
- Lacrosse
- Men's Soccer
- Women's Soccer
- Track and Field
- Volleyball

## Amenities

- Academic Center
- Study Spaces and Tutor Rooms
- Coach and Staff Offices
- Equipment Room
- Fueling Station
- Locker Rooms
- Weight and Training Rooms

# Convocation Center Impact



# **Development Update**

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





# Development Update

## By Fiscal Year YTD

	2020	2021	2022	2023	2024
Duke Club Seat Contribution	\$133,542	\$91,329	\$216,560	\$277,376	\$227,286
Proud and True Fund	\$273,082	\$569,831	\$333,872	\$358,953	\$335,447
Athletics Restricted	\$97,003	\$63,274	\$81,819	\$122,278	\$70,724
Athletics Capital	\$77,197	\$113,740	\$221,176	\$20,677	\$12,875
Athletics Endowed	\$32,405	\$48,710	\$33,043	\$9,475	\$28,830
Event Contribution Restricted	\$0	\$0	\$0	\$13,632	\$29,651
<b>Total</b>	<b>\$613,229</b>	<b>\$886,885</b>	<b>\$886,470</b>	<b>\$802,392</b>	<b>\$704,814</b>

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

Current FY Annual Fund Dollars: \$562,733

Athletics Annual Fund FY Goal: \$4,800,000

Percent of Goal: 12%

## Total Unique Athletics Donors by Fiscal YTD

*Includes unique households*

2020	2021	2022	2023	2024
1,702	897	1,457	2,362	2,563

*\*As of October 20, 2023*

# **Future Agenda Items**

**Jeff Bourne, Director of Athletics**





# **Finance and Physical Development Committee**

November 10, 2023



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

Finance and Physical Development Committee  
Thursday, November 9, 2023  
Meeting Room 3  
1:00 p.m.

Agenda

1. Approval of Minutes\* – September 14, 2023
2. Financial Review  
Mark Angel, Associate Vice President, Finance
3. University Debt Review  
Mark Angel, Associate Vice President, Finance
4. Bond Resolution for Student Housing\*  
Mark Angel, Associate Vice President, Finance
5. Efficiency Review Committee Update  
Towana Moore, Vice President, Administration and Finance
6. University Police Update  
Anthony Matos, Chief of Police, University Police
7. Capital and Non-Capital Projects Update  
Craig Short, Associate Vice President, Business Services
8. Topics of Interest for Future Meetings

\*Action Items

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

**Minutes of the Finance and Physical Development Committee**

The Finance and Physical Development Committee met on Thursday, September 14, 2023 at 1:00 p.m. The meeting was called to order by Mr. John Rothenberger.

**Present:**

Rothenberger, John, Chair  
Fiorina, Carly  
Obenshain, Suzanne  
Smith, Steven

**Others:**

Moore, Towana – Vice President, Administration and Finance  
Angel, Mark – Associate Vice President, Finance  
Larson, Rick – Associate Vice President, Human Resources, Training, and Performance  
Stamp, Diane, Associate Vice President, Budget Management  
Read, Caitlyn, Assistant Vice President for Government Relations

All members of the Administration and Finance team were introduced.

On motion of Suzanne Obenshain, and seconded by Carly Fiorina, the minutes of the April 20, 2023 meeting were approved with one update.

**Bond Rating:**

Mr. Mark Angel, Associate Vice President for Finance reported that Fitch Ratings has affirmed JMU's bond rating of AA-, with a Rating Outlook of Stable.

**Financial Review:**

Mr. Mark Angel reviewed the 2022-2023 financial report that is provided to the committee on a quarterly basis. This financial report included operational activity for the full fiscal year. He reported the University's revenue and expenditures for the 2023 fiscal year exceeded the university's revised budget expectations.

**2022-2023 Receivables Write-Offs:**

Mr. Angel presented the 2022-2023 Receivables Write-Offs Report. The university annually writes off accounts that have been deemed uncollectible. The write-offs were well within the board's established guidelines.

**2023-2024 Budget Update:**

Ms. Towana Moore, Vice President for Administration and Finance, and Ms. Diane Stamp, Associate Vice President for Budget Management, briefed the committee on the revised 2023-2024 budget. The revised 2023-24 budget was significantly delayed due to a budget impasse of the Commonwealth. The adopted budget included \$4.7 million in affordable access funds, \$2.9 million for financial aid, \$660,000 for nursing workforce

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salaries and a 2% base salary increase for full-time state employees, including adjunct faculty and graduate teaching assistants effective December 10, 2023. It is noteworthy that the final budget was extremely close to the budgetary assumptions made by the JMU Budget Management office. The university netted \$232,000 more in undesignated operational dollars than budgeted.

**2024-2026 Budget Requests:**

Ms. Moore reported that the university’s proposed budget requests for 2024-26 included \$6.8 million to support Veterans through the Virginia Military Survivors & Dependents Education Program, increased support for Pell eligible students, funding for facilities operations and workforce recruitment as well as \$6.2 million for academic and student success programs in nursing, education, internships and mental health.

**Six-Year Plan Update:**

Ms. Moore and Ms. Stamp presented the annual six-year plan. The Six-Year plan is required by the Commonwealth and covers the 2024, 2026 and 2028 biennia. The plan is a pro forma exercise that is required by the Commonwealth with specific guidelines for completion. A brief overview was completed for the committee. A more extensive review of the plan is on the full Board agenda for later this morning.

**Workforce Issues:**

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

**Efficiency Review**

Ms. Moore reported that an efficiency review will be completed for the university and a selection committee, comprised of divisional representation and a member of the faculty senate will select an outside consultant to complete the review.

**Topics for Future Discussion:**

A discussion was held for Board members to provide topics of interest for future discussion. Future topics include an Efficiency Review Committee report as available and succession planning.

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

Respectfully submitted,

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John Rothenberger, Chair

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Donna Harper, Secretary to the Board

# Financial Review

Mark Angel  
Associate Vice President  
Finance



**James Madison University  
2023 - 2024 Revenue Summary**

	FY2024				FY2023		
	Revised Revenue Budget	Actual Revenue as of 9/30/2023	Uncollected Budget Balance 9/30/2023	Percentage Collected as of 9/30/2023	Percentage Collected as of 9/30/2022	Revised Budget as of 9/30/2022	Actual as of 9/30/2022
<b>Educational and General</b>							
State General Fund Appropriations - Operations <b>(2)</b>	152,714,810	34,022,945	118,691,865	22%	26%	138,174,634	35,730,280
State General Fund Appropriations - Financial Aid	19,184,400	19,187,219	(2,819)	100%	100%	13,977,457	13,977,457
Tuition and Technology Fee <b>(1)</b>	258,960,995	137,447,737	121,513,258	53%	51%	254,489,553	129,298,685
Non General Fund Transfer to State <b>(1)</b>	(3,098,291)	-	(3,098,291)	0%	0%	(3,098,291)	-
Undergraduate and Graduate Application Fees	1,529,623	114,940	1,414,683	8%	7%	1,529,623	99,621
Miscellaneous Revenue	2,606,373	1,402,231	1,204,142	54%	56%	2,509,999	1,400,066
<b>Total Education and General</b>	<b>431,897,910</b>	<b>192,175,072</b>	<b>239,722,838</b>	<b>44%</b>	<b>44%</b>	<b>407,582,975</b>	<b>180,506,109</b>
<b>Auxiliary Enterprises</b>							
Dining Services	76,395,208	28,276,559	48,118,649	37%	34%	70,658,519	24,082,882
Retail Services	1,587,000	251,390	1,335,610	16%	15%	1,585,000	240,205
Residential Facilities	40,750,649	15,327,262	25,423,387	38%	36%	39,154,187	14,244,926
Parking and Transportation	8,150,034	5,143,545	3,006,489	63%	63%	7,642,498	4,852,917
Telecommunications	2,007,117	800,270	1,206,847	40%	39%	2,007,117	782,997
Health Center	6,726,580	2,931,434	3,795,146	44%	43%	6,139,669	2,625,263
Student Union and Student Services	8,266,266	3,735,878	4,530,388	45%	44%	7,979,129	3,524,134
Recreation Center	15,019,264	6,634,477	8,384,787	44%	43%	13,283,311	5,757,687
Athletics	67,909,643	28,115,826	39,793,817	41%	43%	61,377,298	26,335,190
Other	19,916,099	11,997,993	7,918,106	60%	49%	18,476,520	9,063,846
<b>Total Auxiliary Enterprises</b>	<b>246,727,860</b>	<b>103,214,634</b>	<b>143,513,226</b>	<b>42%</b>	<b>40%</b>	<b>228,303,248</b>	<b>91,510,047</b>
<b>TOTAL REVENUE</b>	<b>678,625,770</b>	<b>295,389,706</b>	<b>383,236,064</b>	<b>44%</b>	<b>43%</b>	<b>635,886,223</b>	<b>272,016,156</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.

**(2)** The Appropriation Act specifies that unexpended appropriations that remain on the last day of the fiscal year shall be reverted to the State and re-appropriated in the next year. The reversion amounts were \$23,215,000 and \$14,894,000 in 2023 and 2022, respectively. Those balances were re-appropriated in 2024 and 2023. The re-appropriations are transferred to the Educational and General fund on a monthly basis. For 2023, that occurred over the months November through June. We expect the same transfer timeline for 2024. Therefore, this schedule does not reflect the re-appropriated amounts in the budget or actual amounts in either year.

<b>James Madison University</b>				
<b>Tuition and Technology Fee Revenue</b>				
<b>November 9, 2023</b>				
Description	Budget	Actual Revenue 9/30/23	Uncollected Budget Balance	Percentage Collected as of 9/30/23
Regular Undergraduate In-State Tuition	\$116,388,743	\$54,263,853	\$62,124,890	47%
Summer Undergraduate In-State Tuition	9,152,431	11,432,917	(2,280,486)	125%
Graduate In-State Tuition	12,019,618	6,009,837	6,009,781	50%
Regular Undergraduate Out-of-State Tuition	100,856,369	51,616,837	49,239,532	51%
Summer Undergraduate Out-of-State Tuition	6,953,320	6,851,915	101,405	99%
Graduate Out-of-State Tuition	5,425,555	3,152,369	2,273,186	58%
Instruction - Off Campus	7,144,000	3,650,259	3,493,741	51%
Course and Other Fees	1,020,959	469,750	551,209	46%
<b>Total Tuition &amp; Technology Fee Revenue</b>	<b>\$258,960,995</b>	<b>\$137,447,737</b>	<b>\$121,513,258</b>	<b>53%</b>

**James Madison University  
2023 - 2024 Expenditure Summary**

	FY2024				FY2023		
	Revised Expenditure Budget	Actual Expenditures as of 9/30/2023	Unexpended Budget 9/30/2023	Percentage Expended as of 9/30/2023	Percentage Expended as of 9/30/2022	Revised Budget as of 9/30/2022	Actual as of 9/30/2022
<b>Education and General</b>							
Instruction	202,675,852	55,375,786	147,300,066	27%	28%	193,392,297	53,977,970
Research and Public Service	3,561,325	243,026	3,318,299	7%	-10%	1,803,562	(185,043)
Academic Support	52,521,574	13,464,601	39,056,973	26%	24%	50,627,173	12,051,454
Student Services	30,012,939	7,287,456	22,725,483	24%	23%	28,576,346	6,557,409
Institutional Support	64,935,996	16,002,824	48,933,172	25%	21%	65,363,190	13,850,640
Operation and Maintenance of Plant	46,795,742	11,721,594	35,074,148	25%	26%	42,250,629	11,011,127
Student Financial Assistance - University and State GF	31,394,482	15,359,918	16,034,564	49%	45%	25,569,778	11,428,549
<b>Total Education and General</b>	<b>431,897,910</b>	<b>119,455,205</b>	<b>312,442,705</b>	<b>28%</b>	<b>27%</b>	<b>407,582,975</b>	<b>108,692,106</b>
<b>Auxiliary Enterprises</b>							
Dining Services	74,870,608	4,672,848	70,197,760	6%	5%	69,044,498	3,262,994
Retail Services	1,271,973	149,996	1,121,977	12%	12%	1,269,973	157,199
Residential Facilities	41,647,950	10,770,087	30,877,863	26%	24%	39,771,357	9,386,084
Parking and Transportation	8,150,034	3,313,788	4,836,246	41%	42%	7,689,128	3,226,273
Telecommunications	1,952,273	855,547	1,096,726	44%	40%	2,007,117	795,966
Health Center	6,737,580	2,023,287	4,714,293	30%	31%	6,259,812	1,913,145
Student Union and Student Services	8,480,018	2,086,990	6,393,028	25%	25%	8,495,293	2,130,452
Recreation Center	15,554,147	7,246,354	8,307,793	47%	42%	13,525,323	5,666,515
Athletics	69,350,558	24,135,250	45,215,308	35%	29%	63,368,652	18,062,959
Other	18,657,917	5,912,155	12,745,762	32%	30%	17,091,033	5,057,244
Auxiliary Reserve Projects (1)	15,335,809	2,775,231	12,560,578	18%	29%	21,924,213	6,411,973
<b>Total Auxiliary Enterprises</b>	<b>262,008,867</b>	<b>63,941,533</b>	<b>198,067,334</b>	<b>24%</b>	<b>22%</b>	<b>250,446,399</b>	<b>56,070,804</b>
<b>TOTAL EXPENDITURES</b>	<b>693,906,777</b>	<b>183,396,738</b>	<b>510,510,039</b>	<b>26%</b>	<b>25%</b>	<b>658,029,374</b>	<b>164,762,910</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. Budgets and actual expenses fluctuate based on the nature, timing and extent of the individual projects. Unspent budgets are generally carried forward to the next fiscal year.



## Revenue Variance Analysis

### Education and General

No variances in excess of 10%

### Auxiliary Enterprises

#### Increase in Other

Timing of the distribution of funds held in suspense that will be distributed to various revenue accounts.

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

## Expenditure Variance Analysis

### Education and General

#### Increase for Research and Public Service

The "negative" expense balance is not unusual during this time period. A number of public service activities occur during the summer and cross over fiscal years. Many of these activities are "self-supporting" that is expense recoveries (registrations) and expenses are budgeted to net to -0-. The recoveries typically occur at the start of a program while the largest expenses typically are recorded after the program. Recoveries include excess recoveries from the previous fiscal year.

### Auxiliary Enterprises

No variances in excess of 10%

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

James Madison University  
Restricted Funds  
2023 - 2024 Expenditure Summary

FY2024

	Appropriation/ Allotment	Actual Expenditures as of 9/30/2023	Unexpended Appropriation	Comment
<b>Sponsored Programs, Grants and Contracts</b>				
Virtual Library Of Virginia	8,398,301	2,882,504	5,515,797	The University manages procurement for the VIVA program. VIVA benefits all the state's higher education institutions. The program provides shared access to programs, services and collections, including electronic resources such as e-books and journals, research databases, etc.
Federal grants and contracts	26,000,000	12,507,841	13,492,159	Current year includes \$8,832,909 in financial aid (mostly PELL grants).
State and nongovernmental grants and contracts	15,000,000	6,094,278	8,905,722	
Indirect costs	5,000,000	721,764	4,278,236	
All Other grants and contracts	870,078	1,759	868,319	Includes Work-Study, Eminent Scholars, Excess Indirect Costs, Commonwealth Innovative Internship Fund, and Surplus Property. Work-Study and Eminent Scholars are recorded near year-end by moving incurred expenses in E&G to these funds.

**COVID19 Pandemic Related**

ARPA - Fiscal recovery funds (Online Virginia Network)	-	64,451	(64,451)	Federal pass-through funds from Old Dominion University. The original award was \$620,000 in 2022 with an additional award of \$850,000 in 2023. Our request for appropriation/allotment is pending approval by the State Department of Planning and Budget
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The prior year included ARPA - Fiscal recovery funds, COVID Testing Grant funds, and CARES Act - GEER funds. The majority of those awards were spent in 2022 with some carryover to 2023. None of these carried to 2024.

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

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

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

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

**Education and General -**

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

**Financial Assistance for Education and General -**

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

**Auxiliary Enterprises -**

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

**Instruction -**

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

**Research -**

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

**Public Service -**

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

**Academic Support -**

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

**Student Services -**

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

**Institutional Support -**

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

**Operation and Maintenance of Plant -**

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

**Student Financial Assistance -**

University funded scholarships and fellowships.

# University Debt Review

Mark Angel  
Associate Vice President  
Finance





# Debt Obligation of the University

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Later Years	Total
Dining	5,664,067	5,911,418	6,088,613	6,390,144	5,265,000	54,670,000	\$83,989,242
Dormitory	6,878,434	7,198,736	7,544,735	7,431,056	7,560,228	52,030,000	\$88,643,189
Parking	1,600,000	1,680,000	1,765,000	1,830,000	1,315,000	18,285,000	\$26,475,000
Recreation	4,223,050	4,383,400	4,496,200	4,559,000	4,640,650	30,178,900	\$52,481,200
Athletics	5,981,950	6,226,600	6,448,800	6,661,000	6,649,350	74,186,100	\$106,153,800
Education & General	1,100,000	1,145,000	1,190,000	1,265,000	1,315,000	2,110,000	\$8,125,000
Student Health	670,000	675,000	675,000	680,000	685,000	4,080,000	\$7,465,000
Other	415,000	430,000	440,000	455,000	475,000	1,880,000	\$4,095,000
<b>Total Bonds Payable</b>	<b>\$26,532,501</b>	<b>\$27,650,154</b>	<b>\$28,648,348</b>	<b>\$29,271,200</b>	<b>\$27,905,228</b>	<b>\$237,420,000</b>	<b>\$377,427,431</b>



# Debt Ratio Analysis – June 30, 2023

Annual Debt Service Cost	\$ <u>42,283,184</u>
Total Operating Revenue	\$ 648,171,821 = 6.52%

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



# Comments Regarding Our Debt Portfolio

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





# Comments Regarding Our Debt Portfolio

- All of the University's bonds are fixed rates with maturities ranging from 2024 through 2049. JMU does not have any derivative products nor has it used any credit agreements to enhance its credit in the portfolio.
- The University has complied with all significant financial and operating covenants and complied with all tax arbitrage calculations on its existing debt issues.
- The University does not have any "Off-Balance Sheet" financing held on its behalf by the James Madison University Foundation.

# **Bond Resolution for Student Housing**

Mark Angel  
Associate Vice President  
Finance



## RESOLUTION OF THE RECTOR AND VISITORS OF

### **James Madison University**

WHEREAS, there have been passed by the General Assembly of Virginia and signed by the Governor various acts entitled Commonwealth of Virginia Higher Educational Institutions Bond Acts of 2007 through 2022 (collectively, the “Acts”);

WHEREAS, pursuant to the Acts, the Treasury Board of the Commonwealth of Virginia (the “Treasury Board”) is authorized, by and with the consent of the Governor, to sell and issue bonds or bond anticipation notes of the Commonwealth of Virginia (the “Commonwealth”) for the purpose of providing funds, together with other available funds, for financing and refinancing certain revenue-producing capital projects at certain institutions of higher learning of the Commonwealth and for paying issuance costs, reserve funds, construction period interest and other financing expenses (the “Financing Expenses”), all in accordance with the provisions of Section 9(c) of Article X of the Constitution of Virginia;

WHEREAS, for **James Madison University** (the “Institution”), such revenue-producing capital projects include Construct Village Student Housing Phase I, Capital Outlay Project Number 18596 (each individually, a “Project” and, collectively, the “Projects”); and

WHEREAS, the Treasury Board is proposing to sell and issue bonds or bond anticipation notes pursuant to the Acts for such revenue-producing capital projects, in one or more series;

NOW, THEREFORE, BE IT RESOLVED BY THE RECTOR AND VISITORS OF JAMES MADISON UNIVERSITY:

Section 1. The Board of Visitors of the Institution (the “Board”) requests the Treasury Board to sell and issue bonds or bond anticipation notes (the “Bonds”) in an aggregate principal amount not to exceed \$50,000,000 to finance all or a portion of the costs of each Project plus Financing Expenses (for each individual Project, the “Individual Project Borrowing” and for all Projects collectively, the “Project Borrowings”). The Individual Project Borrowings will be identified by amount by the State Treasurer upon issuance of any Bonds.

Section 2. With respect to each Project, the Board (a) covenants to fix, revise, charge and collect a fee and other rates, fees and charges, for or in connection with the use, occupation and services of such Project, and (b) pledges such rates, fees and charges remaining after payment of (i) the expenses of operating such Project and (ii) the expenses related to all other activities funded by the fee (“Individual Project Net Revenues”) to the payment of the principal of, premium, if any, and interest on the Individual Project Borrowing relating thereto. The Board further covenants that it will fix, revise, charge and collect such rates, fees and charges in such amounts so that Individual Project Net Revenues will at all times be sufficient to pay, when due, the principal of, premium, if any, and interest on the related Individual Project Borrowing and on any other obligations secured by such Individual Project Net Revenues (such payments collectively the “Required Payments”). Each Individual Project Borrowing shall be secured on a parity with other obligations secured by the Individual Project Net Revenues relating to such Individual Project Borrowing (other than any obligations secured by a prior right in Individual Project Net Revenues). Any Individual Project Net Revenues pledged herein in excess of the Required Payments for an Individual Project Borrowing may be used by the Institution for any other lawful purpose.

Section 3. It is hereby found, determined and declared that, based upon responsible engineering and economic estimates and advice of appropriate officials of the Institution, as shown on the Financial Feasibility Study attached hereto as Exhibit A, with respect to each Project, the

anticipated Individual Project Net Revenues pledged herein will be sufficient to pay the Required Payments for such Project so long as the aggregate amount of net debt service on the Individual Project Borrowing for such Project actually payable in any bond year does not exceed the amounts assumed in the Financial Feasibility Study relating thereto.

Section 4. The Board covenants that the Institution will furnish the Treasury Board its general purpose financial statements, within 30 days of their issuance and receipt, audited by a firm of certified public accountants or the Auditor of Public Accounts, which shall include a schedule of revenues and expenditures for auxiliary enterprise systems. If Individual Project Net Revenues for any Project are insufficient to pay Required Payments for such Project during such period, the Institution shall provide evidence of a plan to generate Individual Project Net Revenues for such Project sufficient to make such Required Payments in the future.

Section 5. The Board covenants that so long as any of the Project Borrowings are outstanding, the Institution will pay to the State Treasurer, not less than 30 days before each interest or principal payment date, the amount certified by the State Treasurer to be due and payable on such date as principal of, premium, if any, and interest on the Project Borrowings.

Section 6. The Board covenants that the Institution will pay from time to time its proportionate share of all expenses incurred in connection with the sale and issuance of any series of Bonds that includes Project Borrowings, including without limitation any expenses incurred by the Virginia Department of Treasury in preparation for such financings, and all expenses thereafter incurred in connection with the Bonds, including without limitation the expense of calculating any rebate to the United States of the earnings derived from the investment of gross proceeds of the Bonds, all as certified by the State Treasurer to the Institution.

Section 7. The Board covenants that the Institution will not take or omit to take any action

the taking or omission of which will cause the Bonds to be “arbitrage bonds” within the meaning of Section 148 of the Internal Revenue Code of 1986, as amended, including regulations issued pursuant thereto (the “Code”), or otherwise cause interest on the Bonds to be includable in the gross income of the owners thereof for federal income tax purposes under existing laws. Without limiting the generality of the foregoing, the Institution will pay from time to time its proportional share of any rebate to the United States of the earnings derived from the investment of the gross proceeds of the Bonds.

Section 8. The Board covenants that the Institution will proceed with due diligence to undertake and complete the Projects and that the Institution will spend all of the available proceeds derived from the Project Borrowings for costs associated with the Projects and appropriated for the Projects by the General Assembly.

Section 9. The Board covenants that the Institution will not permit the proceeds of each Individual Project Borrowing to be used in any manner that would result in (a) 5% or more of such proceeds being used in a trade or business carried on by any person other than a governmental unit, as provided in Section 141(b) of the Code, (b) 5% or more of such proceeds being used with respect to any output facility within the meaning of Section 141(b)(4) of the Code, or (c) 5% or more of such proceeds being used directly or indirectly to make or finance loans to any persons other than a governmental unit, as provided in Section 141(c) of the Code. The Institution need not comply with such covenants if the Institution obtains the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such covenants need not be complied with to prevent the interest on the Bonds from being includable in the gross income of the owners thereof for federal income tax purposes.

Section 10. The Board covenants that for so long as any of the Bonds are outstanding the

Institution will not enter into any operating lease, management contract or similar agreement with any person or entity, other than a state or local governmental unit, for all or any portion of any of the Projects without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that entering into such agreement will not cause the interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.

Section 11. The Board covenants that for so long as any of the Bonds are outstanding, the Institution will not sell or dispose of all or any part of any of the Projects without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such sale or disposition will not cause interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.

Section 12. The Treasury Board is authorized, by and with the consent of the Governor, pursuant to Section 2.2-2419 of the Code of Virginia of 1950, as amended, and the Commonwealth of Virginia Article X, Section 9(c) Refunding Bond Act of 1992 (Chapters 265 and 408, Acts of Assembly of 1992) (collectively, the "Refunding Bond Acts"), to issue and sell refunding bonds of the Commonwealth to refund any and all of the Commonwealth's outstanding bonds issued pursuant to Article X, Section 9(c) of the Constitution. In accordance with applicable law, including but not limited to the Refunding Bond Acts, the Board acknowledges that the covenants made in this resolution will continue with respect to any refunding or restructuring bonds issued by the Treasury Board without the need for any further action by the Board or the Institution.

Section 13. The officers of the Institution are authorized and directed to execute and deliver all certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the sale and issuance of the Bonds.

Section 14. The Board acknowledges that the Treasury Board will rely on the representations

and covenants set forth herein in issuing the Bonds, that such covenants are critical to the security for the Bonds and the exclusion of the interest on the Bonds from the gross income of the owners thereof for federal income tax purposes, that the Board will not repeal, revoke, rescind or amend any of such covenants without first obtaining the written approval of the Treasury Board, and that such covenants will be binding upon the Board so long as any of the Bonds are outstanding.

Section 15. This resolution shall take effect immediately.

The undersigned Secretary of the Board of Visitors of James Madison University does hereby certify that the foregoing is a true and correct copy of a resolution adopted at a meeting of the Board of Visitors of James Madison University duly convened and held on November 10, 2023 at which a quorum was present and voting, and that such resolution is now in full force and effect.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of James Madison University the 10th day of November, 2023.

Secretary, Board of Visitors of James Madison  
University



# EXHIBIT A

# FINANCIAL FEASIBILITY STUDY

## For the Biennial Budget for 2022 – 24

Submission Date 10/5/23  
Name of Agency/Institution James Madison University Agency Code 216  
Project Name Village Student Housing - Phase 1 Project Code 18596  
Project Amount \$ Total Project Cost \$75,057,821 (\$50,000,000 9(c) bonds and \$25,057,821 HEO)

Proposed Financing Arrangement: Bond  Capital Lease  Other (specify) \_\_\_\_\_

Requested Type of Financing  9(c) \*- Obligations secured by project revenues (e.g., dormitory, dining) and the full faith and credit of the Commonwealth. **Submit to Treasury.**  
 9(d) \*- Any other financing arrangement. **Submit to SCHEV.**

Submitted by: Name Courtney Hodges  
Title Associate Budget Director  
E-mail hodgesca@jmu.edu  
Telephone Number 540-568-3624  
Fax Number 540-568-2878

The attached Financial Feasibility Study has been prepared using information and projections believed to be reliable and accurate for the purpose of estimating the demand and affordability of the proposed capital project.

Towana Moore, Vice President of Administration & Finance  
Chief Financial/Fiscal Officer

**Feasibility Studies may be submitted via e-mail to:**

### **9(c) Feasibility Studies**

**Department of the Treasury**  
**leslie.english@trs.virginia.gov**  
**debora.greene@trs.virginia.gov**  
**DUE DATE: October 11, 2023**

### **9(d) Feasibility Studies**

**State Council of Higher Education for Virginia**  
**gracecovello@schev.edu**  
**DUE DATE: August 16, 2021**

## Key Terms

**9(c) Debt** – Refers to bonds or other obligations authorized under the provisions of Article X, Section 9(c) of the *Constitution of Virginia*. Such debt is secured by (i) net project revenues and (ii) the full faith and credit of the Commonwealth (i.e., a general obligation pledge). Consequently, only revenue-producing capital projects are eligible (e.g., dormitories, dining facilities, etc.). Authorization for 9(c) bonds requires an affirmative vote of two-thirds of the members elected to each house of the General Assembly. Further, prior to its authorization by the General Assembly, and again prior to its issuance, the Governor must certify that the anticipated net revenues of the project will be sufficient to pay principal and interest on the debt. The FFS is a critical part of this determination. 9(c) bonds are issued by the Treasury Board.

**9(d) Debt** – Refers to bonds or other obligations authorized for issuance under the provisions of Article X, Section 9(d) of the *Constitution of Virginia*. Such debt may or may not be secured by state funds. Project authorization must be provided in the Appropriation Act or other Act of the General Assembly. A financial feasibility study should be completed for any project expected to be supported in whole or in part from project revenues or general revenues of the agency or institution. This includes projects to be financed under the Virginia College Building Authority (VCBA) Pooled Bond Program. The project may or may not be revenue producing. Capital leases and other obligations are included in this category

FFS's for 9(d) projects must be submitted to State Council of Higher Education for Virginia by August 15<sup>th</sup> of each year. The State Council of Higher Education shall identify the impact of all projects requested by the institutions of higher education on the current and projected costs to students in institutions of higher education and the impact of the project on the institution's need for student financial assistance. The State Council of Higher Education for Virginia shall report such information to the Secretary of Finance and the Chairman of the House Appropriations and Senate Finance Committees no later than October 1 of each year.

**Capital Lease** – Capital leases are considered long-term obligations for accounting purposes. The State Comptroller defines capital leases as leases which meet any one (or more) of the following criteria:

- 1) transfer of ownership of the property to the lessee at the end of the lease term;
- 2) bargain purchase option at the end of the lease term;
- 3) lease term equal to 75% or more of the estimated economic life of the leased property; and
- 4) present value of the net minimum lease payments equal to or exceeding 90% of the fair market value of the property.

**Capitalized Interest** – Interest to be paid on the bonds during the period of construction that is financed as part of the bond issue. Capitalizing interest increases the overall cost of borrowing, but may be necessary in cases where project revenues are to be used to pay debt service. Conversely, where revenues are already being collected (i.e., a fee or fee increase has already been implemented), capitalized interest may not be appropriate.

**General Revenue Pledge** – A pledge of all general operating revenues of the institution of higher education (as opposed to a pledge of a specific revenue or revenue stream). The general revenue pledge is generally stronger than a specific revenue pledge. A general revenue pledge is required for the VCBA Pooled Bond Program. General operating revenues include: total gross university sponsored overhead, unrestricted endowment income, tuition and fees, indirect cost recoveries, auxiliary enterprise revenues, general fund appropriations and other revenues not required by law to be used for another purpose.

**Incremental Annual Operating Expenses** – The increase in annual operating costs attributable to the project.

**Non-recurring costs** – One-time project costs (e.g., land acquisition, special utility fees, permits, etc.) required for project completion.

**Private Use** – means any use by a trade or business that is carried on by persons or entities other than state or local governmental entities. Such use could involve ownership, management, service or incentive payment contracts, research agreements, leases, subleases, loans, or any other arrangement that conveys special legal entitlements or economic benefit to the non-governmental entity from the beneficial use of the project.

**Reserve Fund** – An amount set aside, usually from project revenues or bond proceeds, to mitigate the impact of fluctuations or interruptions in the flow of revenues to pay debt service. The presence of a reserve fund may enhance the credit. For the purposes of the feasibility study, reserve funds are generally for debt service and are funded from project or institutional revenues. 9(c) projects are expected to generate sufficient net revenues to fund a reserve at an amount equal to approximately 10% of the amount financed.

**Section 1 - General Information – To be completed for all projects.**

1. Describe the project in sufficient detail so that an uninformed reader has a clear understanding of the project. Indicate whether the project involves new construction or is a renovation/addition to an existing facility.

**Currently, the Village student housing consists of nine buildings located in the center of campus that were constructed between 1966-73. The finishes and building systems have exceeded their normal life cycle and are inadequate to meet the needs of the students, as no significant renovations have occurred. The proposed Phase 1 of the project will include the demolition of one existing building and the construction of a new housing facility, providing a net increase of approximately 480 beds to meet the modern-day expectations of technology, study rooms, learning spaces, and food services. The project will replace the \$49,000,000 renovation of Eagle Hall that was approved in 2019. Total project costs (including furnishings and equipment) for this phase includes \$50,000,000 in bond funding and \$25,057,821 in Higher Education Operating Funds.**

2. Describe how the project is essential to fulfilling the institution's/agency's mission. What alternatives are available?

**Housing at JMU is constantly under demand. To accommodate student enrollment, the university will need to replace the Village buildings with new housing units.**

**The following options have been examined:**

1. **Status Quo - This situation would leave these university students with outdated residential facilities which would require a significant amount of resources to maintain and repair.**
2. **Build a New Facility – Because of the age and overwhelming inadequacy of the existing Village units, it makes both economic and functional sense to rebuild the Village.**
3. **Renovation of the Present Facilities – The Facilities Condition Index Report suggests that all 9 of the Village housing buildings are in poor condition, and will need to be demolished.**

**The University has chosen option 2, build a new facility.**

3. Was the project part of the agency's capital outlay submission? If so, include a copy of the project narrative.

**The project was approved in Chapter 2 of the 2022 Acts of Assembly.**

4. Describe the effect the project will have on those students or users who will financially support the project.

**The "Village Housing" is centrally located on the JMU campus. The overall project will include 6 separate 4-story resident halls that house a total of 2,800 students. One of the residence halls will include program space for the JMU Residence Life administrative staff. The new Village will provide incoming freshman students modern housing with shared commons and informal study spaces. Additional program spaces include: limited living learning space, laundry area, study rooms, and select food service programs. Tiered outdoor terrace space will extend from the interior spaces to further expand areas for learning opportunities.**

5. Describe the probable effects of the project on the community and environment, including changes to the value of property as a result of the project.

**No individuals within the community will be displaced by this project.**

6. Explain how the project and its impact have been conveyed to local officials and their reaction/response.

**This project is not anticipated to have any negative impacts on the local community.**

7. Describe any other positive or negative aspects of the project.

**The project will complement the existing campus environment; provide a safe and pleasant environment in which to learn work and live; ensure physical and electronic accessibility needed to facilitate and promote the educational**

objectives of the university.

8. Briefly describe the financing proposal. Indicate if this proposal is for a bond financing, a capital lease, or some alternative financing arrangement.

**Total cost for this project is \$75,057,821; \$50,000,000 supported by 9(c) debt and \$25,057,821 supported by Higher Education Operating Funds.**

9. Are specific revenues planned to support debt service or lease payments? (If so, you will need to complete Section 3.)

**System wide revenues from the room fee system will support the debt service along with a reallocation of the current Residence Life program budget to help support operating costs.**

10. Describe how the financing fits within your debt management policy?

**The proposed financing complies with the debt management guidelines and procedures adopted by the JMU Board of Visitors on June 16, 2006 and reaffirmed annually.**

11. Provide your institution's debt ratios as estimated under your debt management policy:  
(a) as of June 30, 2023, including any authorized and unissued estimated debt; and  
(b) including the financing of this project.

<u>FY 2023 Debt Ratio (estimated)</u>	(a)	(b)
2023 Debt Service	49,338,370	52,446,875
2023 Operating Revenues	<u>636,586,927</u>	<u>636,586,927</u>
Ratio	7.75%	8.24%

**Private Use**

12. Will any person or entity other than the governmental unit provide (directly or indirectly) any part of debt service on the portion of the bonds issued for the project? For example, will a private foundation or federal agency be required (or expected) to make an annual contribution toward the payment of debt service.

Yes  No. If yes, please identify the person or entity and the percent of debt service to be provided.

13. Do you anticipate that any person or entity other than the state institution/agency will have a contractual right, different from the rights available to the general public or students, to use any part of the project or to use or buy goods or services produced at the project? For instance, have you contracted parking spaces in a parking deck to a nearby corporate office?

Yes  No If yes, briefly summarize the planned contractual agreement.

14. Do you contemplate any part of the project being managed or operated by any person or entity other than the state institution/agency under a management or service contract, incentive payment or other "privatized" arrangement? Examples include contracts for food service, parking service, dormitory management, bookstore management, etc.

Yes  No If yes, summarize the anticipated contractual arrangement (i.e., contract term, renewal options, compensation arrangements, etc.).

Note: These arrangements may impact whether the project is eligible for tax-exempt financing. Once tax-exempt bonds have been issued, entering into this type of contract or arrangement may affect the bond's tax-exempt status. **So long as the bonds are outstanding**, the terms of any such arrangement must be reviewed and approved by the State Treasurer prior to the execution of any contract.

**Section 2 – Cost Information (complete for all projects)**

15. Do you anticipate the need for capitalized interest on any bond financing (i.e., to pay interest during construction)? If so, explain.

**JMU does not anticipate the need for capitalized interest on bond financing for this project.**

16. Itemize the capital costs of the project. Estimate the costs of issuance at 2% of the cost of the project. Please subtotal project costs net of the 2% cost of issuance and then show a gross cost of project including the cost of issuance. Note that the total cost should be used as the AMOUNT BORROWED field of the worksheet. Attach the CO-2 estimate or further estimate of project cost, if available.

A & E	922,549
Land Acquisition	0
Sitework/Utilities	4,909,249
Construction	40,372,117
Equipment/Furnishings	2,181,200
Contingencies and Other Costs	1,614,885
Subtotal	50,000,000
Costs of Issuance (2% of Subtotal)*	1,000,000
Capitalized Interest (Estimate)	
Total	51,000,000

17. What is the anticipated useful life of the project?

**The anticipated life of this project is more than 20 years.**

18. List and describe any initial **Non-Recurring Costs** related to the project and the source of funding for each of these items.

**There are no non-recurring costs identified for this project.**

19. List and estimate the **Incremental Annual Operating Expenses**. Provide any supporting documentation and illustrate how your estimate was made. These expenses include personnel costs, utilities, contractual services, supplies and materials, indirect costs, equipment, etc.

**There will be an incremental increase in operating costs in FY26 in the amount of \$730,483. The demolished 47,054 gross sq ft building will be replaced by a 144,874 gross sq ft building. Additional operating costs include utilities, Facilities Management labor and materials and Residence Life programming costs.**

Using **2.0%** as the rate for investment of the Reserve Fund (reinvestment rate) and the following borrowing assumptions, complete Spreadsheet #1 – Cost Components

**The current Borrowing Rates are provided by the Department of the Treasury.**

<u>Term</u>	<u>9(c) Borrowing Rate</u>	<u>9(d) Borrowing Rate</u>
30 years	4.6655%	4.7450%
25 years	4.5275%	4.6107%
20 years	4.3318%	4.4150%
15 years	4.0528%	4.1304%
10 years	3.8290%	3.9027%
7 years	N/A	4.0770%

**Section 3 Revenue Information. (Complete for all revenue-producing projects)**

20. Describe the Revenue Sources that will be used for payment of debt service and the expenses associated with these revenues. Consider what other expenses are planned to be supported by the revenues, and how much revenue will actually be available for debt service.

**The university's plan utilizes room fee revenues to fund the cost of the debt service for this project with a 3.21% increase in the room fee implemented for FY24 (or \$193), a 2.76% increase in the room fee in the second year (or \$171) and a 1.88% increase in the room fee in the third year (or \$120).**

21. If revenues will be derived from a group of similar facilities (a system) and an increase in system revenues will be used to support the debt, provide justification for any system contribution and any marginal increase in system-wide fees.

**Revenues to cover the debt service for this project will be generated from an increase in the room fee system. Reallocation of current operating expenditures in the amount of \$893,436 in year 1 and \$1,832,408 in years 2-20 will also help offset the debt payment.**

22. If revenues will be derived from just one facility of several similar facilities in a campus system, show all fees for all similar facilities and justify any differential in pricing between the facilities.

**There are no similar facility (system) fees associated with this project.**

23. Will project revenues or revenues pledged to the payment of debt service be available prior to completion of the project? Describe the timing of revenues and when they will be available and sufficient to begin servicing the debt.

**Revenues derived from students will be collected at the beginning of each semester. The semesters begin in August, January and May. Therefore, sufficient revenue will be available to service the debt.**

24. What studies have been completed to demonstrate the demand for the facility and the reliability of the revenue stream? (Attach copies if available.)

**Internal modeling has been done to validate revenue projections and utilization of the facility. These models are comprehensive (system wide) and not focused on a single facility. University projected enrollment changes are utilized in the models.**

25. If any portion of the revenues are already pledged or otherwise committed to other debt service payments, provide a schedule of debt service payments (by issue). Identify the portion of the revenue source that is committed or being used to pay debt

**No portion of revenues already pledged or committed to other debt service will be used to fund this project.**

26. If any revenues are projected to increase, explain how the projections were calculated. Do not use an automatic growth rate.

**Revenue projections were established using historical growth rates, projected trends and projected enrollment numbers.**

27. If institutional reserves are to be used to service the debt, include the source of funds, balances for the last five years, and impact on future balances. Identify the authorization for using these funds to pay debt service and other costs.

**Institutional reserves will not be used to service the debt.**

28. If any amounts currently used for debt service are expected to be available and used for debt service on this project (i.e., the existing debt will be retired), provide the project(s), the bond series, and the annual amount to be available. Address the status of the existing facility's physical condition and plans for repair or maintenance. Conversely, explain why any such amounts

scheduled to be available are not planned for use for debt service on this project.

No portion of revenues already pledged or committed to other debt service will be used to fund this project.

Using the information described above, complete Spreadsheet #2 – Revenue Components

**Section 4 General Financial Condition - Complete this section for all projects**

29. Provide the following FTE enrollment and admissions information.

	Last 5 years				
<b>Enrollment</b>	2022-21	2021-20	2020-19	2019-18	2018-17
Undergraduate	19,743	19,549	19,654	19,665	19,680
Graduate & 1st Prof.	1,951	1,656	1,689	1,647	1,631
Total	21,694	21,205	21,343	21,312	21,311
On-Campus	20,673	17,752	20,697	20,812	20,684
Off-Campus	1,493	3,841	1,123	1,024	1,067
<b>Admissions</b>					
Applications Received	22,846	25,646	24,988	24,890	22,927
Applications Accepted	19,606	20,574	19,047	17,757	17,230
Students Enrolled	5,534	5,197	5,189	5,280	5,482

30. Provide the annual Per Student Fee(s) to be assessed to support the project

<b>Student Level</b>	<b>Domicile</b>	
	<b>Virginian</b>	<b>Nonvirginian</b>
Undergraduate	N/A*	N/A*
First Professional	N/A*	N/A*
Graduate	N/A*	N/A*
Unclassified	N/A*	N/A*

31. Provide the Total Annual Student Fee(s) Revenue assessed to support the project

<b>Student Level</b>	<b>Domicile</b>	
	<b>Virginian</b>	<b>Nonvirginian</b>
Undergraduate	N/A*	N/A*
First Professional	N/A*	N/A*
Graduate	N/A*	N/A*
Unclassified	N/A*	N/A*

**\*There is only one residential system fee charged per student housed on campus and does not differentiate between a Virginia student verses a non-Virginia student.**

**Section 5 Capital Lease Projects – Complete Items 32 through 35 only if the financing involves a capital lease.**

32. Discuss the alternatives that were considered before deciding that the capital lease structure was the best option.

**Not applicable.**

33. Who is the Lessor? Who is the Lessee?



**Not applicable.**

34. Who will manage the facility during and after construction?

**Not applicable.**

35. Who will be issuing bonds or otherwise financing the project? Will it be tax-exempt debt?

**Not applicable.**

Financial Feasibility Study - Part II  
 Spreadsheet 1 - Cost Components  
 2116 James Madison University

Village Student Housing - Phase 1 (project # n/a)

	Debt Service	Principal	Interest	Reserve Fund Payment	Reserve Fund Balance	Total Debt Service	Annual Expenses	Non Recurring Initial Outlays	Total Cost
2023									
1	1,893,995	(226,942)	2,120,937	0	0	1,893,995	0	0	0
2	3,787,989	1,657,222	2,130,767	0	0	3,787,989	0	1,893,995	1,893,995
3	3,787,989	1,729,010	2,058,980	0	0	3,787,989	0	3,787,989	3,787,989
4	3,787,989	1,803,907	1,984,082	0	0	3,787,989	730,483	0	4,518,472
5	3,787,989	1,882,048	1,905,941	0	0	3,787,989	730,483	0	4,518,472
6	3,787,989	1,963,575	1,824,414	0	0	3,787,989	730,483	0	4,518,472
7	3,787,989	2,048,633	1,739,356	0	0	3,787,989	730,483	0	4,518,472
8	3,787,989	2,137,376	1,650,613	0	0	3,787,989	730,483	0	4,518,472
9	3,787,989	2,229,963	1,558,027	0	0	3,787,989	730,483	0	4,518,472
10	3,787,989	2,326,560	1,461,429	0	0	3,787,989	730,483	0	4,518,472
11	3,787,989	2,427,342	1,360,647	0	0	3,787,989	730,483	0	4,518,472
12	3,787,989	2,532,490	1,255,499	0	0	3,787,989	730,483	0	4,518,472
13	3,787,989	2,642,192	1,145,797	0	0	3,787,989	730,483	0	4,518,472
14	3,787,989	2,756,647	1,031,343	0	0	3,787,989	730,483	0	4,518,472
15	3,787,989	2,876,059	911,930	0	0	3,787,989	730,483	0	4,518,472
16	3,787,989	3,000,644	787,345	0	0	3,787,989	730,483	0	4,518,472
17	3,787,989	3,130,626	657,363	0	0	3,787,989	730,483	0	4,518,472
18	3,787,989	3,266,238	521,751	0	0	3,787,989	730,483	0	4,518,472
19	3,787,989	3,407,725	380,264	0	0	3,787,989	730,483	0	4,518,472
20	3,787,989	3,553,341	232,648	0	0	3,787,989	730,483	0	4,518,472
21	1,893,995	1,815,357	78,638	0	0	1,893,995	730,483	0	2,624,478
22	0	0	0	0	0	0	0	0	0
23	0	0	0	0	0	0	0	0	0
24	0	0	0	0	0	0	0	0	0
25	0	0	0	0	0	0	0	0	0
26	0	0	0	0	0	0	0	0	0
27	0	0	0	0	0	0	0	0	0
28	0	0	0	0	0	0	0	0	0
29	0	0	0	0	0	0	0	0	0
30	0	0	0	0	0	0	0	0	0
	75,759,783	48,962,013	26,797,770	0	0	75,759,783	13,879,177	0	89,638,960
PV @4.33%	48,962,013			0	0	48,962,013	8,570,676	0	57,532,690

(1) DEBT INFORMATION

Borrowing Year	2023
Amount Borrowed	50,000,000
Borrowing Rate	4.3318%
Term (Years)	20
Reinvestment Rate	2.00%
Reserve Fund Target	0

(2) ANNUAL OPERATING EXPENSES

Personal Services	78,583
Contractual Services	310,180
Supplies and Materials	1,020
Indirect Cost	0
Utilities	340,700
Equipment	0
Other	0
<b>Total Annual Expenses</b>	<b>730,483</b>

Financial Feasibility Study - Part II  
 Spreadsheet 2 - Revenue Components  
 216 James Madison University  
 Village Student Housing - Phase 1 (project # n/a)

	Part Time User Fees	Other Student Fees	Indirect Cost Recoveries	Revenue From Operations	Institutional Reserves	Retirement of Existing Debt	Reallocation of Existing Expenses	Total Revenues
2023								
2024	1,200,846	0	0	0	0	0	893,436	2,094,282
2025	2,346,888	0	0	0	0	0	1,832,408	4,179,296
2026	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2027	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2028	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2029	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2030	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2031	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2032	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2033	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2034	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2035	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2036	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2037	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2038	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2039	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2040	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2041	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2042	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2043	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2044	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2045	0	0	0	0	0	0	0	0
2046	0	0	0	0	0	0	0	0
2047	0	0	0	0	0	0	0	0
2048	0	0	0	0	0	0	0	0
2049	0	0	0	0	0	0	0	0
2050	0	0	0	0	0	0	0	0
2051	0	0	0	0	0	0	0	0
2052	0	0	0	0	0	0	0	0
2053	0	0	0	0	0	0	0	0
PV @4.33%								64,318,062
63,419,166								100,960,762
40,278,875								64,318,062

USER FEE INFO	
# of Units (yr 1)	6,222
Session Fee (yr 1)	193
# of Units (yr 2)	6,702
Session Fee (yr 2)	171
# of Units (yr 3)	6,702
Session Fee (yr 3)	120
Rate increase years 1-4	0
Rate increase years 5+	0.0000%

NET REVENUES FROM OPERATIONS	
Net Sales	
Cost	
Profit	0
Operating Expenses	
Selling	
General Administrative	
Lease Payment	
Gross Operating Income	0
Rate increase years 1-4	0.0000%
Rate increase years 5+	0.0000%

Financial Feasibility Study - Part II  
 Spreadsheet 3 - Net Revenues/Coverage  
 216 James Madison University  
 Village Student Housing - Phase I (project # n/a)

	Total Cost	Reserve Fund Payment	Adjusted Total Cost	Total Revenues	Net Revenues	Coverage Percent
2023	0					
2024	1,893,995	0	1,893,995	2,094,282	200,287	110.57%
2025	3,787,989	0	3,787,989	4,179,296	391,307	110.33%
2026	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2027	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2028	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2029	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2030	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2031	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2032	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2033	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2034	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2035	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2036	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2037	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2038	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2039	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2040	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2041	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2042	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2043	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2044	2,624,478	0	2,624,478	4,983,536	2,359,058	189.89%
2045	0	0	0	0	0	0.00%
2046	0	0	0	0	0	0.00%
2047	0	0	0	0	0	0.00%
2048	0	0	0	0	0	0.00%
2049	0	0	0	0	0	0.00%
2050	0	0	0	0	0	0.00%
2051	0	0	0	0	0	0.00%
2052	0	0	0	0	0	0.00%
2053	0	0	0	0	0	0.00%
	89,638,960	0	89,638,960	100,960,762	11,321,802	

# Efficiency Review Committee Update

Towana Moore  
Vice President  
Administration and Finance



# **JMU Police Department & Emergency Management**

Anthony Matos  
Chief of Police  
Administration & Finance





# Who We Are...

- State accredited law enforcement agency (12 years)
- Currently 75 positions (FT/PT)
  - 24 Full-Time Sworn (4 in Academy)
- Approximately 10,000 calls/year
- Agency Jurisdiction
  - All JMU Property
  - City of Harrisonburg
- Risk & Emergency Management
  - All Labs, Bio-Hazards, Fed Regs
  - Continuity of Operations, Insurance
  - Emergency Response Planning



# JMU Co-Responder Model

- Dept of Justice Grant: \$350,000
  - Through May 2025
- Embed a mental health professional with the JMU PD.
  - Respond in tandem with officers to mental health crisis or follow-up.
  - Not meant to reduce officer's time.





# Where we are going

- Commission on Accreditation for Law Enforcement Agencies (National)
- Re-imagining policing in 21<sup>st</sup> century
  - Bigger focus on community engagement
  - Prevention of crime & disorder (Guardians)
- Compassion and empathy
- Working to improve benefits
- Increase size of JMU Cadet team



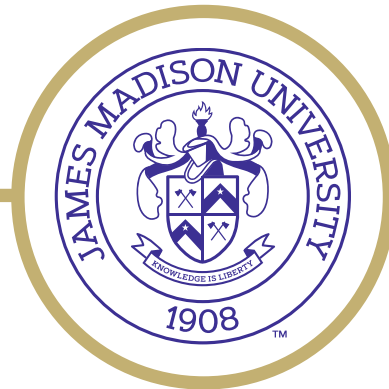
# Training and Education

- Certified “Crisis Intervention Officers”
- All officers trained in “Rescue Task Force”
- Emergency notification systems
- Developing new standards for supervisors
- Greater transparency & accountability



# Capital and Non-Capital Projects Update

Craig Short  
Associate Vice President  
Business Services





# Projects in Design



# East Campus Power Plant – Phase 1 & 2



New Boiler Building  
Waste-to-Energy Plant  
Ash Handling Enclosures  
Tipping Building



- Phase 1 - Total Budget Project: \$6,579,237
- Phase 2 - Total Budget Project: \$43,130,000
- Existing Gross Square Footage: 17,087
- New Gross Square Footage: 11,000
- Project Completion Date: November 2025

# Bluestone Chiller Loop



- New underground chiller piping between Gifford mechanical room and chiller.
- Electronic control valves at Gifford Hall chiller to allow BAS Shop to control chiller.
- Install emergency taps in Bluestone Chiller loop.
- All Building Automation devices to integrate Gifford Hall to the Bluestone Chiller Loop.
- Project Completion Date: August 2024

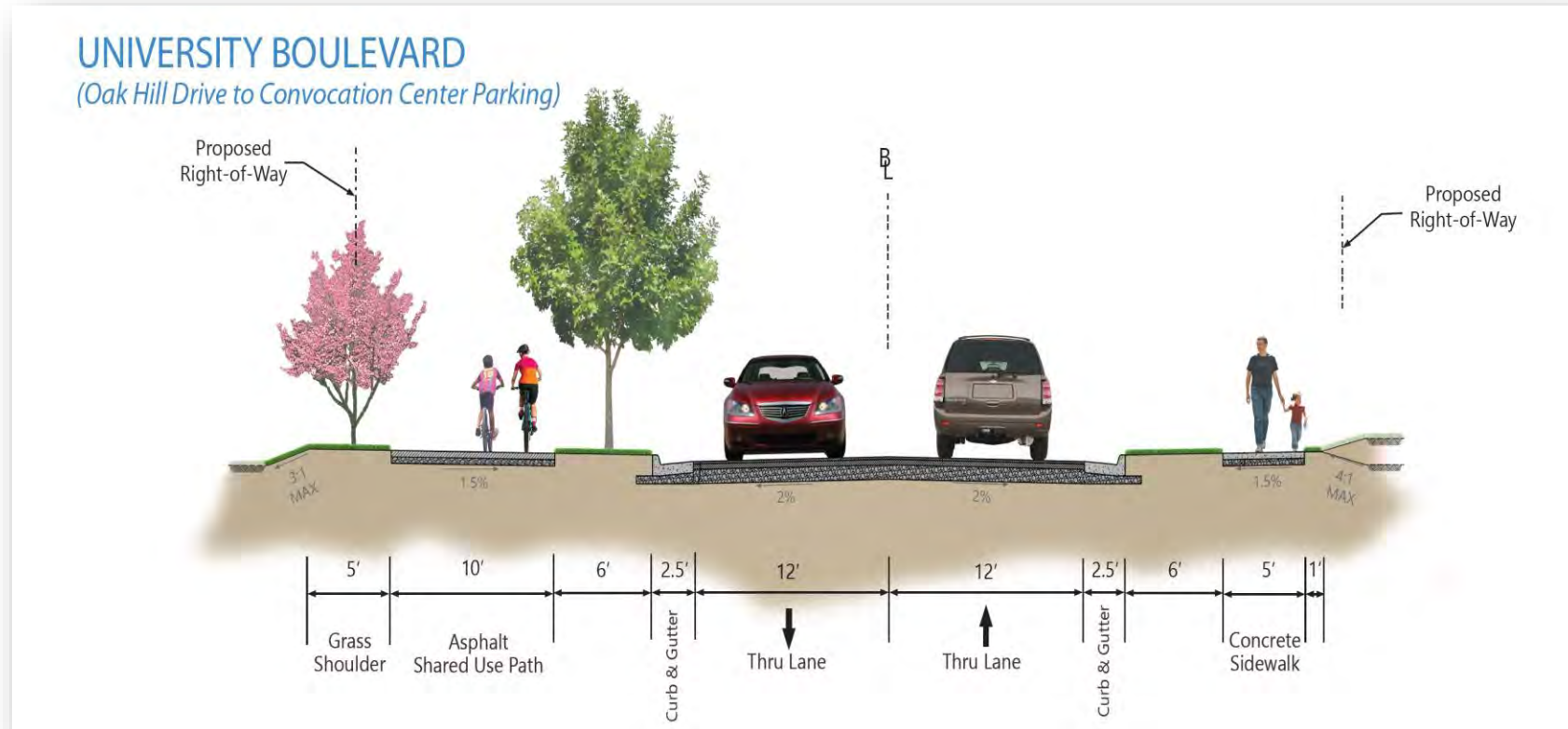
# University Boulevard Realignment



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



# University Boulevard Realignment



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

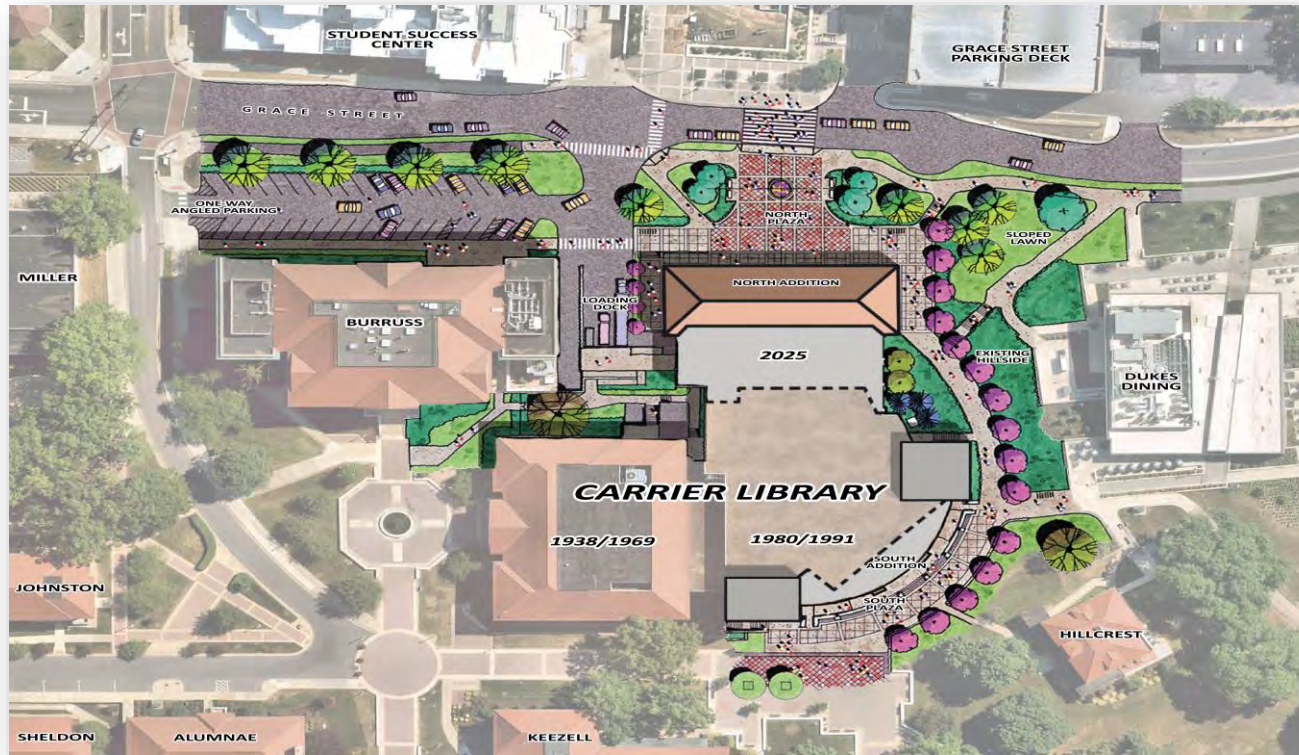




# Projects under Construction



# Carrier Library Renovation/Expansion



- Total Budget Project: \$124,833,000
- Existing Gross Square Footage: 121,200
- Addition Gross Square Footage: 56,400

# Carrier Library Renovation/Expansion



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



# Carrier Library Renovation/Expansion



# Carrier Library Renovation/Expansion



# Carrier Library Renovation/Expansion



# Carrier Library Renovation/Expansion



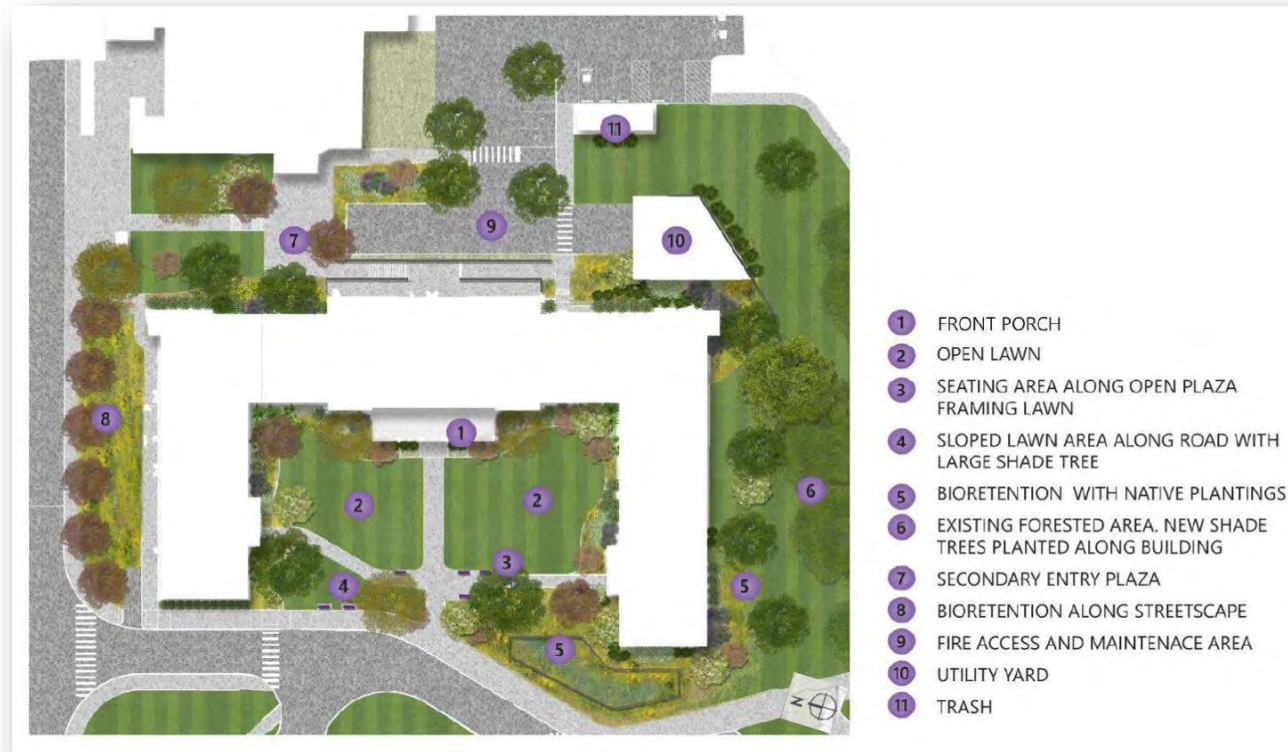
# Village Student Housing – Phase 1



- Total Project Budget: \$75,057,821
- Gross Square Footage: 128,000

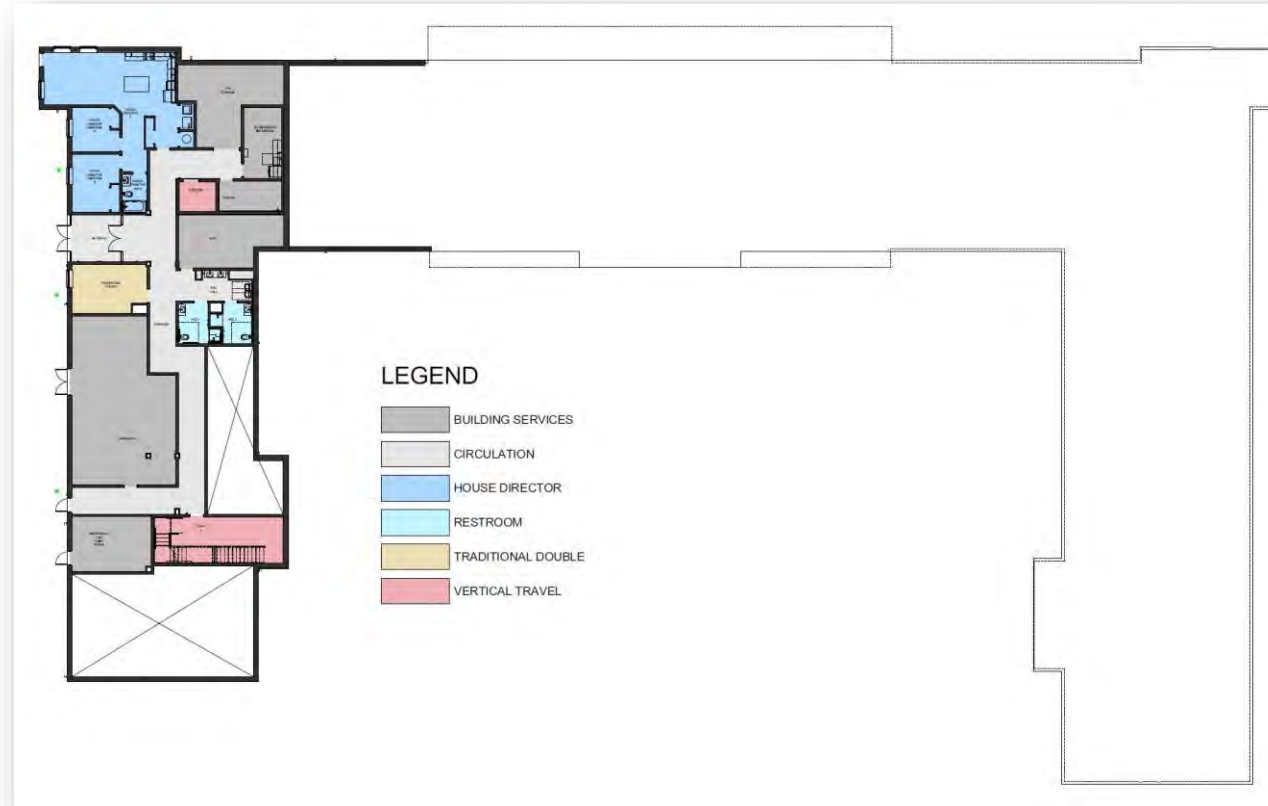


# Village Student Housing – Phase 1



- Construction Start: June 2023
- Project Completion Date: August 2025

# Village Student Housing – Phase 1



Lower Level



# Village Student Housing – Phase 1



First Floor



# Village Student Housing – Phase 1



Typical Floor 2-5



# Recently Completed Projects



# Convocation Center Renovation



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



# Convocation Center Renovation



# Convocation Center Renovation





# East Campus Landscape Storage Building



- Total Project Budget: \$2,277,300
- Gross Square Footage: 4,928
- Projected Completion Date: August 2023

# Rose Library – Starbucks Renovation



- Total Project Budget: \$300,000
- Projected Completion Date: August 2023

# D-Hall – Chick-fil-A Renovation



- Total Project Budget: \$400,000
- Projected Completion Date: August 2023

# Current Six Year Plan



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>





**Any Questions?**



# **Governance Committee**

## **November 9, 2023**



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# THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Governance Committee  
Thursday, November 9, 2023  
Meeting Room 2  
12:00 p.m.

## Agenda

1. Approval of Minutes – September 14, 2023\*
2. 2024 Retreat
3. Topics of Interest for future meetings

Note: Bylaw revisions approved by the committee at the last meeting will be presented to the full board for approval at the November meeting.

\*Action Required

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

**GOVERNANCE COMMITTEE**

**Minutes of the Meeting of September 14, 2023**

The Governance Committee of the James Madison University Board of Visitors met on Thursday, September 14, 2023 in the Festival Conference and Student Center at James Madison University. Jack White, chair, called the meeting to order at 12:00 pm.

**PRESENT:**

Falcon, Chris  
Fiorina, Carly  
Harper, Donna, liaison

Herod, Maribeth  
Major, Lara  
White, Jack, Chair

**ALSO PRESENT:**

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

On motion by Chris Falcon, seconded by Lara Major, approved the minutes of the April 20, 2023 meeting.

**Bylaw Revisions**

On motion by Carly Fiorina, seconded by Lara Major, approved the following revisions to the Board Manual:

1) Article VII. Terms of Appointment

The non-voting student representative serves a term of one year. The student representative may be ~~appointed~~ *elected* to a second one-year term but is not eligible to serve for more than two successive one-year terms. *The term of office shall be from the date of the May graduation to the following May graduation.*

2) Article IX. Rights and Powers

4. The board has the authority to make all needful rules and regulations concerning the university, including the following:

~~d. The bylaws of the Faculty Senate are subject to approval by the board.~~

*Delete this from the Manual. No other universities require this approval of the Faculty Senate bylaws by the board.*

3) Article X. Officers

ADD: C. Secretary, Powers and Duties

9. *The president shall recommend a university employee to the Nominating Committee to serve as Secretary to the Board of Visitors.*



These changes will be brought to the full board at the November meeting.

### **2024 Retreat**

The board discussed the role/purpose of the retreat and what should the board hope to accomplish. The committee reviewed feedback from board members who attended the 2023 retreat. Key topics included: the JMU value proposition; return on investment for specific stakeholders; clarity on what makes JMU special/unique; how does the vision and mission statements translate for students; and connecting outcomes with the strategic plan. The committee will continue to develop a structure for the retreat.

### **Topics for Future Meetings**

The chair asked the members to consider topics they would like the committee to address at future meetings and send such topics to him.

With no further business, the committee adjourned at 12:57 pm.

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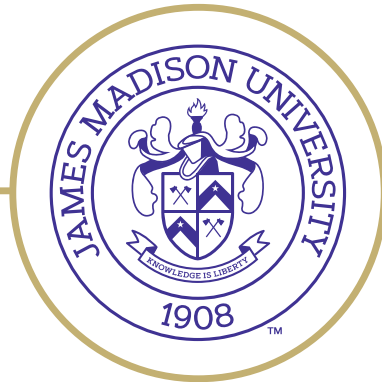
Jack White, Chair

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Donna L. Harper, Secretary to the Board

# Student Affairs Committee

November 9, 2023



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

Student Affairs Committee  
Thursday, November 9, 2023  
Ballroom B  
1:00 p.m.

Agenda

1. Opening Remarks and Approval of Minutes for September 14, 2023\*  
Terrie Edwards, Chair
2. Student Affairs Update  
Tim Miller, Vice President for Student Affairs
3. Student Government Association Report  
Nate Hazen, President
4. Student Representative to the Board of Visitors Report  
Abby Cannella, Representative
5. Student Life and Involvement Spotlight  
Dirron Allen, Associate Vice President  
Jen Grossman-Leopard, Director, Student Life
6. Student Panel
7. Topics of Interest for Future Meetings

\*Action Required

# Opening Remarks and Approval of Minutes

Terrie Edwards, 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, September 14, 2023, in Ballroom B of the Festival Conference and Student Center at James Madison University. Terrie Edwards, Chair, called the meeting to order at 1:00 p.m.

**Present:**

Edwards, Terrie  
Lynch, John  
Stoltzfus, Michael

**Absent:**

James, Kay Coles

**Others:**

Allen, Dirron, Associate Vice President for Student Life and Involvement  
Blyer, Kristina, Associate Vice President for Health and Well-Being  
Cannella, Abby, Student Representative to the Board of Visitors  
Davidson, Kim, Director for Community Engagement and Volunteer Center  
Grossman-Leopard, Jen, Director for Student Life  
Hazen, Nate, President, Student Government Association  
Hall, Hollie, Dean of Students  
Miller, Tim, Vice President for Student Affairs  
Onestak, David, Director for Counseling Center  
Vass, Mary-Hope, Assistant Vice President for University Communications  
Walther, Annie, Associate University Counsel

**Approval of Minutes**

On the motion of John Lynch and seconded by Michael Stoltzfus the minutes of April 20, 2023, were approved.

**Opening Remarks**

Terrie Edwards welcomed members and guests. She shared that she believes in the Student Affairs Committee and engaged the members about what their favorite class is/was in college.

**Student Affairs Update**

Dr. Miller welcomed the committee to the new year and shared about a successful Move-In and Weeks of Welcome experience after a record number of students applying and coming to JMU. He shared appreciation to the Residence Life staff for anticipating and planning for the triples in the Residence Halls. He shared about the recent opening of the new home for JMU VALOR, the space for over veterans and military-connected individuals on campus, which has already engaged 1,300 students. Additionally, there has been a large number of students who have joined Fraternity and Sorority Life as well as the other 350+ student organizations on campus. He concluded with an update on the Student Affairs Strategic Plan. He invited the committee to connect with the process through one or more of the established strategic themes: Learning, Belonging, Health and Well-being, Partnerships and Resource Allocation, and Being the Best Place to Work.



**Board of Visitors  
September 14, 2023**

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### **Student Government Association Report**

Nathan Hazen, the Student Government Association President, introduced himself and express how much he believes in JMU and the Student Affairs vision of ‘Every Student Thrives’. He shared about his transition as a student and the opportunities he has gained from the JMU community. His mission is to use his gained knowledge and experience to make a positive impact on campus. SGA efforts are focused on providing opportunities for students to come together in a positive environment on campus, promote student efficacy and civic engagement, and play a supportive role to members of the SGA to help achieve their own missions and goals on this campus. Nate shared appreciation to leaders on campus for their support of SGA ideas and mentorship.

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

Abigail Cannella, Student Representative to the Board of Visitors, introduced herself and shared appreciation to the Orientation and Transition staff for a successful Weeks of Welcome. She shared that she is dedicated to representing the entirety of the student body and providing them with ample opportunities to learn about the work of the Board of Visitors. To accomplish these goals, she will lead an initiative to unite student organization presidents and is working to attend weekly meetings of diverse student organizations to hear directly from students. She will be utilizing various social media platforms, including an emailed newsletter to ensure that students at JMU are well informed. She is excited to have had the opportunity to ‘take over’ the official JMU Instagram page today and share some updates and connect with new students and student orgs. Her future plans include hosting a retreat for club presidents based on their recommendation to get connected and share updates.

### **Dean of Students Office Spotlight**

Dr. Hollie Hall expressed appreciation to the student leaders in the room and read a letter of thanks from a parent to the Dean of Students Office. She introduced the Dean of Students office, resources available to students, and the Dean of Students team. Dom Rodriguez shared about Madison Cares, which is a centralized program for staff, students, parents and community members to refer of consult about students experiencing obstacles. Referrals have tripled since the first year of Madison Cares (2019). Students seeking care are diverse in age/year and evenly distributed across academic careers and their top concerns are academic, mental health, general concerns, social/emotional concerns. Matthew Hunsberger shared about the Rebound Program, which helps to normalize setbacks and promote student resilience. He also shared about the Learning Success Strategies Program, which assists students with time management, goal setting, reading comprehension, test taking, note taking, and study strategies. Both programs support students navigating challenges in various areas of their college experience.

Dr. Hollie Hall:

- Applauded Nate and Abby for the work they’ve already done and will continue to do this year.
- Hollie shared a letter of thanks from a mother to the Dean of Students Office.
- Shared a video that introduces the Dean of Students office and the resources available to them and where it has been shared across campus.
- Shared an organization chart of the team including students working with the office.

Dom Rodriguez shared about Madison Cares “a centralized program for staff, students, parents and community members to refer of consult about students experiencing obstacles.” Madison Cares notes shared;

- Year 1 had 306 referrals. Last year they had over 1,000 referrals. The vast majority of referrals come from faculty and staff. Increase over the last few years is mostly due to growing awareness of the program.
- Madison Care referrals are pretty evenly distributed across academic years.
- Top concerns in Madison Cares are academic, mental health, general concerns, social/emotional concerns.

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Dom also shared some testimonials for the work of the Dean of Student's Office and Madison Cares.

Matthew Hunsberger shared about two programs:

- The Rebound Program, which helps to normalize setbacks and promote student resilience
  - Invitation to the board members to share their own Rebound story to include as materials in the program.
  - Inside Higher ed published an article about the JMU Rebound program this year - <https://www.insidehighered.com/news/student-success/college-experience/2023/07/25/college-students-rebound-university-support>
  - Shared testimonials from parents and students about the positive impact of Rebound
- Learning Success Strategies
  - Students are coming to college with some significant gaps in areas of self-management including time management, study habits and strategies, test taking, etc.
  - Provides significant training and guidance to students to address these gaps and build skills for our students so they can be successful.
  - Information provided about personalized planners that the office creates for students that need support

#### **Student Panel**

Tara Pollnitz, Madison Cares Graduate Assistant, Clinical Mental Health Counseling Graduate Program

Kevin Cottrell, Student Assistant, Psychology Major & Honors Minor

Kyleigh Schlenker, LSS Graduate Assistant, Masters in Teaching Graduate Student

Jillian Lake, Rebound Class Participant, Business Management Major

- The student panel shared their experiences with the Dean of Students Office including a new peer-to-peer mental health support club and how their engagement with the office contributed to their choice to stay at JMU.

There being no further business, on the motion of Michael Stoltzfus and seconded by John Lynch the Student Affairs Committee meeting adjourned at 2:18 p.m.

Respectfully submitted,

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Terrie Edwards, Chair

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Donna Harper, Secretary to the Board

# Vice President for Student Affairs Update

Tim Miller  
Vice President, Student Affairs





# Student Government Association Report

Nate Hazen  
SGA President



Nathan Hazen

Student Body President of JMU

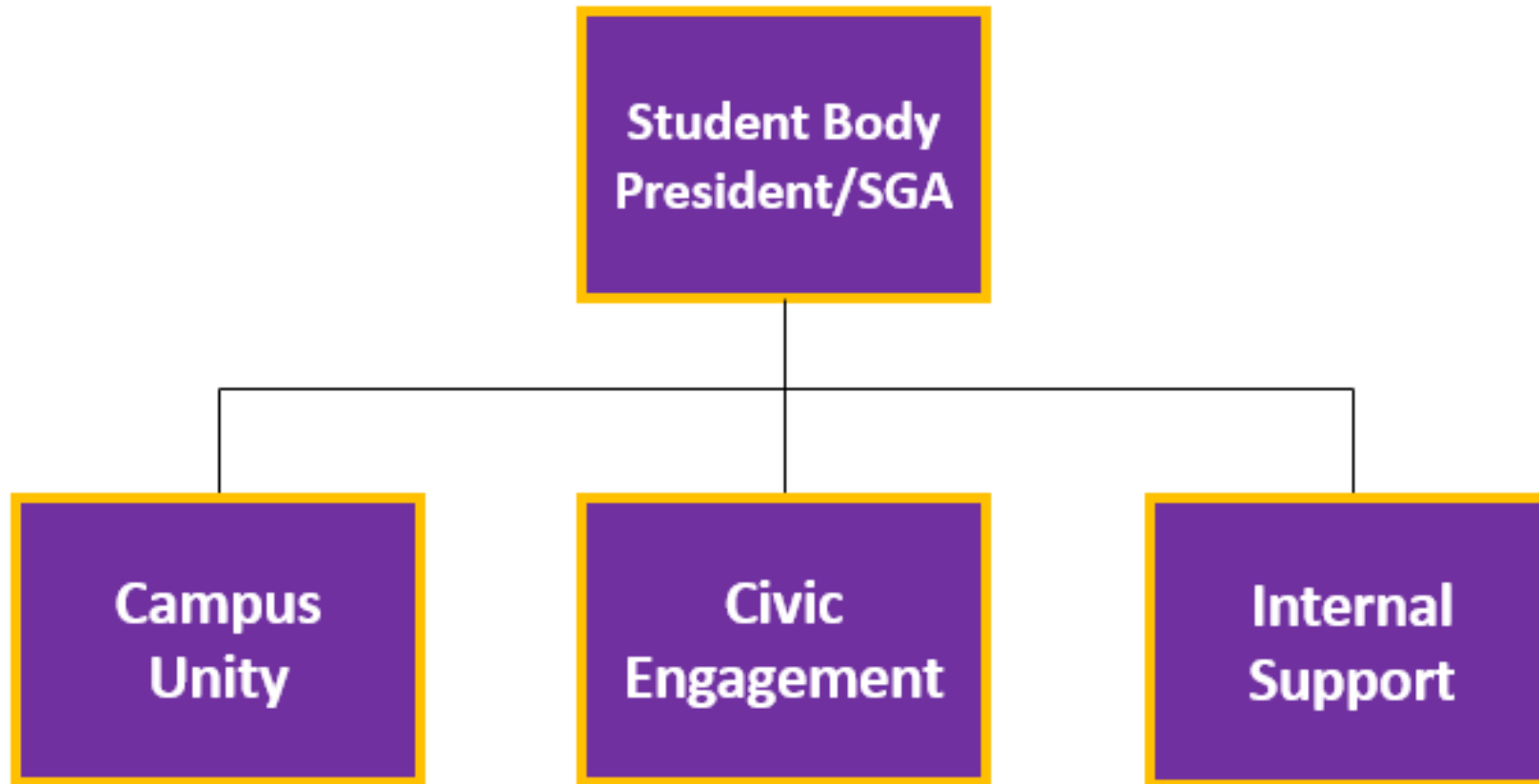
Student Life Committee Presentation

Nate Hazen, Student Government Association President, has continued in his efforts to promote positive environments for the students of JMU to come together. The SGA has made extreme efforts thus far towards promoting events that foster campus unity, along with emphasizing the importance of civic engagement by the Student Body of JMU. Along with this, Hazen has made it a priority to preserve a positive environment for the SGA Leadership Team to come together and continue to advocate for the Student Body of JMU.



# The Student Government Purpose/Mission

- Program Grants/ Contingency Funds
- The 5-Month Plan



# Campus Unity

- Why?
- How?



# Civic Engagement

- Why?
- How?



# Internal Support

- Why?
- How?



# Questions?





# Questions?



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

Abby Cannella

Student Representative to the Board



**Student Representative Report**  
Abigail Cannella  
Student Life Committee Meeting– Nov. 9, 2023

**“Never believe anyone who tells you that you don’t deserve what you want.” Taylor Swift**

1. Presidents Council
  1. Monthly meeting with representatives from student organizations at JMU
    1. September 26, 2023 meeting
      1. Towana Moore, Vice President of Finance and Administration answered questions that student leaders brought
      2. I was able to give a presentation about the September Board of Visitors meeting
      3. Matt Haynicz, Student Government Treasurer and Dr. Jen Grossman Leopard also presented
    2. October 23, 2023 meeting
      1. Dr. Heather Coltman, Provost and Senior Vice President attended and was able to answer any student questions
2. Communication
  1. Social Media
    1. Utilizing the official Student Representative accounts to:
      1. Share information with the student body
      2. Answer questions, and address concerns
      3. Promote student organizations, and events happening on campus
    2. James Madison University Instagram takeover September 14, 2023
      1. Through 11 story posts, I was able to:
        1. Reach 82,083 accounts
        2. Answer 17 questions from students and community members
        3. Talk about my role and the role of the Board of Visitors
3. Upcoming events
  1. State of the University
    1. Address to the student body from President Alger informing them on the direction of the University
  2. Student Representative interest meetings
    1. Two meetings held before the February Board meeting to give interested students the chance to learn more about the Student Representative position
  3. November and Spring semester Presidents’ Council meetings



# Presidents' Council – September Meeting

## Agenda

- Reported on September Board of Visitors Meeting
- Matt Haynicz, Student Government Treasurer, informed leaders on how to fund their organizations
- Jen Grossman Leopard, Director of Student Life, presented on the effects of hazing
- Towana Moore, Vice President of Finance and Administration, answered student questions

## Student Concerns

- Parking – availability and new spaces
- Buildings – renovations and space allocation
- Environmentally friendly options



# Presidents' Council – October Meeting

## Agenda

- Asked for students for items for November Board of Visitor Meeting
- Heather Coltman, Provost and Senior Vice President for Academic Affairs, addressed student concerns regarding Academics



# James Madison Social Media Takeover

September 14, 2023

- 11 Total Posts
- 82,083 total views
- 1,033 interactions
- 17 questions answered

# SCHEV Dinner



With Secretary of Education, Aimee Guidera



# Upcoming Events

- SRBOV Interest Meetings
  - Two meetings early next semester to answer any questions from interested students
- State of the University
  - Opportunity for President Alger to address the student body and communicate goals of the University
- Presidents' Council
  - One more meeting in November
  - Monthly meetings again in the spring



# Questions?



# Student Life and Involvement

Dirron Allen, Associate Vice President





# Division of Student Affairs Strategic Themes

- Learning
- Belonging
- Health and Well-Being
- Partnerships and Resource Allocation
- Being the Best Place to Work



# Division of Student Affairs Strategic Themes

- Learning
- Belonging
- Health and Well-Being
- Partnerships and Resource Allocation
- Being the Best Place to Work



# Office of Student Accountability and Restorative Practices (OSARP)

Our goal is to educate students about policies, community standards, and their responsibilities as citizens of JMU and Harrisonburg, while considering the safety of the entire JMU community.



# Residence Life

Residence Life is committed to designing and maintaining a caring environment that encourages academic success, respect, personal growth, and responsibility to one's community.

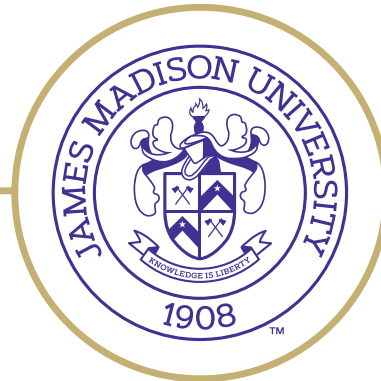


# Student Life

Every student is engaged in making meaningful connections that influence positive change in their lives and communities.

# Student Life

Jen Grossman Leopard, Director







# Basic Needs

A survey conducted nationally by The Hope Center for College, Community, and Justice found that 36% of students at four-year institutions are food insecure, meaning they do not get enough food to eat.

College campus food pantries help alleviate stressors of food insecurity such as poor mental and physical health, reduced academic performance, and overweight and obesity.

## 3 locations:

- The Union
- ENGEO Building
- Coming soon: Memorial Hall

# The Pantry

- Pantry usage:
  - 2021: 1,179
  - 2022: 3,426
  - 2023 (to date): 3,617 - projecting 4,000+
- 5,223 lbs of food distributed so far this semester
- 1,740 vouchers distributed through The Pantry so far this semester to access either D-Hall or E-Hall
- 8 Laundry FLEX cards distributed this semester; good for 10 loads, wash and dry, in on-campus residence halls



Pantry in The Union



Pantry in ENGE0

# New Pantry (3rd) in Memorial Hall

- There are 3,000+ education majors, many of whom spend most, if not all, of their days in Memorial Hall
- Student teachers are limited in time and resources, so ready access to food would benefit students in those programs



Future Pantry Location in Memorial Hall 2105



# Key Partnerships

- JMU Dining
  - Food
  - Vouchers
  - Meal Punches
  - Hygiene products
- Danone North America
  - \$20,000 for 5 years
  - In-kind dairy and non-dairy weekly donations
- Blue Ridge Area Food Bank
  - Primary partner for purchasing bulk food
  - Awarded JMU pantry multiple grants
  - Assists with SNAP benefits education
- Campus Compact
  - Funding for AmeriCorps VISTA for 3 years to combat food insecurity
- Dorm Fairies
  - JMU Alumna
  - Hygiene and cleaning products

# Underground Sound



**UNDERGROUND SOUND**

**REMAINING DATES**

<b>APR 6 • TDU STAGE</b> GEORGIA SAUNDERS 1-2 PM	<b>APR 14 • TDU STAGE</b> JAZZ NIGHT 6-7 PM
<b>APR 7 • TDU STAGE</b> EBONY NICOLE & MATTHEW MOZINGO 7-9 PM	<b>APR 22 • WARNER COMMONS</b> EARTH DAY CELEBRATION 1-5 PM
<b>APR 12 • TDU STAGE</b> DREW DODSON 4-5 PM	<b>APR 28 • FESTIVAL LAWN</b> CARTWHEELS IN THE CARLYLE VON BERGER 2-4:30 PM

@JMU\_UNDERGROUND

**OPEN MIC NIGHT**

Open  
Mic  
Night

FEATURING  
**TIM MILLER**

JMU UNDERGROUND SOUND

**Aug 31st**

**WARNER Commons** 6:30-8:00 PM

GO HERE! →





# Increased, Unique Programming: Underground Sound

- Purpose: Create a vibrant and inclusive space for students to enjoy live music and connect with their peers
- Empowers students to gain skills and connections
- Upcoming events: Nov. 15, Nov. 16, Nov. 30, Dec. 6, and Dec. 7

Fall 2023 Completed Events	Attendance
August 31	150
September 7	65
September 14	45
September 21	45
September 29	80
October 12	90
October 26	
November 2	
November 8	
	<b>Total (as of Oct. 25): 475</b>

# Increased, Unique Programming: Movies in Bridgeforth Stadium



Captain America: The First Avenger



Top Gun: Maverick



# Student Organization Highlights

- 408 total student organizations
- 46 new organizations since January 2023
  - New Organization process occurs 3 times a year



# New Student Organizations



Categories	Count
Academic	5
Armed Services	1
Greek-Letter	1
Health & Wellness	9
Language, Culture Based, or Affinity Group	6
Leadership	1
Performing & Visual Arts	12
Political, Issue-Oriented, or Advocacy	5
Professional Development	6
Publication & Media	0
Recreation	2
Religion & Spirituality	3
Service Oriented	3
Special Interest	6





# Some of our Organizations...

- Big Brothers Big Sisters (BBBS)
  - The purpose of this organization is to connect JMU students to be mentors to local youth in the Harrisonburg-Rockingham area.
- Alexander Hamilton Society (AHS)
  - AHS seeks to identify, educate, and launch young men and women into foreign policy and national security careers imbued with the Hamiltonian perspective of strong and principled American leadership in global affairs. Primarily through engaging in debate, AHS programming is critical to the intellectual and professional development of a new generation of American leaders.
- Student Veteran's Association (SVA)
  - JMU SVA aims to provide resources, support, and advocacy in a campus community for student veterans. SVA creates a healthy community that supports students with prior life experiences.



# Adam's Law

On July 1, 2022, amendments to Code of Virginia was enacted by the General Assembly directly impacting Hazing Prevention Training required of universities. The legislation (known as [Adam's Law](#)) requires University Staff train in-person, potential new organization members, current organization members, and advisors of student organizations on hazing, the dangers of hazing, including alcohol intoxication, and hazing laws and institution policies and information explaining that the institution's disciplinary process is not to be considered a substitute for the criminal legal process.

Only certain student organizations are required to attend these trainings. This designation is based on several factors, including:

- The organization is structured in such a way that upon invitation for membership, individuals do not automatically become members of such organization and have a period of time between invitation for membership and being initiated into membership.
- An application, interview, recruitment, rush, intake or other similar process is required for admittance into the organization, with current members having the ability to not accept all potential new members.
- Sport Club and Intercollegiate Athletic teams are exempt
- All new students and current members of these organizations are required to attend every year

**This training is mandatory by law for these organizations to remain active and in good standing with the university.**



# Stop the Haze: Involvement for Well-being

- Collaboration between Student Life, the Center for Multicultural Student Services, University Recreation, and Health Promotion
  - 9 trained facilitators between the 4 departments
- In 2022-2023, 40 sessions offered and trained a total of 8,795 students
- In Fall 2023, 24 sessions offered and trained 9,420 students (to date)
- Working on scheduling sessions for Spring 2024

# Fraternity and Sorority Life





# Membership Numbers

	Panhellenic Sororities	IFC Fraternities	Total
Fall 2023 Primary Recruitment and Rush	712	456	4,512
Spring 2023 Informal Recruitment and Rush	99	181	4,152
Fall 2022 Primary Recruitment and Rush	787	366	4,294



# What Works for Fraternity and Sorority Success and Safety

A 3-year national study to improve policies and practices that lead to thriving chapters and campus communities the study is coordinated by Penn State Piazza Center, University of Virginia Gordie Center and Cal Poly WITH US Center for Bystander Intervention

- Strives to enhance campus safety by implementing effective hazing and hazardous drinking prevention programs
- 6 partner campuses

## **WHAT WORKS**

for Fraternity and Sorority Success and Safety



# 1st Year Summary Findings

- Fraternity and sorority members at JMU were aware of Virginia's anti-hazing law and somewhat agreed that the law:
  - Changed their attitudes toward hazing
  - Increased their likelihood of intervening in a hazing situation
- Sorority members were more likely than fraternity members to agree that hazing prevention policies changed their attitudes toward hazing





# Philanthropy and Service

Philanthropy Dollars Raised	Panhellenic Sororities	IFC Fraternities	Total
2022	\$197,295	\$134,638	\$331,933
2021	\$91,613	\$185,619	\$277,232

Service Hours Performed	Panhellenic Sororities	IFC Fraternities	Total
2022	20,077	10,891	30,968
2021	10,098	10,901	20,999

\*\* The difference between 2021 and 2022 demonstrated the increased in activity coming out of COVID 19



# Philanthropic and Service Agencies

- Boys and Girls Club
- Children's Miracle Network
- Feeding America
- Girls on the Run
- Juvenile Diabetes Research Foundation
- Jaffa Institute (Breaking the Cycle of Poverty)
- Mothers Against Drunk Driving
- Ronald McDonald House
- Special Olympics
- St. Jude

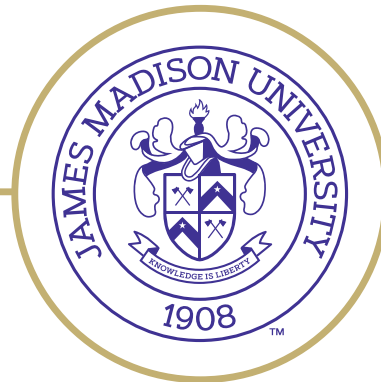
# Student Panel



# Questions?



# Thank You



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**ITINERARY**  
**November 9-10, 2023**

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

**Thursday, November 9, 2023:**

9:00 a.m. – 11:30 a.m.	New Board Orientation – Board Room
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	Finance & Physical Development Committee – Meeting Room 3
1:00 pm – 2:30 pm	Student Affairs Committee – Ballroom B
2:45 pm – 4:15 pm	Advancement and Engagement Committee – Allegheny Room
2:45 pm – 4:15 pm	Athletics Committee – Ballroom B
2:45 pm – 4:15 pm	Audit, Risk and Compliance Committee - Meeting Room 1
4:30 pm – 5:00 pm	Tour of Convocation Center
6:00 pm – 6:30 pm	Reception– Montpelier Room
6:30 pm – 7:30 pm	Dinner – Montpelier Room

**Friday, November 10, 2023:**

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

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**Board of Visitors**  
**November 9-10, 2023**

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**THE VISITORS OF JAMES MADISON UNIVERSITY  
THE COMMONWEALTH OF VIRGINIA  
BOARD MEETING AGENDA  
FRIDAY, NOVEMBER 10, 2023  
8:30 a.m**

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**1  
CALL TO ORDER**

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**2  
\*CONSENT AGENDA:  
Approval of Minutes: September 15, 2023**

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**3  
\*COMMITTEE REPORTS  
Academic Excellence – Lara Major  
Advancement and Engagement– Michael Stoltzfus  
Athletics – John Lynch  
Audit, Risk and Compliance – Chris Falcon  
Finance & Physical Development – John Rothenberger  
Governance Committee - Jack White  
Student Affairs – Terrie Edwards**

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**4  
PRESIDENT’S REPORT  
Jonathan Alger**

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**5  
INCLUSIVE EXCELLENCE AND ATTRACTING THE STUDENTS OF TOMORROW  
Jonathan Alger, President  
Malika Carter-Hoyt, Vice President for Diversity, Equity and Inclusion  
Student Panel**

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**6  
MEETING WORKFORCE NEEDS  
Sharon Lovell, Dean of the College of Health and Behavioral Studies  
Mark L’Esperance, Dean of the College of Education**

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**7  
STATE GOVERNMENT RELATIONS  
Caitlyn Read, Assistant Vice President for State Government Relations**

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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 LX No. 1

**Minutes of the Meeting of September 15, 2023**

The Visitors of James Madison University met on Friday, September 15, 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 8:30 am.

**PRESENT:**

Bell, Dickie	Major, Lara
Edwards, Terrie	Obenshain, Suzanne
Falcon, Chris, Vice Rector	Rothenberger, John
Fiorina, Carly	Stoltzfus, Michael
Herod, Maribeth, Rector	White, Jack
Lynch, John	Wood, Nicole Palya

Cannella, Abby, Student Representative to the Board, 2023-24  
Harper, Donna, Secretary

**ABSENT:**

James, Kay Coles  
Smith, Steve

**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, Assistant Vice President of Univeristy Communications  
Ott-Walter, Kathy, Speaker, Faculty Senate  
Knight, Jack, University Counsel

The Rector welcomed new board members Carly Fiorina and Nicole Palya Wood. She also welcomed Abby Cannella, the 2023-24 Student Representative to the Board and Nate Hazen, Student Government Association President.

**CONSENT AGENDA**

On motion of Lara Major, seconded by Chris Falcon, approved the Consent Agenda which included the April 21, 2023 board minutes; April 22, 2023 retreat minutes; and September 5, 2023 Executive Committee minutes.



## **COMMITTEE REPORTS**

### **Academic Excellence**

Lara Major, Chair, presented the report of the Academic Excellence Committee. The minutes of the April 21, 2023 meeting were approved. (Attachment A)

Ms. Major reported on the following topics from the committee meeting:

- 1) Divisional update from Provost Coltman;
- 2) College Spotlight on the College of Integrated Science and Engineering from Bob Kolvoord, Dean of the College;
- 3) Student Panel on Work-Based Learning Experiences; and
- 4) Faculty Senate Speaker Report from Kathy Ott-Walter, Speaker.

On motion of Ms. Major, seconded by John Rothenberger, the report of the Academic Excellence Committee was accepted.

### **Advancement and Engagement Committee**

Michael Stoltzfus, Chair, presented the report of the Advancement and Engagement Committee. The minutes of the April 21, 2023 meeting were approved. (Attachment B)

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

- 1) Earned Media and Social Presence presentation from Mary-Hope Vass, Assistant Vice President of University Communications and Trey Secrist, Assistant Director, Social Media;
- 2) Digital Marketing Impact from Andy Perrine, Associate Vice President for Marketing and Branding; Chris Meyers, Senior Director for Enrollment Marketing; and Heather Davis, Associate Director for Recruitment Marketing; and
- 3) Market Study from Kennedy and Company.

On motion of Mr. Stoltzfus, seconded by Carly Fiorina, the Advancement and Engagement report was accepted.

### **Athletics Committee**

John Lynch, Chair, presented the report of the Athletics Committee. The minutes of the April 21, 2023 meeting were approved. (Attachment C)

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

- 1) Sports Update from the Athletic Director, Jeff Bourne;
- 2) Sun Belt Provost meeting update from Provost Coltman;
- 3) 2022-23 Strategic Plan Accountability Measures Report;
- 4) Compliance Update;
- 5) Student Athlete Focus; and
- 6) Fundraising update.

On motion of Mr. Lynch, seconded by Dickie Bell, the Athletics report was accepted.

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

Chris Falcon, Chair, presented the report of the Audit, Risk and Compliance Committee. The minutes of the April 21, 2023 meeting were approved. (Attachment D)

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

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- 1) Overview of the risk management team from Marcella Mullenax, JMU's Environmental Health Coordinator; and
- 2) Annual Report for Audit and Management Services.

On motion of Mr. Falcon, seconded by Suzanne Obenshain, 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 April 21, 2023 meeting were approved. (Attachment E)

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

- 1) Quarterly Financial Review;
- 2) 2022-23 Receivables Write-Offs;
- 3) 2023-24 Budget Update;
- 4) 2024-26 Budget Requests;
- 5) Six-Year Plan update;
- 6) Workforce Planning and Development Report; and
- 7) University Efficiency Review.

On motion of Mr. Rothenberger, seconded by Lara Major, the Finance and Physical Development report was accepted. The Rector commented on the good work of the Budget Office in preparing the 2023-24 budget.

### **Governance Committee**

Jack White, Chair, presented the report of the Governance Committee. The minutes of the April 21, 2023 meeting were approved. (Attachment F)

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

- 1) Proposed revisions to the board manual; and
- 2) 2024 Retreat.

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

### **Student Life Affairs Committee**

Terrie Edwards, Chair, presented the report of the Student Life Committee. The minutes from the April 21, 2023 meeting were approved. (Attachment G)

Ms. Edwards reported on the following topics from the committee meeting:

- 1) Student Affairs update;
- 2) Student Government Association report;
- 3) Student Representative to the Board of Visitors report;
- 4) Dean of Students spotlight; and
- 5) Student panel.

On motion of Ms. Edwards, seconded by Mike Stoltzfus, the Student Affairs report was accepted.

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## PRESIDENT'S REPORT

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

- An enrollment update was provided and the university set a record for applications with more than 37,000 at the undergraduate level, which is a 17% increase over last year;
- JMU has joined a voluntary national effort to increase transparency in financial aid offers;
- JMU is participating in the “earned admissions pathway,” which allows people who may be unsure about college and not able to relocate to Harrisonburg to take online JMU courses as non-degree-seeking and non-residential students to see if college is right for them;
- Over the summer, JMU partnered with the Virginia Department for the Blind and Vision Impaired to host visually impaired students on campus and a number of these campers are now JMU students;
- The university will begin piloting the early student success system, which will utilize the Salesforce CRM and a holistic and asset-based data analytics system aiding student support;
- JMU is meeting workforce needs through the Work-Based Learning Task Force. This group is studying internships and similar experiences, with the goal to have all students complete at least one experience before graduation. In addition, JMU is working with the Commonwealth to prepare more teachers and nurses;
- The current first-year class is at 4,954 with 3,567 in-state and 1,387 out-of-state, 24% underrepresented minorities, and 16% first generation, representing 39 states and 46 countries;
- 96.1% of bachelor’s degree recipients and 97.2% of advanced degree recipients from JMU had career outcomes in a most recent survey;
- A construction update was provided to include: the Carrier Library renovation, the Village Housing renovation and expansion, and the renovated Convocation Center;
- An update on the state budget was provided to include that the General Assembly met this week and agreed upon the proposed amendments, JMU received more money for financial aid, a 2% salary increase will be provided for all faculty and staff, and additional funding was received for nursing faculty;
- JMU faculty won more than \$34 million in external research funding for FY23, which represents a 7.5% increase over 2022 and a 92% increase compared to 2019. This year JMU also won the largest single-year grant in its entire history at \$3.6 million for early childhood education;
- JMU’s research portfolio includes \$23M/\$34M in public service and outreach activities. These awards impact communities and businesses by enhancing educational opportunities, health, and well-being, transportation infrastructure and environmental sustainability.
- X-Labs has created a Trailblazer Course Model, where an industry expert mentor engages in the development of a signature X-Labs learning experience;
- An Artificial Intelligence Task Force has been developed to include faculty, staff, students and alumni. This task force will look at opportunities and challenges and study emerging practices;

- A first-of-its-kind Innovation Center for Youth Justice is a new partnership with Justice Studies and Social Work to increase positive youth experiences, strengthen accountability, and enhance community safety;
- JMU has been invited to participate as an academic partner with the Northern Virginia Technology Council;
- A new academic partnership is Project Paradigm, which works to foster innovative undergraduate teaching across campus;
- As an R2 national university, JMU continues to focus on global engagement by participating in events such as the Global University Leaders Council (Germany) and the International Network of Universities (Hiroshima, Japan);
- The university is hosting a remarkable lineup of speakers to present on civic engagement and free expression. Kay Coles James spoke just last week; Carly Fiorina will speak on Sept. 20 at 7 p.m. and Senator Tim Kaine will join us on Sept. 22;
- Madison Trust has raised seed funding for over \$1 million for 87 different projects over the past decade and Women for Madison's Amethyst Circle has 77 founders and 123 members, who raised almost \$1.4 million; and
- It was announced that Athletic Director Jeff Bourne will retire from JMU at the end of this academic year after serving the university for 25 years.

#### **SIX-YEAR PLAN**

Jonathan Alger, President shared the purpose of the Six Year Plan and the requirements associated with the plan. Donna Harper, Vice President for Access and Enrollment Management shared the university's enrollment projections. Heather Coltman, Provost and Senior Vice President for Academic Affairs shared the academic priorities in the plan. Towana Moore, Vice President for Administration and Finance explained the financial strategies. (Attachment I)  
On motion by Jack White, seconded by Terrie Edwards, approved the Six Year Plan.

#### **JMU VALOR**

Tim Miller, Vice President for Student Affairs, shared information on the JMU Valor program. (Attachment J)

#### **BIG IDEAS**

Chris Orem, Executive Director, Planning, Analytics and Institutional Research and Sheila Smith, Associate Vice President, Planning & Operations explained the process and purpose for the campus community to submit Big Ideas. (Attachment K)

#### **CAREER OUTCOMES**

Myles Surrett, Associate Vice President, Career, Experiential Learning & Transitions and Libby Westley, Director, University Career Center shared the career outcomes for the 2022 graduates including the key employers and student participation in the University Career Center's programs. (Attachment L)

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; and  
2) pursuant to Section 2.2-3711 A-7 of the Code of Virginia to consult with legal counsel and be briefed by staff members/consultants pertaining to potential litigation.”

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

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

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

Bell, Dickie  
Edwards, Terrie  
Falcon, Chris, Vice Rector  
Fiorina, Carly  
Herod, Maribeth, Rector  
Lynch, John

Major, Lara  
Obenshain, Suzanne  
Rothenberger, John  
Stoltzfus, Michael  
White, Jack  
Wood, Nicole Palya

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

On motion from Chris Falcon, seconded by John Rothenberger, approved the amended Personnel Action Report.

The Rector then shared the board’s commitment and appreciation to President Alger for his work and the accomplishments of the university.

**ADJOURNMENT**

There being no further business, on motion of Chris Falcon, seconded by Terrie Edwards, the Board voted to adjourn. The meeting was adjourned at 12:22 pm.

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

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

# Motions from Committee



## Curriculum Actions for the Board of Visitors

### Update: New Programs and Associated Discontinuations

#### Degree Programs Being Reviewed by SCHEV

These programs were previously approved by BOV. These are existing majors that are officially being elevated to stand-alone degree programs. They are in review at SCHEV and nearing completion.

- Communication Sciences and Disorders, BA/BS
- Health Sciences, BS
- Media Arts and Design, BA/BS

#### BOV Action Requested

None

#### Associated Degree Program Discontinuations

With the approval of the programs above, two current degree programs must be discontinued as the new degree programs will “replace” these programs. SCHEV requires these “replaced” programs to be officially discontinued.

- Speech Pathology, BA/BS (Communication Sciences and Disorders, BA/BS will replace this program)
- Community Health Education, BS (Health Sciences, BS will replace this program)

No program discontinuation is needed for Media Arts and Design. Communication Studies (the degree under which Media Arts and Design currently resides) will continue to be offered as a separate degree program.

Students in the current degree programs will transition into the newly-approved degree programs. The names of their majors and the associated curriculum requirements remain unchanged. Students will experience no difference in program requirements or transcript information.

#### Resource Needs

No additional resources are required or requested for these changes.

#### Effective Date

Fall 2024

#### BOV Action Requested

BOV approval needed for discontinuation of Community Health Education, BS and Speech Pathology, BA/BS.

## New Program: Environmental Earth Science, BA/BS

The Department of Geology and Environmental Science requests approval to elevate the current major in Earth Science to a stand-alone degree program in Environmental Earth Science.

### Rationale for the request

- Increases visibility for student recruitment
- Provides a greater ability to offer environmental earth science-specific courses by having its own core courses.

### Projected Enrollments

- 20 new students in the initial year, growing to 40-50 new students per year in the subsequent years.

### Duplication

Institution	Program Degree Designation, Name and CIP code
George Mason University	Bachelor of Science (BS), Environmental Science, CIP code: 03.0104
Longwood University	Bachelor of Science (BS), Integrated Environmental Science, CIP code: 03.0104
Old Dominion University	Bachelor of Science (BS), Ocean & Earth Science, CIP code: 40.0699
University of Mary Washington	Bachelor of Science (BS), Environmental Science and Geology, CIP code: 40.9999
University of Virginia	Bachelor of Arts (BA) / Bachelor of Science (BS), Environmental Sciences, CIP code: 03.0104
Virginia Commonwealth University	Bachelor of Science (BS), Environmental Studies, CIP code: 03.0103
Virginia Tech	Bachelor of Science (BS), Environmental Science, CIP code: 03.0104

### Employment Demand

Bureau of Labor Statistics: 5% projected increase (2021-2031)

Virginia Employment Commission: 5.8% projected increase (2020-2030)

11.4% projected increase for those with teacher licensure

### Resource Needs

JMU has the faculty, support staff, classrooms/labs, and equipment/supplies in place. No additional resources are needed to elevate this program to a stand-alone degree program.

### Effective Date

Fall 2024



## Curriculum

Bachelor of Science	Credits	Bachelor of Arts	Credits
General Education	41*	General Education	41*
<i>BS Degree Requirements</i>	6*	<i>BA Degree Requirements</i>	3-17
Core Requirements	(22)	Core Requirements	(22)
GEOL 211 Oceanography	3	GEOL 211 Oceanography	3
GEOL 230 Evolution of Earth Systems	4	GEOL 230 Evolution of Earth Systems	4
GEOL 291 Writing and Communicating in the Geosciences	1	GEOL 291 Writing and Communicating in the Geosciences	1
GEOL 320 Meteorology	3	GEOL 320 Meteorology	3
GEOL 367 Genesis of Solid Earth Materials	4	GEOL 367 Genesis of Solid Earth Materials	4
GEOL 377 Earth Surface Processes	3	GEOL 377 Earth Surface Processes	3
GEOL 477 Contemporary Issues in the Geosciences	4	GEOL 477 Contemporary Issues in the Geosciences	4
<i>Cognate Courses</i>	(17-19)	<i>Cognate Courses</i>	(14-15)
BIO 350 Paleobiology	4	BIO 350 Paleobiology	4
CHEM 131/131L – Introductory Chemistry AND Lab	4	CHEM 131/131L – Introductory Chemistry AND Lab*	4
MATH 220 Elementary Statistics* <b>or</b>	3	MATH 220 Elementary Statistics* <b>or</b>	3
MATH 229 Statistics with R*	3	MATH 229 Statistics with R*	3
MATH 205 Introductory Calculus I* <b>or</b>	3	MATH 205 Introductory Calculus I* <b>or</b>	3
MATH 232 Calculus with Functions II <b>or</b>	3	MATH 232 Calculus with Functions II* <b>or</b>	3
MATH 235 University Calculus I*	4	MATH 235 University Calculus I	3
PHYS 140 Introductory Physics* <b>or</b>	3		
140/150LS Introductory Physics AND Lab*	4		
Required Courses	(10)		
GEOL 102 Environment Earth* <b>or</b>	3		
GEOL 110 Physical* <b>or</b>	3		
GEOL 115 Earth Systems and Climate Change*	3		
GEOL 110L Physical Geology Laboratory* <b>or</b>	1		
GEOL 115L Earth Systems and Climate Change Laboratory*	1		
GEOL 387 Stratigraphy, Structure, & Tectonics	4		
GEOL 494 Internship in Geology <b>or</b>	2		
GEOL 497 Problems in Geology	2		
<i>Restricted Electives</i>	(9)	<i>Restricted Electives</i>	(0-14)
<i>Select 9 credits from the following:</i>		<i>Select from the following:</i>	
CHEM 353 Environmental Chemistry	3	CHEM 353 Environmental Chemistry	3
GEOL 167 History & Philosophy of the Geosciences	3	GEOL 304 Environmental Mineralogy	3
GEOL 304 Environmental Mineralogy	3	ASTR 220 General Astronomy I: The Night Sky <b>or</b>	3
ASTR 220 General Astronomy I: The Night Sky <b>Or</b>	3	GEOL 307 Planetary Geology	3
GEOL 307 Planetary Geology	3	GEOL 355 Geochemistry of Natural Waters	3
GEOL 355 Geochemistry of Natural Waters	3	GEOL 360 GIS for the Geoscientist	3
GEOL 360 GIS for the Geoscientist	3	GEOL 387 Stratigraphy, Structure, & Tectonics	4
GEOL 390 Laboratory Techniques in Geology	3	GEOL 390 Laboratory Techniques in Geology	3
GEOL 398 - Topics in Geology	1-3	GEOL 398 - Topics in Geology	1-3
GEOL 406 Paleoclimatology and Paleooceanography	3	GEOL 406 Paleoclimatology and Paleooceanography	3
GEOL 430 Environmental Soil Science	3	GEOL 430 Environmental Soil Science	3
GEOL 440 Geophysics	3	GEOL 440 Geophysics	3

Bachelor of Science	Credits	Bachelor of Arts	Credits
GEOL 442 Field Geophysics	3	GEOL 442 Field Geophysics	3
GEOL 460 Hydrogeology	3	GEOL 460 Hydrogeology	3
GEOL 489 Quantitative Methods in Geology	3	GEOL 489 Quantitative Methods in Geology	3
<i>Required Minor</i> <i>Select one minor from the following options:</i>	(21-25)	<i>Required Minor</i> <i>Select one minor from the following options:</i>	(18-25)
Environmental Information Systems	25	Environmental Humanities	18
Environmental Management	22-25	Environmental Information Systems	25
Environmental Science	24-25	Environmental Science	24-25
Environmental Studies	21-24	Environmental Studies	21-24
Pre-Professional Secondary Education	23	Another minor approved by the program director	18-24
Another minor approved by the program director	18-24		
Electives	0-12	Electives	0-7
Total Credits	120	Total Credits	120

\*Fulfilled through major requirements/fulfills General Education or BS degree requirements

### **BOV Action Requested**

BOV approval needed for a new Environmental Earth Science, BA, BS stand-alone degree program.

# New: Department Name Change

## Current Name

Department of Foreign Languages, Literatures and Cultures

## Proposed New Name

World Languages and Cultures

## Rationale

The proposed name reflects current nomenclature. Over the past decade, the term “foreign” has been discontinued nationally due to its portrayal of a sense of “us” vs “others.” The terms “world” and/or “global” have been adopted in its place. “World languages” or “global languages” conveys a perspective that includes an inclusive global perspective. The proposed name better represents JMU’s emphasis and commitment to fostering cultural understanding, linguistic diversity, and global awareness.

## Comparison to Other Virginia Public Institutions:

Institution	Department Name
Christopher Newport University	Department of Modern and Classical Languages and Literatures
College of William and Mary	Department of Modern Languages
George Mason University	Department of Modern and Classical Languages
Longwood University	Department of English and Modern Languages
Norfolk State University	Department of English and Foreign Languages
Old Dominion University	World Languages & Cultures
Radford University	Department of Foreign Languages and Literatures
University of Mary Washington	Modern Languages and Literatures
University of Virginia	Several: Split into the specific language such as East Asian Languages, Literatures and Cultures.
University of Virginia's College at Wise	Department of Language and Literature
Virginia Commonwealth University	School of World Studies
Virginia Military Institute	Modern Languages & Cultures
Virginia State University	Department of Languages and Literature
Virginia Tech	Department of Modern and Classical Languages and Literatures

## Anticipated Costs

- Signage: \$600
- Print Materials (stationery, business cards): \$800

Total Cost: \$1,400

*Note: Funds will come from existing departmental budget*

## Effective Date

Fall 2024

*Department voted on name change September 26, 2023*

## BOV Action Requested

BOV approval needed for a requested name change.

RESOLUTION OF THE RECTOR AND VISITORS OF

**James Madison University**

WHEREAS, there have been passed by the General Assembly of Virginia and signed by the Governor various acts entitled Commonwealth of Virginia Higher Educational Institutions Bond Acts of 2007 through 2022 (collectively, the “Acts”);

WHEREAS, pursuant to the Acts, the Treasury Board of the Commonwealth of Virginia (the “Treasury Board”) is authorized, by and with the consent of the Governor, to sell and issue bonds or bond anticipation notes of the Commonwealth of Virginia (the “Commonwealth”) for the purpose of providing funds, together with other available funds, for financing and refinancing certain revenue-producing capital projects at certain institutions of higher learning of the Commonwealth and for paying issuance costs, reserve funds, construction period interest and other financing expenses (the “Financing Expenses”), all in accordance with the provisions of Section 9(c) of Article X of the Constitution of Virginia;

WHEREAS, for **James Madison University** (the “Institution”), such revenue-producing capital projects include Construct Village Student Housing Phase I, Capital Outlay Project Number 18596 (each individually, a “Project” and, collectively, the “Projects”); and

WHEREAS, the Treasury Board is proposing to sell and issue bonds or bond anticipation notes pursuant to the Acts for such revenue-producing capital projects, in one or more series;

NOW, THEREFORE, BE IT RESOLVED BY THE RECTOR AND VISITORS OF JAMES MADISON UNIVERSITY:

Section 1. The Board of Visitors of the Institution (the “Board”) requests the Treasury Board to sell and issue bonds or bond anticipation notes (the “Bonds”) in an aggregate principal amount not to exceed \$50,000,000 to finance all or a portion of the costs of each Project plus Financing Expenses (for each individual Project, the “Individual Project Borrowing” and for all Projects collectively, the “Project Borrowings”). The Individual Project Borrowings will be identified by amount by the State Treasurer upon issuance of any Bonds.

Section 2. With respect to each Project, the Board (a) covenants to fix, revise, charge and collect a fee and other rates, fees and charges, for or in connection with the use, occupation and services of such Project, and (b) pledges such rates, fees and charges remaining after payment of (i) the expenses of operating such Project and (ii) the expenses related to all other activities funded by the fee (“Individual Project Net Revenues”) to the payment of the principal of, premium, if any, and interest on the Individual Project Borrowing relating thereto. The Board further covenants that it will fix, revise, charge and collect such rates, fees and charges in such amounts so that Individual Project Net Revenues will at all times be sufficient to pay, when due, the principal of, premium, if any, and interest on the related Individual Project Borrowing and on any other obligations secured by such Individual Project Net Revenues (such payments collectively the “Required Payments”). Each Individual Project Borrowing shall be secured on a parity with other obligations secured by the Individual Project Net Revenues relating to such Individual Project Borrowing (other than any obligations secured by a prior right in Individual Project Net Revenues). Any Individual Project Net Revenues pledged herein in excess of the Required Payments for an Individual Project Borrowing may be used by the Institution for any other lawful purpose.

Section 3. It is hereby found, determined and declared that, based upon responsible engineering and economic estimates and advice of appropriate officials of the Institution, as shown on the Financial Feasibility Study attached hereto as Exhibit A, with respect to each Project, the

anticipated Individual Project Net Revenues pledged herein will be sufficient to pay the Required Payments for such Project so long as the aggregate amount of net debt service on the Individual Project Borrowing for such Project actually payable in any bond year does not exceed the amounts assumed in the Financial Feasibility Study relating thereto.

Section 4. The Board covenants that the Institution will furnish the Treasury Board its general purpose financial statements, within 30 days of their issuance and receipt, audited by a firm of certified public accountants or the Auditor of Public Accounts, which shall include a schedule of revenues and expenditures for auxiliary enterprise systems. If Individual Project Net Revenues for any Project are insufficient to pay Required Payments for such Project during such period, the Institution shall provide evidence of a plan to generate Individual Project Net Revenues for such Project sufficient to make such Required Payments in the future.

Section 5. The Board covenants that so long as any of the Project Borrowings are outstanding, the Institution will pay to the State Treasurer, not less than 30 days before each interest or principal payment date, the amount certified by the State Treasurer to be due and payable on such date as principal of, premium, if any, and interest on the Project Borrowings.

Section 6. The Board covenants that the Institution will pay from time to time its proportionate share of all expenses incurred in connection with the sale and issuance of any series of Bonds that includes Project Borrowings, including without limitation any expenses incurred by the Virginia Department of Treasury in preparation for such financings, and all expenses thereafter incurred in connection with the Bonds, including without limitation the expense of calculating any rebate to the United States of the earnings derived from the investment of gross proceeds of the Bonds, all as certified by the State Treasurer to the Institution.

Section 7. The Board covenants that the Institution will not take or omit to take any action

the taking or omission of which will cause the Bonds to be “arbitrage bonds” within the meaning of Section 148 of the Internal Revenue Code of 1986, as amended, including regulations issued pursuant thereto (the “Code”), or otherwise cause interest on the Bonds to be includable in the gross income of the owners thereof for federal income tax purposes under existing laws. Without limiting the generality of the foregoing, the Institution will pay from time to time its proportional share of any rebate to the United States of the earnings derived from the investment of the gross proceeds of the Bonds.

Section 8. The Board covenants that the Institution will proceed with due diligence to undertake and complete the Projects and that the Institution will spend all of the available proceeds derived from the Project Borrowings for costs associated with the Projects and appropriated for the Projects by the General Assembly.

Section 9. The Board covenants that the Institution will not permit the proceeds of each Individual Project Borrowing to be used in any manner that would result in (a) 5% or more of such proceeds being used in a trade or business carried on by any person other than a governmental unit, as provided in Section 141(b) of the Code, (b) 5% or more of such proceeds being used with respect to any output facility within the meaning of Section 141(b)(4) of the Code, or (c) 5% or more of such proceeds being used directly or indirectly to make or finance loans to any persons other than a governmental unit, as provided in Section 141(c) of the Code. The Institution need not comply with such covenants if the Institution obtains the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such covenants need not be complied with to prevent the interest on the Bonds from being includable in the gross income of the owners thereof for federal income tax purposes.

Section 10. The Board covenants that for so long as any of the Bonds are outstanding the

Institution will not enter into any operating lease, management contract or similar agreement with any person or entity, other than a state or local governmental unit, for all or any portion of any of the Projects without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that entering into such agreement will not cause the interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.

Section 11. The Board covenants that for so long as any of the Bonds are outstanding, the Institution will not sell or dispose of all or any part of any of the Projects without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such sale or disposition will not cause interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.

Section 12. The Treasury Board is authorized, by and with the consent of the Governor, pursuant to Section 2.2-2419 of the Code of Virginia of 1950, as amended, and the Commonwealth of Virginia Article X, Section 9(c) Refunding Bond Act of 1992 (Chapters 265 and 408, Acts of Assembly of 1992) (collectively, the "Refunding Bond Acts"), to issue and sell refunding bonds of the Commonwealth to refund any and all of the Commonwealth's outstanding bonds issued pursuant to Article X, Section 9(c) of the Constitution. In accordance with applicable law, including but not limited to the Refunding Bond Acts, the Board acknowledges that the covenants made in this resolution will continue with respect to any refunding or restructuring bonds issued by the Treasury Board without the need for any further action by the Board or the Institution.

Section 13. The officers of the Institution are authorized and directed to execute and deliver all certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the sale and issuance of the Bonds.

Section 14. The Board acknowledges that the Treasury Board will rely on the representations



and covenants set forth herein in issuing the Bonds, that such covenants are critical to the security for the Bonds and the exclusion of the interest on the Bonds from the gross income of the owners thereof for federal income tax purposes, that the Board will not repeal, revoke, rescind or amend any of such covenants without first obtaining the written approval of the Treasury Board, and that such covenants will be binding upon the Board so long as any of the Bonds are outstanding.

Section 15. This resolution shall take effect immediately.

The undersigned Secretary of the Board of Visitors of James Madison University does hereby certify that the foregoing is a true and correct copy of a resolution adopted at a meeting of the Board of Visitors of James Madison University duly convened and held on November 10, 2023 at which a quorum was present and voting, and that such resolution is now in full force and effect.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of James Madison University the 10th day of November, 2023.

Secretary, Board of Visitors of James Madison  
University

# EXHIBIT A

# FINANCIAL FEASIBILITY STUDY

## For the Biennial Budget for 2022 – 24

Submission Date 10/5/23  
Name of Agency/Institution James Madison University Agency Code 216  
Project Name Village Student Housing - Phase 1 Project Code 18596  
Project Amount \$ Total Project Cost \$75,057,821 (\$50,000,000 9(c) bonds and \$25,057,821 HEO)

Proposed Financing Arrangement: Bond  Capital Lease  Other (specify) \_\_\_\_\_

Requested Type of Financing  9(c) \*- Obligations secured by project revenues (e.g., dormitory, dining) and the full faith and credit of the Commonwealth. **Submit to Treasury.**  
 9(d) \*- Any other financing arrangement. **Submit to SCHEV.**

Submitted by: Name Courtney Hodges  
Title Associate Budget Director  
E-mail hodgesca@jmu.edu  
Telephone Number 540-568-3624  
Fax Number 540-568-2878

The attached Financial Feasibility Study has been prepared using information and projections believed to be reliable and accurate for the purpose of estimating the demand and affordability of the proposed capital project.

Towana Moore, Vice President of Administration & Finance  
Chief Financial/Fiscal Officer

**Feasibility Studies may be submitted via e-mail to:**

**9(c) Feasibility Studies**  
**Department of the Treasury**  
**leslie.english@trs.virginia.gov**  
**debora.greene@trs.virginia.gov**  
**DUE DATE: October 11, 2023**

**9(d) Feasibility Studies**  
**State Council of Higher Education for Virginia**  
**gracecovello@schev.edu**  
**DUE DATE: August 16, 2021**

## Key Terms

**9(c) Debt** – Refers to bonds or other obligations authorized under the provisions of Article X, Section 9(c) of the *Constitution of Virginia*. Such debt is secured by (i) net project revenues and (ii) the full faith and credit of the Commonwealth (i.e., a general obligation pledge). Consequently, only revenue-producing capital projects are eligible (e.g., dormitories, dining facilities, etc.). Authorization for 9(c) bonds requires an affirmative vote of two-thirds of the members elected to each house of the General Assembly. Further, prior to its authorization by the General Assembly, and again prior to its issuance, the Governor must certify that the anticipated net revenues of the project will be sufficient to pay principal and interest on the debt. The FFS is a critical part of this determination. 9(c) bonds are issued by the Treasury Board.

**9(d) Debt** – Refers to bonds or other obligations authorized for issuance under the provisions of Article X, Section 9(d) of the *Constitution of Virginia*. Such debt may or may not be secured by state funds. Project authorization must be provided in the Appropriation Act or other Act of the General Assembly. A financial feasibility study should be completed for any project expected to be supported in whole or in part from project revenues or general revenues of the agency or institution. This includes projects to be financed under the Virginia College Building Authority (VCBA) Pooled Bond Program. The project may or may not be revenue producing. Capital leases and other obligations are included in this category

FFS's for 9(d) projects must be submitted to State Council of Higher Education for Virginia by August 15<sup>th</sup> of each year. The State Council of Higher Education shall identify the impact of all projects requested by the institutions of higher education on the current and projected costs to students in institutions of higher education and the impact of the project on the institution's need for student financial assistance. The State Council of Higher Education for Virginia shall report such information to the Secretary of Finance and the Chairman of the House Appropriations and Senate Finance Committees no later than October 1 of each year.

**Capital Lease** – Capital leases are considered long-term obligations for accounting purposes. The State Comptroller defines capital leases as leases which meet any one (or more) of the following criteria:

- 1) transfer of ownership of the property to the lessee at the end of the lease term;
- 2) bargain purchase option at the end of the lease term;
- 3) lease term equal to 75% or more of the estimated economic life of the leased property; and
- 4) present value of the net minimum lease payments equal to or exceeding 90% of the fair market value of the property.

**Capitalized Interest** – Interest to be paid on the bonds during the period of construction that is financed as part of the bond issue. Capitalizing interest increases the overall cost of borrowing, but may be necessary in cases where project revenues are to be used to pay debt service. Conversely, where revenues are already being collected (i.e., a fee or fee increase has already been implemented), capitalized interest may not be appropriate.

**General Revenue Pledge** – A pledge of all general operating revenues of the institution of higher education (as opposed to a pledge of a specific revenue or revenue stream). The general revenue pledge is generally stronger than a specific revenue pledge. A general revenue pledge is required for the VCBA Pooled Bond Program. General operating revenues include: total gross university sponsored overhead, unrestricted endowment income, tuition and fees, indirect cost recoveries, auxiliary enterprise revenues, general fund appropriations and other revenues not required by law to be used for another purpose.

**Incremental Annual Operating Expenses** – The increase in annual operating costs attributable to the project.

**Non-recurring costs** – One-time project costs (e.g., land acquisition, special utility fees, permits, etc.) required for project completion.

**Private Use** – means any use by a trade or business that is carried on by persons or entities other than state or local governmental entities. Such use could involve ownership, management, service or incentive payment contracts, research agreements, leases, subleases, loans, or any other arrangement that conveys special legal entitlements or economic benefit to the non-governmental entity from the beneficial use of the project.

**Reserve Fund** – An amount set aside, usually from project revenues or bond proceeds, to mitigate the impact of fluctuations or interruptions in the flow of revenues to pay debt service. The presence of a reserve fund may enhance the credit. For the purposes of the feasibility study, reserve funds are generally for debt service and are funded from project or institutional revenues. 9(c) projects are expected to generate sufficient net revenues to fund a reserve at an amount equal to approximately 10% of the amount financed.

**Section 1 - General Information – To be completed for all projects.**

1. Describe the project in sufficient detail so that an uninformed reader has a clear understanding of the project. Indicate whether the project involves new construction or is a renovation/addition to an existing facility.

**Currently, the Village student housing consists of nine buildings located in the center of campus that were constructed between 1966-73. The finishes and building systems have exceeded their normal life cycle and are inadequate to meet the needs of the students, as no significant renovations have occurred. The proposed Phase 1 of the project will include the demolition of one existing building and the construction of a new housing facility, providing a net increase of approximately 480 beds to meet the modern-day expectations of technology, study rooms, learning spaces, and food services. The project will replace the \$49,000,000 renovation of Eagle Hall that was approved in 2019. Total project costs (including furnishings and equipment) for this phase includes \$50,000,000 in bond funding and \$25,057,821 in Higher Education Operating Funds.**

2. Describe how the project is essential to fulfilling the institution's/agency's mission. What alternatives are available?

**Housing at JMU is constantly under demand. To accommodate student enrollment, the university will need to replace the Village buildings with new housing units.**

**The following options have been examined:**

1. **Status Quo - This situation would leave these university students with outdated residential facilities which would require a significant amount of resources to maintain and repair.**
2. **Build a New Facility – Because of the age and overwhelming inadequacy of the existing Village units, it makes both economic and functional sense to rebuild the Village.**
3. **Renovation of the Present Facilities – The Facilities Condition Index Report suggests that all 9 of the Village housing buildings are in poor condition, and will need to be demolished.**

**The University has chosen option 2, build a new facility.**

3. Was the project part of the agency's capital outlay submission? If so, include a copy of the project narrative.

**The project was approved in Chapter 2 of the 2022 Acts of Assembly.**

4. Describe the effect the project will have on those students or users who will financially support the project.

**The "Village Housing" is centrally located on the JMU campus. The overall project will include 6 separate 4-story resident halls that house a total of 2,800 students. One of the residence halls will include program space for the JMU Residence Life administrative staff. The new Village will provide incoming freshman students modern housing with shared commons and informal study spaces. Additional program spaces include: limited living learning space, laundry area, study rooms, and select food service programs. Tiered outdoor terrace space will extend from the interior spaces to further expand areas for learning opportunities.**

5. Describe the probable effects of the project on the community and environment, including changes to the value of property as a result of the project.

**No individuals within the community will be displaced by this project.**

6. Explain how the project and its impact have been conveyed to local officials and their reaction/response.

**This project is not anticipated to have any negative impacts on the local community.**

7. Describe any other positive or negative aspects of the project.

**The project will complement the existing campus environment; provide a safe and pleasant environment in which to learn work and live; ensure physical and electronic accessibility needed to facilitate and promote the educational**

objectives of the university.

8. Briefly describe the financing proposal. Indicate if this proposal is for a bond financing, a capital lease, or some alternative financing arrangement.

**Total cost for this project is \$75,057,821; \$50,000,000 supported by 9(c) debt and \$25,057,821 supported by Higher Education Operating Funds.**

9. Are specific revenues planned to support debt service or lease payments? (If so, you will need to complete Section 3.)

**System wide revenues from the room fee system will support the debt service along with a reallocation of the current Residence Life program budget to help support operating costs.**

10. Describe how the financing fits within your debt management policy?

**The proposed financing complies with the debt management guidelines and procedures adopted by the JMU Board of Visitors on June 16, 2006 and reaffirmed annually.**

11. Provide your institution's debt ratios as estimated under your debt management policy:  
(a) as of June 30, 2023, including any authorized and unissued estimated debt; and  
(b) including the financing of this project.

<u>FY 2023 Debt Ratio (estimated)</u>	(a)	(b)
2023 Debt Service	49,338,370	52,446,875
2023 Operating Revenues	<u>636,586,927</u>	<u>636,586,927</u>
Ratio	7.75%	8.24%

**Private Use**

12. Will any person or entity other than the governmental unit provide (directly or indirectly) any part of debt service on the portion of the bonds issued for the project? For example, will a private foundation or federal agency be required (or expected) to make an annual contribution toward the payment of debt service.

Yes  No. If yes, please identify the person or entity and the percent of debt service to be provided.

13. Do you anticipate that any person or entity other than the state institution/agency will have a contractual right, different from the rights available to the general public or students, to use any part of the project or to use or buy goods or services produced at the project? For instance, have you contracted parking spaces in a parking deck to a nearby corporate office?

Yes  No If yes, briefly summarize the planned contractual agreement.

14. Do you contemplate any part of the project being managed or operated by any person or entity other than the state institution/agency under a management or service contract, incentive payment or other "privatized" arrangement? Examples include contracts for food service, parking service, dormitory management, bookstore management, etc.

Yes  No If yes, summarize the anticipated contractual arrangement (i.e., contract term, renewal options, compensation arrangements, etc.).

Note: These arrangements may impact whether the project is eligible for tax-exempt financing. Once tax-exempt bonds have been issued, entering into this type of contract or arrangement may affect the bond's tax-exempt status. **So long as the bonds are outstanding**, the terms of any such arrangement must be reviewed and approved by the State Treasurer prior to the execution of any contract.

**Section 2 – Cost Information (complete for all projects)**

15. Do you anticipate the need for capitalized interest on any bond financing (i.e., to pay interest during construction)? If so, explain.

**JMU does not anticipate the need for capitalized interest on bond financing for this project.**

16. Itemize the capital costs of the project. Estimate the costs of issuance at 2% of the cost of the project. Please subtotal project costs net of the 2% cost of issuance and then show a gross cost of project including the cost of issuance. Note that the total cost should be used as the AMOUNT BORROWED field of the worksheet. Attach the CO-2 estimate or further estimate of project cost, if available.

A & E	922,549
Land Acquisition	0
Sitework/Utilities	4,909,249
Construction	40,372,117
Equipment/Furnishings	2,181,200
Contingencies and Other Costs	1,614,885
Subtotal	50,000,000
Costs of Issuance (2% of Subtotal)*	1,000,000
Capitalized Interest (Estimate)	
Total	51,000,000

17. What is the anticipated useful life of the project?

**The anticipated life of this project is more than 20 years.**

18. List and describe any initial **Non-Recurring Costs** related to the project and the source of funding for each of these items.

**There are no non-recurring costs identified for this project.**

19. List and estimate the **Incremental Annual Operating Expenses**. Provide any supporting documentation and illustrate how your estimate was made. These expenses include personnel costs, utilities, contractual services, supplies and materials, indirect costs, equipment, etc.

**There will be an incremental increase in operating costs in FY26 in the amount of \$730,483. The demolished 47,054 gross sq ft building will be replaced by a 144,874 gross sq ft building. Additional operating costs include utilities, Facilities Management labor and materials and Residence Life programming costs.**

Using **2.0%** as the rate for investment of the Reserve Fund (reinvestment rate) and the following borrowing assumptions, complete Spreadsheet #1 – Cost Components

**The current Borrowing Rates are provided by the Department of the Treasury.**

<u>Term</u>	<u>9(c) Borrowing Rate</u>	<u>9(d) Borrowing Rate</u>
30 years	4.6655%	4.7450%
25 years	4.5275%	4.6107%
20 years	4.3318%	4.4150%
15 years	4.0528%	4.1304%
10 years	3.8290%	3.9027%
7 years	N/A	4.0770%

**Section 3 Revenue Information. (Complete for all revenue-producing projects)**

20. Describe the Revenue Sources that will be used for payment of debt service and the expenses associated with these revenues. Consider what other expenses are planned to be supported by the revenues, and how much revenue will actually be available for debt service.

**The university's plan utilizes room fee revenues to fund the cost of the debt service for this project with a 3.21% increase in the room fee implemented for FY24 (or \$193), a 2.76% increase in the room fee in the second year (or \$171) and a 1.88% increase in the room fee in the third year (or \$120).**

21. If revenues will be derived from a group of similar facilities (a system) and an increase in system revenues will be used to support the debt, provide justification for any system contribution and any marginal increase in system-wide fees.

**Revenues to cover the debt service for this project will be generated from an increase in the room fee system. Reallocation of current operating expenditures in the amount of \$893,436 in year 1 and \$1,832,408 in years 2-20 will also help offset the debt payment.**

22. If revenues will be derived from just one facility of several similar facilities in a campus system, show all fees for all similar facilities and justify any differential in pricing between the facilities.

**There are no similar facility (system) fees associated with this project.**

23. Will project revenues or revenues pledged to the payment of debt service be available prior to completion of the project? Describe the timing of revenues and when they will be available and sufficient to begin servicing the debt.

**Revenues derived from students will be collected at the beginning of each semester. The semesters begin in August, January and May. Therefore, sufficient revenue will be available to service the debt.**

24. What studies have been completed to demonstrate the demand for the facility and the reliability of the revenue stream? (Attach copies if available.)

**Internal modeling has been done to validate revenue projections and utilization of the facility. These models are comprehensive (system wide) and not focused on a single facility. University projected enrollment changes are utilized in the models.**

25. If any portion of the revenues are already pledged or otherwise committed to other debt service payments, provide a schedule of debt service payments (by issue). Identify the portion of the revenue source that is committed or being used to pay debt

**No portion of revenues already pledged or committed to other debt service will be used to fund this project.**

26. If any revenues are projected to increase, explain how the projections were calculated. Do not use an automatic growth rate.

**Revenue projections were established using historical growth rates, projected trends and projected enrollment numbers.**

27. If institutional reserves are to be used to service the debt, include the source of funds, balances for the last five years, and impact on future balances. Identify the authorization for using these funds to pay debt service and other costs.

**Institutional reserves will not be used to service the debt.**

28. If any amounts currently used for debt service are expected to be available and used for debt service on this project (i.e., the existing debt will be retired), provide the project(s), the bond series, and the annual amount to be available. Address the status of the existing facility's physical condition and plans for repair or maintenance. Conversely, explain why any such amounts



scheduled to be available are not planned for use for debt service on this project.

No portion of revenues already pledged or committed to other debt service will be used to fund this project.

Using the information described above, complete Spreadsheet #2 – Revenue Components

**Section 4 General Financial Condition - Complete this section for all projects**

29. Provide the following FTE enrollment and admissions information.

	Last 5 years				
<b>Enrollment</b>	2022-21	2021-20	2020-19	2019-18	2018-17
Undergraduate	19,743	19,549	19,654	19,665	19,680
Graduate & 1st Prof.	1,951	1,656	1,689	1,647	1,631
Total	21,694	21,205	21,343	21,312	21,311
On-Campus	20,673	17,752	20,697	20,812	20,684
Off-Campus	1,493	3,841	1,123	1,024	1,067
<b>Admissions</b>					
Applications Received	22,846	25,646	24,988	24,890	22,927
Applications Accepted	19,606	20,574	19,047	17,757	17,230
Students Enrolled	5,534	5,197	5,189	5,280	5,482

30. Provide the annual Per Student Fee(s) to be assessed to support the project

	Domicile	
<b>Student Level</b>	<b>Virginian</b>	<b>Nonvirginian</b>
Undergraduate	N/A*	N/A*
First Professional	N/A*	N/A*
Graduate	N/A*	N/A*
Unclassified	N/A*	N/A*

31. Provide the Total Annual Student Fee(s) Revenue assessed to support the project

	Domicile	
<b>Student Level</b>	<b>Virginian</b>	<b>Nonvirginian</b>
Undergraduate	N/A*	N/A*
First Professional	N/A*	N/A*
Graduate	N/A*	N/A*
Unclassified	N/A*	N/A*

**\*There is only one residential system fee charged per student housed on campus and does not differentiate between a Virginia student verses a non-Virginia student.**

**Section 5 Capital Lease Projects – Complete Items 32 through 35 only if the financing involves a capital lease.**

32. Discuss the alternatives that were considered before deciding that the capital lease structure was the best option.

**Not applicable.**

33. Who is the Lessor? Who is the Lessee?

**Not applicable.**

34. Who will manage the facility during and after construction?

**Not applicable.**

35. Who will be issuing bonds or otherwise financing the project? Will it be tax-exempt debt?

**Not applicable.**



Financial Feasibility Study - Part II  
 Spreadsheet 2 - Revenue Components  
 216 James Madison University  
 Village Student Housing - Phase 1 (project # n/a)

	Part Time User Fees	Other Student Fees	Indirect Cost Recoveries	Revenue From Operations	Institutional Reserves	Retirement of Existing Debt	Reallocation of Existing Expenses	Total Revenues
2023								
2024	1,200,846	0	0	0	0	0	893,436	2,094,282
2025	2,346,888	0	0	0	0	0	1,832,408	4,179,296
2026	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2027	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2028	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2029	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2030	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2031	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2032	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2033	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2034	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2035	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2036	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2037	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2038	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2039	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2040	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2041	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2042	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2043	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2044	3,151,128	0	0	0	0	0	1,832,408	4,983,536
2045	0	0	0	0	0	0	0	0
2046	0	0	0	0	0	0	0	0
2047	0	0	0	0	0	0	0	0
2048	0	0	0	0	0	0	0	0
2049	0	0	0	0	0	0	0	0
2050	0	0	0	0	0	0	0	0
2051	0	0	0	0	0	0	0	0
2052	0	0	0	0	0	0	0	0
2053	0	0	0	0	0	0	0	0
PV @4.33%								64,318,062
63,419,166								100,960,762
40,278,875								64,318,062

USER FEE INFO	
# of Units (yr 1)	6,222
Session Fee (yr 1)	193
# of Units (yr 2)	6,702
Session Fee (yr 2)	171
# of Units (yr 3)	6,702
Session Fee (yr 3)	120
Rate increase years 1-4	0
Rate increase years 5+	0.0000%

NET REVENUES FROM OPERATIONS	
Net Sales	
Cost	
Profit	0
Operating Expenses	
Selling	
General Administrative	
Lease Payment	
Gross Operating Income	0
Rate increase years 1-4	0.0000%
Rate increase years 5+	0.0000%

Financial Feasibility Study - Part II  
 Spreadsheet 3 - Net Revenues/Coverage  
 216 James Madison University  
 Village Student Housing - Phase I (project # n/a)

	Total Cost	Reserve Fund Payment	Adjusted Total Cost	Total Revenues	Net Revenues	Coverage Percent
2023	0					
2024	1,893,995	0	1,893,995	2,094,282	200,287	110.57%
2025	3,787,989	0	3,787,989	4,179,296	391,307	110.33%
2026	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2027	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2028	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2029	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2030	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2031	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2032	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2033	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2034	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2035	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2036	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2037	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2038	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2039	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2040	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2041	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2042	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2043	4,518,472	0	4,518,472	4,983,536	465,064	110.29%
2044	2,624,478	0	2,624,478	4,983,536	2,359,058	189.89%
2045	0	0	0	0	0	0.00%
2046	0	0	0	0	0	0.00%
2047	0	0	0	0	0	0.00%
2048	0	0	0	0	0	0.00%
2049	0	0	0	0	0	0.00%
2050	0	0	0	0	0	0.00%
2051	0	0	0	0	0	0.00%
2052	0	0	0	0	0	0.00%
2053	0	0	0	0	0	0.00%
	89,638,960	0	89,638,960	100,960,762	11,321,802	

## Recommendation from Governance Committee

### Revisions to the Board Manual

#### 1) Article VII. Terms of Appointment

The non-voting student representative serves a term of one year. The student representative may be ~~appointed~~ *elected* to a second one-year term but is not eligible to serve for more than two successive one-year terms. *The term of office shall be from the date of the May graduation to the following May graduation.*

#### 2) Article IX. Rights and Powers

4. The board has the authority to make all needful rules and regulations concerning the university, including the following:

~~d. The bylaws of the Faculty Senate are subject to approval by the board.~~

*Delete this from the Manual. No other universities require this approval of the Faculty Senate bylaws by the board.*

#### 3) Article X. Officers

ADD: C. Secretary, Powers and Duties

9. *The president shall recommend a university employee to the Nominating Committee to serve as Secretary to the Board of Visitors.*

# **Inclusive Excellence and Attracting The Students of Tomorrow**

Jonathan Alger, President

Malika Carter-Hoyt, Vice President for Diversity, Equity and Inclusion



# ROADMAP

- ❖ A CDO Origin Story: Foundations for Strategic Inclusive Leadership
- ❖ Structures for Strategic Inclusion: Benefits and Characteristics
- ❖ Strategic Inclusion Framework: Development and Implementation
- ❖ Student Panel





# A CDO Origin Story: Foundations for Strategic Inclusive Leadership



Vice President of Diversity, Equity and Inclusion  
and Chief Diversity Officer

- ❖ Stenographer/Court Reporter
- ❖ Middle Childhood and Special Education Teacher (Grades 4-9)
- ❖ Hospital Administrator
- ❖ Higher Education Administrator

Lesson learned: Primarily responsible for using the organization's resources to improve its value.

This means creating strategies that align with external and internal environments and working with each University function to maximize a return on resources allocated to that function.



# Structures for Strategic Inclusion - Benefits and Characteristics

Multigenerational

Multicultural

Multilingual

Multitalented

❖ Improved Creativity and Innovation

❖ Retention and Recruitment

❖ Market Strengths

❖ Branding

❖ Richer Learning Environment For Every Student

❖ Global Integration And Local Differentiation

❖ Increased / Retained Revenue

# Strategic Inclusive Framework: Development and Implementation

❖ Federal Legislation

❖ Strategic Priority #2

❖ Strategic Priority #3





Civil Rights Act 1964

Title VI

Title VII

First  
Amendment

Age Discrimination Act  
1967

Higher Education Act 1972

Higher Education Act 1964

# Federal Legislation

## ❖ Creating Access



## ❖ Providing Transformation



Rehabilitation Act 1973  
(Section 504)

Genetic Information  
2008

Title IX 1973 and  
Updates

Americans with  
Disabilities Act 1990

**BOARD OF VISITORS**

Caregiver Options

Lactation Rooms

Inclusive Events Calendar

Tuition Reimbursement



# JMU Strategic Priority #2 – Advancing Inclusive Excellence Student Access & Success

- ❖ Freedom of Expression Series
- ❖ Inclusive Event Planners Alliance

- ❖ 30+30: Awareness to Action Inclusive Future Tour
- ❖ Sun Belt DEI Consortium

Workplace Flexibility Policies

Closed Captioning

Braille & Screen Readers

Wheelchair Ramps

Quiet Or Interfaith Space

Paid Leave Options

Professor in Residence

Commonwealth Partnerships

Admissions Visit Programs

Advancing via Individual Determination



# JMU Strategic Priority #3 – Attracting the Students of Tomorrow

❖ Pre-Collegiate Engagement

❖ Collegiate Engagement



❖ Post-Collegiate Engagement

❖ Strategic Partnerships (Local, Commonwealth and Federal)

Valley and Centennial Scholars

Fairfax County Pre-collegiate Programs

Alumni Engagement

Summer Camps and Programs

Partnership for the Future

Access Tidewater

BOARD OF VISITORS



# **INCLUSIVE EXCELLENCE AND ATTRACTING THE STUDENTS OF TOMORROW**

Charles East, Adult Degree Program

Alana Galbert, Health Science

Valerie Lopez-Postigo, Public Administration

Charles Owen, English

Tatiana Titareva, Strategic Leadership

# **MEETING WORKFORCE NEEDS**

Sharon Lovell, Dean, College of Health and Behavioral Studies

Mark L'Esperance, Dean, College of Education





# Meeting Health Care Workforce Needs

Sharon E. Lovell, Dean

Melody Eaton, Director, SON

Ruth Hurley, BSN-DNP Student





# College of Health and Behavioral Studies

## Health Care Workforce Initiatives

- Master's in Physician Assistant Studies Program
- BSN – DNP Program
- Fast Flex BSN Program



# Shortage of Health Care Workers

- Average shortfall of 2000 nurses a year over the coming decade
- Predicted nationwide shortage of primary care physicians between 21,400 and 55,200 by the year 2033



# Program Demand – Physician Assistant Studies

Cohort Start	2020	2021	2022	2023	2024
Total Applications	838	990	937	963	848
Verified Applications	597	578	520	548	587
On-campus interviews	168	120	120	120	TBD



# Program Demand – Nursing

- BSN program: over 150 qualified applicants for 113 slots in each of the past 2 semesters
- DNP program: 14-20 qualified applicants for 12 slots for each of the past three years



# Proposed Approach– Physician Assistant Studies

- Expand our PA cohort size from 32 to 36 students in Fall 2024
  - Minimal resources required
- Expand our cohort to 48 beginning in Fall 2029
  - This requires additional space and resources



# Proposed Approach – BSN-DNP Program

- Address current shortage of advanced practice nurses and leaders in Virginia
- Prepare the next nurse educators
- Better prepare nurses for roles in advanced practice, administrative, executive, public policy and teaching roles
- Provide skills for evaluating and translating research evidence to practice (evidence-based practice)



# Proposed Approach – Fast Flex BSN Program

- Students complete core course work in one calendar year
- Classes delivered on campus and online
- Classes offered evenings and weekends
- Clinical placements on evenings and weekends
- Admissions requirements: completion of 36 credit hours, prerequisite courses





# Features – Fast Flex BSN Program

- Students will have option to enter Fast Flex BSN program the summer after their sophomore year
- Program completion the summer after their junior year
- Program expected to appeal to transfer students and practicing nurses with a two-year degree

# The Student Experience

Ruth Hurley, BSN-DNP Student



# Meeting Education Workforce Needs

Mark L'Esperance, Dean, College of Education

Sandra Gilchrist, Education & Instructional Technology Specialist

Katie Baker, Grow Your Own Teaching Fellow, Individualized Study major  
(BIS)



# State Government Relations Process Overview

Caitlyn Read, Assistant Vice President, State Government Relations





# Agenda

- State Budget
  - JMU's State Budget Request Strategy
  - JMU's 2024-26 State Budget Requests: Operating
  - JMU's 2024-26 State Budget Requests: Capital
  - State Budget Process Chart
- State Policy
  - State Policy Process Chart
- Advocacy Opportunities



# State Budget

The Commonwealth operates on a two-year budget cycle. Two-year budgets are produced in even-numbered years and amended in odd-numbered years.

## Operating Funding

- JMU can request new funding from the Commonwealth to support current educational operations or develop new educational initiatives
- Funds are usually allotted on an on-going (annual) basis

## Capital Funding

- JMU can request new funding from the Commonwealth to support capital projects that support educational functions
- Funds are allotted as a one-time appropriation

## Financial Aid

- JMU can request new funding from the Commonwealth to directly support students
- Funds are allotted to JMU (one-time or on-going), but they are passed on directly to needy students

**University operating budget for FY24: \$723.7M**  
**Amount from state general funds: \$171.8M**

# JMU's State Budget Request Strategy

Targeted asks in support of the Commonwealth's needs



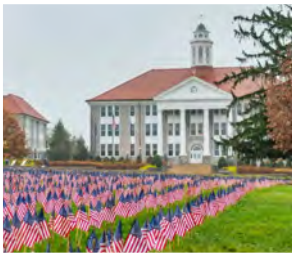
Address historical funding inequities (operating and financial aid)



Do what we say we are going to do – student success

# JMU's 2024-26 Budget Requests: Operating

## Support for Veterans



Virginia Military Survivors and Dependent Education Program (VMSDEP)

## Healthcare



- Produce more nurses through new "Fast Flex" BSN program
- Produce more nurse practitioners and nurse educators
- Support Graduate Psychology programs

## Education



Produce more teachers through alternative licensure pathways

## Mental Health



Support student and employee mental health through TimelyCare

## Retain State Employees



Retain excellent employees (non-faculty positions)

## Work-Based Learning



Strengthen student access to internships and support local business



# JMU's 2024-26 Budget Requests: Capital



## Expand the College of Health and Behavioral Studies building



### General Fund Request

- \$109,630,000 (one-time funds)  
Cost of Detailed Planning (included in the above cost): \$7,875,964

## East Campus Steam Plant Upgrades - Phase III



### General Fund Request

- \$19,235,700 (one-time funds)

## Renovate Johnston Hall

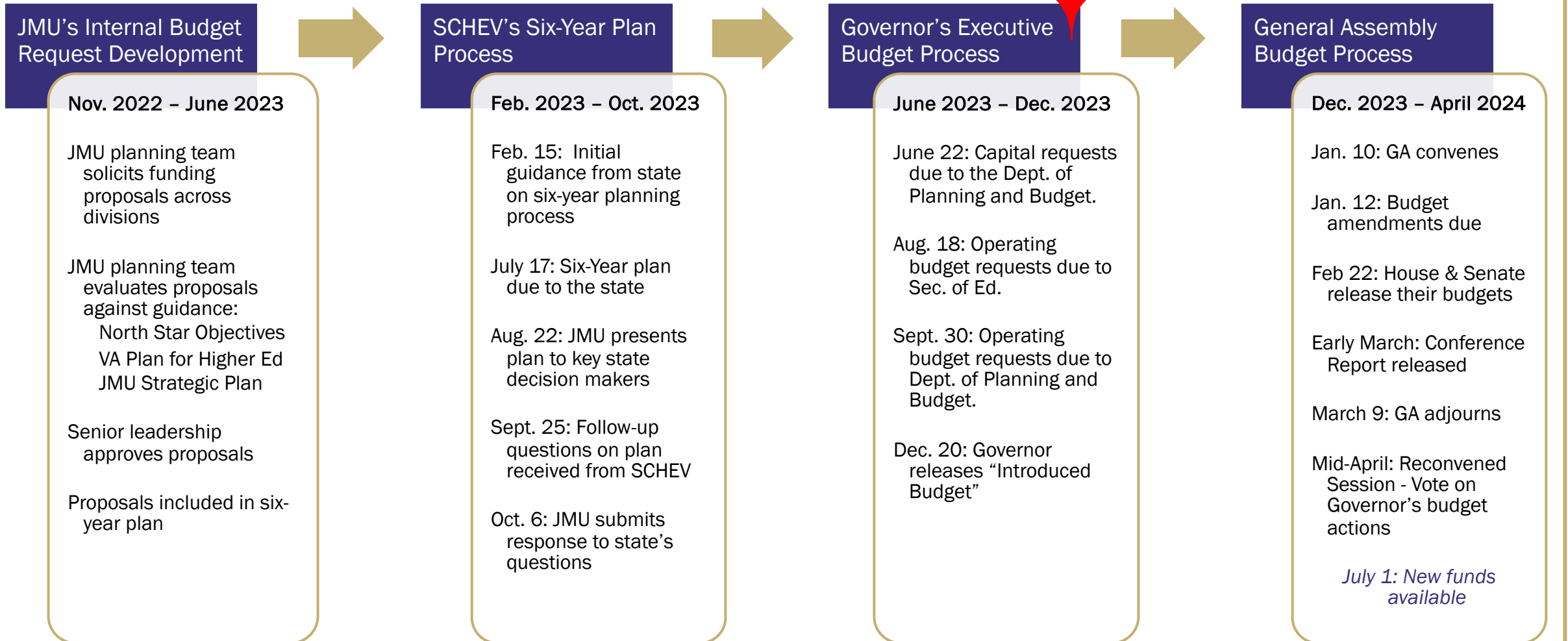


### General Fund Request

- \$26,820,000 (one-time funds)



# 2024-26 Budget Request Timeline





# State Policy

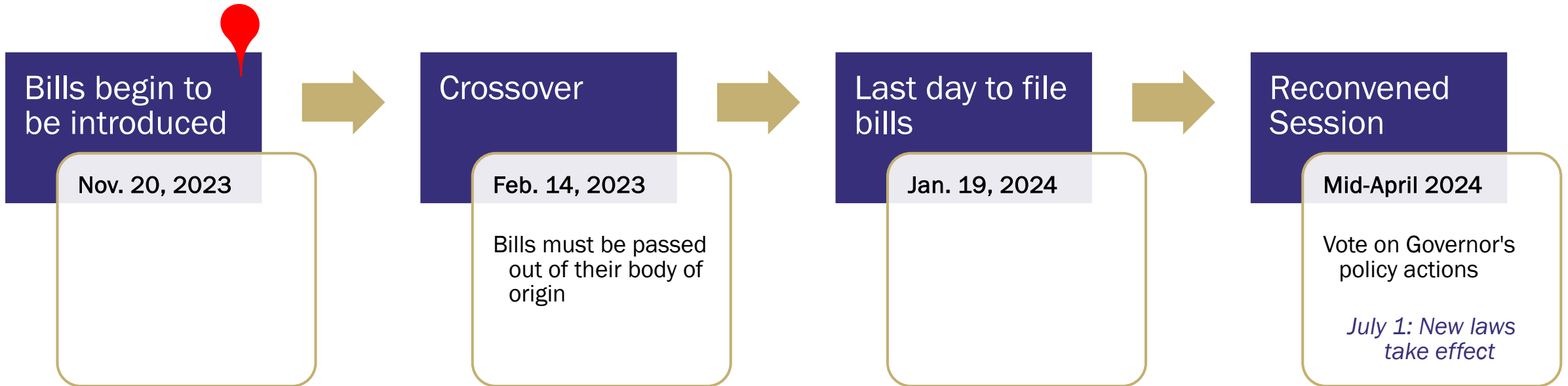
- As a state agency that operates like a small city, JMU is subject to state code related to: Higher Education, Procurement, Policing, Environmental Sustainability, State Employment, FOIA, Accessibility, and more.
- Higher education institutions are required by code to designate a Legislative Liaison to serve as a point of contact between the university and law makers
- Legislative Liaisons serve as a resource to legislators to discuss practical policy matters – feasibility, outcomes, implementation, fiscal impact, etc.

**Number of bills filed in 2023: 2,800**

**Number of bills signed into law in 2023: 816**



# 2024-25 Policy Timeline



# Advocacy Opportunities

- Advocacy Package
- Personal Outreach
- District Visits
- Richmond Visits
- JMU Legislative Reception



# **Board of Visitors Meeting Dates**





# Board of Visitor Meeting Dates

- February 15-16, 2024 Committee & Full Board Meetings
- April 18-19, 2024 Committee & Full Board Meetings
- April 20, 2024 Board Retreat
- September 12-13, 2024 Committee & Full Board Meetings
- November 7-8, 2024 Committee & Full Board Meetings
- February 13-14, 2025 Committee & Full Board Meetings
- April 17-18, 2025 Committee & Full Board Meetings
- April 19, 2025 Board Retreat
- September 18-19, 2025 Committee & Full Board Meetings
- November 13-14, 2025 Committee & Full Board Meetings