

Academic Excellence Committee

April 18, 2024



THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Academic Excellence Committee
Thursday, April 18, 2024, 1:00 p.m.
Highlands Room

Agenda

1. Opening Remarks and Approval of Minutes for February 15, 2024, Meeting*
2. Academic Affairs Divisional Update
Heather Coltman, Provost and Senior Vice President
3. Area Spotlight: The Graduate School
Linda Thomas, Dean, The Graduate School
4. Curriculum Updates*
Paula Maxwell, Associate Vice Provost for Curriculum
5. Faculty Handbook 2024-2025 Updates*
Michael O'Fallon, Associate Vice Provost, Academic Affairs Policy
6. Faculty Handbook Revision Process
Elizabeth Oldmixon, Vice Provost, Faculty Affairs and Curriculum
7. Faculty Senate Report
Kathy Ott Walter, Speaker
8. Topics of Interest for Future Meetings

*Action Required

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, February 15, 2024, 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
Major, Lara
White, Jack

Falcon, Chris
Wood, Nicole Payla

Others:

Coltman, Heather, Provost and Senior Vice President for Academic Affairs
Garber, Donna, Bachelor of Individualized Study, 2014, Educational Specialist, 2020
Lewis, Mark, Professor of Literacy Education, College of Education
Linder, Fletcher, Associate Provost for Online Strategy and Dean, University Studies
Maxwell, Paula, Associate Provost for Curriculum
Oldmixon, Elizabeth, Vice Provost for Faculty Affairs and Curriculum
Ott Walter, Kathy, Speaker, Faculty Senate
Robinson, Daniel, Director, Adult Degree Program
Sloan, Pam, Bachelor of Individualized Study, 2024
Swartz, Nick, Interim Dean, School of Professional and Continuing Educations

Approval of Minutes

On motion by Nicole Payla Wood and seconded by Chris Falcon, the Academic Excellence Committee minutes of November 9, 2023, were approved.

Academic Affairs Divisional Update

Provost Heather Coltman delivered the divisional update. She provided background on the Board of Visitors member class observations. She gave an update on the Shared Governance Task Force and shared data related to instructional faculty service on divisional committees. She also provided an update on funding related to Faculty Senate mini-grants, which are funded by Academic Affairs and the President's Office, as well as the status of faculty hiring. The chair recognized the work of Renee Reed, Executive Assistant to the Provost, and Kristi Shackelford, Academic Affairs Chief Communications Officer, for their efforts in organizing the class visits for board members.

Area Spotlight: Adult Degree Program

Nick Swartz, Interim Dean for the School of Professional & Continuing Education, provided a brief overview of the school's portfolio including the Life Long Learning Institute, Non-credit Professional Development, the Adult Degree Program, K-12 Youth Programs, and credit-bearing programs in partnership with colleges across Academic Affairs.

The program director for the Adult Degree Program, Daniel Robinson, shared the current program structure and focus on working with adult learners completing their bachelor's degrees online. He also described plans for enrollment

growth and an expanded emphasis on multiple kinds of experiential learning including research and study abroad. The committee heard from a current student, Pam Sloan, and an alumna of the program, Donna Garber, who shared the value of their experiences in the Adult Degree Program. They noted what brought them to this program at JMU and the quality of the advisement they have received as students.

Curriculum Updates

The committee heard from Paula Maxwell, Associate Vice Provost for Curriculum, who gave updates on pending curriculum changes and proposed three items needing board and SCHEV approval.

Paula provided an overview of the request for the discontinuance of the eLearning certificate. Courses currently part of the eLearning certificate have been integrated into the existing Educational Technology certificate, rendering eLearning duplicative. No new students will be enrolled after Summer 2024.

On a motion by Chris Falcon and seconded by Dickie Bell, the committee unanimously approved the discontinuation of the eLearning certificate.

The committee heard a proposal to create a new online graduate certificate in Literacy Education from Mark Lewis, Professor of Literacy Education in the College of Education and director of the program. This certificate will allow teachers to earn a reading specialist endorsement and serve in reading specialist roles in their schools and districts across the state. The Virginia Literacy Act expanded school districts' need to hire endorsed reading specialists, and this program will target practicing teachers who already hold a master's degree and are interested in earning a reading specialist endorsement in Virginia. The program would commence in Fall 2024 with an estimated 20 new members per cohort. No new resources are needed, and the certificate will provide opportunities for additional enrollment sustained by existing faculty.

On a motion by Nicole Payla Wood and seconded by Jack White, the committee unanimously approved the new graduate certificate in Literacy Education.

The third proposal was a credit hour change for the Counseling and Supervision doctoral program. The existing program prepares already licensed and experienced mental health counselors and school counselors to provide education training, supervision, and research to support new professionals and mental health efforts in our communities. Effective Summer 2025, to remain in good standing with the Council for Accreditation of Counseling and Related Educational Programs (CACREP), the credit hours must increase from 48 to 60, as accreditation standards now require that all doctoral programs have a minimum of 60 credits. One existing class and three new courses will be added to the curriculum. One tenure-track faculty member will be needed to deliver the program, and the cost will be offset by tuition generated by increased credit hours and capacity for new enrollment.

On a motion by Jack White and seconded by Nicole Payla Wood, the committee unanimously approved the credit change to the Counseling and Supervision program.

Fletcher Linder presented information on a new major in General Studies that would be added to the Individualized Study degree program. This new major will provide flexible options for students who have completed five or more semesters at JMU without finding a suitable major program. Students will complete a set of core courses that synthesize information and skills from the student's course work into a scholarly product. The program will allow a degree completion option for students who would normally discontinue; currently, about 120 students a year who have earned more than 90 credits and are in good standing leave JMU without completing a degree. The major will make students marketable for jobs which require a bachelor's degree in non-specific fields. No additional resources or action are required. The major will be part of an existing degree program, so no action from the board is required; the proposal was shared as an informational item.



Integration of Academic Programs and Faculty Workload

Elizabeth Oldmixon, Vice Provost for Faculty Affairs and Curriculum, and Provost Coltman provided an overview of the curriculum process and instructional faculty workload at JMU. Aligned with the principles of academic freedom, curriculum is vested with the faculty. This is also an area where shared governance is evident. Administrators work with faculty on the backend processes to instantiate curriculum. Administrators and board members ensure that curriculum aligns with JMU's strategic priorities. Faculty work is comprised of teaching, research, and service. While ensuring curricular needs are met, faculty assignments over time ideally allow for flexibility and variability in meeting strategic priorities and enhancing faculty's career growth.

Faculty Senate Speaker Report

Kathy Ott Walter provided the speaker's report and shared a synopsis of the December and January senate meetings, faculty senate committee work, continuing conversations around inclement weather communication, and the continued collaboration between faculty and administration to improve/streamline procedures and processes. She received positive feedback from faculty participating in the class visits today.

The speaker reported that 17 faculty mini-grants were awarded by the Faculty Senate for a total of \$56,000. The research ranged from multimodal professional development for early childhood teachers in Uzbekistan to student research where students connect with members from the local poultry industry to study respiratory diseases.

She concluded her report by highlighting recent faculty achievements and the event kicking off the Innovation Center for Youth Justice (ICYJ), which is supported by the Commonwealth of Virginia and is a collaboration among the Justice Studies and Social Work departments and the Robert F. Kennedy National Resource Center for Juvenile Justice.

Topics of Interest for Future Meetings

The chair noted that topics presented today were based on feedback from committee members and asked committee members to continue to reach out to her with any topics of interest for future meetings.

There being no further business, on the motion of Nicole Payla Wood and seconded by Jack White, the Academic Excellence Committee meeting adjourned at 2:37 p.m.

Respectfully submitted,

Lara Major, Chair

Donna Harper, Secretary to the Board

Academic Affairs Divisional Update

Heather Coltman
Provost and Senior Vice President



Graduate Education: Continuing JMU's Ascendancy

Linda Thomas, Dean, The Graduate School

John W. Lee, Strategic Leadership Studies Ph.D. Program

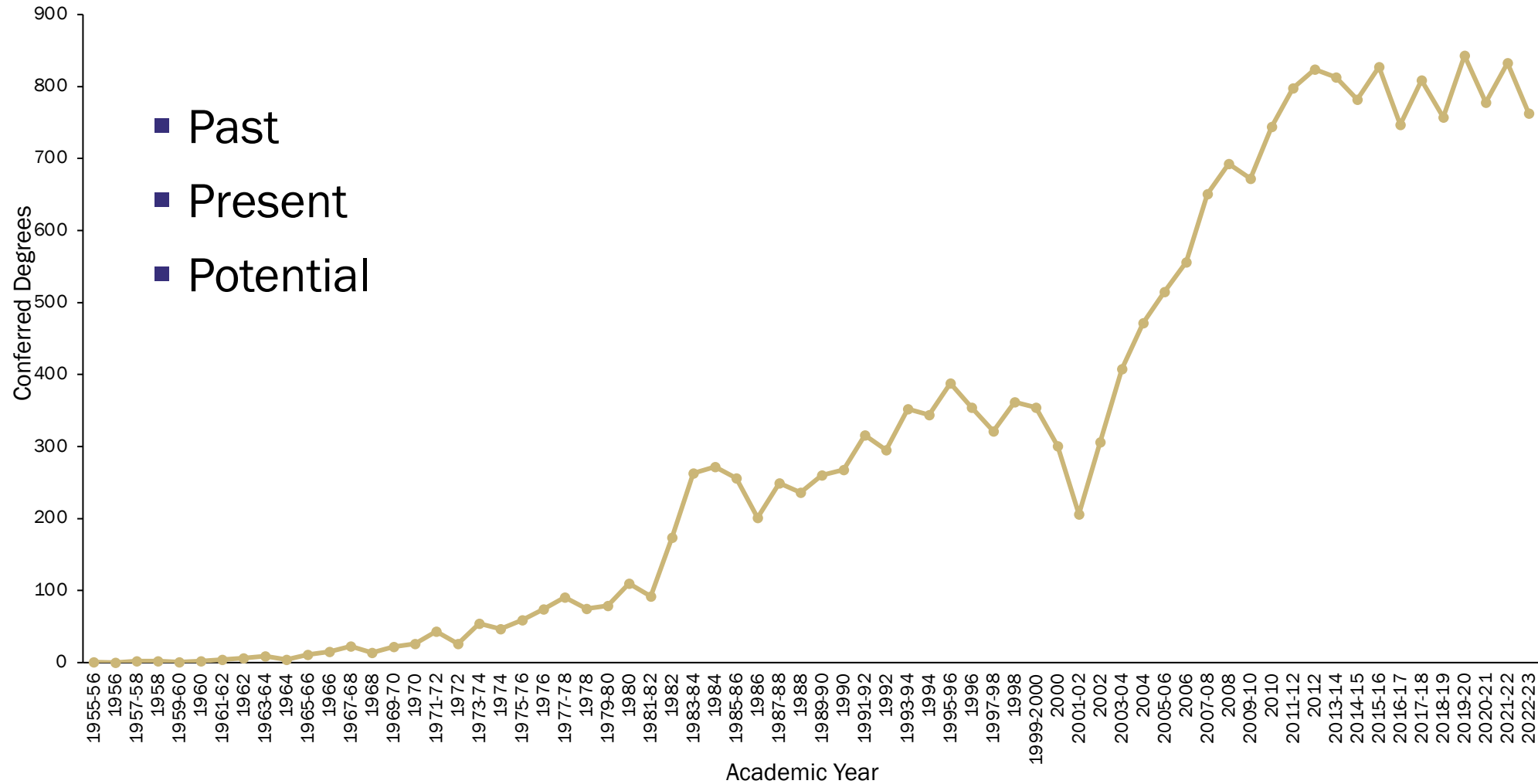
Tahlia Wilson-Nealy, Clinical and School Psychology Psy.D. Program

Camron Ross, Cyber Intelligence, Graduate Certificate Program





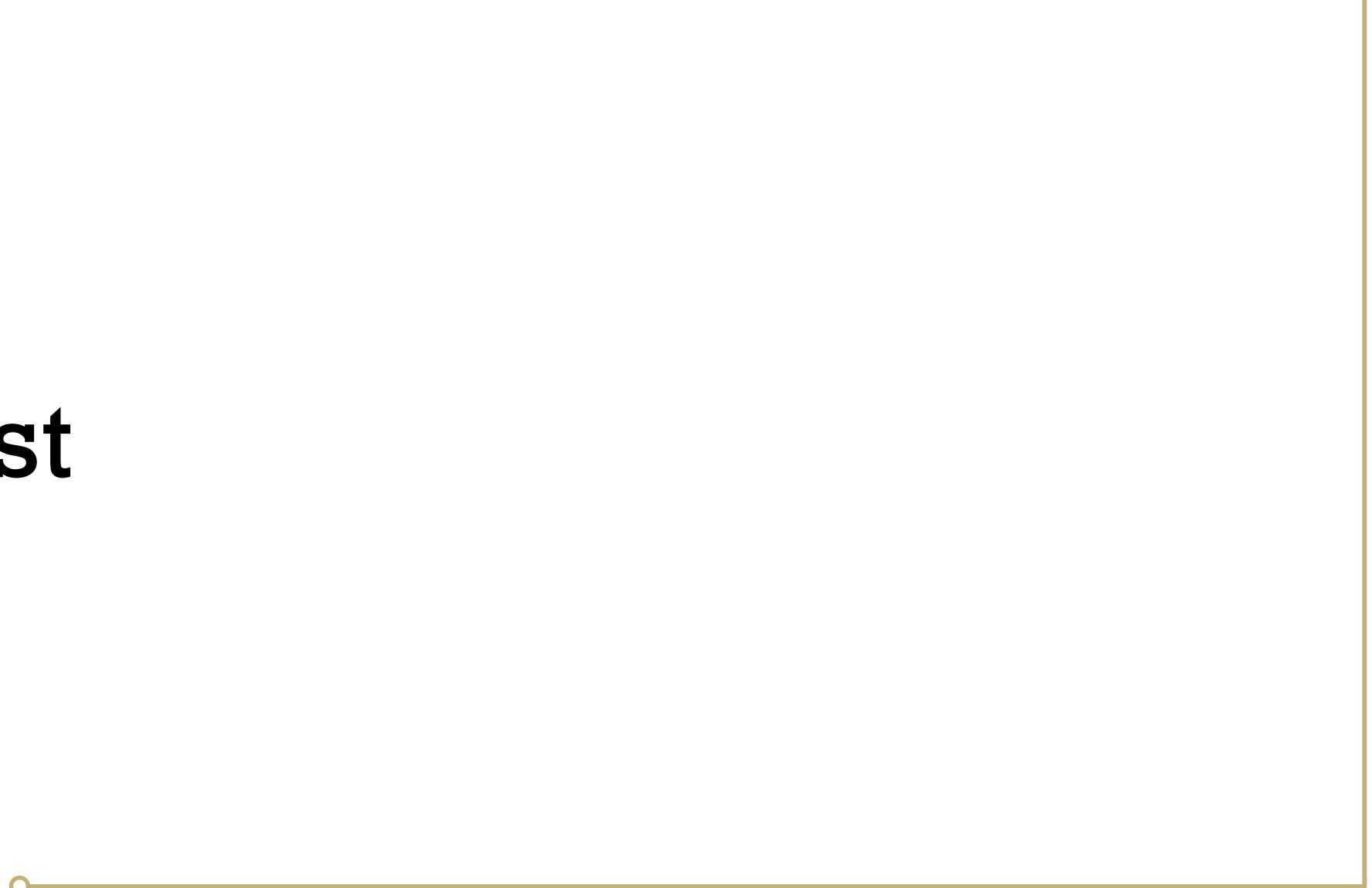
Presentation Framework



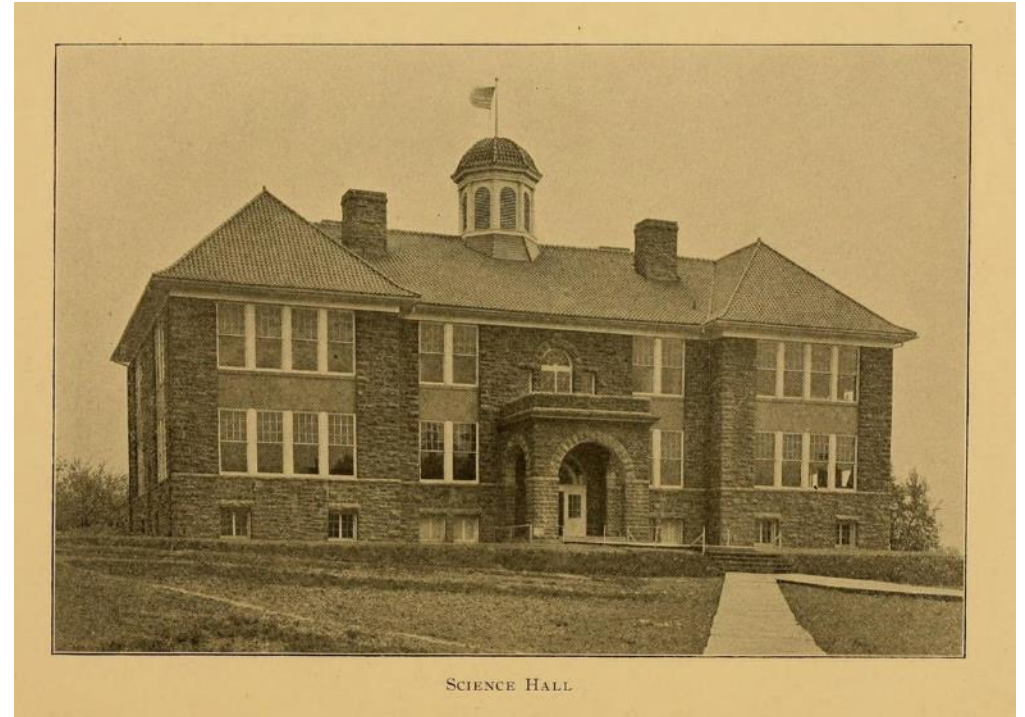


Past

BOARD OF VISITORS



- Revamped the institution's curriculum in the 1950's, developing a **full liberal arts program**, expanding the mission
- Madison Graduate School was created in 1954, adding graduate education as an **integral** part of the expansion
- Beginning with our mission as a teachers college and since the 1950s, JMU is known for **delivering well-rounded undergraduates** to the Commonwealth
- Undergraduate education is in our **DNA**



The First Library
From Carrier in Context: A Visual History of JMU Libraries

Recent Transition: R2-High Research Activity



- Due to continuous growth, along with the growing reputation and success of our graduate programs
- Due to continued growth and prominence in research, scholarship, and creative activities
- Because of a desire to grow our reputation nationally while better aligning with peer institutions



Being seen for **who we are.**

James Madison University continues its ascent with new Carnegie Commission classification

.....
The close relationships between students and faculty are a treasured JMU hallmark.

“Elevate the academic mission of the university.”

Being Seen for Who We Are <https://www.jmu.edu/being-seen/files/where-we-go-from-here.pdf> (accessed March 30, 2024)



Present



Hybrid Administrative Model

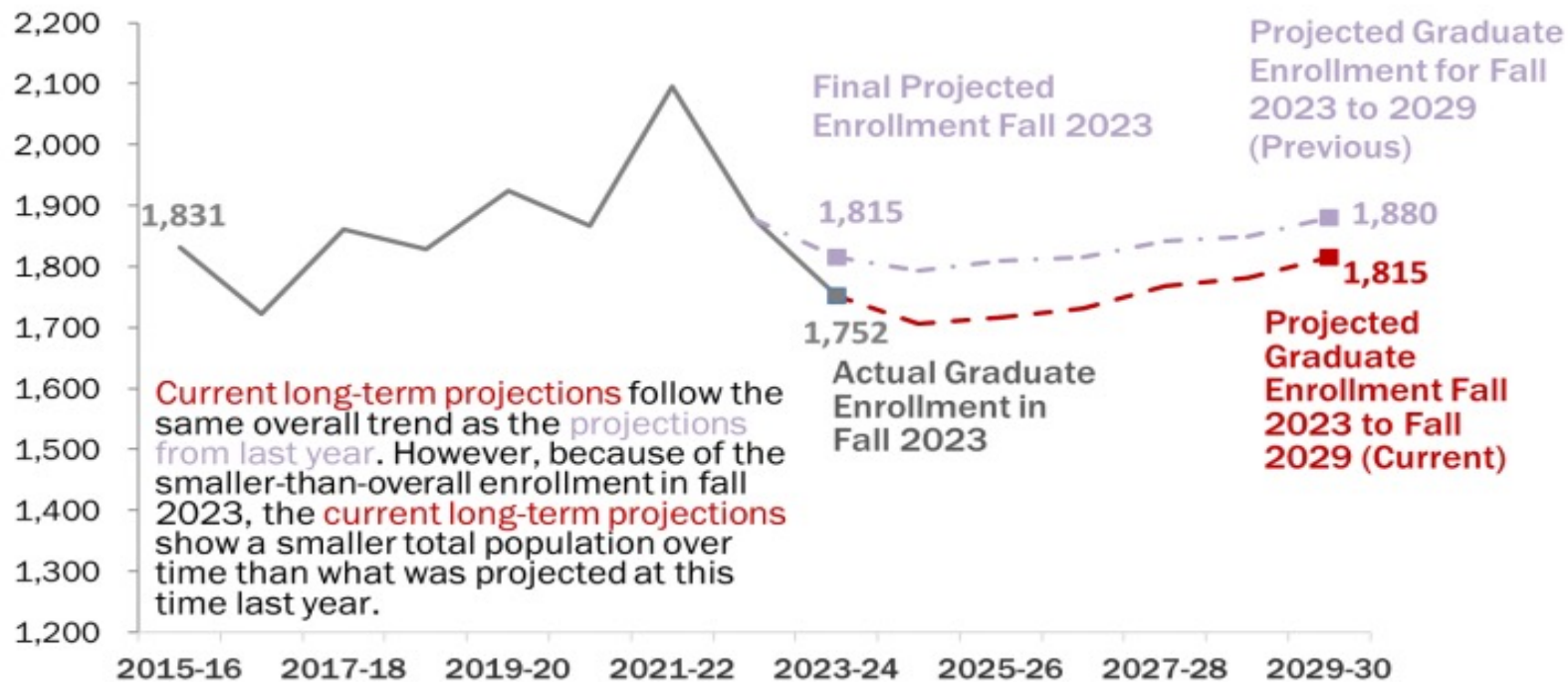
- The activities of graduate programs are closely tied to the strategic goals of the university as a whole
- JMU can accomplish goals related to graduate education more effectively and efficiently
- The office meets the differing needs of graduate students, who benefit from an office that tailors programs to their circumstances and collaborates with other units to meet their needs
- Graduate professional development can become too narrow and specialized if not supported by programming and initiatives outside the home department





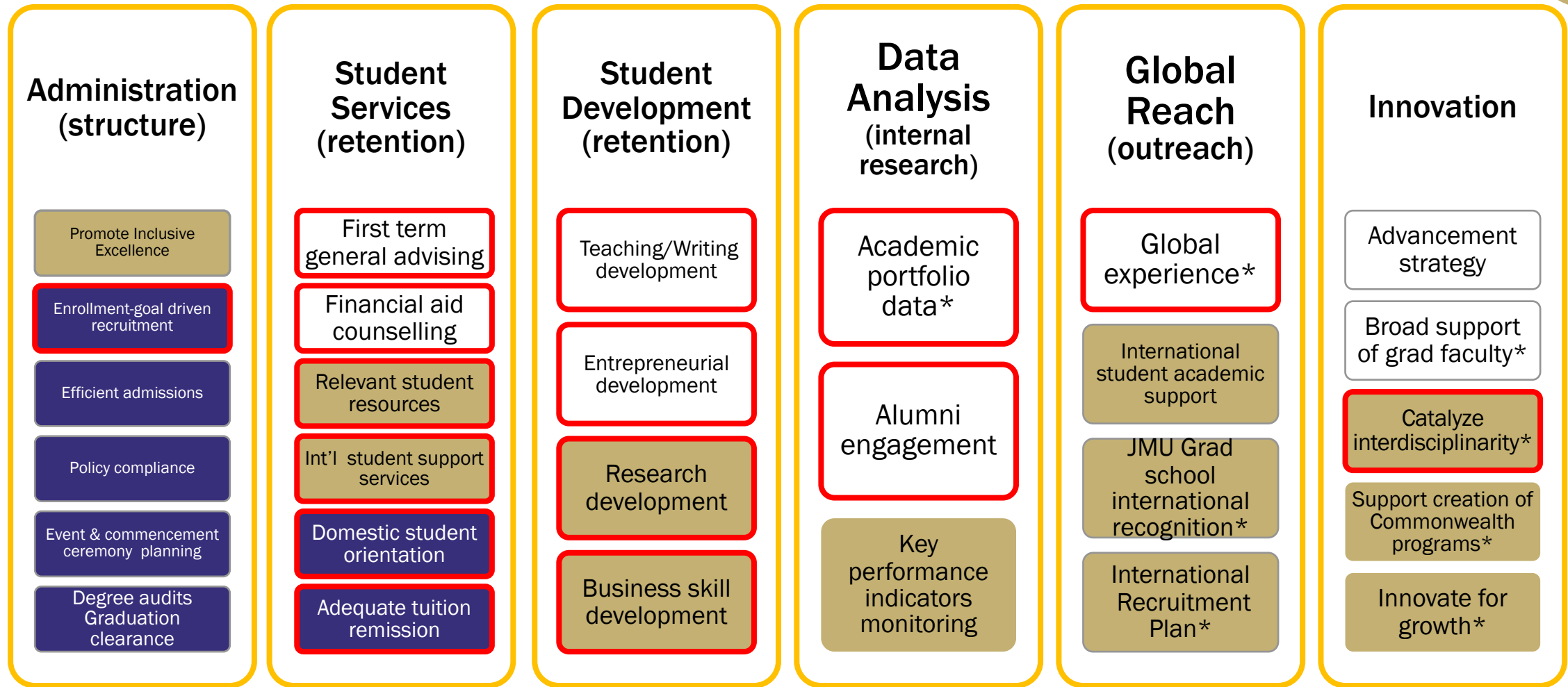
Numbers if we continue...

- Graduate enrollment declined year over year as the full effect of the bachelor's degree in Education was felt on the graduate population.
- Long-term trends predict further declines before enrollment grows modestly.





Transition Strategy (Three-Year Strategic Goals)



Some individual programs provide select support for their own students

* Shared S.E.M. Current Support Emerging Support No Support

Graduate Student Panel

How has your graduate education impacted you and JMU?



Tahlia Wilson-Nealy



Master of Science, Sport and Performance Psychology

Graduate program: Clinical and School Psychology, Psy.D.

Dream Job: Sport Psychologist in a collegiate setting

Impact: Challace J McMillin Center for Sport Psychology

Cam Ross



Bachelor of Science, Finance

Graduate program: Cyber Intelligence

X-Labs Anti-Money Laundering pilot

Impact: Scholar-Athlete bringing increased visibility and funding

John W. Lee



Bachelor of Science, Psychology

Master of Science, Industrial/Organizational Psychology

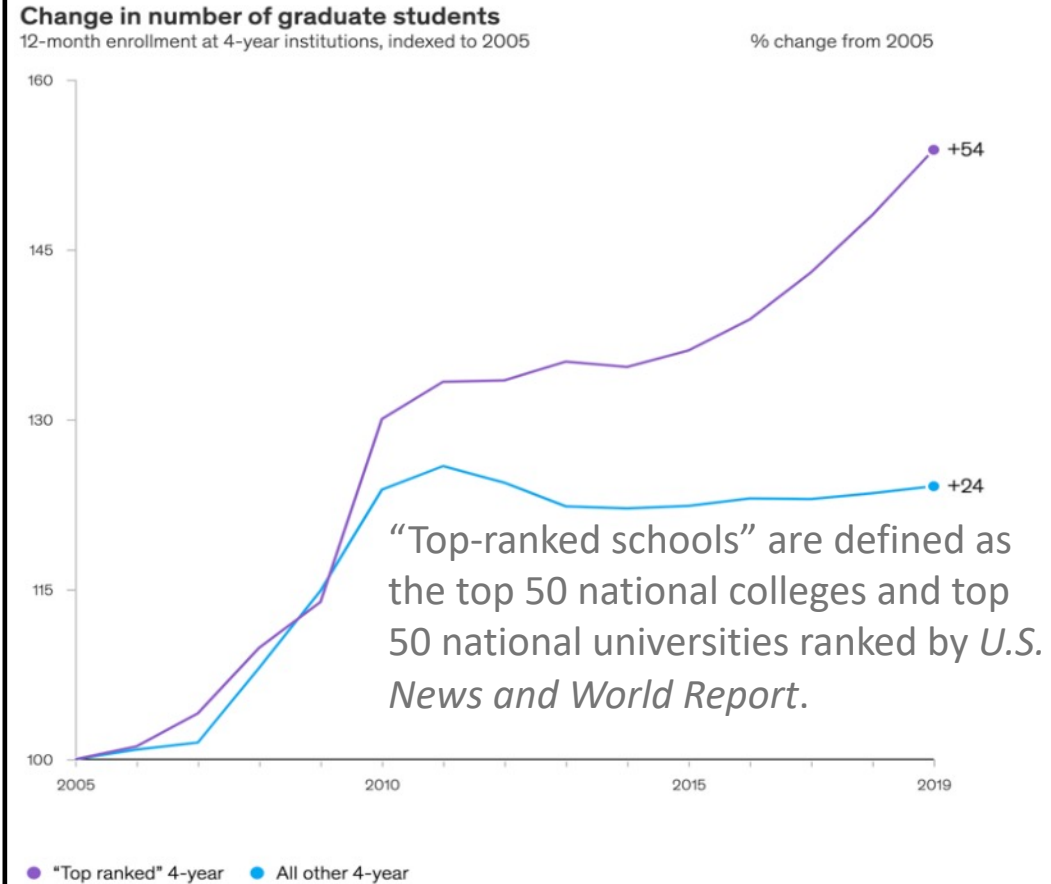
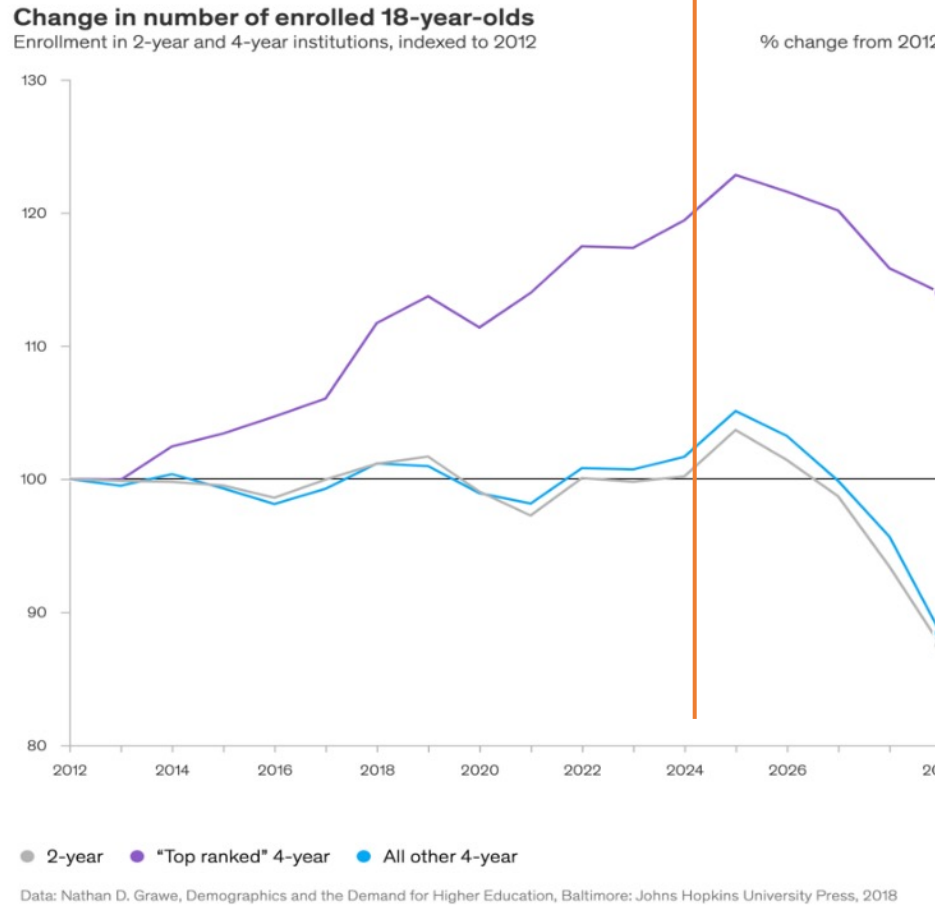
Graduate program: Strategic Leadership Studies, Ph.D.

Impact: Honors College Assessment Specialist



Potential





Higher education enrollment: Inevitable decline or online opportunity?

November 2020 | Data Insight (<https://www.mckinsey.com/industries/education/our-insights/higher-education-enrollment-inevitable-decline-or-online-opportunity>) accessed Mar 30, 2024



Why now?

- Inflection point, the baton is being passed
- Upward **momentum**
- Carnegie Classification **not** guaranteed
- Balancing our state funding with tuition revenue **perpetual risk**
- UG **enrollment** numbers?
- Professional master's programs could generate not only tuition **revenue** but also revenue to fuel experimental initiatives, attracting excellent faculty, graduate and undergraduate **talent**



Final Thoughts...

- To secure JMU's **future** as an academic powerhouse, we must weave graduate education into our institutional fabric
- An integrated approach—where graduate and undergraduate education feed into each other—adds **unparalleled** value to the Commonwealth
- Our **continued** ascent demands embracing graduate education as a cornerstone of your vision as a board

Curriculum Updates

Paula Maxwell, Associate Vice Provost for Curriculum





Degree Program Discontinuation



Discontinuation: Bachelor of Science in Teaching English to Speakers of Other Languages (TESOL)

- Reasons for Discontinuing
 - Low enrollment
 - Will teach out 15 students who have declared the TESOL BS program
 - Changes to licensure regulations
 - Teachers pass PRAXIS and add TESOL endorsement
 - School divisions hire TESOL teachers with two endorsements



Discontinuation: Bachelor of Science in Teaching English to Speakers of Other Languages (TESOL)

- Reasons for Discontinuing
 - Ability to Repurpose at the Graduate Level
 - CoE students need additional master's options after completing undergraduate programs
 - Students are able to add TESOL to their existing license
 - Need can be met by completing a TESOL concentration in the MEd (new program, effective Fall 2024)



Effective Date and Resources

- Effective Date
 - Fall 2024
- Resources
 - Program discontinuation will not require resources
 - Discontinuation of the program will increase faculty capacity to teach other courses
- Academic Excellence Committee Action Requested
 - Approval needed to discontinue the Bachelor of Science in TESOL

Faculty Handbook

Michael O'Fallon

Associate Vice Provost for Academic Affairs Policy





Faculty Handbook Committee Members

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



Faculty Handbook Process

Recommendations for Changes

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

Committee Review of Recommendations

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



Faculty Handbook Sections

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



2024-25 Proposed Changes

II. Applicability of the Faculty Handbook and Procedures for Change

- Modifying a section heading
- Adding a new section

III. Faculty Employment Policies and Procedures

- Adding procedural changes
- Providing clarity to sections
- Removing references to processes that are no longer in use



Faculty Handbook

- Request approval from the Academic Excellence Committee
- Proposal requires full Board of Visitors approval

To: James Madison University Board of Visitors
From: Michael O’Fallon
Subject: Recommendations to the 2024-2025 Faculty Handbook
Date: April 18, 2024

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

Faculty Handbook Change Process

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

Upon completion of the public comment period, the committee reviews submitted comments and makes a determination of which recommendations will be moved forward for review by the president, provost, and speaker. At this stage in the process, the president, provost, and speaker can offer feedback to the Faculty Handbook Committee regarding the recommendations. Based on the feedback, the Faculty Handbook sends their final recommendations to the president, who then determines which recommendations will move forward for consideration by the Board of Visitors.

The table in the attached document includes the president’s recommended changes to the 2024-25 Faculty Handbook for your consideration and approval. The table columns are:

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

Categories of Recommendations

In total, there are 12 final recommendations for the Board of Visitors to consider for the 2024-2025 Faculty Handbook. Rationale for the final recommendations can be broadly grouped into four categories:

1. Adding information not previously included in a previous year’s Faculty Handbook. For instance, the addition of section II.D.3.d Quorum.
2. Adding procedural changes. For example, adding the Academic Unit Head in the approval process with the dean in determining time changes to class schedules (section III.A.12). This is consistent with the remainder of the section where the AUH has the ability to approve location changes of classes and the addition or removal of classes from the schedule.

3. Providing clarity to sections that may be viewed to be inconsistent. For example, changing the wording of an “official” complaint to “formal” complaint in section III.A.26.b.
4. Removing references to processes that are no longer are in use. For example, section III.J.1.d where tracking reports are no longer used.

Anticipated Changes

The provost and faculty senate, in collaboration, have discussed a comprehensive review and edit of the Faculty Handbook to occur in the near future.

I look forward to presenting the final recommendations for your approval at the Academic Excellence Committee meeting on April 18, 2024.

Sincerely,

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

II.E.6.a. Presidential Recommendations to the Board of Visitors for the 2024-2025 Faculty Handbook		
#	Faculty Handbook Section	President's Recommended Change to the Faculty Handbook
1	II.F. Word Usage (Change of heading)	II.F. Word Usage Definitions
2	II.D.3.d. Quorum (Addition of a new section)	<u>Four (4) members of the Faculty Handbook Committee constitutes a quorum for voting purposes. The lack of a quorum does not prevent a meeting but votes must not be taken.</u>
3	III.A.2.a Academic Freedom (First paragraph)	The university is an institution of higher learning in a democratic society. It is fundamentally committed to the open-ended pursuit of knowledge and the unfettered activity of inquiry and debate. Just as the university is entitled to academic freedom in the pursuit of its educational mission, so each member of the faculty is entitled to academic freedom in the discharge of their professional duties. Accordingly, each member of the faculty has a right to the freedom of thought and expression, including a right to reasoned dissent, in the conduct of their professional activities. This right to academic freedom safeguards one's liberty to pursue, discuss, study, research, discover, question, critique, and teach relevant knowledge, ideas, and theory, in accordance with the standards of the academic profession and one's discipline. Academic freedom must be exercised responsibly, in keeping with the standards of one's academic profession and one's discipline and with other university and professional duties.
4	III.A.2.b.(4) Academic Responsibility	A faculty member must act ethically at all times. A faculty member must follow the professional code of ethics as described in the Faculty Handbook (i.e., III.A.3).
5	III.A.11 Outside Employment and Consulting (First paragraph)	If it affects or is deemed likely to affect a faculty member's usefulness as an employee of the university, a full-time faculty member is prohibited from engaging in outside employment, or in any private business or profession during the period for which they are employed to work for the university, or outside such employment period, in a manner or to an extent that it affects or is deemed likely to affect their usefulness as an employee of the university. <u>A faculty member may engage in outside employment, outside consulting, or keep any private business or profession during the period for which they are employed to work for the university, provided it does not create a conflict of commitment as an employee of the university.</u>
6	III.A.12 Class Schedules	Faculty members must adhere strictly to the scheduled time and place of class meetings as reflected in the official class schedule. No change in the time of class meetings, including final examinations, may be made without the advance approval of the <u>AUH and</u> dean. No change in the assigned place of class meetings, including final examinations, may be made without the advance approval of the AUH. No class may be added or dropped from the schedule without the advance approval of the AUH.
7	III.A.26.b Complaints (Second paragraph)	An informal complaint against a faculty member may be delivered orally, leaving further action to the discretion of the AUH or higher-level supervisor. <u>Informal allegations of misconduct must be reported by the AUH to the dean. An official-A formal</u> complaint requires a written submission to the faculty member's AUH or higher-level supervisor. The

		<p>person receiving an official <u>a formal</u> complaint must ensure that a written acknowledgement is sent to the complainant. However, the complainant has no right to information about the outcome of the complaint. A higher-level supervisor who receives a complaint must send the official <u>formal</u> complaint to the AUH for initial processing unless there is a reason to do otherwise. Informal allegations of misconduct must be reported by the AUH to the dean. Formal allegations of misconduct will be reported by the AUH to the dean, who must report the allegations to the provost.</p>
8	III.C.3 Appointment of Academic Unit Heads (First paragraph)	<p>When a vacancy occurs in a position of an AUH, the dean must request the academic unit to nominate members of its faculty for service on a search committee, unless the dean determines that the position may be considered a promotional opportunity restricted to candidates from the current employees of the university, and the majority of the academic unit's full-time faculty members vote to approve the dean's decision not to have an external search. Additionally, any such decision not to hold an external search must include prior consultation with the equal opportunity officer, and must have the prior approval of the provost. An interim or acting AUH may be appointed by the dean until the position is filled.</p> <p><u>When a vacancy occurs in a position of an AUH, the dean must confer with the academic unit to determine whether they recommend the search be internal or external. The recommendation will be made by a majority vote of the unit's full-time instructional faculty to be taken under advisement by the dean. The dean will consult with the equal opportunity officer prior to determining that a search is internal. The dean determines whether a search is internal or external, subject to the provost's approval. The selection of an interim or acting AUH (up to 2 years until the position is filled) will be decided upon by the dean with input from the unit's full-time instructional faculty. If necessary, interim or acting AUHs may come from another unit.</u></p>
9	III.E.2.b.(1) Teaching (First paragraph)	<p>Consideration of teaching performance may include but is not limited to a well-developed teaching philosophy, self-evaluation, evaluations by peers and/ or AUH's, and s <u>Student evaluations may only be used as a formative tool or as part of teaching evidence when relating to</u> of the course content, rigor, assignments and learning experiences, rather than individual style or personality of the instructor. Student evaluations may only be utilized as a formative tool or as part of a teaching portfolio.</p>
10	III.E.6.b.(1) Promotion in Academic Rank (First paragraph)	<p>The faculty member may apply for promotion, or the AUPAC or AUH may nominate a faculty member for promotion. Written intent to apply or nomination must be made by Sept. 1 to the AUH. The faculty member must be informed if the AUPAC or AUH has nominated the faculty member, and must have the option to accept or decline the nomination without prejudice. The faculty member who wishes to be considered for promotion must submit a summary of activities and accomplishments in the areas of teaching, scholarly achievement and professional qualifications, and professional service to the dean, AUH, and AUPAC by Oct. 1 (<u>see II.F. definition of "day"</u>). Failure by the faculty member to submit a summary of activities and accomplishments by the Oct. 1 deadline must constitute a refusal of a nomination or withdrawal of an application, and no consideration of promotion is required.</p>

11	III.E.7.f.(1) Tenure (First paragraph)	A faculty member in the penultimate year of the probationary period must apply for tenure and submit a summary of activities and accomplishments in the areas of teaching, scholarly achievement and professional qualifications, and professional service to the dean, AUH, and AUPAC by Oct. 1 (<u>see II.F. definition of “day”</u>).
12	III.J.1.d Medical Leave	A faculty member may be entitled to either paid medical disability <u>benefits or intermittent leave through peer coverage for leave due to illness or injury. For more information, see <i>Manual of Policies and Procedures</i>, Policy 1338, Faculty Leave, or contact the Office of Human Resources.</u> A faculty member may be entitled to either paid medical disability leave or to peer coverage for leave due to illness, depending on the faculty member’s participation in the Virginia Sickness and Disability Program (VSDP) and on the disability leave option chosen. Faculty members enrolled in VSDP must track any sick leave used through a tracking report, which must be signed by the supervisor and submitted to the Office of Human Resources. For more information, see <i>Manual of Policies and Procedures</i>, Policy 1338, Faculty Leave, or contact the Office of Human Resources.

Faculty Handbook Revision Process

Elizabeth Oldmixon, Vice Provost for Faculty Affairs and Curriculum



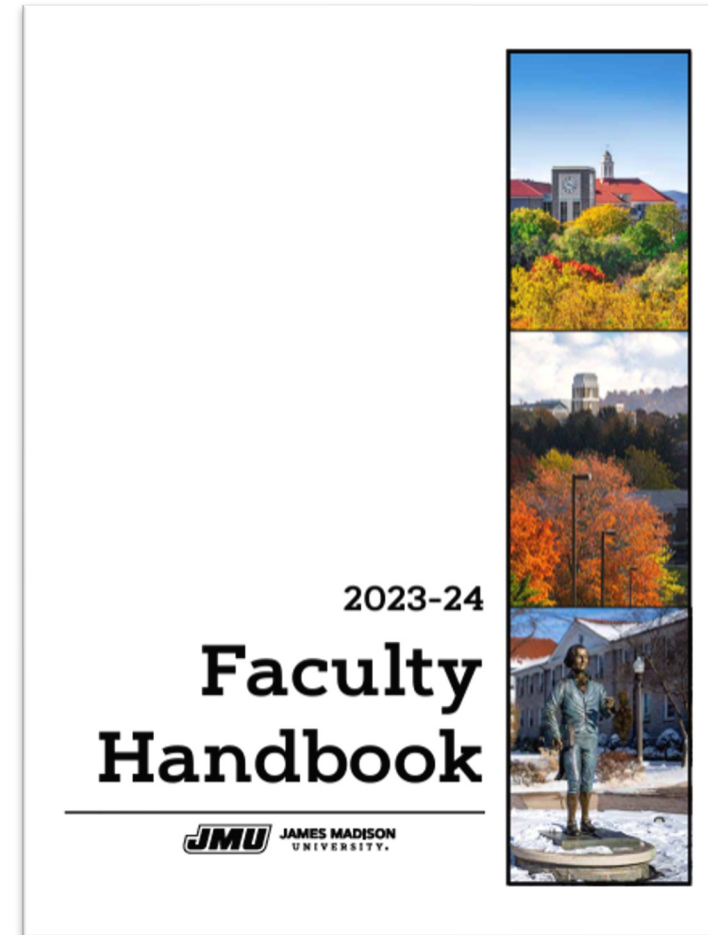


The Role of the Faculty Handbook

The Faculty Handbook is the cornerstone for shared governance at James Madison University.

It “is designed to outline the duties, rights, and responsibilities of faculty members and be a guide for the relationship between faculty members and the university.”

Maribeth D. Herod
Rector, Board of Visitors





Shared Governance Task Force Recommendation

Commission a joint faculty/administrative group to undertake a comprehensive review and wholesale re-write of the Faculty Handbook, to carefully consider and address flaws and points of confusion in handbook areas in need of greater clarity, such as the faculty grievance policy. This group should make such revisions with an eye to developing and enhancing structures and policies related to shared governance.

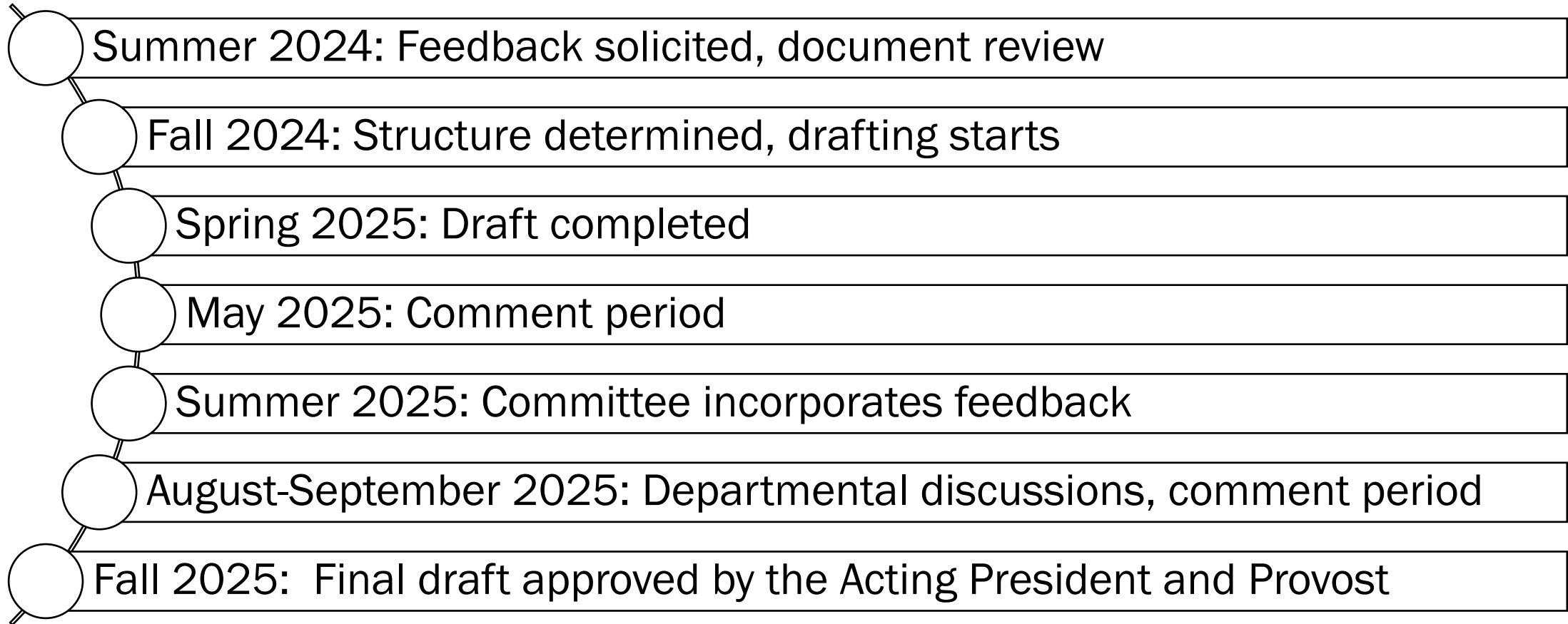


Review Committee Charge

1. Propose substantive and organizational changes to the Faculty Handbook. This shall be done in consultation with appropriate internal and external experts, including, but not limited to, the Senate, General Counsel, divisional administrators, and Human Resources.
2. Meet regularly throughout the process with various constituencies of the University community, including open forums for the entire campus community and meetings with smaller constituencies.
3. Provide regular updates to the University community.

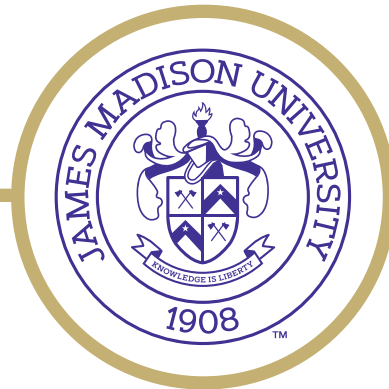


Review and Revision Process



Faculty Senate Report

Kathy Ott Walter, Speaker



Faculty Senate Board of Visitors Written Report April 18th & 19th, 2024

February Meeting

The faculty senate engaged in a discussion with Dr. Paul Mabrey regarding midterm grade reporting as a retention indicator for advisors to reach out to students.

The senate continues to work on policy suggestions.

Added a comment/question button to the faculty senate webpage.

Resolution

First Read

- The Motion of Support for Those in the JMU Community Affected by the Israel/Hamas Conflict.

March Meeting

Board of Visitors class observations in April had to be postponed due to the closed meeting of the board to name an acting president of the university being held on April 18th.

Faculty are participating in the public comment process for policy 1309-inclement weather. The speaker received over 6 pages of comments on the policy and will turn those over to the University Policy Committee by April 5th. Common themes focused on holding online classes when campus is closed and guidance on classes that start before university opens, but run for a couple of hours after university opens. Faculty would like to start the classes when the university opens instead of having to cancel the entire class for the day.

Academic Affairs Policy 2 – Academic Unit Heads is being revised to

1. Clarify the roles and responsibilities of AUHs.
2. Empower AUHs in their roles both as administrators and instructional faculty.
3. Enhance shared governance at JMU.

We have shared the revised policy 2 widely with faculty and AUHs. We have started receiving useful feedback from several stakeholders. In fall, we would like to continue the conversation and gather additional information.

We are continuing to work with student affairs to find the best solution(s) to address the number of accommodations needed for students through the office of disability services. The numbers continue to increase, more space and times are needed to accommodate the students.

Faculty are asking for involvement and transparency in the presidential search process. Speaker received over 190 responses requesting criteria/characteristics for next JMU president and potential acting president's names.

The provost will be organizing a meeting to review the instructional hiring guidelines and comments from searches held in 2023-2024. This document is a working document subject to change based on the experiences of search committees.

Resolutions

First Read

- The Resolution to Support a Faculty Handbook Revision Committee for Comprehensive Review of Faculty Handbook.
- The Resolution Regarding Economics Department Annual Evaluations for AY 2022–23. After the rules were suspended (2/3 vote threshold met), discussion commenced. The resolution to support a letter to Dean Busing passed (31 in favor, 7 opposed).

Committee Work

The faculty concerns committee is gathering feedback on the hiring process for this year to bring to the provost conversation in May. The committee is concerned about the level of AUH involvement in senator elections at the department level. The election process should be faculty-centered. In addition, they are keeping an eye on growth and contraction within departments and clarifying the pay schedule for summer teaching.

The policies committee shared a draft of academic affairs policy 2 to the academic affairs policy committee as well as the committee chairs for broader feedback. The committee's next task is to discuss a process for evaluating deans.

The teaching and student relations committee worked with the student government association to select the Madison Vision Teaching Awards. Ninety faculty members were nominated by students and completed the application process. This is a record number for the awards. Daniel Castaneda, John Almarode, and Colleen Watson won the award and will be honored at a luncheon.

The budget, compensation, and government relations committee met with administration regarding the ALICE population and the administration will address concerns when the updated report comes out. The committee will solicit additional feedback on R2 peer groups within the next few weeks. The compensation advisory council is gathering information for this year's report and hopes to have a report out in September.

The adjunct affairs committee is working with Jason McClain on a solution for communicating adjunct raises and remedying pay errors.

Advancement and Engagement Committee

April 18, 2024



THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Advancement and Engagement Committee
Thursday, April 18, 2024
Allegheny Room
2:45 p.m.

Agenda

1. Approval of Minutes* – February 15, 2024
2. Funds Raised to Date
Jared Lowry, Athletics Development Officer
Jeff Gilligan, Associate Vice President for Development
3. VP Updates
Nick Langridge, Vice President for University Advancement
4. Giving Day Wrap-Up
Cannie Campbell, Associate Vice President for Constituent Engagement
5. Carrier Library Renovation
Bethany Nowviskie, Dean of Libraries
6. Carrier Library Inventory Opportunities and Feasibility
Sheila Smith, Associate Vice President of Advancement Planning and Operations
Cynthia Cline, Senior Director of Strategic Gifts
7. Enrollment Marketing Update
Chris Meyers, Director of Enrollment Marketing
Heather Davis, Associate Director of Enrollment Marketing
8. Closed Session*

*Action Items

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

Minutes of the Advancement and Engagement Committee

The Advancement and Engagement Committee met on Thursday, February 15, 2024. Mr. Michael Stoltzfus called the meeting to order at 2:47 p.m.

COMMITTEE MEMBERS PRESENT:

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

OTHERS PRESENT:

Alger, Jonathan, President
Amlacher, Jen, Program Coordinator for Principal Gifts
Bradley, Miriam, Associate Vice President of Principal Gifts
Campbell, Cannie, Associate Vice President of Constituent Engagement
Cline, Cynthia, Senior Director of Strategic Gifts
Coleman, Warren, CEO & President to the James Madison University Foundation
Fravel, Liz, Associate Director of Annual Giving
Funkhouser, Savanna, Assistant Director of State Government Relations
Langridge, Nick, Vice President for University Advancement
Lovell, Sharon, Dean of the College of Health and Behavioral Studies
Perrine, Andy, Associate Vice President for University Communications and Marketing
Read, Caitlyn, Director of State Government. Relations
Risch Mott, Karen, Director of Annual Giving
Shala, Ahmet, Global Ambassador
Smith, Sheila, Associate Vice President for Advancement Planning and Operations
Thomas, Dillon, Athletics Development Officer
Vass, Mary Hope, Executive Director of Communications
Walther, Annie, Assistant Attorney General, University Legal Counsel
West, Callie, Associate Director of Principal Gifts

APPROVAL OF MINUTES

The minutes of the November 9, 2023 meeting were brought before the committee and approved as presented on a motion by John Rothenberger, seconded by Terrie Edwards.

FUNDRAISING REPORT

Dillon Thomas gave a recap of the November fund drive, Diggin' Dukes, the event reported a giving total of \$446,149 with 1,796 total donors. Dillon further stated Athletics has received \$2.5 million in gifts for the current fiscal year.

Cynthia Cline reported that in FY24 \$14.5 million has been donated university-wide.

VICE PRESIDENT'S UPDATE

Nick Langridge shared that we successfully completed fund raising for the new Bluestone Seed Fund and that a new private giving component for the Health and Behavioral Studies expansion has begun. He went on to describe successful elements of recent Enrollment Marketing campaigns.

The drive for Big Ideas will conclude March 8, 2024.

PRINCIPAL GIVING

Miriam Bradley provided an overview of Principal Giving as a critical component of our fundraising efforts, explaining the significant role of principal gifts in JMU's next comprehensive campaign. In the prior Unleashed campaign, principal gifts such as those from the Reddix and Holland Yates families represent the significant and transformational giving that will be critical to realizing JMU's aspirations and goals.

CAMPAIGN CONSULTANT

Sheila Smith shared that after a full RFP process, BWF has been secured as our next campaign consulting company. BWF, a thought leader in university philanthropy, will coordinate our feasibility and planning studies. The BWF team will be led by BWF Associate Vice President, Nick Perlick.

GIVING DAY

Mark your calendars, Karen Risch Mott reported that on February 22, 2024, the Office of Annual Giving and partners across campus will present JMU's seventh Giving Day. This year's primary goal is to engage 3,000 donors and enrich funds that support academics, scholarships, and core programs.

CLOSED SESSION

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

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

John Rothenberger
Carly Fiorina
Terrie Edwards
Nicole Palya Wood

Mr. Stoltzfus then asked if there were any motions to come forward.

On a motion from Carly Fiorina, seconded by Terrie Edwards, committee action was approved.

The meeting adjourned at 4:25 p.m.

Respectfully submitted,

Michael Stoltzfus, Chair

Donna L. Harper, Secretary to the Board

Fundraising Report

Jared Lowry, Athletic Development Officer

Jeff Gilligan, Associate Vice President for Development





THANK YOU!

2024 GIVING DAY

ATHLETICS GIVING BY THE NUMBERS

TOTAL AMOUNT RAISED

\$219,326

TOTAL DONORS

1,055

TOTAL RAISED BY UNIVERSITY

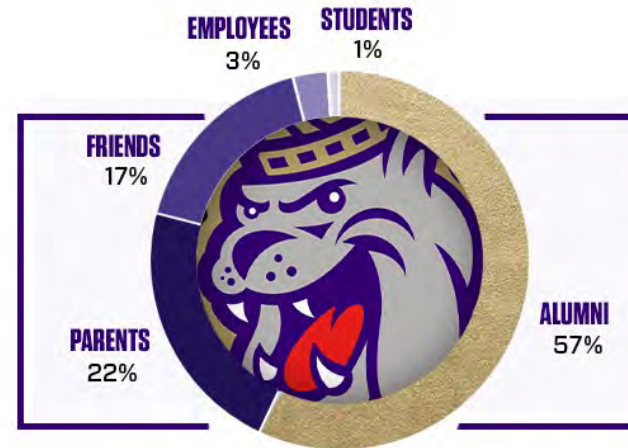
\$1,065,210



DONORS WHO'VE MADE MULTIPLE GIFTS WITHIN FY



467



Duke Club Report

Dollar Amounts and Donor Counts as of:
March 29, 2024



By Fiscal Year YTD

	2020	2021	2022	2023	2024
Duke Club Seat Contribution	\$347,125	\$245,501	\$574,604	\$913,076	\$609,789
Proud and True Fund	\$782,912	\$1,347,596	\$1,825,111	\$1,989,333	\$2,023,858
Athletics Restricted	\$297,497	\$233,900	\$248,800	\$667,046	\$874,085
Athletics Capital	\$766,185	\$924,335	\$398,574	\$276,451	\$137,874
Athletics Endowed	\$331,884	\$126,496	\$162,930	\$257,361	\$193,766
Event Contribution Restricted	\$0	\$1,650	\$0	\$13,632	\$29,651
Total	\$2,525,603	\$2,879,478	\$3,210,019	\$4,116,900	\$3,869,023

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

Current FY Annual Fund Dollars: \$2,633,647

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

Percent of Goal: 55%

Total Unique Athletics Donors by Fiscal YTD

Includes unique spouseholds

2020	2021	2022	2023	2024
2,480	1,965	2,361	3,105	4,866



Funds Raised to Date
Compressed
 07/01/2023 - 03/29/2024

Provided by:
 AIS/Data Analysis & Reporting



Fund Raised Program - Compressed	FY 2024	FY 2023	FY 2022	FY 2021	FY 2020
Principal Giving/Strategic Gifts	\$4,057,604	\$3,776,940	\$4,537,744	\$7,879,289	\$6,084,676
Corp/Found	\$4,574,897	\$9,356,390	\$11,356,549	\$3,186,609	\$3,050,149
All Athletics Charitable	\$3,245,527	\$3,794,026	\$3,803,283	\$2,580,684	\$1,573,517
Annual Giving	\$2,298,149	\$2,137,294	\$2,516,029	\$2,155,676	\$2,029,426
Organization Annual Gifts	\$379,518	\$377,027	\$313,543	\$266,276	\$338,651
Matching Gifts	\$281,655	\$315,489	\$313,345	\$332,910	\$266,103
Realized Planned Gifts	\$5,937,306	\$513,118	\$325,460	\$769,513	\$297,906
Above Sub-Total - Total	\$20,774,656	\$20,270,283	\$23,165,954	\$17,170,956	\$13,640,428
WMRA Gifts	\$536,882	\$615,615	\$632,537	\$637,935	\$551,205
WMRA Total - Total	\$536,882	\$615,615	\$632,537	\$637,935	\$551,205
Above - Total	\$21,311,539	\$20,885,898	\$23,798,492	\$17,808,891	\$14,191,632
Conditional Pledges	\$2,340,002	\$3,916,820	\$6,680,412	\$18,516,215	\$6,029,002
Non-charitable Sponsorship Commitments	\$44,043	\$13,632	\$0	\$1,650	\$3,500,000
Athletics Non-charitable Gifts	\$609,789	\$912,400	\$547,088	\$244,503	\$342,826
Below Sub-Total - Total	\$2,993,834	\$4,842,852	\$7,227,500	\$18,762,368	\$9,871,828
Below - Total	\$2,993,834	\$4,842,852	\$7,227,500	\$18,762,368	\$9,871,828

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



Pipeline

As of March 28, 2024

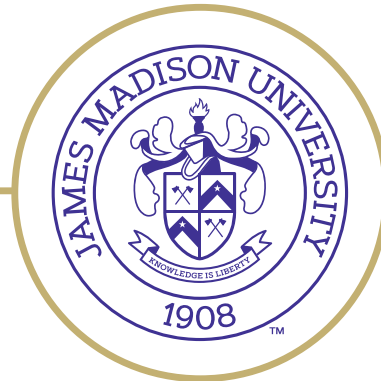
Pre solicitation: 61 proposals = \$34,375,007

Solicitation proposals: 117 proposals = \$19,085,527

Closed Major Gifts: 134 for \$16,564,737

Vice President's Update

Nick Langridge, Vice President for University Advancement



Giving Day Wrap Up

Cannie Campbell, Associate Vice President for Constituent Engagement





Feb 22, 2024

“Give Like a Duke”



GIVE LIKE A DUKE

givingday.jmu.edu



By the Numbers

5,124 Total Donors

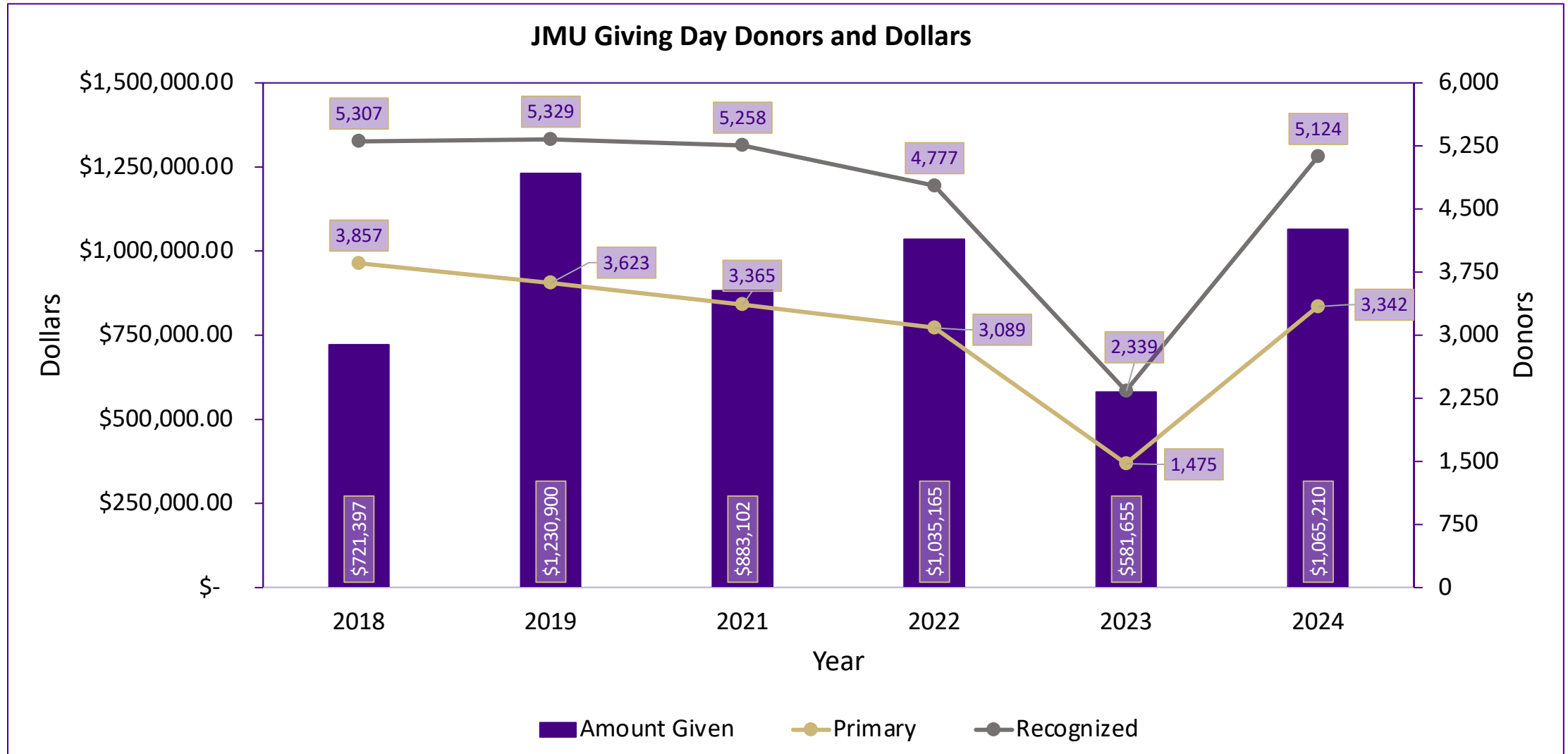
- 702 New to JMU
- 2,522 Alumni, 1,359 Parents
- 257 Ambassadors

\$1,065,209.87 Total Dollars

- \$331,605.61 Challenges
- \$733,604.26 Dollars Raised

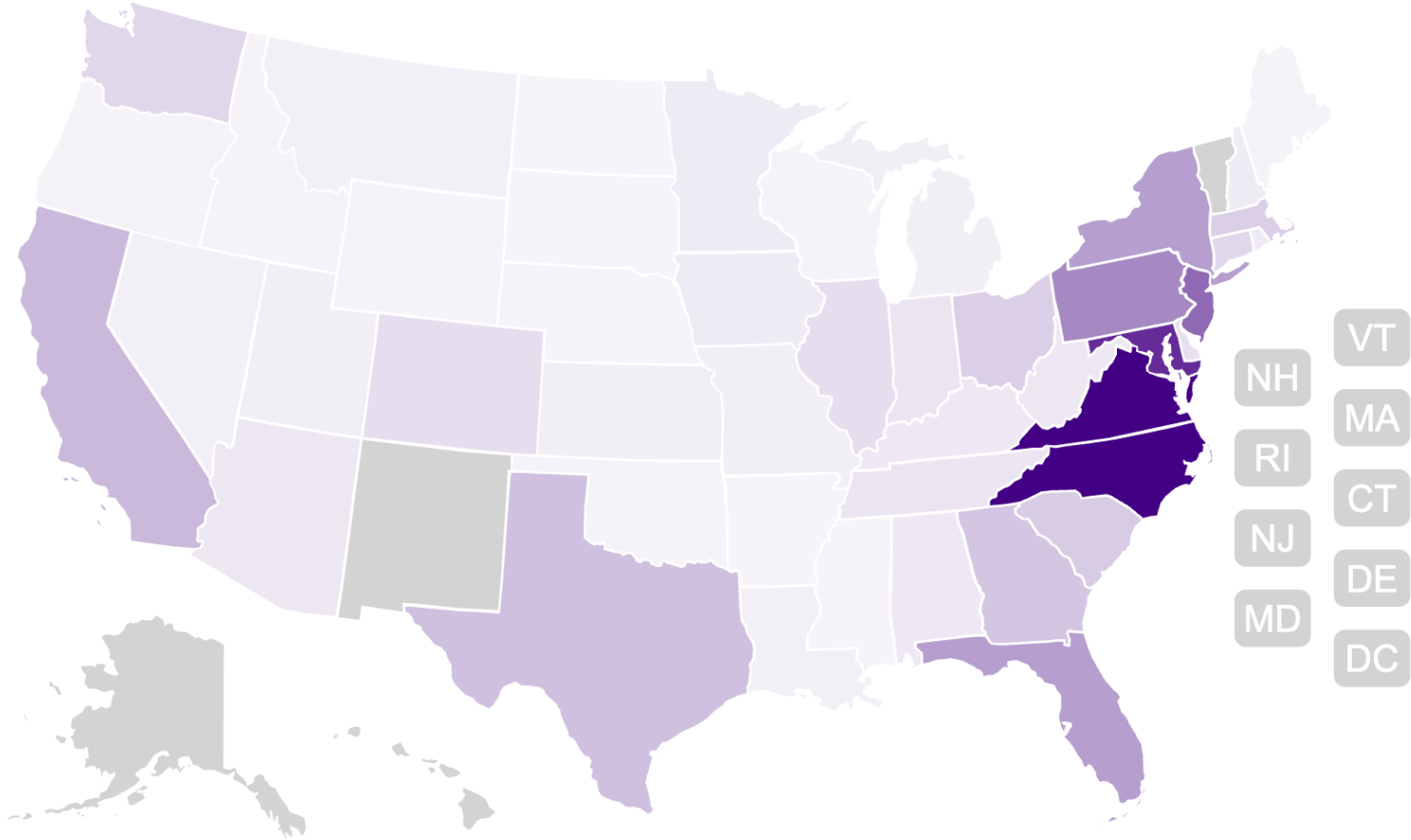


2018-2024 Performance





JMU Everywhere



Promotion

Advertising

Appeals: early and day-of

Events

Social media

Video

Website



CHOOSE YOUR IMPACT



SCHOLARSHIPS: GREATEST NEED



ALL OF JMU: BROADEST IMPACT



STUDENT EXPERIENCE



ATHLETICS (PROUD AND TRUE)



COLLEGES AND OTHER ACADEMICS



MADISON VISION FUND



WOMEN FOR MADISON



COMMUNITY CONNECTIONS

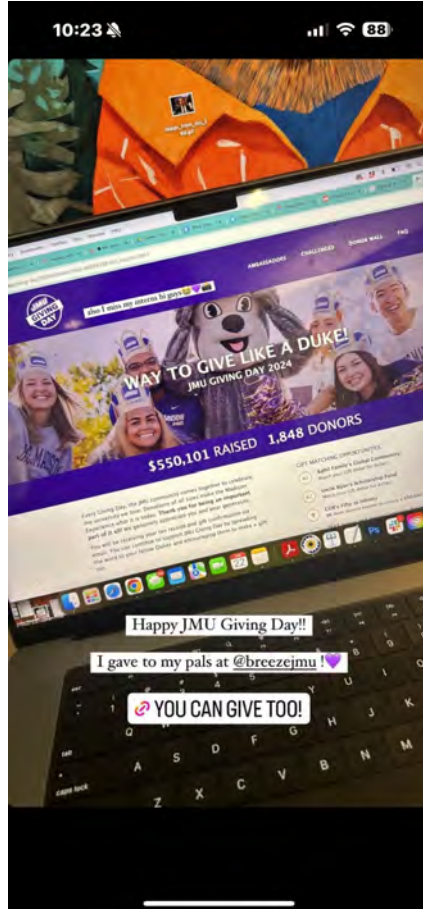




Labelled Content Performance

2 Filters Missing Data

DATE ↓	POSTS	IMPRESSIONS	REACTIONS	ENGAGEMENTS	ENGAGEMENT RA	VIDEO VIEWS	REACH
	78	489.17K	13.3K	14.7K	2.98%	29.85K	470.52K



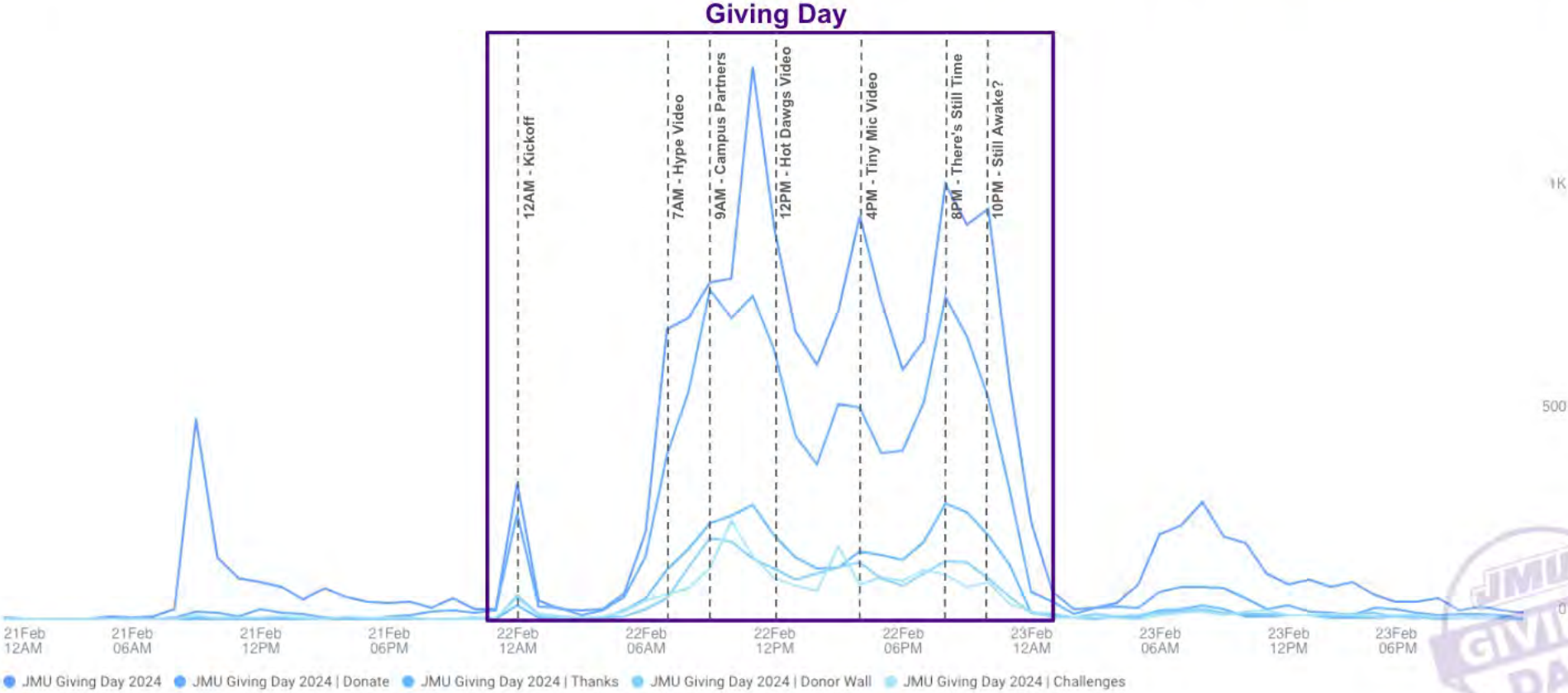


Website Traffic: **Scalefunder** - **givingday.jmu.edu**

All Users

Views

1.5K



[Exploration Report](#) (DM ONLY)





HOLLAND YATES HALL

DUKES
made something
BIG 
happen here. 



The missing piece of your cookie represents the money alumni, families and friends donate to James Madison University.

Only a portion of your Madison Experience is funded by tuition and state dollars, so our donors help make up the difference.

On Giving Day, we express our gratitude to those who make our cookies complete and encourage our recent grads to join the tradition of giving back to JMU. Alumni giving is all around you.



[More Giving Day stuff for students >](#)









Questions?



Feb. 22, 2024

“Give Like a Duke!”

givingday.jmu.edu



Keep Calm and Carry On: transforming the JMU Libraries

Bethany Nowviskie, Dean of Libraries & Chief Academic Technology
Officer

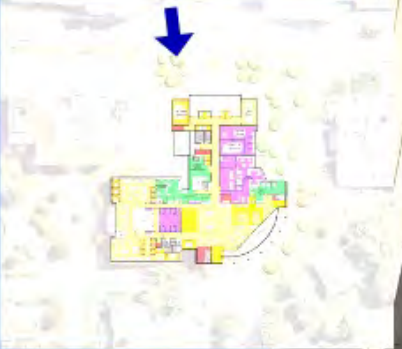














A talk in three parts:

- What's unique about the JMU Libraries?
- Carrier Renovation and our national trajectory
- Your questions and next steps







Let's get started with a Quiz!

Let's get started with a Quiz!



ROSE



MUSIC LIBRARY

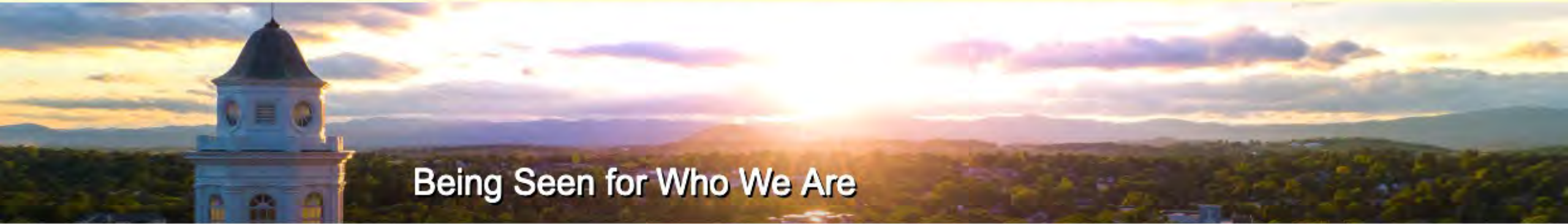
4
JMU Libraries
LOCATIONS



ETMC



EXPRESS



Being Seen for Who We Are

BEING SEEN

HOW WE GOT HERE

WHERE WE GO
FROM HERE

CARNEGIE
COMMISSION

A video player interface showing an aerial view of a JMU building. A large play button is centered over the video. To the right, a purple shield-shaped badge contains the text 'NATIONAL UNIVERSITY' at the top, a yellow banner with 'NEW CARNEGIE CLASSIFICATION' in the middle, and the 'JMU JAMES MADISON UNIVERSITY.' logo at the bottom. A purple bar at the bottom left of the video player contains the text 'Play the video ▶'.

James Madison University's world class academic excellence and national prominence has been validated with a new Carnegie Classification of R2 Doctoral University with high research activity through the Carnegie Commission. [Read the full release.](#)

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

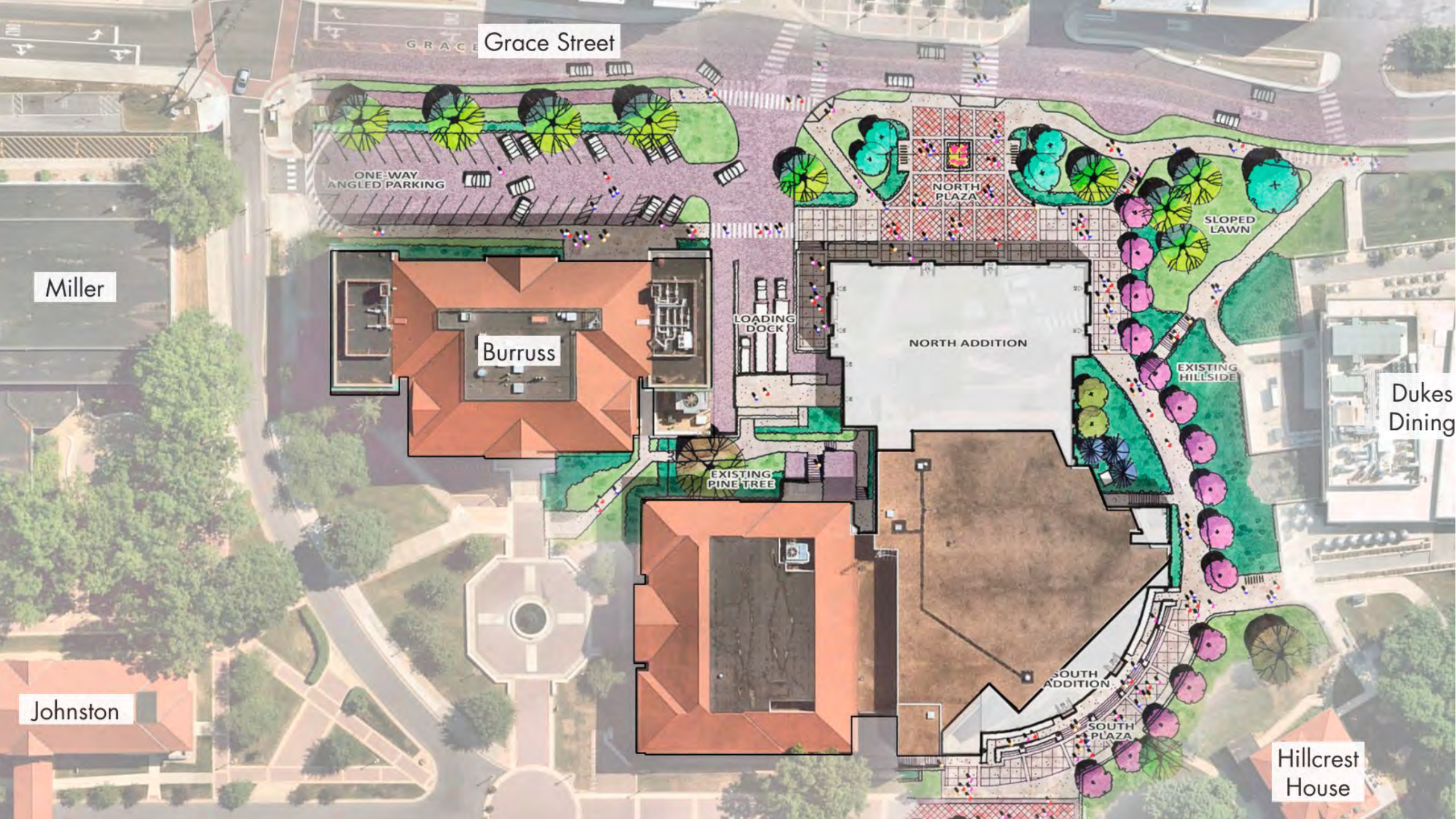


Explore library spaces



Key concepts:

- Preserving the past, creating new futures
- A literal and an intellectual crossroads for JMU
- Open, accessible, and welcoming to all
- More than “just” a library — a way to support all of JMU



Grace Street

ONE-WAY
ANGLED PARKING

Miller

Burruss

LOADING
DOCK

NORTH
PLAZA

SLOPED
LAWN

Dukes
Dining

EXISTING
HILLSIDE

EXISTING
PINE TREE

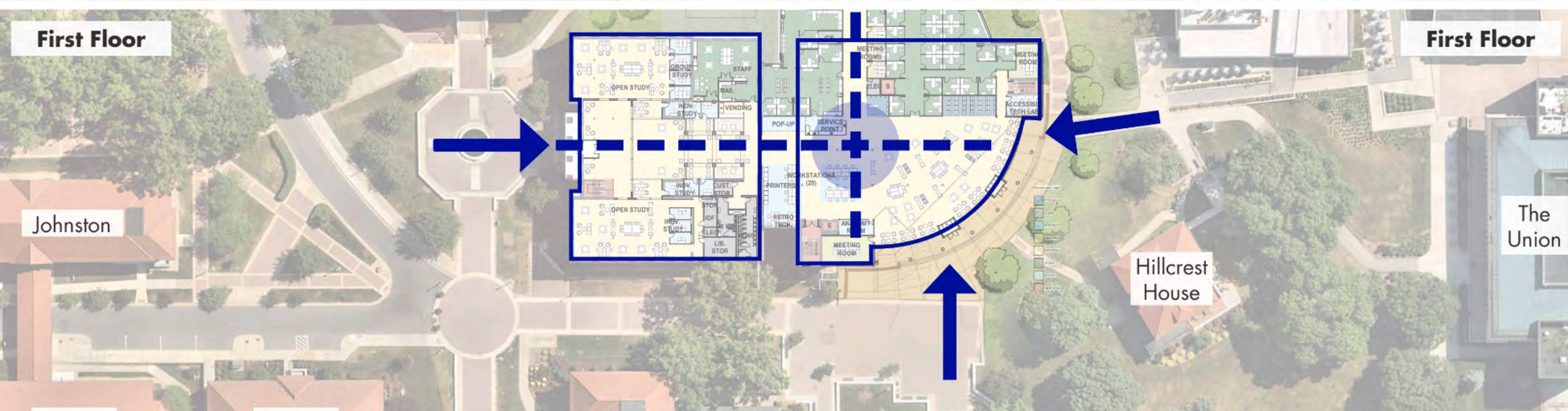
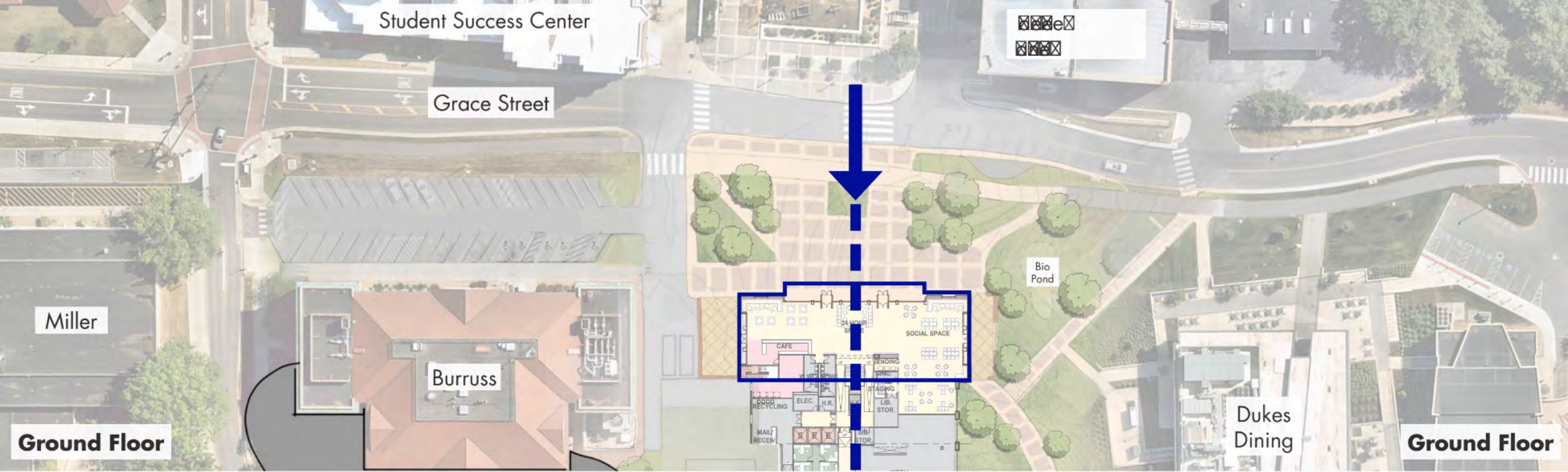
NORTH
ADDITION

SOUTH
ADDITION

SOUTH
PLAZA

Johnston

Hillcrest
House





New/Renovated | Existing

CARRIER LIBRARY



CARRIER LIBRARY

→ Academic Center
→ Student Center
→ Carrier Library
→ Student Union
→ Student Services



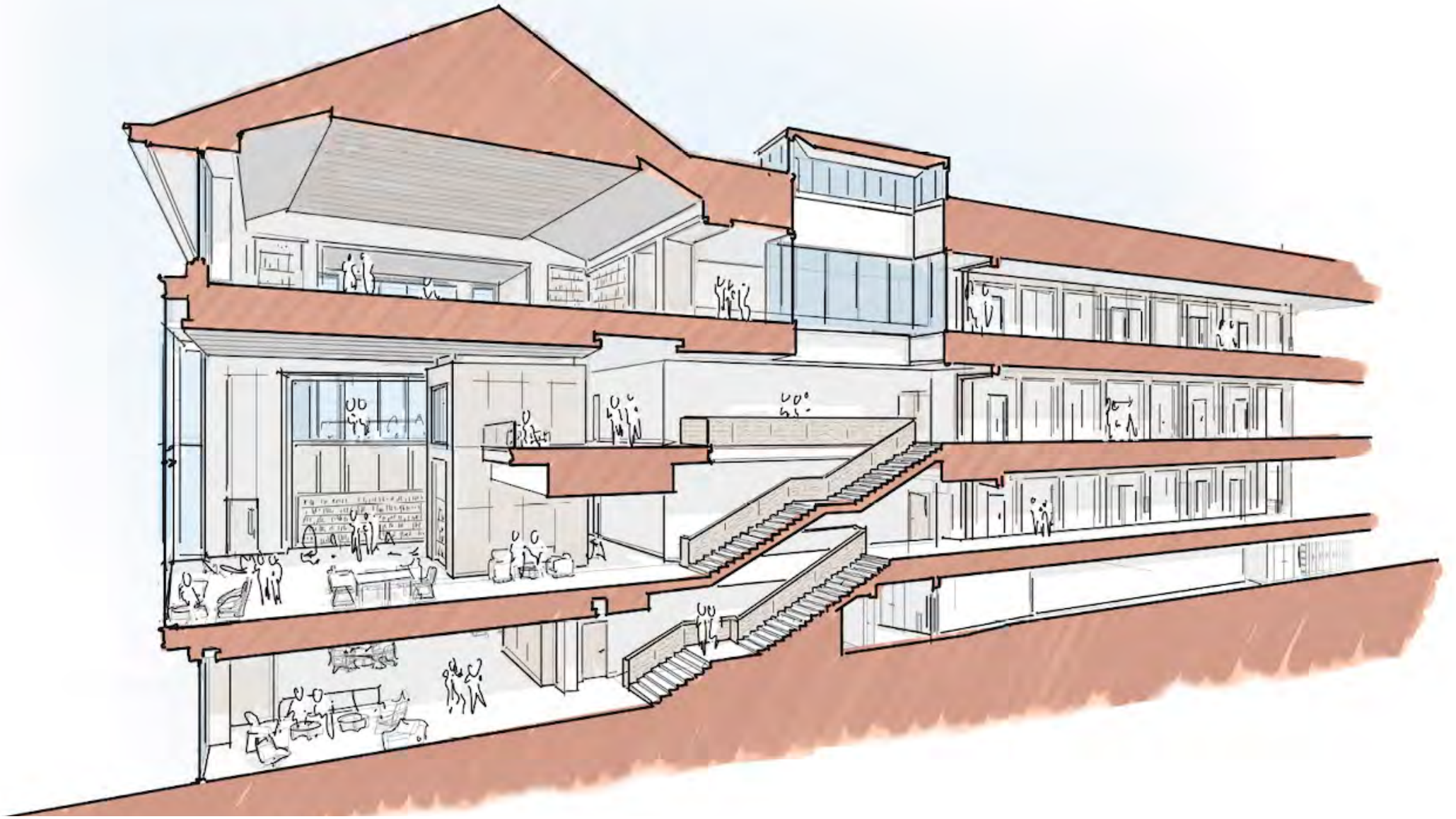






LIBRARY

LIBRARY





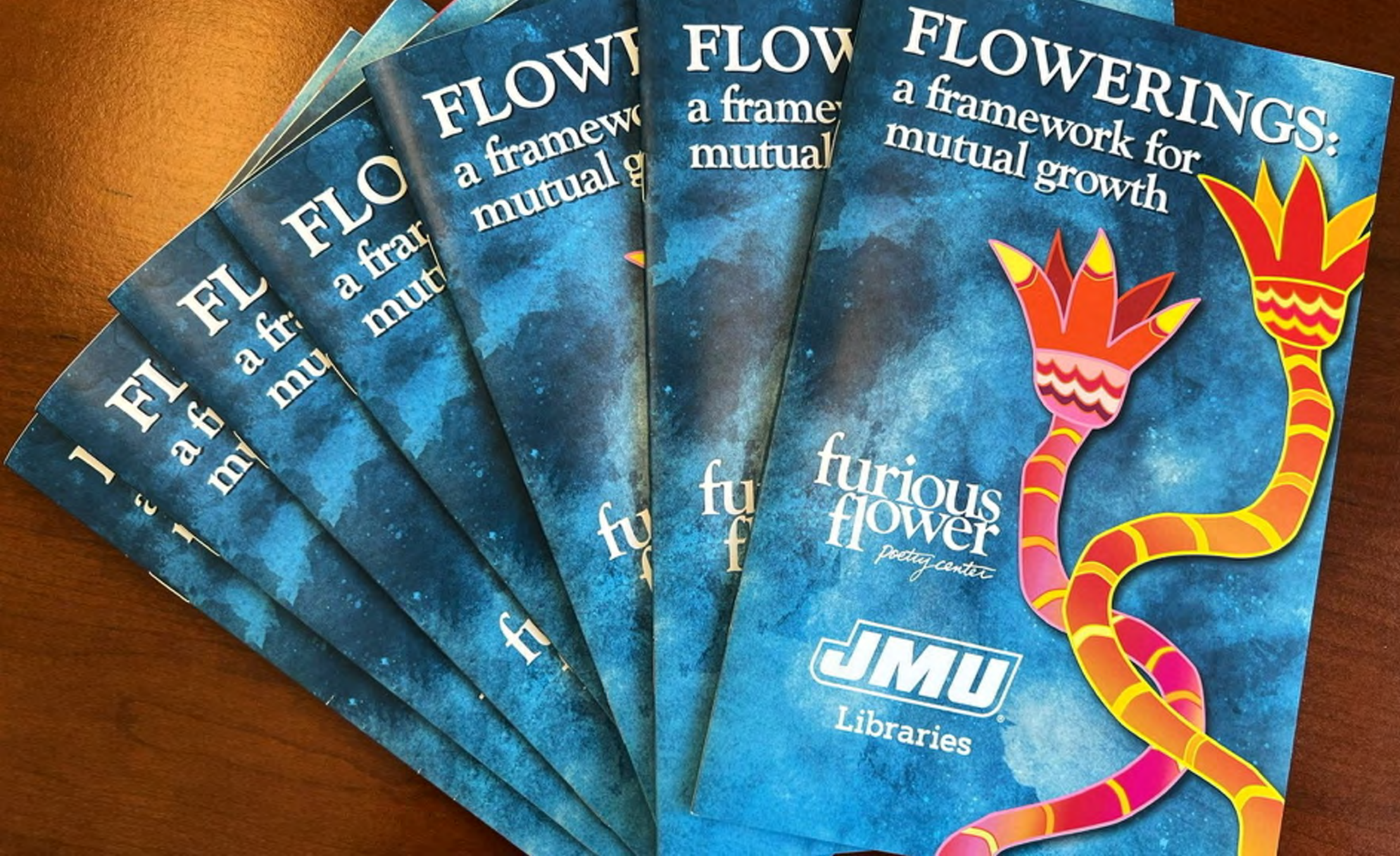












FLOWERINGS:

a framework for
mutual growth



furious
flower
poetry center

JMU
Libraries

FLOWERINGS:
a framework for
mutual growth

FLO
a fra
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mu







The Future Carrier Library

RENOVATION & EXPANSION: HOME

THE FUTURE CARRIER LIBRARY

IMAGES >

VIDEOS

MEMORIES

ALTERNATE STUDY SPACES

FAQS

NEWS

SUPPORT



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](#).

Carrier Library Renovation and Expansion to Begin in May 2023

Posted on: October 18, 2022

A new and [expanded Carrier Library](#) is on the horizon!



Artist's conception of the future southwest entrance to Carrier Library

The Commonwealth of Virginia recently approved funding for a major renovation and expansion of Carrier Library. This support will help us create a more welcoming, safe, inclusive campus library with modernized systems, reenvisioned services, and inspiring spaces for teaching, learning, research, and expert consultation. The renovated building will also include space for the **Furious Flower Poetry Center!**

Construction will begin in summer 2023. Carrier Library will remain open for the 2022-23 academic year. You might see some changes in the building this year, such as new locations for furniture or collections, as we prepare for renovation. The building will then [close for construction](#), which will likely begin soon after graduation festivities in May 2023.

Rose Library, the Music Library, and the Educational Technology & Media Center will remain open when Carrier is under construction. JMU is also preparing additional spaces on campus to meet your needs during construction.

Carrier Library is anticipated to re-open in Fall 2026, following the successful completion of this major renovation and expansion.

Why is JMU renovating Carrier? Concerns about accessibility and ADA compliance, crowding, safety, and overall navigability of the aging facility are the motivating factors. We want the [new Carrier Library](#) to be universally accessible, easy to visit, environmentally responsible, and welcoming for Dukes and local communities! This is also a once-in-a-lifetime chance to update and reimagine Carrier Library for JMU's future as a [national university](#). The new building will include 24-hour student study space, beautiful reading rooms, outdoor terraces and a café, consultation and group study rooms, and expanded facilities for library instruction, innovative educational technology, digital scholarship, distinctive collections, and more.



KEEP
CALM
AND
CARRIER
ON



**Get
connected
in
the
libraries!**





Thank you!



Carrier Library Inventory Opportunities and Feasibility

Sheila Smith, Associate Vice President for Advancement Planning
and Operations

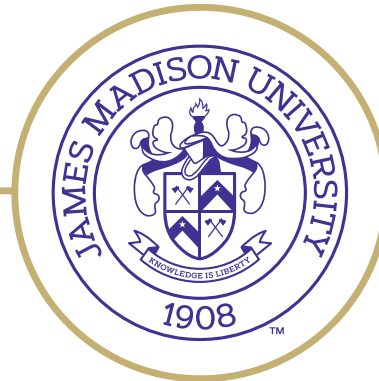
Cynthia Cline, Senior Director of Strategic Gifts



Enrollment Marketing Update

Chris Meyers, Senior Director of Enrollment Marketing

Heather Davis, Associate Director of Enrollment Marketing





DIGITAL MARKETING RESULTS

For Fall 2023 undergraduate digital advertising campaigns

13M

Total impressions (the number of times ads were seen on screen).

55K

Clicks made by our target audience to our crafted landing pages and microsites on jmu.edu.

6K

Conversions generating new leads and prospects in targeted areas (11% conversion rate).

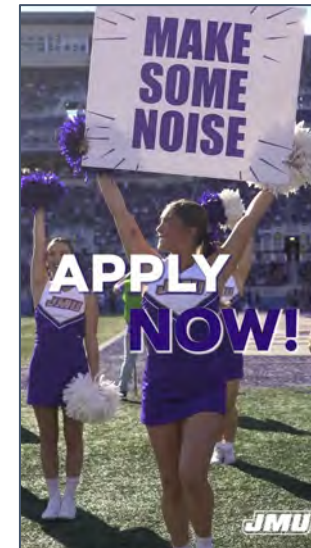
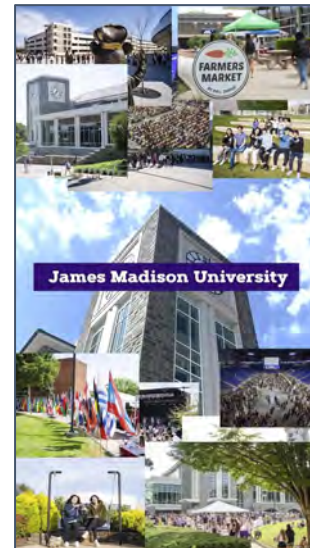
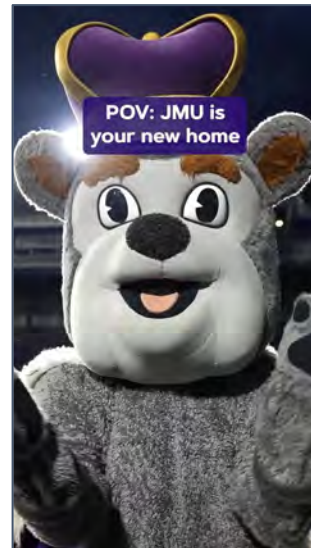


TOP 3 DIGITAL MARKETING PRIORITIES

For undergraduate digital advertising campaigns

#1

Focus on student-generated content and keeping up with trends to reach our target audience.



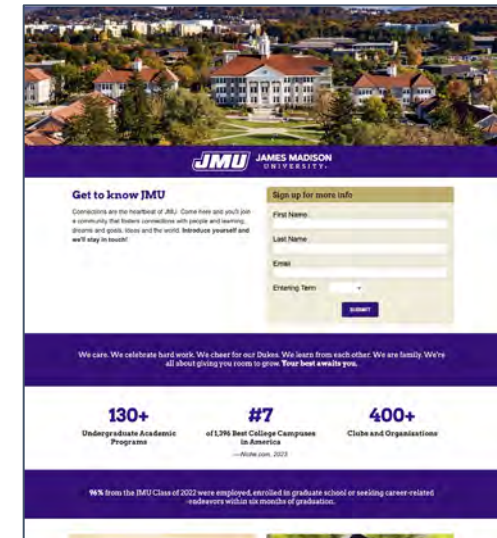
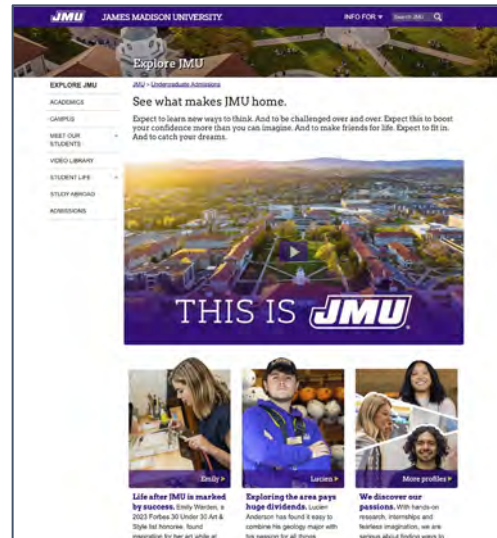


TOP 3 DIGITAL MARKETING PRIORITIES

For undergraduate digital advertising campaigns

#2

Focus on prospect-facing landing pages and microsites to create a customized and targeted experience.



TOP 3 DIGITAL MARKETING PRIORITIES

For undergraduate digital advertising campaigns

#3

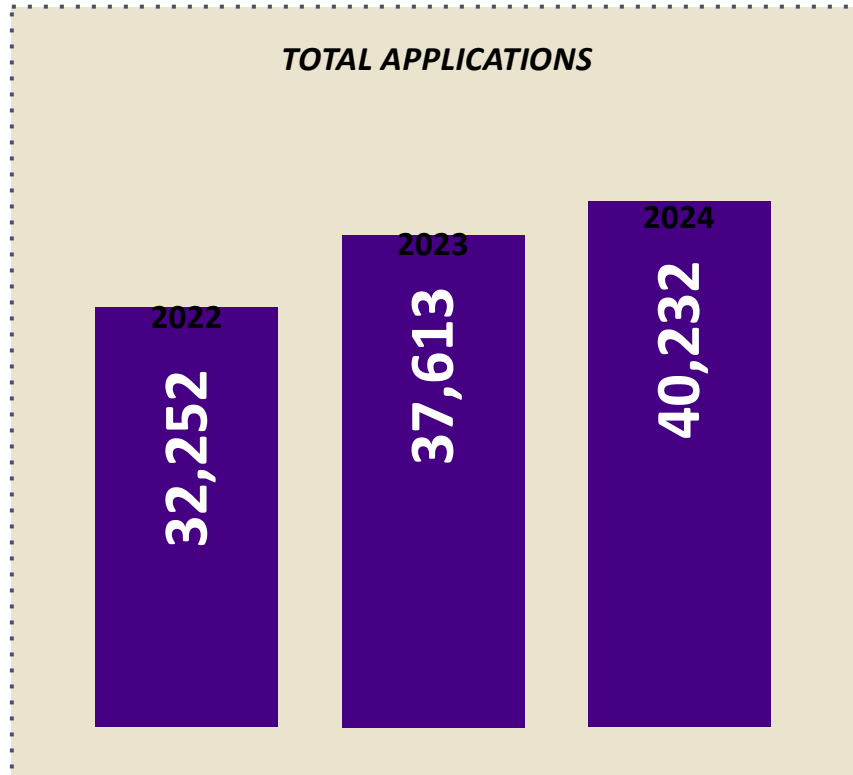
Focus on generating leads out-of-state. We're shifting our spend and prioritizing target states.

Targeting increased in:

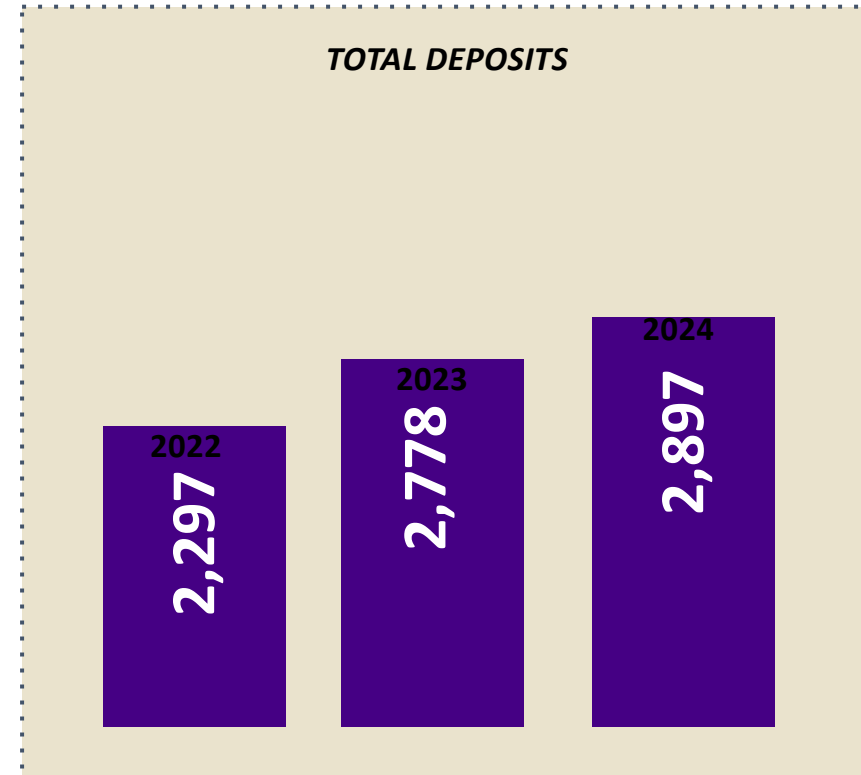
- California
- Florida
- New Jersey
- North Carolina
- Texas
- ...and more along the East Coast



IMPACT ON UNDERGRADUATE ADMISSIONS



- 7% increase in total applications since 2023
- 8.6% increase in out-of-state applications



- 4.3% ahead of 2023 total deposits
- 22.7% ahead of 2023 out-of-state deposits
(As of March 28, 2024)



DIGITAL MARKETING ACROSS JMU

We've been growing our relationship with our digital advertising agency. Here are some additional campaigns outside of undergrad we've helped develop this year:

- Adult Degree Program
- Graduate Nursing (Online)
- Graduate Cybersecurity (Online)
- Graduate Cyber Intelligence (Online)
- Graduate Learning Design and Technology (Online)
- Graduate Political Science Program
- Winter and Summer Session



WINTER SESSION DIGITAL AD CAMPAIGN

GOAL Increase awareness and winter session enrollments

STRATEGY Targeted digital marketing for current students and parents

OUTCOMES 38% increase in credit hour production (1,410 to 1,944)

32% increase in unique enrolled students (866 to 1,142)

45% increase in total revenue (\$577K to \$836K)

AD IMPRESSIONS 368,000

AD CLICKS 5,374

AD CONVERSIONS 239

TURN BREAK INTO A
BREAKTHROUGH

JMU'S WINTER SESSION



JMU

WINTER
SESSION

YOUR STUDENT CAN
TURN BREAK INTO A
BREAKTHROUGH

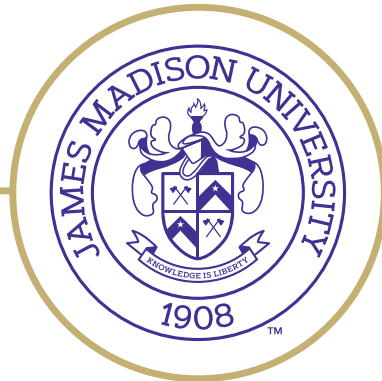
JMU

Closed Session



Athletics Committee

April 18, 2024



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

Athletics Committee
Thursday, April 18, 2024
Festival, Ballroom B
2:45 p.m.

Agenda

1. Approval of Minutes – February 15, 2024*
2. NCAA, Sun Belt Conference, Sports Update
Jeff Bourne, Director of Athletics
3. Title IX Participation Report
Jennifer Phillips, Senior Associate A.D., Student-Athlete
Development/SWA
4. Name Image Likeness Update
Stephen LaPorta, Associate A.D. for Governance and Compliance
5. SAAC Leadership Update
Cassidy Clements, Assistant A.D., Student-Athlete Leadership Program
6. Development Report
Scooter Renkin, Associate A.D. for Development
7. Future Agenda Items
Jeff Bourne, Director of Athletics

*Action Required

**Board of Visitors
April 18, 2024**

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

Minutes of the Athletics Committee

The Athletics' Committee met on February 15, 2024, in Ballroom B of the Festival and Student Center. The meeting was called to order at 2:50 p.m. by John Lynch, Chair.

Present:

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

Others:

Angel, Mark, Associate Vice President, Finance
Bourne, Jeffrey, Director of Athletics
Gorton, Eric, University Media Relations Coordinator
Hall, Hollie, Dean of Students
Knight, Jack, University Counsel
LaPorta, Stephen, Assistant A.D. for Compliance
Lough, Denise, Assistant A.D. for Administration and Operations
Polglase, Geoffrey, Deputy Director of Athletics
Renkin, Scooter, Assistant A.D. for Development
Soenksen, Roger, Faculty Athletics Representative
Warner, Kevin, Associate A.D. for Communications and Strategic Initiatives
White, Kevin, Associate A.D. for Sports Programs

Mr. Lynch then called for a motion to approve the minutes. It was moved by Jack White and seconded by Lara Major to approve the minutes of the November 9, 2023, meeting of the Athletics' Committee.

Sports Update

Jeff Bourne, Director of Athletics, provided an Athletics update. JMU teams have compiled a 107-58-13 cumulative record for a .638 winning percentage. The numbers are highlighted by a winning percentage of .738 among men's sports. At the completion of Fall sports, JMU stood in first in the standings for The Bubas Cup, which is awarded by the Sun Belt to the best overall institution for competitive success, as measured by Sun Belt-sponsored sports. JMU's score was boosted by first place in football, second in volleyball and cross country, fourth in men's soccer and fifth in women's soccer. JMU ranked 44th in the initial LEARFIELD Director's Cup standings through the Fall sports season; it was first among Sun Belt schools after scoring points in men's soccer, women's soccer, volleyball and football. Five JMU teams have appeared in

national polls thus far in 2023-24. Football in both the AP and Coaches Polls climbing to No. 21 in the Coaches Poll along with No. 18 in the AP poll. It was the first-ever ranking in the Coaches Poll for the Dukes. Men's soccer hit as high as No. 8 and then rebounded to finish 18th in the final poll. After concluding 2022 receiving votes unofficially for the first time in program history, JMU volleyball gradually increased its vote total each week at the start of the 2023 season. Men's basketball achieved its first AP national ranking, debuting at No. 24 in the poll and rose as high as 18th. Lacrosse was ranked sixth in the preseason IWLCA coaches' poll and climbed to third early in the season. In JMU's annual Townebank Royal Rivalry with Old Dominion, JMU currently holds an 8.5-2.5 lead through February 12. JMU set a program record with 8,718 season tickets for football in its second Sun Belt season in 2023. While ineligible for a bowl selection based upon full FBS standards and ineligible for the Sun Belt title game, JMU did earn a bowl opportunity as an alternate based upon insufficient eligible teams. The Dukes were selected to the Lockheed Martin Armed Services Bowl. JMU became the first non-Power Five program to host ESPN's College GameDay a third time when the Dukes were picked to host on November 18 for a home contest against Appalachian State. The announced crowd of 26,000 shattered unofficial records for the show (previously 18,000). JMU's show commemorated the 30th anniversary of ESPN taking its top football program on the road. JMU had seven of its first nine games broadcast on national television and ultimately eight of 12 regular season contests plus a national broadcast window on ABC for the Armed Forces Bowl, giving the Dukes 12 national TV spots in the last two years in the Sun Belt. JMU had eight total regular season national TV spots in the previous 25 years. Men's soccer went 10-5-5 and finished fourth in the Sun Belt. JMU earned an at-large bid to the NCAA Championship, one of five teams to do so from the Sun Belt. Women's soccer finished 9-5-8 in 2023 and earned the No. 5 seed in the Sun Belt Championship and earned an at-large bid to the NCAA Tournament for the first time since 2015. Volleyball finished 21-10, advanced to the finals of the Sun Belt Championship and earned the program's first at-large berth to the NCAA Championship in program history. Cross country placed second in the Sun Belt Championship; the Dukes advanced to postseason competition and finished 19th of 34 squads at the NCAA Southeast Regional. Men's basketball sits at 22-3 overall and 9-3 in the Sun Belt. JMU has already tied the program regular season wins record at 22 and favored to top the overall program wins record of 24. Women's basketball sits at 17-8 overall and 9-3 in the Sun Belt. Swimming and diving went 4-3 in dual meets and enters its first Sun Belt Championships this weekend. Softball opened its season with a 4-1 record in the first weekend. Lacrosse opened the season taking down No. 3 North Carolina in overtime and had a compelling win last night over Virginia Tech, 17-5. JMU Athletics announced its 2024 Hall of Fame Class, which will take place on Friday, September 6, 2024 at the AUBC; the 2024 Class will include: softball pitcher Meredith (Felts) Rowland (2006-2009), women's basketball head coach Betty Jaynes (1970-1982), women's soccer forward/midfielder Annie (Lowry) Young (2004-2007), two-sport athlete Julie (Martinez) Bowles (field hockey 1996-1999, lacrosse (1997-2000), football head coach Mickey Matthews (1999-2013) and baseball infielder/outfielder Greg Miller (1998-2001). The class will also include the fourth team to be inducted into the JMU Athletics Hall of Fame as the 2004 football national championship team will be recognized. Mr. Bourne then provided a brief overview of topics discussed at the NCAA Convention and touched on Name Image and Likeness (NIL) in Virginia and at the federal level; he shared that a more detailed update on NIL would be

provided at the April Board of Visitors meeting. The 2024 Football schedule should be released later this month. Following a brief discussion on the impact of the transfer portal, Mr. Bourne concluded his update.

HR Update: Staff Vacancies

Denise Lough, Assistant A.D. for Administration and Operations, offered an overview of current vacancies in the Athletics Department, specifically relating to the area of Integrated Health & Sports Performance, which includes Athletics Training, Strength and Conditioning, Mental Health and Nutrition. Ms. Lough shared recent legislation passed based upon work completed by the NCAA Transformation Committee, which requires institutions to provide “consensus-based care, education and services” to its student-athletes. This emphasis on care includes having appropriate staff in place to support student-athletes. Ms. Lough shared that the department has been without two key fulltime vacancies since July, 2023 in the area of Integrated Health: Chief Medical Officer (Team Physician) and Associate A.D. for Integrated Health and Sports Performance. While both positions have been posted and actively recruited, JMU has been unsuccessful with hiring a candidate. She shared that salary competitiveness and required qualifications has made the recruitment process challenging. The search committee for the Team Physician position has identified several potential candidates and is currently working through the interview process. Athletics has partnered with Renaissance Search and Consulting LLC to assist with the Associated A.D. search; this was the same firm that was contracted to hire the individual that previously-served in this role. Candidates have been identified by the search firm and the committee looks forward to forthcoming interviews. This role has been extremely difficult to recruit due to the breadth of responsibilities, volume of direct reports and the Sun Belt Conference’s recommendation that the individual be actively certified in Athletic Training. Further, Ms. Lough shared that the Athletics Training staff continues to be short staffed, requiring trainers to cross-cover and at times impacts a sport programs ability to complete certain drills. The department has been creative in hiring a least one JMU PhD student to help provide coverage and has contracted with an hourly medical physician to help offset the number of student-athletes seen by our Physician Assistant. We expect to continue to see retention challenges in this area. Ms. Lough concluded her update by sharing that effective August 1, 2024, the NCAA will require institutions to sign an Attestation Form acknowledging that they are in compliance with consensus-based guidance supporting student athlete health, safety and performance; this attestation will begin for the 2024-2025 academic year and JMU will be required to sign its first attestation in November 2025. This Attestation will include acknowledgement that the two current vacant positions have been filled for at least a portion of the year. Following a discussion by Committee members, Ms. Lough concluded her update.

Intercollegiate Athletics Program Report (APA Audit)

Mark Angel, Associate Vice President, Finance asked if there were questions from Committee Members relating to the 2023 Intercollegiate Athletics Program Report (APA Audit); the report was shared with Committee Members prior to the meeting. Mr. Angel noted that this year’s audit was conducted by Forbis, LLP, and the audit is based upon procedures in accordance with the attestation standards established by the AICPA. The report presented a summary of the findings

from the recent APA Audit conducted on the JMU Athletics Program from November 2023-January 2024; this report is required by the NCAA. In following the reporting guidelines set forth by the American Institute of Certified Public Accountants, the report revealed JMU's numbers; the Total Operating Revenue for FY 2023 for the Department, was roughly \$68M, with \$53.2M collected from student fees, while the Total Operating Expenses for FY23, were \$68M, with over \$10.8M providing aid to students. It was reported that JMU's Subsidy Percentage for FY23 was 55.4% (\$54.6M) slightly above the 55%-subsidy threshold standard set forth by the Cox Bill for all NCAA Division I-A Institutions. When JMU transitioned to the Sun Belt Conference, its subsidy threshold dropped from 70% to 55%; the General Assembly has allowed for a five-year transition to meet the newly-defined 55% threshold. Mr. Bourne reminded Board Members that JMU is held to a higher degree of financial accountability than other non-Virginia institutions due to parameters set forth by the Commonwealth of Virginia through the Cox Bill. It was reported that the Audit approved the University's reporting processes of the data, and yielded no management recommendations for the University. Following questions from the Committee, Mr. Angel concluded his update.

Student-Athlete Disciplinary Report

Geoff Polglase, Deputy Athletics Director, asked if there were questions from Committee Members relating to the 2022-2023 Student-Athlete Disciplinary Report; the report was shared with Committee Members prior to the meeting. The report provided a summary of the judicial violations, sanctions and disciplinary actions incurred by student-athletes for 2022-2023, as required by the General Assembly, noting that 13 judicial charges occurred over seven student-athletes, representing three different sports programs. The largest categories for charges were Alcohol and Failure to Comply/Noncompliance. The report referenced that in addition to sanctions and disciplinary actions imposed by the Court System and JMU's Office of Student Accountability Restorative Practices (OSARP), JMU coaches have the autonomy to enforce additional penalties, including removal from the team, scholarship reductions, additional community service obligations, program suspensions, scrimmage suspensions, and team program strikes. Following questions from committee members, Mr. Polglase concluded his update.

AUBC Broadcast Control Room

Kevin Warner, Associate A.D. for Communications and Strategic Initiatives, offered an overview of the Atlantic Union Bank Center's new broadcast control room. Mr. Warner provided a background of School-Produced Broadcasts, noting that broadcast production has been gradually evolving with few standards. The arrival of SEC, Big 10, ACC Networks brought affiliation with ESPN and new standards; further, broadcast production greatly expanded with ESPN+. JMU recognized once we announced our membership with the SBC that an expanded solution was needed, which prompted the new broadcast room. The new control room debuted in Fall 2023 after a long preparation process, shipping delays, navigating troubleshooting. Mr. Warner provided details regarding the fiber-connected networks ability to work connectively across University facilities. He shared background information relating to the equipment in the control room and also the personnel required to carry out broadcasts from the control room. The addition of the control room allows for broadcast distribution exclusively to ESPN+ which

includes the Sun Belt, AAC and MAC; all JMU membership conferences. Mr. Warner shared that the control room allows for future growth and partnership for Athletics and the University's School of Media Arts and Design (SMAD). The number of games broadcasted has been impacted by limited personnel and budget. The infrastructure of the control room will allow JMU to grow its fiber connectivity in the future which, will increase quality and improve standards; in its current state, the control room has been a game changer for JMU Athletics and facilitating University exposure on a National Stage. Following a brief discussion and questions from Committee Members, Mr. Warner concluded his update.

Development Update

Scouter Renkin, Associate Athletics Director for Development, provided a fundraising update. The "Diggin' Dukes" Campaign, the first ever Sport Specific Day of Giving held on November 28, 2024, was a huge success bringing in \$446,149 and included 1,796 donors, 643 of which were first time donors. The Duke Club will look to continue this campaign in years to come. Mr. Renkin shared current fiscal year numbers as of January 17, 2024: Total Athletic Fundraising is currently at \$2,543,858, which is slightly ahead of this time last year. The Annual Fund, which consists of Proud and True Gifts and Duke Club Seat Contribution is at \$1,414,634 (29% of the aspirational goal of \$4.8M). Donor count is currently at 4,866, up 1,700+ donors from last year; the Duke Club has an aspirational goal of securing 6,000 donors in fiscal year 2024. The Student Duke Club currently has over 1700 members. Mr. Renkin then shared that the 2024 Duke Club Football Renewal Season is currently underway (110% Campaign Launch) and has received tremendous traction. Mr. Renkin highlighted that JMU Giving Day is February 22, 2024 and referenced that many gifts are made that day in the form of ticket renewal. Following questions from Committee Members, 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.

There being no further business, John Lynch, Chair, then called for a motion to adjourn. It was moved by Steve Smith and seconded Lara Major. The meeting was adjourned at 3:58 p.m.

Respectfully submitted,

John Lynch, Chair

Donna L. Harper, Secretary to the Board

NCAA, Sun Belt Conference Sports Update

Jeff Bourne, Director of Athletics



Title IX Participation Report

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





Interests and Abilities

- **Regulatory Requirement**

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



Test 1: Participation Count

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

Test 1: Participation Count



SPORTS	AY 2023-2024 PARTICIPANT COUNT
MEN	
Baseball	41
Basketball	17
Football	113
Golf	10
Soccer	31
Tennis	9
TOTAL	221
WOMEN	
Basketball	14
Field Hockey	25
Golf	9
Lacrosse	33
Soccer	39
Softball	24
Swimming/diving	29
Tennis	8
Track/CC	15
Track/Indoor	35
Track/Outdoor	35
Volleyball	16
TOTAL	282



Test 1: Participation Count

TEST 1 – PROPORTIONALITY CALCULATIONS		
	AY 2022-2023	%
Male Enrollment	9626	42.5%
Female Enrollment	13048	57.5%
Total	19492	100.00%
Male Participants	221	44%
Female Participants	282	56%
Total	503	100.00%
FINDINGS	1.5% difference, favoring men	



Findings and Recommendations

Test 1 – Proportionality Findings

- Arguably, JMU complies with Test 1 – Substantial Proportionality.
-
- Because JMU continues to comply with Test 1 – Substantial Proportionality, Test 2 – History of Continuing Practice of Program Expansion for the Underrepresented Sex (Women) and Test 3 – Full and Effective Accommodation of Interest and Abilities of the Underrepresented Sex (Women Students) with the Current Sport Offerings were not considered.

Title IX



- **Athletic Financial Assistance (Scholarships)**

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

	AY 2023-24					
	PARTICIPATION		ATHLETICS AID			
	# Participants		Unduplicated Count		Athletics Aid Awarded	
SPORT	Men	Women	Men	Women	Men	Women
Baseball	41	N/A	41	N/A	\$424,547	N/A
Basketball	17	14	17	14	\$464,275	\$521,915
Field Hockey	N/A	25	N/A	25	N/A	\$511,217
Football	113	N/A	113	N/A	\$3,141,329	N/A
Golf	10	9	10	9	\$189,595	\$234,809
Lacrosse	N/A	33	N/A	33	N/A	\$520,622
Soccer	31	39	31	39	\$420,841	\$543,059
Softball	N/A	24	N/A	24	N/A	\$490,033
Swimming	N/A	29	N/A	29	N/A	\$565,533
Tennis	9	8	9	8	\$208,326	\$345,244
Track-CC	N/A	15	N/A	N/A	N/A	N/A
I-Track	N/A	35	N/A	N/A	N/A	N/A
O-Track	N/A	35	N/A	35	N/A	\$472,152
Volleyball	N/A	16	N/A	16	N/A	\$492,509
TOTALS	221	282	221	232	\$4,848,913	\$4,697,093
Participation	43.9%	56.1%	48.8%	51.2%	50.8%	49.2%
Enrollment	42.5%	57.5%				
+ / -	1.5%	-1.5%		-2.0%		Favoring Men



Findings and Recommendations

Scholarship Distribution Analysis & Finding:

- Scholarship Distribution Analysis & Finding: AY 2023-2024 there was a 2.0% difference between the male and female participation rates and the percentage of athletics aid provided to men and women. The 2.0% difference is 1.0% in excess of the 1.0% allowed by the OCR. JMU provides the NCAA Financial Aid maximum number of scholarships to all men's and women's teams. Team rosters were reviewed, and it appears that the difference is based on fluctuations in participation rates, in particular walk-on (non-scholarship) participation rates for women's teams. In addition, COA and Summer School distribution of athletics aid is equivalent. The difference is based on nondiscriminatory reasons and JMU fully complies with the Title IX Financial Assistance Component.
- Summer Athletic Financial Assistance: All men's and women's teams had student athletes to attend summer school and receive athletic financial assistance. Access to summer school athletic financial assistance continues to be equivalent and based on nondiscriminatory prescribed qualifying criteria.

Findings and Recommendations



- **Locker Rooms, Practice and Competitive Facilities**
- AY 2021-2022 Recommendation: Swimming/Diving - The JMU Facilities staff will conduct an annual review of program needs with the Head Swim Coach. JMU will continue to be open in exploring partnership opportunities with the city or other organizations for a joint facility.
 - **UPDATE 2023-2024:** JMU continues to explore upgrade opportunities for the swimming and diving team.
- Tennis Facility - Continued Discussions: JMU continues to discuss a new outdoor tennis facility and has identified the parking lot area adjacent to the Convocation Center as a strong possibility.
 - **UPDATE 2023-2024:** JMU continues to explore upgrade opportunities for the tennis programs.
- AY 2021-2022 Recommendation: Provide field hockey with a building to be used for team meetings; sports medicine game/practice emergency examination and treatment; team space for meetings and relief from inclement weather including high temperatures; and minimal storage for recovery nutrition and drinks.
 - **UPDATE 2023-2024:** The small storage building was removed and was replaced with a pre-fab building that is sufficient for the team's needs listed above. This building is not and should not be used as a locker room. A new locker room and coaches offices for field hockey were included in the Convocation Center Facilities Update.



Name, Image and Likeness Update

**Stephen LaPorta, Associate A.D. for
Governance and Compliance**





TN & VA V. NCAA

- Issue: The state of TN and VA sued the NCAA in federal district court relating to the NCAA rules regarding recruiting inducements and NIL alleging it violated antitrust law
- Outcome: a TRO was not issued, but a preliminary injunction was
- Impact: The NCAA cannot enforce any NIL rules as it relates to recruiting prospects



TN & VA V. NCAA

- Institutions may not:
 - Engage in NIL discussions
 - Provide payment

- Third parties (e.g. collectives or boosters) may
 - Meet with prospects
 - Engage in NIL discussions prior to enrollment





Virginia Law Updates- Prohibitions

- Prohibits investigation or penalties for an institution/student for engaging in NIL activities
 - An institution that is subjected to an actual or threatened complaint may bring an action to recover actual damages and attorneys fees and may seek injunctive relief
- Institutional employees cannot be liable for any damages to a student's ability to earn NIL



Virginia Law Updates- Compensation

- Allows an institution to compensate a student for use of their NIL
 - Students being compensated for NIL are not considered employees
 - Student fees may not be used to compensate
- Allows an institution to identify, create, negotiate, facilitate etc.
- Institution may provide assets, resources, or benefits as an incentive to support NIL opportunities



Virginia Law Updates- Policies

- BOV approval of institutional policies and procedures that govern compensation for students NIL
 - Policies can't inhibit a student from participating in activities not related to athletics (provided the activity has no impact on a student's eligibility)



Virginia Law Updates

- Effective November 15, 2024
- Intercollegiate Athletics Review Committee will review plans and submit a report to the General Assembly by November 1, 2024



NCAA NIL Update

- Institutions may be involved in arrangement/facilitation
- No direct compensation from institution
- Student maintains independent authority over NIL agreements
- Proposal to be voted on April 18

SAAC Leadership Update

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





DUKES LEAD

James Madison University Athletics
Student-Athlete Leadership Development Program



| Our Staff



Cassidy Clements, M.S.

Assistant Athletic Director for Student-Athlete Leadership Development

-

James Madison University ('18, '20M)





| Student-Athlete Advisory Committee



Julio Ayamel

SAAC Diversity, Equity, & Inclusion Chair |
2023-2024

Football

-

Priorities: Community impact through youth
education, empowering others through
collaborative learning and practical experiences





| Conference SAAC Meeting Recap



SAAC and Honors Banquet Working Group

Meeting structure and attendance

- Winter Meeting: 1 SAAC Advisor, 1 SAAC Representative
- Summer Summit: All SAAC Advisors, 3 SAAC Representatives
- Fall Honors Banquet: 1 SAAC Representative

Community Impact Award

Community Service Competition





| Conference SAAC Initiatives



Breast Cancer Awareness Month

- I play for... campaign

NCAA Diversity & Inclusion Social Media Campaign

- I belong because...

Black History Month

- Spotlight of Dr. Sheary Darcus Johnson ('70), first Black female student enrolled in Madison College

Women's History Month

- Spotlight of Agness Dingledine, alumnae secretary, dorm mother, & first Student Association President

▪ Read Across America

- Ottobine Elementary School World Read Aloud Week (80.5 hours of community service)





| JMU SAAC Executive Leadership



2023-2024 Executive Board

1. President (1)
2. Vice President (1)
3. Communications Chair (2)
4. Community Relations Chair (2)
5. Diversity, Equity, & Inclusion Chair (2)
6. Programming Chair (1)
7. Wellness & Development Chair (1)

2024-2025 Executive Board

1. Co-President (2)
2. SBC Representative (1)
3. Community Service Chair (1)
4. Diversity, Equity, & Inclusion Chair (1)
5. Public Relations Chair (1)
6. Wellness & Development Chair (1)



| JMU SAAC Membership 2024-2025



General Body Meetings

- One formal meeting per month
- One team-building meeting or activity per month

Membership

- Two defined representatives with voting rights per sport program, one trainee
- Promote team-selected representatives as representatives graduate

Development Update

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





Development Update

THANK YOU!

2024 GIVING DAY

ATHLETICS GIVING BY THE NUMBERS

TOTAL AMOUNT RAISED

\$219,326

TOTAL DONORS

1,055

TOTAL RAISED BY UNIVERSITY

\$1,065,210



DONORS WHO'VE MADE MULTIPLE GIFTS WITHIN FY



467

EMPLOYEES 3%
STUDENTS 1%



FRIENDS
17%

PARENTS
22%

ALUMNI
57%



Development Update

By Fiscal Year YTD

	2020	2021	2022	2023	2024
Duke Club Seat Contribution	\$347,125	\$245,501	\$574,604	\$913,076	\$609,789
Proud and True Fund	\$782,912	\$1,347,596	\$1,825,111	\$1,989,333	\$2,023,858
Athletics Restricted	\$297,497	\$233,900	\$248,800	\$667,046	\$874,085
Athletics Capital	\$766,185	\$924,335	\$398,574	\$276,451	\$137,874
Athletics Endowed	\$331,884	\$126,496	\$162,930	\$257,361	\$193,766
Event Contribution Restricted	\$0	\$1,650	\$0	\$13,632	\$29,651
Total	\$2,525,603	\$2,879,478	\$3,210,019	\$4,116,900	\$3,869,023

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

Current FY Annual Fund Dollars: \$2,633,647

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

Percent of Goal: 55%

Total Unique Athletics Donors by Fiscal YTD

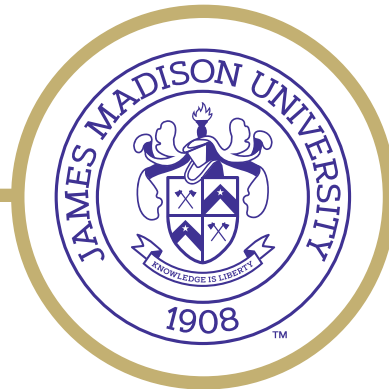
Includes unique households

2020	2021	2022	2023	2024
2,812	2,691	3,344	4,275	5,986

**As of March 29, 2024*

Future Agenda Items

Jeff Bourne, Director of Athletics



Finance and Physical Development Committee

April 18, 2024



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

Finance and Physical Development Committee
Thursday, April 18, 2024
Festival Board Room
7:00 p.m.

Agenda

1. Approval of Minutes* – February 15, 2024
2. Financial Review
Mark Angel, Associate Vice President, Finance
3. 2022-2023 Audit Review
Mark Angel, Associate Vice President, Finance
4. General Assembly Update
Caitlyn Read, Associate Vice President, Government Relations
5. 2024-2025 Proposed Tuition and Fees*
Towana Moore, Vice President, Administration and Finance
6. 2024-2025 Proposed Budget*
Towana Moore, Vice President, Administration and Finance
7. Closed Session

*Action Items

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

Minutes of the Finance and Physical Development Committee

The Finance and Physical Development Committee met on Thursday, February 15, 2024 at 1:00 p.m. The meeting was called to order by Mr. John Rothenberger.

Present:

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

Others:

Moore, Towana, Vice President, Administration and Finance
Angel, Mark, Associate Vice President, Finance
Craig Short, Associate Vice President, Business Services
Stamp, Diane, Associate Vice President, Budget Management
Read, Caitlyn, Assistant Vice President, Government Relations

On motion of Suzanne Obenshain, and seconded by Carly Fiorina, the minutes of the November 9, 2023 meeting were approved.

Administration and Finance Divisional Update:

Ms. Towana Moore, Vice President, Administration and Finance provided an update of the record setting 30th anniversary Game Day at JMU and highlighted JMU being the first in the country to go-live with Salesforce CRM for Advising and Student Success. In addition, the committee discussed the fiscal year 2024-2025 revenue and cost factors that must be considered when calculating proposed tuition rates for Board approval in April. These factors included the strategic plan, reallocations, increases in compensation and benefits, unfunded mandates, state funding levels, enrollment, inflation, and utility costs.

Efficiency Review:

Ms. Towana Moore gave an update on the Efficiency Review Committee. The Efficiency Review Committee unanimously selected Ben Kennedy and Associates to conduct the review of the university. The kickoff meeting is scheduled for February 27, 2024. In addition, she gave several examples of efficiencies already recognized by the university.

Financial Review:

Mr. Mark Angel, Associate Vice President for Finance, reviewed the financial report that is provided to the committee on a quarterly basis. This financial report included operational activity for the first six months of the fiscal year. He reported the university's revenue and expenditures were appropriate for the first six months of the fiscal year.

Annual Investment Review:

Mr. Mark Angel presented a review of the university's investment portfolio as of December 31, 2023. During the course of the conversation, Carly Fiorina asked that procedures required by the state regarding cash transfers be examined by the Efficiency Review Committee.

Central Shenandoah Hazard Mitigation Plan:

Mr. Craig Short, Associate Vice President for Business Services presented a bond resolution. In order for the university to be eligible for certain FEMA funded grants, the Board of Visitors is required to approve the Central Shenandoah Planning District Commission's Hazard Mitigation Plan. The regional plan, is intended to address natural hazards, risks and vulnerable areas in the Central Shenandoah Region. Adoption of the plan neither restricts nor commits JMU to complete any activities.

On motion of Suzanne Obenshain, and seconded by Jeff Bolander, the Central Shenandoah Hazard Mitigation Plan was approved.

Governor's Budget and Amendments:

Ms. Diane Stamp, Associate Vice President, Budget Management and Ms. Caitlyn Read, Assistant Vice President, Government Relations provided an update on Governor Youngkin's December proposed 2024-26 state budget for higher education, institutional funding, biennial budget requests and university amendments. The 2024 General Assembly reached the crossover point on February 13. However, the budget report will not be released until Sunday, February 18.

Dining Services Overview:

Mr. Craig Short gave an overview of the award-winning JMU Dining Services. The program employs over 600 students and 500 members of the Harrisonburg Community and will serve over 5 million meals in 2024. 92% of survey respondents rated their overall experience with JMU Dining as either excellent or good, compared to 52% in the region and 59% nationally. A copy of the various meal plan offerings for both resident and non-resident students was provided to the attendees.

Topics for Future Discussion:

A discussion was held for Board members to provide topics of interest for future discussion. Jeff Bolander expressed interest in knowing more about out-of-state tuition calculations.

On motion of Steve Smith, and seconded by Carly Fiorina, the committee adjourned at 2:34 p.m.

Respectfully submitted,

John Rothenberger, Chair

Donna Harper, Secretary to the Board

Financial Review

Mark Angel
Associate Vice President
Finance



2023-24 Revenue Review



	FY2024				FY2023		
	Revised Revenue Budget	Actual Revenue as of 2/29/2024	Uncollected Budget Balance 2/29/2024	Percentage Collected as of 2/29/2024	Percentage Collected as of 2/28/2023	Revised Budget as of 2/28/2023	Actual as of 2/28/2023
Educational and General							
State General Fund Appropriations - Operations (2)	175,930,001	104,423,299	71,506,702	59%	63%	153,931,515	96,522,512
State General Fund Appropriations - Financial Aid	22,461,580	22,465,581	(4,001)	100%	100%	14,247,617	14,247,618
Tuition and Technology Fee (1)	257,494,499	260,799,343	(3,304,844)	101%	98%	250,223,306	244,116,697
Non General Fund Transfer to State (1)	(3,098,291)	(3,098,291)	-	100%	100%	(3,098,291)	(3,098,291)
Undergraduate and Graduate Application Fees	1,529,623	2,044,096	(514,473)	134%	131%	1,529,623	1,996,999
Miscellaneous Revenue	2,606,373	2,323,977	282,396	89%	91%	2,522,999	2,294,461
Total Education and General	456,923,785	388,958,005	67,965,780	85%	85%	419,356,769	356,079,996
Auxiliary Enterprises							
Dining Services	76,411,084	69,807,553	6,603,531	91%	87%	70,670,775	61,657,380
Retail Services	1,587,000	933,815	653,185	59%	74%	1,585,000	1,177,768
Residential Facilities	40,792,539	35,701,390	5,091,149	88%	85%	39,199,729	33,504,187
Parking and Transportation	8,150,034	8,198,569	(48,535)	101%	99%	7,642,498	7,582,443
Telecommunications	2,007,117	1,811,184	195,933	90%	88%	2,007,117	1,756,698
Health Center	6,726,580	6,558,330	168,250	97%	94%	6,139,669	5,784,613
Student Union and Student Services	8,266,266	8,139,880	126,386	98%	95%	7,979,129	7,599,616
Recreation Center	14,950,428	14,479,218	471,210	97%	94%	13,283,311	12,449,779
Athletics	69,958,652	62,818,294	7,140,358	90%	92%	62,977,244	57,686,163
Other	20,064,198	28,671,147	(8,606,950)	143%	113%	18,484,942	20,859,245
Total Auxiliary Enterprises	248,913,898	237,119,380	11,794,518	95%	91%	229,969,414	210,057,892
TOTAL REVENUE	705,837,683	626,077,385	79,760,298	89%	87%	649,326,183	566,137,888

(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. These budgets also include "central" appropriation transfers of \$14,436,000 and \$7,058,000, in 2024 and 2023 respectively. Finally, the 2024 budget includes \$5,384,000 for affordable access and to address nursing shortages. The transfers for these funds will occur December through June. There was not a similar general fund appropriation in 2023.

2023-24 Tuition and Other Fee Revenue



Description	Budget	Actual Revenue 2/29/24	Uncollected Budget Balance	Percentage Collected as of 2/29/24
Regular Undergraduate In-State Tuition	\$114,459,329	\$113,663,337	\$ 795,992	99%
Summer Undergraduate In-State Tuition	11,405,169	11,487,727	(82,558)	101%
Graduate In-State Tuition	11,144,041	10,413,971	730,070	93%
Regular Undergraduate Out-of-State Tuition	100,145,863	105,332,553	(5,186,690)	105%
Summer Undergraduate Out-of-State Tuition	6,842,976	6,882,628	(39,652)	101%
Graduate Out-of-State Tuition	5,019,662	5,291,898	(272,236)	105%
Instruction - Off Campus	7,431,000	6,735,567	695,433	91%
Course and Other Fees	1,046,459	991,662	54,797	95%
Total Tuition & Technology Fee Revenue	\$257,494,499	\$260,799,343	\$ (3,304,844)	101%

2023-24 Expense Review



	FY2024				FY2023		
	Revised Expenditure Budget	Actual Expenditures as of 2/29/2024	Unexpended Budget 2/29/2024	Percentage Expended as of 2/29/2024	Percentage Expended as of 2/28/2023	Revised Budget as of 2/28/2023	Actual as of 2/28/2023
Education and General							
Instruction	211,047,023	141,315,788	69,731,235	67%	69%	194,410,845	134,098,690
Research and Public Service	2,066,950	437,886	1,629,064	21%	18%	1,830,615	337,525
Academic Support	54,839,684	33,899,755	20,939,929	62%	58%	55,363,734	31,861,788
Student Services	30,906,964	19,186,438	11,720,526	62%	61%	28,851,384	17,613,064
Institutional Support	71,420,845	47,038,279	24,382,566	66%	58%	66,266,485	38,254,944
Operation and Maintenance of Plant	51,394,292	28,752,631	22,641,661	56%	60%	46,768,458	28,044,994
Student Financial Assistance - University and State GF	35,248,027	30,863,437	4,384,590	88%	93%	25,865,248	24,030,516
Total Education and General	456,923,785	301,494,214	155,429,571	66%	65%	419,356,769	274,241,521
Auxiliary Enterprises							
Dining Services	74,886,484	40,587,864	34,298,620	54%	52%	69,056,753	35,616,501
Retail Services	1,271,973	382,307	889,666	30%	31%	1,269,973	398,737
Residential Facilities	41,689,840	22,366,828	19,323,012	54%	51%	39,690,827	20,062,768
Parking and Transportation	8,150,034	6,036,376	2,113,658	74%	81%	7,642,498	6,159,063
Telecommunications	2,007,117	820,817	1,186,300	41%	78%	2,007,117	1,557,809
Health Center	6,710,594	4,301,004	2,409,590	64%	66%	6,344,494	4,169,102
Student Union and Student Services	8,474,321	5,142,923	3,331,398	61%	61%	8,542,408	5,175,551
Recreation Center	15,548,803	11,574,439	3,974,364	74%	69%	13,521,189	9,316,817
Athletics	71,574,567	51,269,303	20,305,264	72%	70%	64,918,599	45,694,427
Other	18,600,165	11,165,532	7,434,633	60%	54%	17,082,340	9,297,864
Auxiliary Reserve Projects (1)	18,107,007	7,203,283	10,903,724	40%	63%	24,238,729	15,220,134
Total Auxiliary Enterprises	267,020,905	160,850,676	106,170,229	60%	60%	254,314,927	152,668,773
TOTAL EXPENDITURES	723,944,690	462,344,890	261,599,800	64%	63%	673,671,696	426,910,294

(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.

2023-24 Restricted Fund Review



	FY2024			Comments	FY2023		
	Appropriation/ Allotment	Actual Expenditures as of 2/29/2024	Unexpended Appropriation		Appropriation / Allotment	Actual Expenditures as of 2/28/2023	Unexpended Appropriation
Sponsored Programs, Grants and Contracts							
Virtual Library Of Virginia	10,590,774	3,473,087	7,117,687	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.	10,301,968	7,907,937	2,394,031
Federal grants and contracts	26,000,000	23,427,978	2,572,022	\$16,691,435 and \$14,795,504 in financial aid for FY2024 and FY2023 respectively (mostly PELL grants).	26,014,500	21,678,238	4,336,262
State and nongovernmental grants and contracts	15,000,000	13,649,950	1,350,050	Preschool/K-12 Ed, IHHHS Early Childhood, VA clean cities	15,000,000	13,219,183	1,780,817
Indirect costs	5,000,000	1,764,772	3,235,228		5,000,000	1,499,013	3,500,987
All Other grants and contracts	1,055,078	12,808	1,042,270	Includes Work-Study, Eminent Scholars, Commonwealth Innovative Internship Fund, College Lab School Fund, and Surplus Property.	970,078	7,140	962,938

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.





Financial Terms

- *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 workshops and institutes (Community Engagement & Volunteer Center, Student Theatre and Music productions).
- *Academic Support* – This program encompasses the Carrier Library, 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 student’s 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.

2022-23 Audit Review

Mark Angel
Associate Vice President
Finance



General Assembly Update

Caitlyn Read
Assistant Vice President
State Government Relations





Process Update

- Slides reflect Governor's budget amendments handed down on April 8
- Next Step: General Assembly will consider amendments at Reconvened Session on April 17
- Will have an update at the board meeting

JMU's 2024-26 Budget Requests: Capital



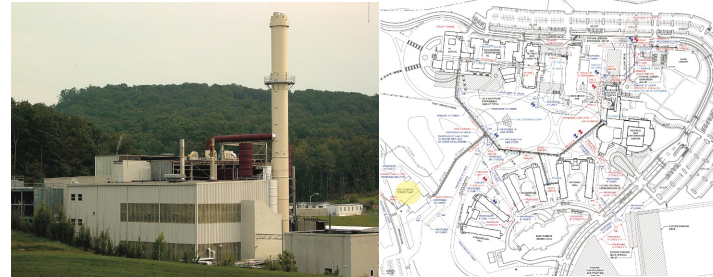
Expand the College of Health and Behavioral Studies building



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)



JMU's 2024-26 Budget Requests: Capital

Amount Requested	Executive Budget	Senate Budget	House Budget	CONFERENCE REPORT
------------------	------------------	---------------	--------------	-------------------

General Fund Requests					
College of Health and Behavioral Studies - Expansion (PLANNING)	\$ 3,937,982*		\$ 3,937,982		\$ 3,937,982
Johnston Hall - Renovation	\$ 26,820,000		\$ 1,819,064		\$ 1,819,064
East Campus Steam Plant - Phase 3	\$ 19,235,700*	\$ 19,235,700	\$ 19,235,700	\$ 19,235,700	\$ 19,235,700

Non-General Fund Requests					
Renovate Spotswood Hall	\$ 23,820,000	\$ 23,820,000	\$ 23,820,000	\$ 23,820,000	\$ 23,820,000
Blanket Property Acquisition	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000

*NGF portion not reflected in these numbers

There are no amendments from the Governor on the budget items on this slide.



JMU's 2024-26 Budget Requests: Operating

	Amount Requested*	Executive Budget	Senate Budget	House Budget	CONFERENCE REPORT	GOVERNOR'S AMENDMENT
Virginia Military Survivors and Dependent Education Program	\$ 6,770,812				\$ 20,000,000	\$10,000,000^A
Grow Undergrad Nursing Program	\$ 997,816	\$ 997,816	(\$ 997,816)	\$ 997,816		
Grow Teacher Prep Program	\$ 1,056,000			\$ 1,056,000		
Grow Graduate Nursing Program	\$ 1,267,776					
Support Graduate Psychology	\$ 316,514					
Student and Employee Mental Health	\$ 609,840	\$ 3,000,000**	(\$ 3,000,000)	(\$ 3,000,000)		
Retain Excellent Employees	\$ 750,000					
Internships / Work-Based Learning	\$ 303,024					

*Year 2, General Fund Amount Requested

**To SCHEV to administer as grants for schools on cooperative contracts

^To SCHEV to administer system-wide – Governor's budget amendment commissions a study on this item



Operating & Financial Assistance

(Conference Report & Governor's Amendments)

JMU – Across the Board Salary Adjustments

- **Conference Report:** Modifies the one percent pay adjustment in the introduced budget to a 3% across-the-board salary increase for state full-time classified and faculty employees, adjunct faculty and graduate assistants in both fiscal year 2025 and 2026.
- **Governor's Amendments:** No change

State Council of Higher Education (SCHEV) – Pell Initiative

- **Conference Report:** Amendment restores \$37.5 million general funds in the second year related to a Pell initiative to support access, retention, and completion of low-income students that was removed in the second year in the introduced budget.
- **Governor's Amendments:** No change



Operating & Financial Assistance

(Conference Report & Governor's Amendments)

JMU – Affordable Access, Retention and Degree Production

- **Conference Report:** Provides \$6.0 million in annual general funds for operating support to enable public higher education institutions to minimize in-state undergraduate tuition increases, improve retention and graduation and increase degree production in high demand programs.
- **Governor's Amendments:** Reduced JMU's funding by \$1.5 million (GF) in each year. Total funding is now \$4.5 million each year. Added tuition language of "lower of 3.0% or the change in CPI-U, as published for the most recent 12 months at the time of board approval."

JMU – Higher Education Financial Assistance

- **Conference Report:**
 - Undergraduate Need-Based Financial Aid – Provides GF of \$974,480 in FY25 and \$1.2M in FY26.
 - Graduate Aid – Provides general funds of \$47,500 in FY25 and \$72,500 in FY26 for graduate aid.
- **Governor's Amendments:** Reduced JMU's undergraduate financial aid by \$243,620 (GF) in FY 25 and \$322,618 (GF) in FY 26. Total undergraduate funding is now \$730,860 in FY25 and \$967,852 in FY26.



Public Policy: New Approved Legislation

Admissions

- SB 46 / HB 48 Higher educational institutions, public; admissions applications, legacy admissions, etc.

Procurement

- SB 18 / HB 1108 Virginia Public Procurement Act; construction management & design-build contracting.
- HB 1404 Small SWaM Business Procurement Enhancement Program; established, definitions, report.

Academic Affairs

- SB 487 Artificial intelligence by public bodies; Joint Commission on Technology & Science to examine use.
- SB 411 / HB 580 Animal testing facilities; DACR shall convene task force to identify potential deficiencies.
- SB 627 / HB1087 Qualified high school students; opportunities to enroll in postsecondary coursework, etc.





Public Policy: New Approved Legislation

Student Affairs

- SB 21 / HB 509 Students with disabilities; SCHEV to study process used to determine eligibility for accommodations.

Athletics

- HB 1505 Intercollegiate athletics; student-athletes, compensation for name, image, or likeness.

Number of bills filed in 2024: 2,599
Number of bills passed with JMU impact: 71

2024-2025 Proposed Tuition & Fees

Towana Moore
Vice President
Administration and Finance





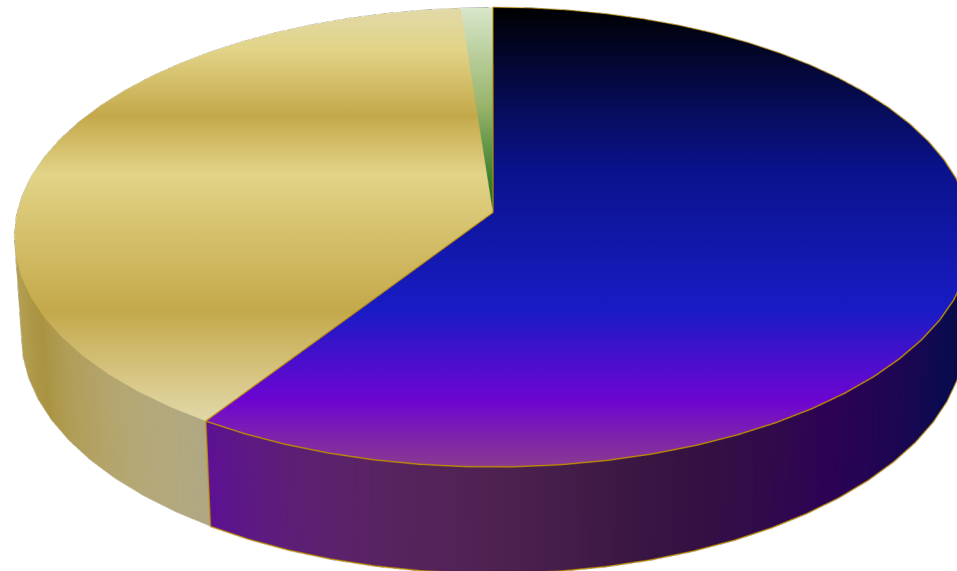
Education and General Funding

2023-24 Education & General (E&G) Revenue Budget Including Financial Aid



E&G & F/A Revenues

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

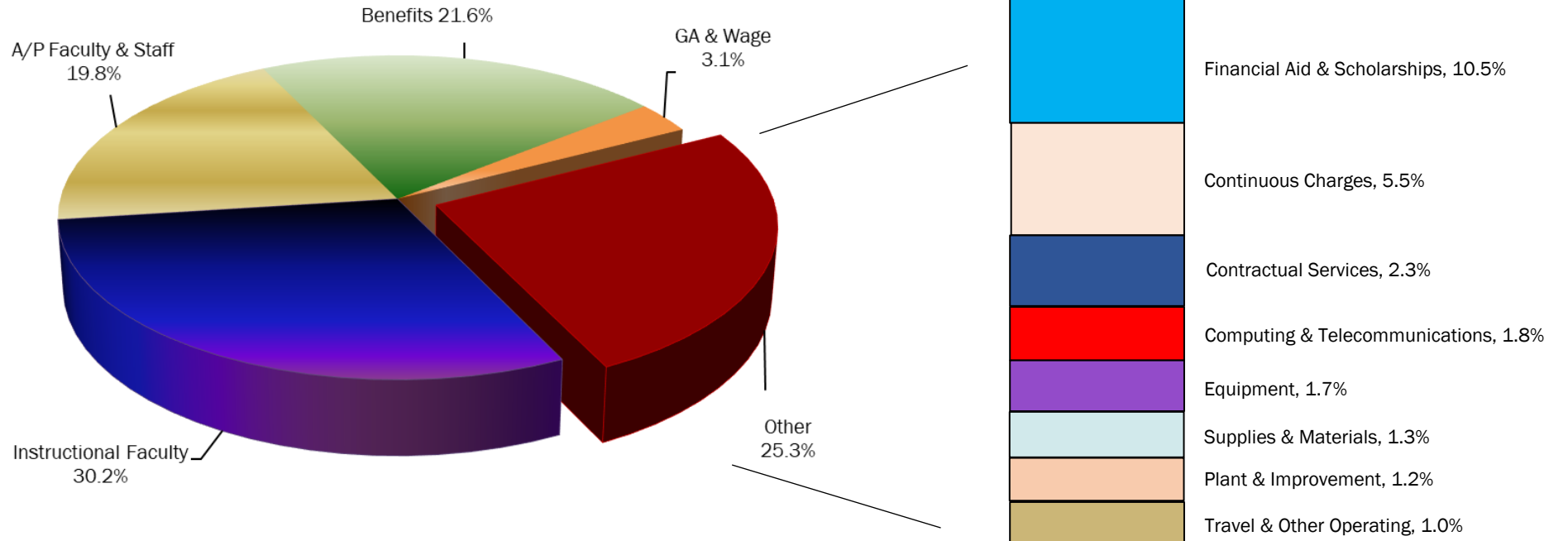


- Tuition 59.2%
- General Funds 39.6%
- Miscellaneous 1.2%



2023-24 Education & General (E&G) Expenditure Budget Including Financial Aid

74.7% of Budget
Allocated for
Compensation &
Benefits





Tuition Proposal Considerations:

- Commonwealth Support
- Student Access & Affordability
- Market Competitiveness
- Expenditure Drivers
 - Mandated costs (compensation, health insurance & fringe benefits)
 - Inflationary and contractual costs operation & maintenance
 - Academic quality & student services



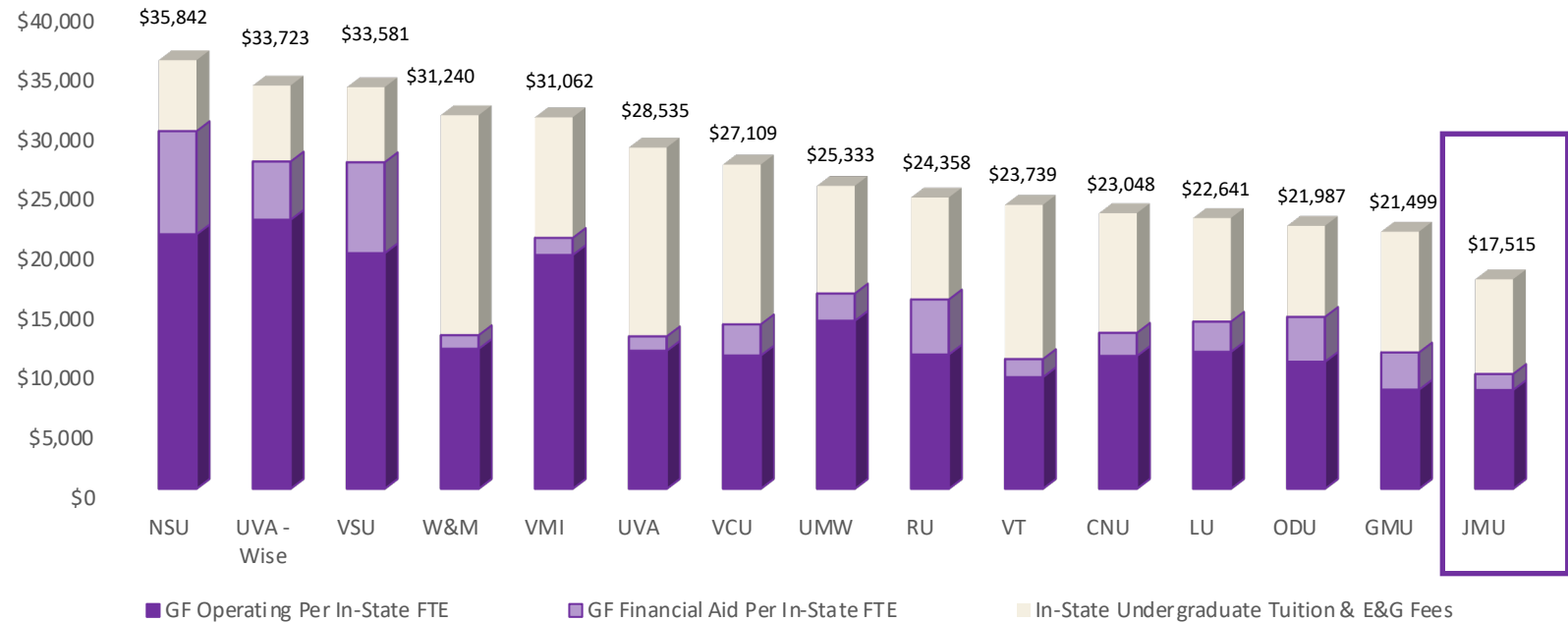
General Fund per In-state FTE Student (Operating & F/A) & In-State Undergraduate Tuition

Operating GF Dollars

JMU receives \$2,470 less per IS student than the average of \$10,733 for all four-year public institutions.

Student Financial Assistance Dollars

JMU receives \$1,306 less per IS student than the average of \$2,644 for all four-year public institutions.



Financial Effectiveness and Sustainability



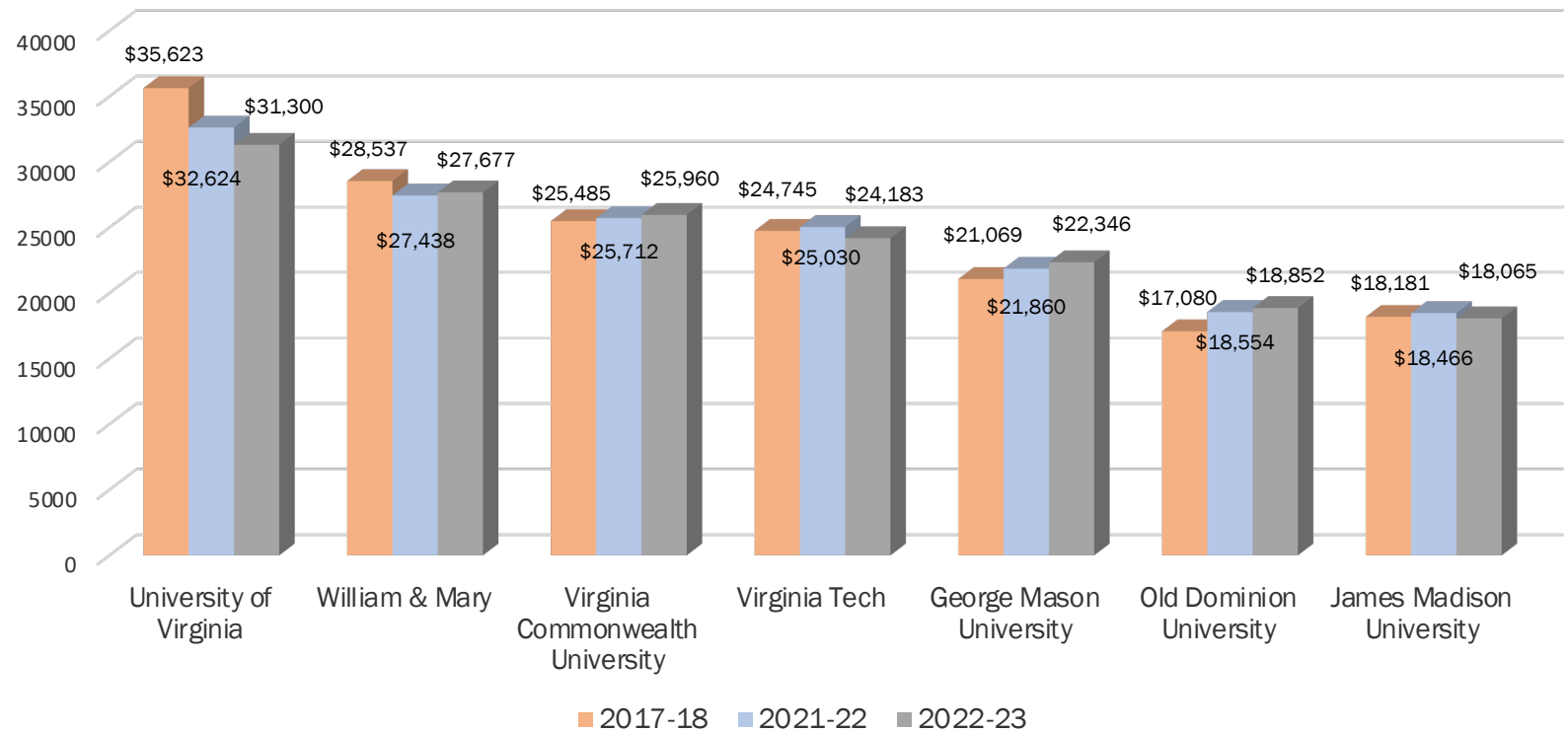
Maximizing Efficiencies

- Procurement Practices
- Facilities Management
- Academic Strategies
- Reengineering Madison
- Divisional Reallocations



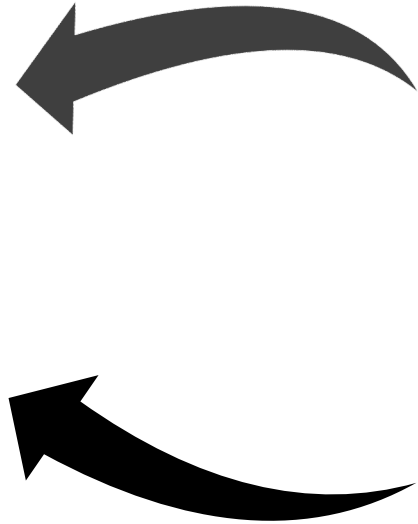
VASCUPP

E&G Expenditures Per Annual Student FTE (Adjusted for Inflation)



SCHEV – E&G Expenditures by Program & Annual Per FTE Report, FP02

FY25 E&G Revenue and Cost Considerations



Reallocations



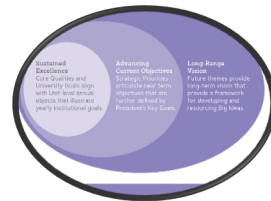
Benefits
\$1.4 M (net state)



Utilities



Inflation Pressures
\$2.9 M



Essential Initiatives
\$1.4 M



Compensation
\$4.4 M (net state)



Unfunded Mandates
\$1.2 M



Financial Assistance
\$1.7 M



Tuition Policy



Enrollment



State Funding

Projected State-Mandated & Unavoidable Costs



Fiscal Year 2025

Nongeneral Fund (JMU) Share of 3.0% State-Mandated Compensation	(4,484,883)
Nongeneral Fund (JMU) Share of Health Insurance and Other Fringe Benefits Changes	(1,463,530)
Promotion, Tenure & Staff Retention	(921,000)
Virginia Military Survivors and Dependents Waiver	(1,250,913)
Academic Program - OVN Positions, Physician Asst Program & Instructional Faculty	(899,916)
Student Success - Early Alerts	(329,412)
Utilities	(315,822)
Financial Aid & Scholarships	(1,705,797)
Reengineering Madison	(2,096,220)
Inflationary & Contract Cost Increases	(1,646,045)
Mandatory & Unavoidable Costs	(\$15,113,538)

Proposed Tuition Increase Driven by Mandatory Costs



	IS UG \$236 Annual/\$118 Semester Fiscal Year 2025 General Fund Reduction Plan	IS UG \$0 Annual/\$0 Semester Fiscal Year 2025 General Fund Reduction
Mandatory & Unavoidable Costs (previous slide)	(\$15,113,538)	(\$15,113,538)
State General Funds (Affordable Access, Retention and Degree Production)*	4,500,000	4,500,000
Tuition Rate Change (Across All Categories)	5,152,074	1,771,368
Funding Gap	(5,461,464)	(8,842,170)
Direct Academic Specific Program Expense (Self-Supporting)	(1,210,891)	(1,210,891)
Essential Initiatives	(1,386,488)	(1,386,488)
Enrollment Revenue, Direct Program Revenue & Indirect Cost Recovery	8,058,843	8,058,843
Net Cost Remaining Need	\$0	(\$3,380,706)

* Allotment Requires certification Requirements



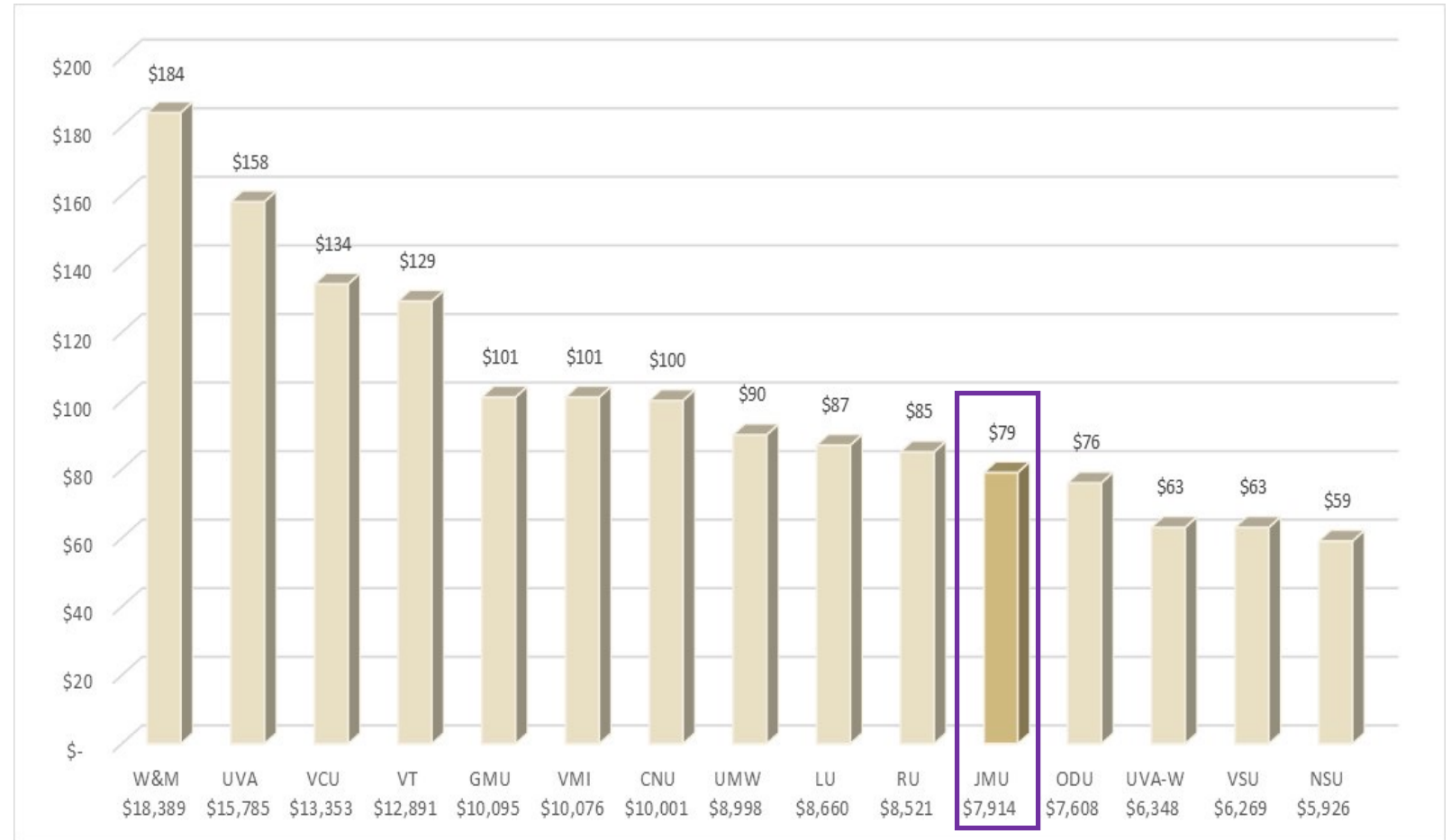
Impact & Challenges of a Zero In-State Tuition Increase:

- Commitment to Academic Quality & Student Success
 - Investment in academic programs
 - Student access and excellence
 - Accessibility and disability resources
 - Research & economic development
- Ability to Address Funding Disparities
 - History and strength of resource efficiency, operating with limited resources is not sustainable
 - Lack of funding for key investments in
 - Police & safety
 - IT security, software & infrastructure

In-State Tuition Dollar Value of 1% Change



- JMU's 2023-24 in-state undergraduate tuition is lower than all but four schools.
- JMU's in-state tuition is \$2,142 or 21% less than the average of \$10,056 for all 15 public 4-year Virginia institutions.
- A 1% increase in in-state tuition is \$79 annually or \$39 per semester.



Source: 2023-24 Tuition & Fees Report, State Council of Higher Education, August 2023



Take Away

- JMU's Tuition is Market-Competitive and Cost Demonstrates Exceptional Value and Student Success
 - Four year average in-state tuition increase – 1.5%, CPI 4.4%, HEPI 3.5%
 - Comparison with Virginia public institutions (15), 2023-24: JMU Ranks 11th lowest for in-state tuition and in-state overall total cost (with R&B)
 - JMU operates with the lowest general fund per in-state FTE among Virginia public four-year institutions
 - Most importantly, JMU offers educational quality & affordability with high graduate outcomes - alumni who live and work in the Commonwealth

Source: HEPI , Research Associates of Washington and Commonfund Institute, July-June 30 data.

CPI, U.S. Department of Labor, data is calculated July 1-June 30 (annual published CPI is computed over the calendar 12-month period).



Auxiliary Enterprises



Auxiliary Enterprises

- Examples of Auxiliary Enterprise Areas of Service Include:
 - Housing
 - Dining
 - Student Health & Well-Being
 - Student Activities
 - Recreation & Intercollegiate Athletics
 - Marching Band
 - Parking & Transportation
- Provides Various Essential Services to Students and the JMU Community
- Auxiliary Enterprises are Required to Cover 100% of All Operational Costs (including state compensation & fringe benefits)
- Auxiliary Enterprises Do Not Receive Funding From the State

Comprehensive Fee



- Examples of Departments Supported by the Comprehensive Fee:
 - Student Health Center
 - Student Activities Programing and Organizations
 - Transportation
 - Intercollegiate Athletics Operations
 - Recreation & Sports Clubs

Comprehensive Fee Proposal



- Comprehensive Fee Increase: \$154 Annual/\$77 Semester Supports:
 - Salaries & Benefits
 - 3% Mandated Salary Increase
 - Health Insurance (6.3%) & Fringe Benefit Changes
 - Inflationary Cost Drivers & Contractual Obligations
 - Maintenance & Operation of Facilities
 - Scholarships, Mandated Costs and Unavoidable Costs

Student Housing & Dining



- JMU combined room and board fees are competitive
- 100% self-supporting auxiliary operations, providing quality services

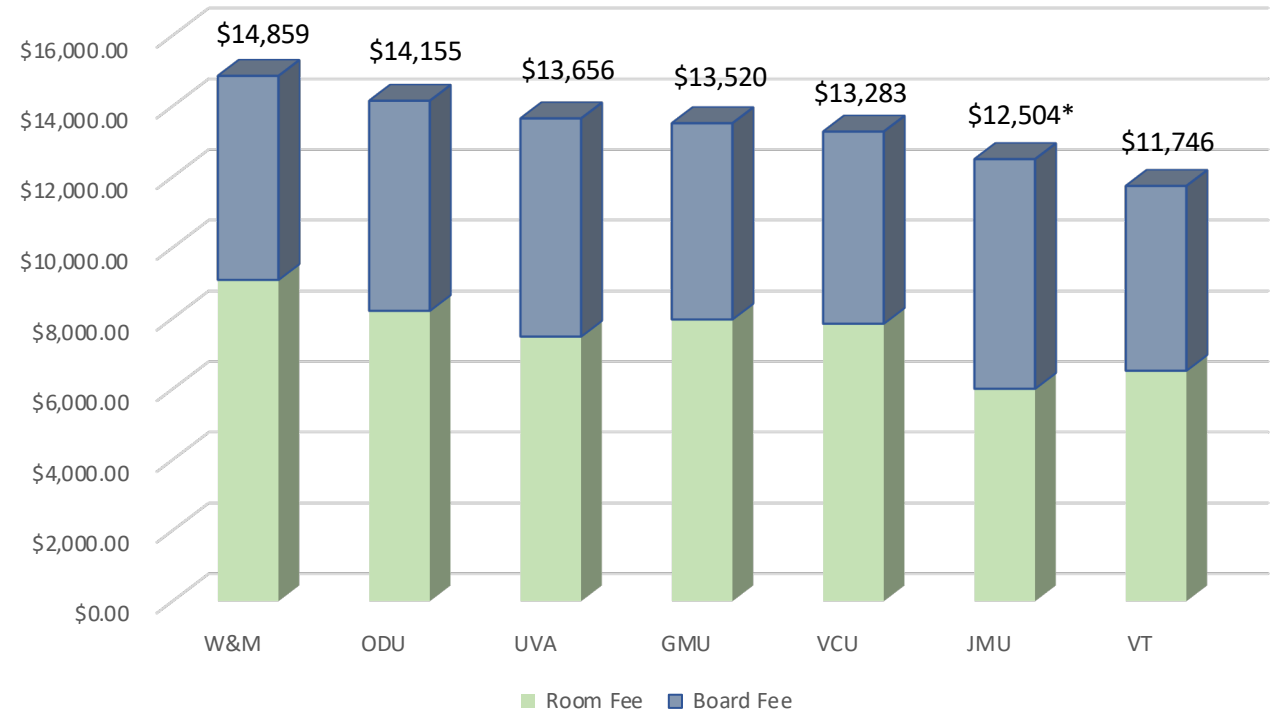
Housing

- Housing revenues cover all operational costs (personnel, utilities, maintenance, custodial & capital)

Dining

- Revenues cover all operational costs (personnel, food, maintenance, custodial & capital)

FY 2023-24 Average Room & Board



SCHEV Tuition & Fees Report, August 2023

*JMU – Includes highest cost meal plan option, not most popular meal plan



Student Housing & Dining Fee Proposal

- Student Housing (Room) Fee Increase: \$270 Annual/\$135 Semester Supports:
 - State-mandated salary increases, medical insurance increases
 - Debt service for capital construction and operational cost expenditures
 - Continues to provide affordable and competitively priced on-campus housing
- Student Dining (Board) Fee Increase: \$282 (weekly 14) Annual/\$141 Semester Supports:
 - Inflationary drivers (food & labor) impact contract
 - Operational costs
 - New meal plan highlights (plan simplification 10 to 7)
 - Easier selection
 - Increase in dining dollars = value
 - Autonomy & flexibility with more block plans
 - Updated punch policy: reduce frequency of weekly unused meals/punches
- Combined Room & Board Fee Increase: \$552 Annual/\$276 Semester

FY 2024-25 Proposed Undergraduate On-Campus Tuition & Fees



	2023-24	2024-25	\$ Change
VIRGINIA STUDENT			
Tuition & Fees	7,914	8,150	236
Comprehensive Fee	5,662	5,816	154
TOTAL COMMUTER COSTS	\$ 13,576	\$ 13,966	\$ 390
Room & Board	11,988	12,540	552
TOTAL ON-CAMPUS COSTS	\$ 25,564	\$ 26,506	\$ 942
NON-VIRGINIA STUDENT			
Tuition & Fees	25,128	25,496	368
Comprehensive Fee	5,662	5,816	154
TOTAL COMMUTER COSTS	\$ 30,790	\$ 31,312	\$ 522
Room & Board	11,988	12,540	552
TOTAL ON-CAMPUS COSTS	\$ 42,778	\$ 43,852	\$ 1,074



FY 2024-25 Proposed Graduate On-Campus Tuition and Fees

	2023-24	2024-25	\$ Change
GRADUATE (Per Credit Hour)			
Virginia	\$ 545	\$ 561	\$ 16
Non-Virginia	\$ 1,272	\$ 1,291	\$ 19



Proposed Summer 2025 Tuition and Fees

Summer 2024	Summer 2025	Change
-------------	-------------	--------

Tuition and Education & General Fees (Per Credit Hour)			
Virginia Undergraduate	\$408	\$420	\$12
Non-Virginia Undergraduate	\$985	\$1,000	\$15
Virginia Graduate	\$475	\$489	\$14
Non-Virginia Graduate	\$1,117	\$1,134	\$17
Student Services Fee (Per Credit Hour)			
Virginia Undergraduate	\$27	\$28	\$1
Non-Virginia Undergraduate	\$27	\$28	\$1
Virginia Graduate	\$27	\$28	\$1
Non-Virginia Graduate	\$27	\$28	\$1
Room & Board			
Room	\$114	\$119	\$5
Board	\$140	\$146	\$6

In-State and Out-of-State Undergraduate Tuition, Required Fees and Room and Board for Virginia's State-Supported Institutions of Higher Education, 2023-24



Rank	In-State Tuition and Mandatory E&G Fees		Out-of-State Tuition and Mandatory E&G Fees		Mandatory Non-E&G Fees		Average Room and Board ⁽¹⁾		Total In-State		Total Out-of-State	
	Institution	Amount	Institution	Amount	Institution	Amount	Institution	Amount	Institution	Amount	Institution	Amount
1	W&M	\$ 18,389	UVA	\$ 53,397	VMI	\$ 10,408	W&M	\$ 14,859	W&M	\$ 39,900	UVA	\$ 70,076
2	UVA	\$ 15,785	W&M	\$ 42,760	W&M	\$ 6,652	ODU	\$ 14,155	UVA	\$ 32,464	W&M	\$ 64,271
3	VCU	\$ 13,353	VMI	\$ 40,778	LU	\$ 6,540	UVA	\$ 13,656	VMI	\$ 31,474	VMI	\$ 62,176
4	VT	\$ 12,891	VCU	\$ 35,937	CNU	\$ 6,350	LU	\$ 13,598	VCU	\$ 29,516	VCU	\$ 52,100
5	GMU	\$ 10,095	GMU	\$ 34,259	JMU*	\$ 5,816	GMU	\$ 13,520	LU	\$ 28,798	GMU	\$ 51,499
6	VMI	\$ 10,076	VT	\$ 34,108	UMW	\$ 5,561	VCU	\$ 13,283	CNU	\$ 28,711	VT	\$ 48,439
7	CNU	\$ 10,001	ODU	\$ 28,008	UVA-Wise	\$ 5,431	JMU*	\$ 12,540	GMU	\$ 27,335	ODU	\$ 46,817
8	UMW	\$ 8,998	UVA-Wise	\$ 27,098	ODU	\$ 4,654	CNU	\$ 12,360	VT	\$ 27,222	UVA-Wise	\$ 44,448
9	LU	\$ 8,660	UMW	\$ 25,918	NSU	\$ 3,984	UMW	\$ 12,176	UMW	\$ 26,735	JMU*	\$ 43,852
10	RU	\$ 8,521	JMU*	\$ 25,496	RU	\$ 3,765	UVA-Wise	\$ 11,919	JMU*	\$ 26,506	UMW	\$ 43,655
11	JMU*	\$ 8,150	CNU	\$ 24,638	GMU	\$ 3,720	VSU	\$ 11,890	ODU	\$ 26,417	CNU	\$ 43,348
12	ODU	\$ 7,608	LU	\$ 21,530	VSU	\$ 3,486	VT	\$ 11,746	RU	\$ 23,850	LU	\$ 41,668
13	UVA-Wise	\$ 6,348	RU	\$ 21,420	UVA	\$ 3,023	RU	\$ 11,564	UVA-Wise	\$ 23,698	RU	\$ 36,749
14	VSU	\$ 6,269	VSU	\$ 18,520	VCU	\$ 2,880	NSU	\$ 11,170	VSU	\$ 21,645	VSU	\$ 33,896
15	NSU	\$ 5,926	NSU	\$ 18,188	VT	\$ 2,585	VMI	\$ 10,990	NSU	\$ 21,080	NSU	\$ 33,342

* JMU proposed FY 2024-25 Tuition & Fees and Room & Board

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

Source: SCHEV FY 2023-24 Tuition and Fees Report, August 2023



FY 2023-24 Out-of-State Undergraduate Tuition, Required Fees and Room and Board Cost Comparison

	Institution	2023-24		Institution	2023-24
1.	University of Virginia	\$70,076	16.	University of Rhode Island	\$50,684
2.	William and Mary	\$64,271	17.	Virginia Tech	\$48,439
3.	University of Connecticut	\$57,332	18.	SUNY at Binghamton	\$48,211
4.	University of Maryland-College Park	\$56,042	19.	University of Maine	\$48,042
5.	Michigan State University	\$55,794	20.	North Carolina State University	\$45,486
6.	University of Massachusetts-Amherst	\$54,730	21.	James Madison University*	\$43,852
7.	University of Delaware	\$54,558	22.	University of Mary Washington	\$43,655
8.	Miami University-Oxford	\$54,097	23.	West Virginia University	\$41,236
9.	University of Pittsburgh	\$53,310	24.	Ohio University	\$39,498
10.	Penn State University	\$53,218	25.	Appalachian State University	\$36,795
11.	Ohio State University	\$52,637	26.	University of North Carolina Wilmington	\$35,590
12.	University of New Hampshire	\$52,474	27.	Kent State	\$34,616
13.	Clemson University	\$52,370	28.	Bowling Green State University	\$34,362
14.	University of North Carolina at Chapel Hill	\$52,346	29.	University of North Carolina Greensboro	\$33,269
15.	Rutgers University-New Brunswick	\$50,716		Average	\$48,886

* Proposed FY 2024-25 Out-of-State On-Campus Tuition and Auxiliary Mandatory Fees and Room & Board Fees
Source: IPEDS Preliminary Institutional Characteristics Data Collection, Fall 2023

2024-2025 Proposed Budget

Towana Moore
Vice President
Administration and Finance



2023-24 Budget (In Millions)



2023-24

Education & General

403.5

Auxiliary Enterprises

242.5

Financial Aid

31.0

Sponsored Programs

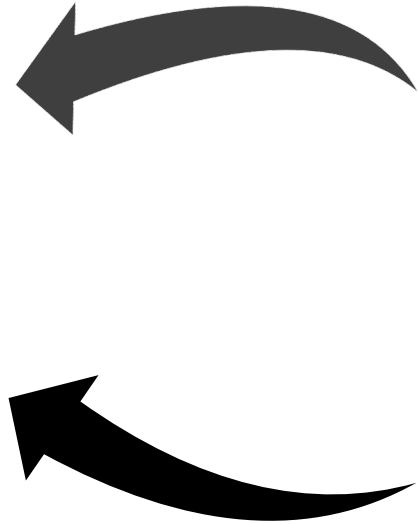
46.8

Total Operating Budgets*

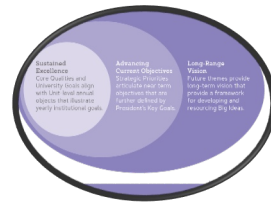
\$ 723.8

* Excludes Equipment Trust Fund (ETF)

FY25 E&G Revenue and Cost Considerations



Reallocations



Essential Initiatives
\$1.4 M



Benefits
\$1.4 M (net state)



Compensation
\$4.4 M (net state)



Tuition Policy



Utilities



Unfunded Mandates
\$1.2 M



Enrollment



Inflation Pressures
\$2.9 M



Financial Assistance
\$1.7 M



State Funding



Education and General Funding

2024-25 Education and General & Financial Aid Incremental Revenue by Category



<u>Revenue Category</u>	<u>Revenue Change</u>
General Fund Revenue	
Affordable Access, Retention and Degree Production	4,500,000
Salary, Fringe Benefits and Other Operating Transfers	4,330,493
Financial Aid & Scholarships	3,695,360
Nursing Faculty Salaries	660,000
Tech Talent & OVN Operating	(864,821)
Total General Fund Revenue	\$ 12,321,032
Nongeneral Fund Revenue	
Tuition & Other Revenue	11,279,905
Total Nongeneral Fund Revenue	\$ 11,279,905
Total Incremental Revenues	\$ 23,600,937

2024-25 Education and General & Financial Aid Incremental Expenditure by Category

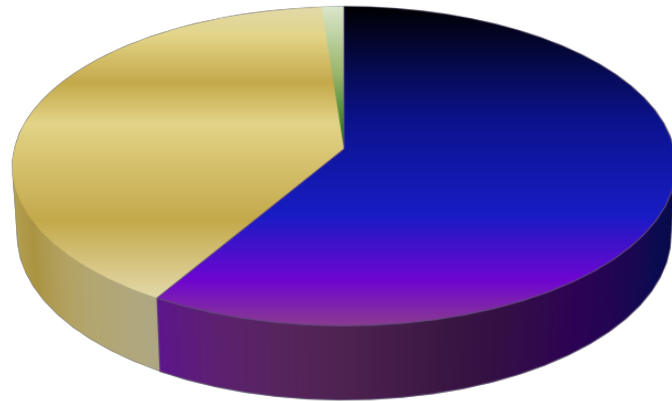


<u>Expenditure Category</u>	<u>Expenditure Change</u>
Faculty and Staff Salary, Wage and Fringe Benefit Rate Changes	10,938,906
Financial Aid & Scholarships	5,401,157
Reengineering Madison	2,096,220
Cost to Continue	1,646,045
Academic Operations	1,587,548
Essential Initiatives	1,374,338
Faculty Tenure & Promotions & Staff Retention	921,000
Facilities, Operations and Contract Obligations	(364,277)
Total Incremental Expenditures	<u>\$ 23,600,937</u>

2024-25 Education & General (E&G) Budget Including Financial Aid (F/A)

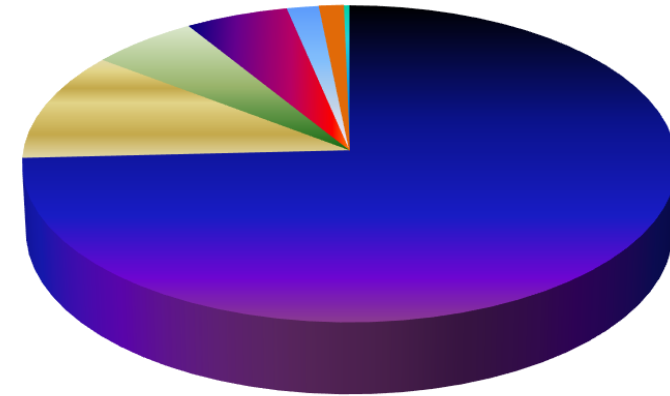


E&G Revenues



- Tuition 58.6%
- General Funds 40.2%
- Miscellaneous 1.2%

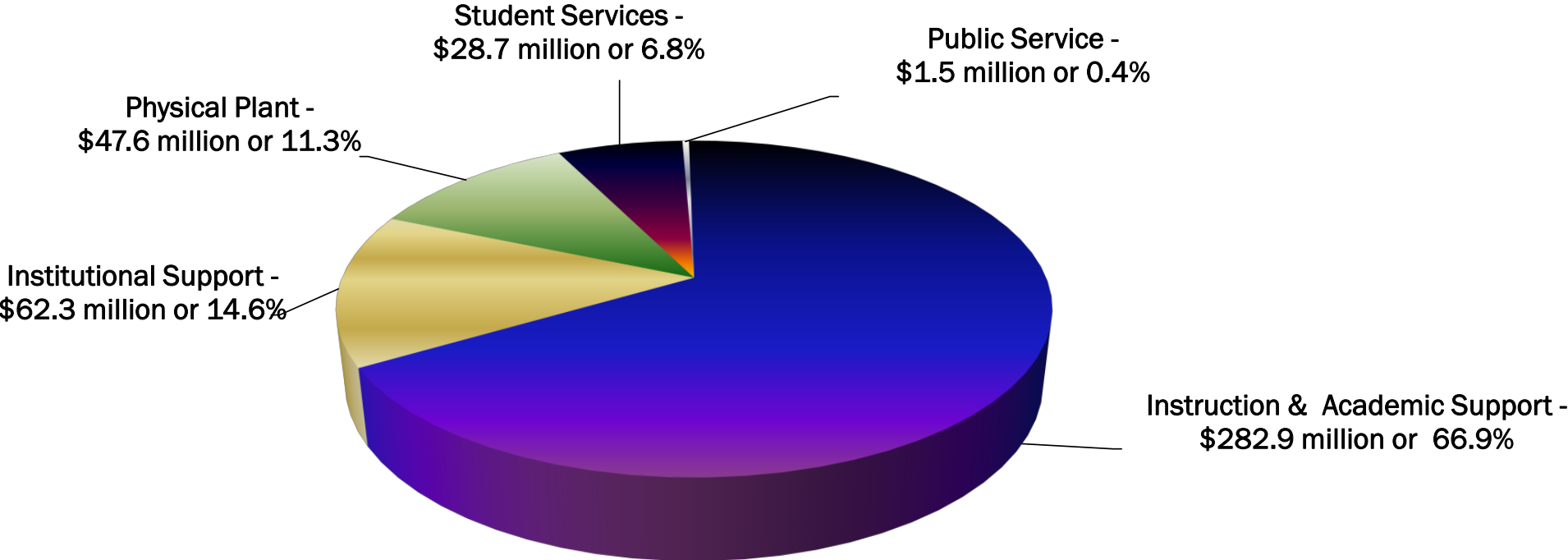
E&G Expenditures



- Compensation 74.3%
- Financial Aid & Scholarships 11.1%
- Utilities 5.8%
- All Other 5.5%
- Equipment 1.7%
- Repairs & Maintenance 1.3%
- Debt 0.3%

Total E&G & F/A Budget
\$458.1 M

2024-25 Education & General Expenditure Budget By Category





Auxiliary Enterprises

2024-25 Auxiliary Incremental Revenue by Category



<u>Revenue Category</u>	<u>Revenue Change</u>
Board Fee	6,802,711
Comprehensive Fee	4,286,119
Auxiliary Sales	3,576,551
Room Fee	1,478,940
	<hr/>
Total Incremental Revenues	<u>\$ 16,144,321</u>

2024-25 Auxiliary Incremental Expenditure by Category

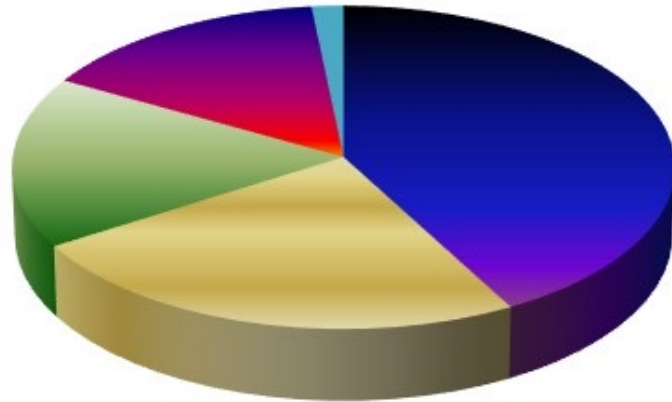


<u>Expenditure Category</u>	<u>Expenditure Change</u>
Facilities, Operations and Contract Obligations	11,356,051
Faculty and Staff Salary, Wage and Fringe Benefit Rate Changes	2,140,203
Debt/Reserves	1,679,775
Cost to Continue	853,148
Financial Aid & Scholarships	519,005
Essential Initiatives	299,483
Reallocation	(703,344)
Total Incremental Expenditures	<u>\$ 16,144,321</u>

2024-25 Auxiliary Budget

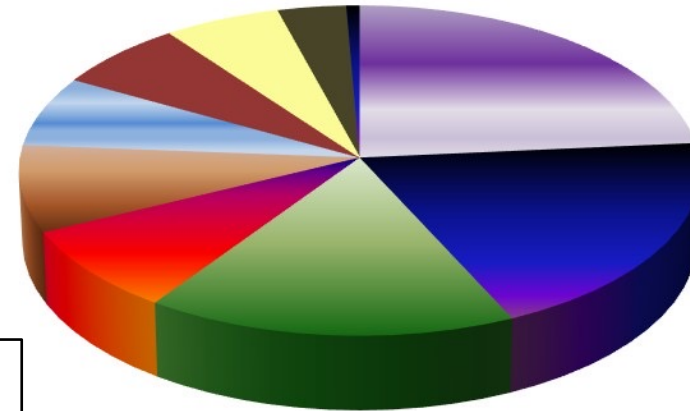


Auxiliary Revenues



- Comprehensive Fee 42.1%
- Board Fee 23.9%
- Non Fee Revenue 17.1%
- Room Fee 15.2%
- Parking Fee 1.7%

Auxiliary Expenditures



- Dining 23.6%
- Debt 16.4%
- All Other 8.5%
- Scholarships 6.7%
- Mandatory Reserves 3.5%
- Compensation 19.6%
- Repair and Maintenance 8.2%
- Utilities 6.9%
- Agency Service Charge 5.9%
- Equipment 0.7%

Total Auxiliary Budget
\$258.6 M

2024-25 Budget Summary (Millions)



	2023-24	2024-25	\$ Change	% Change
Education & General	403.5	423.0	19.5	4.8%
Auxiliary Enterprises	242.5	258.6	16.1	6.6%
Financial Aid	31.0	35.1	4.1	13.2%
E&G, F/A & Auxiliary Programs	\$ 677.0	\$ 716.7	\$ 39.7	5.9%
Sponsored Programs	\$ 46.8	\$ 58.3	\$ 11.5	24.6%
Total Operating*	\$ 723.8	\$ 775.0	\$ 51.2	7.1%

* Excludes Equipment Trust Fund

Governance Committee

April 18, 2024



THE COMMONWEALTH OF VIRGINIA THE VISITORS OF JAMES MADISON UNIVERSITY

Governance Committee
Thursday, April 18, 2024
Meeting Room 2
12:00 p.m.

Agenda

1. Approval of Minutes – February 15, 2024*
2. Board Retreat 2025

*Action Required

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

GOVERNANCE COMMITTEE

Minutes of the Meeting of February 15, 2024

The Governance Committee of the James Madison University Board of Visitors met on Thursday, February 15, 2024 in the Festival Conference and Student Center at James Madison University. Jack White, chair, called the meeting to order at 12:07 pm.

PRESENT:

Falcon, Chris
Fiorina, Carly
Harper, Donna, liaison
James, Kay Coles

Herod, Maribeth
Major, Lara
White, Jack, Chair

ALSO PRESENT:

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

On motion by Kay Coles James, seconded by Lara Major, approved the minutes of the November 9, 2023 meeting.

The committee discussed the board self-evaluation and reviewed the Qualtrics survey used in the past. The committee agreed to include questions that also address the board effectiveness among the members.

The committee reviewed the role of the secretary to the board of visitors.

The committee reviewed the agenda for the board retreat on April 20, 2024. It will be held in Hartman Hall. Board members will be asked to talk with their “networks” to gain an understanding of how JMU is perceived by various stakeholders.

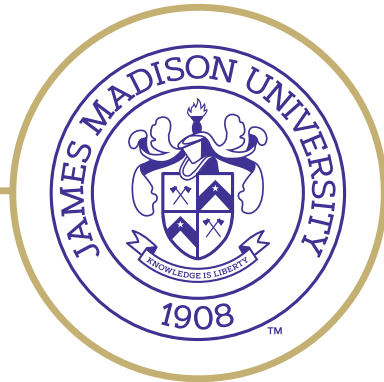
With no further business, the committee adjourned at 12:57 pm.

Jack White, Chair

Donna L. Harper, Secretary to the Board

Student Affairs Committee

April 18, 2024



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

Student Affairs Committee
Thursday, April 18, 2024
Ballroom B
1:00 p.m.

Agenda

1. Opening Remarks and Approval of Minutes for February 15, 2024*
Terrie Edwards, Chair
2. Student Affairs Update
Tim Miller, Vice President for Student Affairs
3. Student Affairs Central Services and Efficiencies
Jonathan Stewart, Director, Finance, Technology, and Assessment
4. Student Affairs Communication and Marketing
Carson Lonett, Executive Advisor to the Vice President for Student Affairs
Angela Ritchie, Associate Director, Student Affairs Communication and Marketing
5. Student Government Association Report
Nate Hazen, President
6. Student Representative to the Board of Visitors Report
Abby Cannella, Representative

*Action Required

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

Minutes of the Student Affairs Committee

The Student Affairs Committee met on Thursday, February 15, 2024, 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, Chair
James, Kay Coles
Lynch, John
Stoltzfus, Michael

Others:

Blyer, Kristina, Associate Vice President for Health and Well-Being
Brenneman, Anne, Director of University Health Center
Cannella, Abigail, Student Representative to the Board of Visitors
Carter-Hoyt, Malika, Vice President, Diversity, Equity and Inclusion
Grossman Leopard, Jen, Director of Student Life
Hall, Hollie, Dean of Students
Hazen, Nate, President, Student Government Association
Mann, Tia, Director of Health Promotion
Miller, Tim, Vice President for Student Affairs
Onestak, David, Director of Counseling Center

Approval of Minutes

On the motion of Michael Stoltzfus and seconded by John Lynch the minutes of Nov. 9, 2023, were approved.

Opening Remarks

Terrie Edwards welcomed members and guests. She thanked Dr. Miller and his team for their work on the Student Affairs Strategic Plan.

Student Affairs Update

Dr. Miller began his update with appreciation of University Career Center staff for successful Career Fairs, opportunities to bring students to Richmond, and to the Student Affairs Team for the start of a great semester.

He provided an update on the Student Affairs Strategic Plan which centers four themes that align with the University's Priorities. The Student Affairs themes are Student Learning and Development; Belonging; Health and Well-being; and Being the Best Place to Work.



**Board of Visitors
February 15, 2024**

He reviewed each theme and how Student Affairs has created objectives and opportunities for each theme. He provided an example from the University Health Center to describe the next step of the process. Each Student Affairs department will map their strategies and provide measures for these objectives for the first meeting in the Fall.

Student Government Association Report

Nate Hazen, Student Government Association President, reviewed his three campus goals and how these aligned with the Student Affairs Strategic Plan.

He shared the SGA's contingency fund opportunities and how this is an avenue for SGA to connect with clubs and organizations. Organizations have the opportunity to share their goals, objectives, and ideas, and ask for internal funds from SGA. The SGA appreciates the opportunity to learn about the missions of organizations on campus and ability to support them.

He then spoke about upcoming bills within SGA around the topics of sustainability in Gen Ed curriculum and Narcan with student officers.

Nate shared about his experiences this semester in Richmond and how he is working to seize every opportunity as a student leader. He concluded with sharing successes around recent SGA events, such as the University Quad Lighting.

Student Representative to the Board of Visitors Report

Abigail Cannella, Student Representative to the Board of Visitors, welcomed back the Board to Harrisonburg and reflected on how JMU's campus has become the home for so many. She recognized those who graduated in December and how JMU welcomed over 200 new students for the spring semester.

She talked about the Student Affairs themes of Belonging and Student Learning and Development and how they connect to her work with the Presidents' Council. She then shared about discussions within the recent Presidents' Council meetings and shared the upcoming agenda for the final meetings of the semester. This will include a meeting with President Alger in April.

Abby shared about her experience in Richmond for SGA Advocacy Day and appreciated the opportunity to discuss campus safety and campus health and looks forward to another trip to Richmond with Dr. Miller and other students.

Finally, she concluded with her plan to recruit, support, and transition the new Student Representative to the Board of Visitors.

Terrie Edwards and Tim Miller shared that the next meeting Nate and Abby would be bringing their successors and introducing them.

Accessibility and Belonging Spotlight

Tim Miller began with appreciation to the staff members within the Accessibility and Belonging area and asked them to stand and be recognized. He shared an overview of the Accessibility and Belonging area which included the overview of all areas within it: Religious Life, JMU VALOR, Center for Multicultural Student Services, Sexual Orientation, Gender Identity, and Expression, and Office of Disability Services. He shared data points from each area and how these teams support students so they can be successful at JMU and in their future.

Dr. Miller also shared that Student Affairs will be creating a full time position to oversee JMU VALOR starting this summer. This is due to efficiencies within Student Affairs and sharing an executive assistant between Administration and Finance and Student Affairs, thus freeing up salary money to help pay for this position.

Then, he welcomed five students to serve on a student panel:

- Chandler Bagwell, Senior, Media Arts, representing Center for Multicultural Student Services
- Luci Gallegos, Senior, Political Science, representing JMU VALOR
- Kofi Karikari, Graduate Student, representing Office of Disability Services
- Gavin Wilkerson, Graduate Student, representing Sexual Orientation, Gender Identity, and Expression
- Noa Amar, First Year, Exploratory Major, representing Religious Life

The students reflected on how staff members have shown them care and support through personal and professional hurdles. They illustrated their unique experiences on finding their place through programming, personal interactions and community time. They also shared how experiences in each of these areas have positively contributed to their career goals and aspirations.

Tim concluded the Accessibility and Belonging Spotlight with an overview of signature programs from each department and new initiatives that are in motion. He shared that the next committee meeting will include an update on the Student Affairs Strategic Plan and a spotlight on financial efficiencies within Student Affairs and an overview of Student Affairs Communication and Marketing.

There being no further business, on the motion of John Lynch and seconded by Kay Coles James the Student Affairs Committee meeting adjourned at 2:14 p.m.

Respectfully submitted,

Terrie Edwards, Chair

Donna Harper, Secretary to the Board

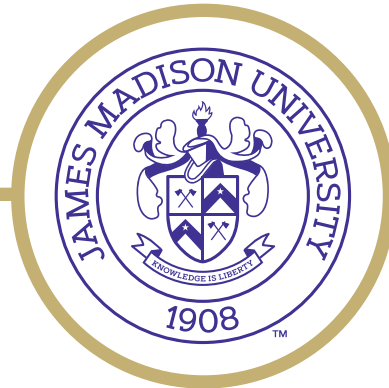
Opening Remarks and Approval of Minutes

Terrie Edwards, Chair



Vice President for Student Affairs Update

Tim Miller
Vice President





Future of Students



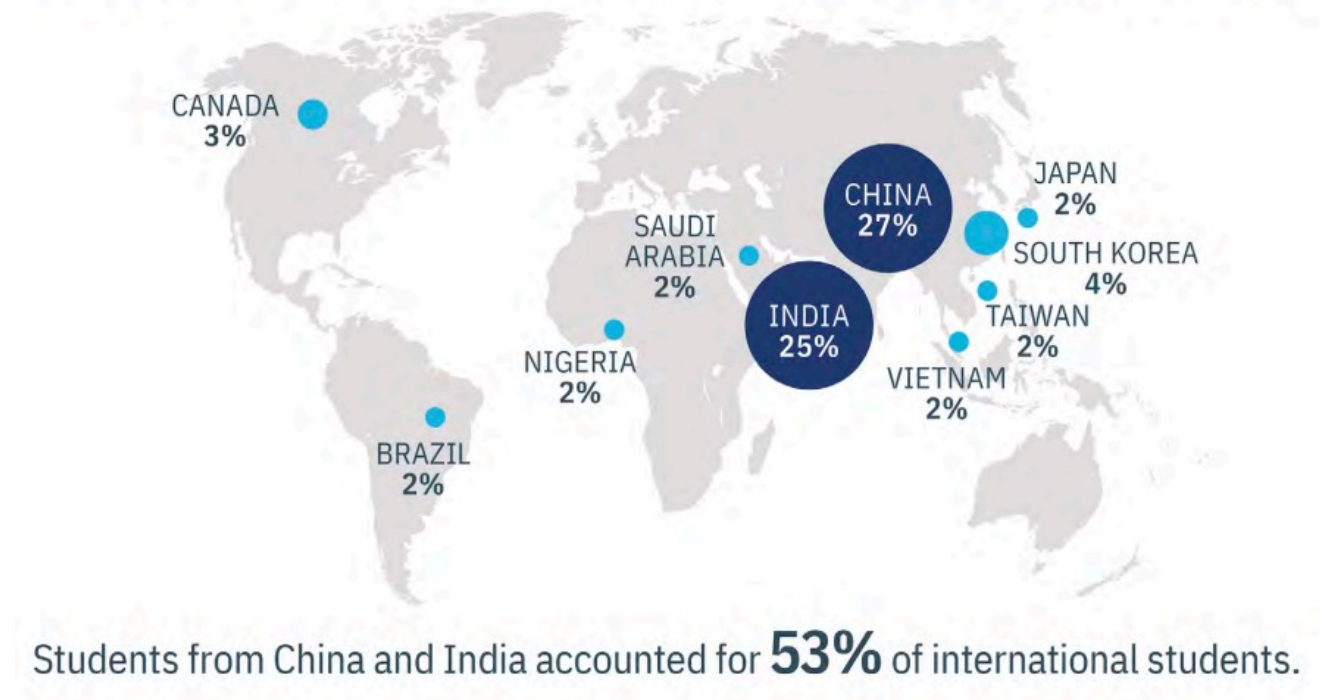
Common App Data - Applications – 2023

- Public universities saw 14% more applications in 2023-2024 than in 2022-2023
- Private universities gained 10% more applicants
- First-generation college student applications grew by 8%
- International college student applications continue to grow and increased 19% since 2022-2023
- Significant growth in applicants from below-median income zip codes at 14% with above-median income zip code applicants up 5%

International Students

- In 2022-2023, the total of international students increased by 12% from the prior year
- Total number of international students surpassed one-million
- China & India accounted for 53% of international students

LEADING PLACES OF ORIGIN OF INTERNATIONAL STUDENTS, 2022/23





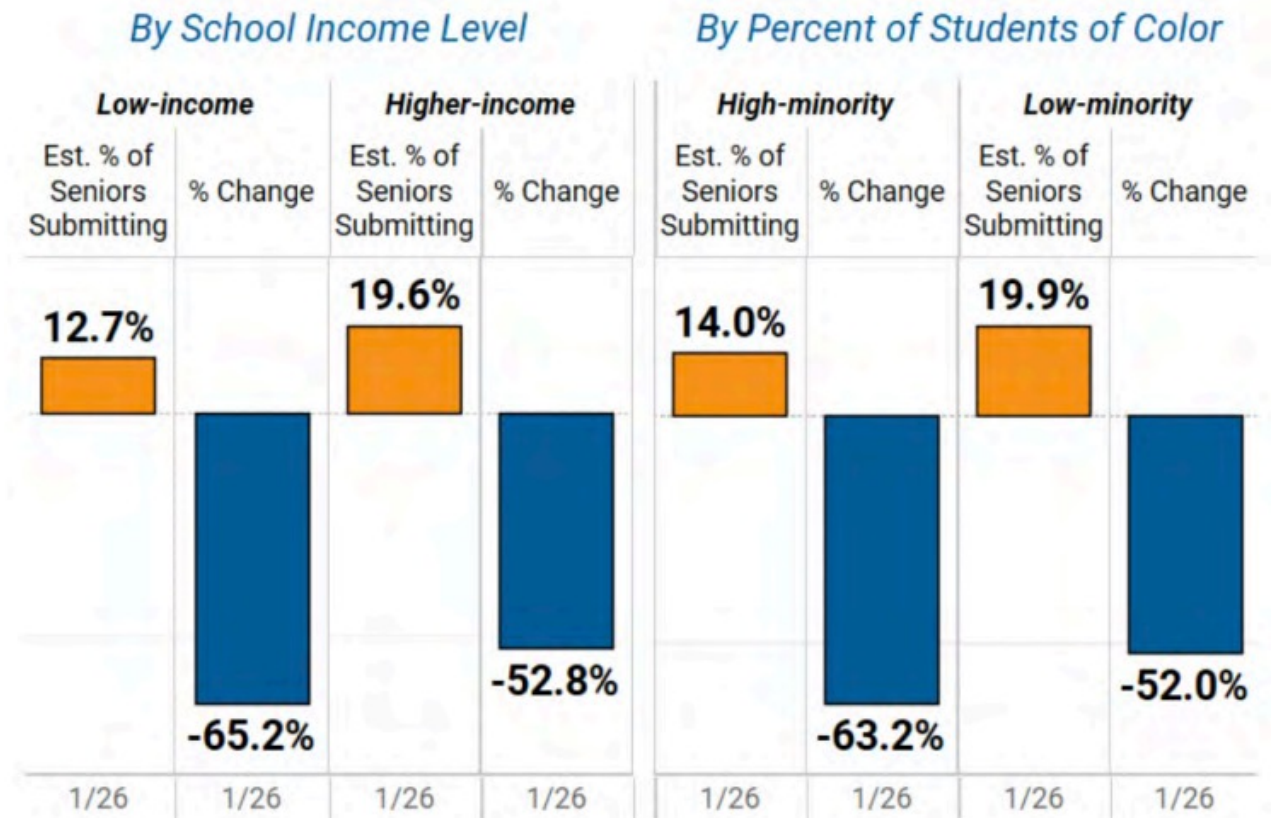
First-Generation Students

- 54% of current undergraduate students identified themselves as first-generation college students in 2020 according to the National Postsecondary Student Aid Study performed by NCES.
- 57% of individuals under 18 have the potential to become first-generation college students.
 - This number increases to:
 - 78% for Hispanic/Latinx children
 - 75% for Native American and Pacific Islander children
 - 73% for Black children.



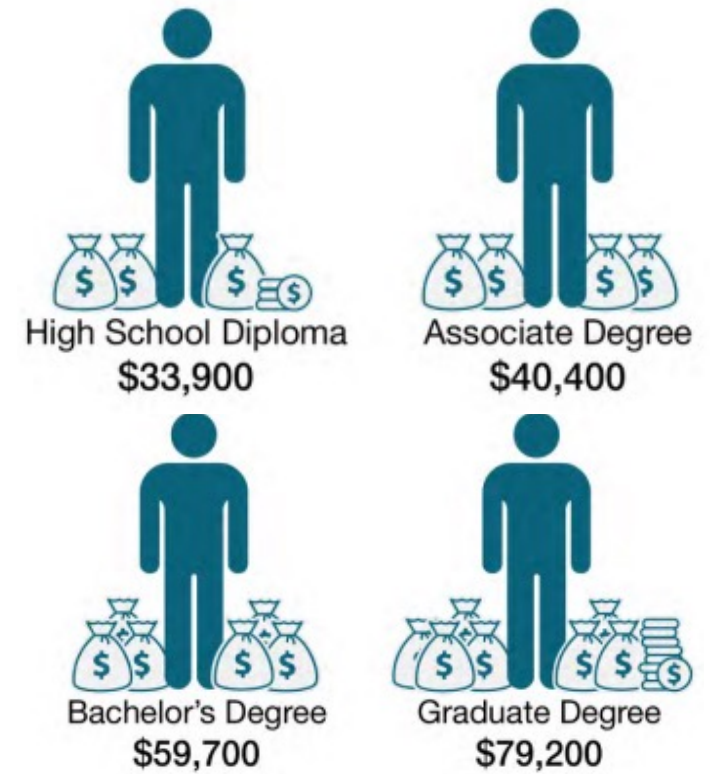
Free Application for Federal Student Aid (FAFSA)

- Submissions for the class of 2024 have decreased 57% compared to last year
- Submission decrease is apparent regardless of school income level and racial background



Value of Education

- In 2021, compared to workers with a high school diploma, full-time workers with a Bachelor's degree earn
 - 76% more annually (~\$25,800 difference)
 - \$525 more per week
- 53% of adults who earned a Bachelor's degree moved up from a lower-income tier
- In 2023, graduates with a Bachelor's degree made on average \$60K starting salary compared to those with a High school diploma of \$36K



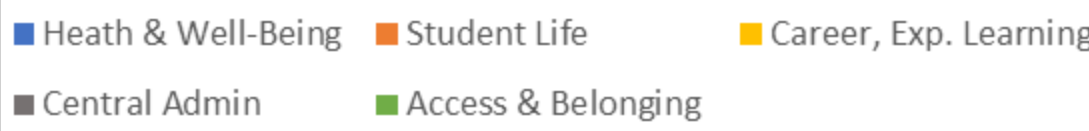
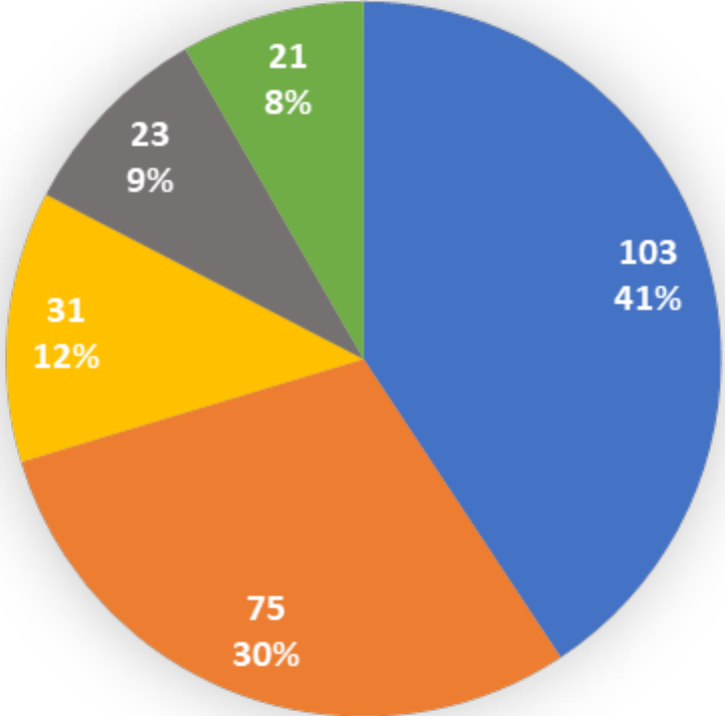
U.S. Census Bureau, 2021 American Community Survey 5-Year Estimates



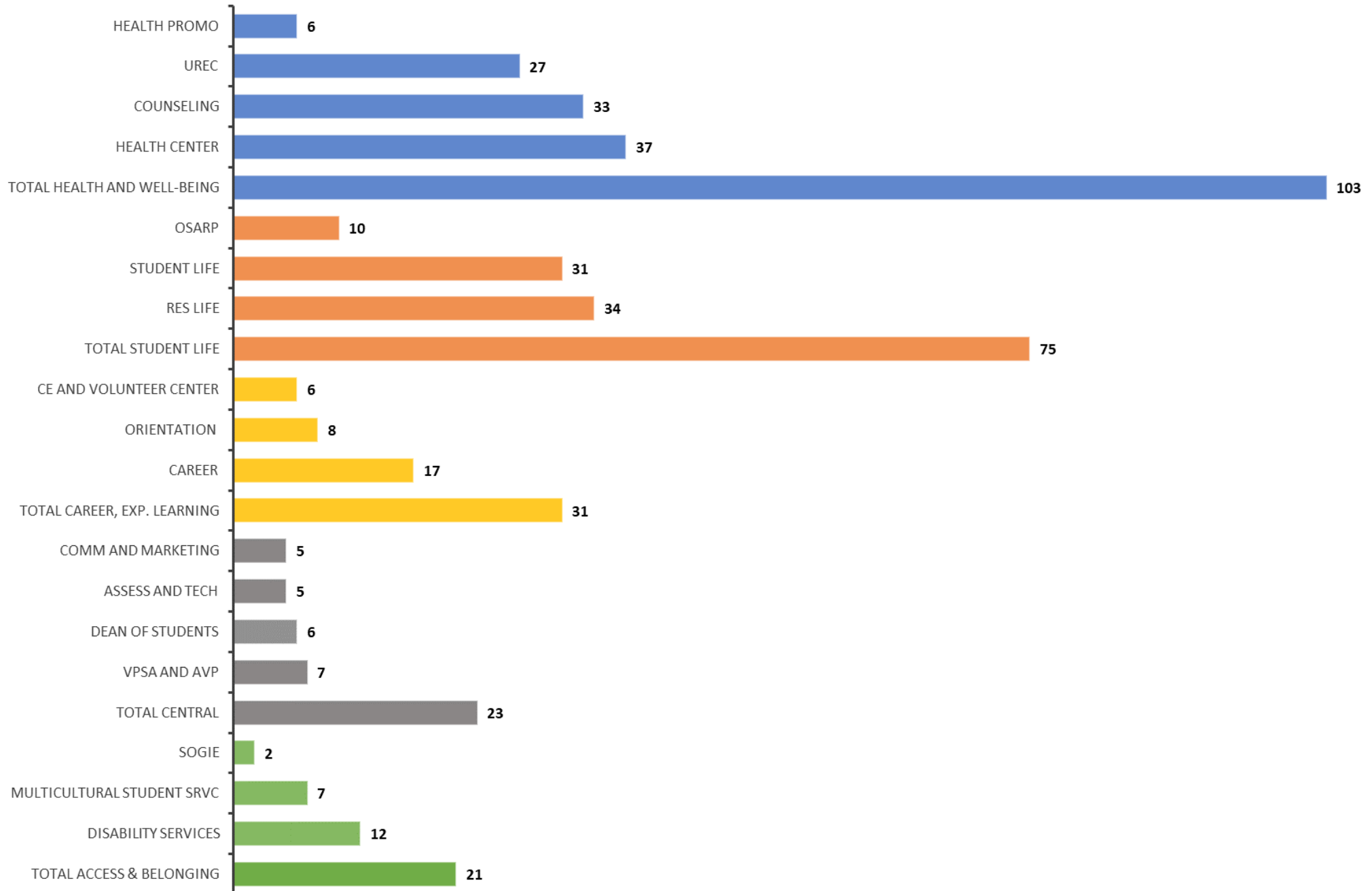
Full-Time Staff in Student Affairs



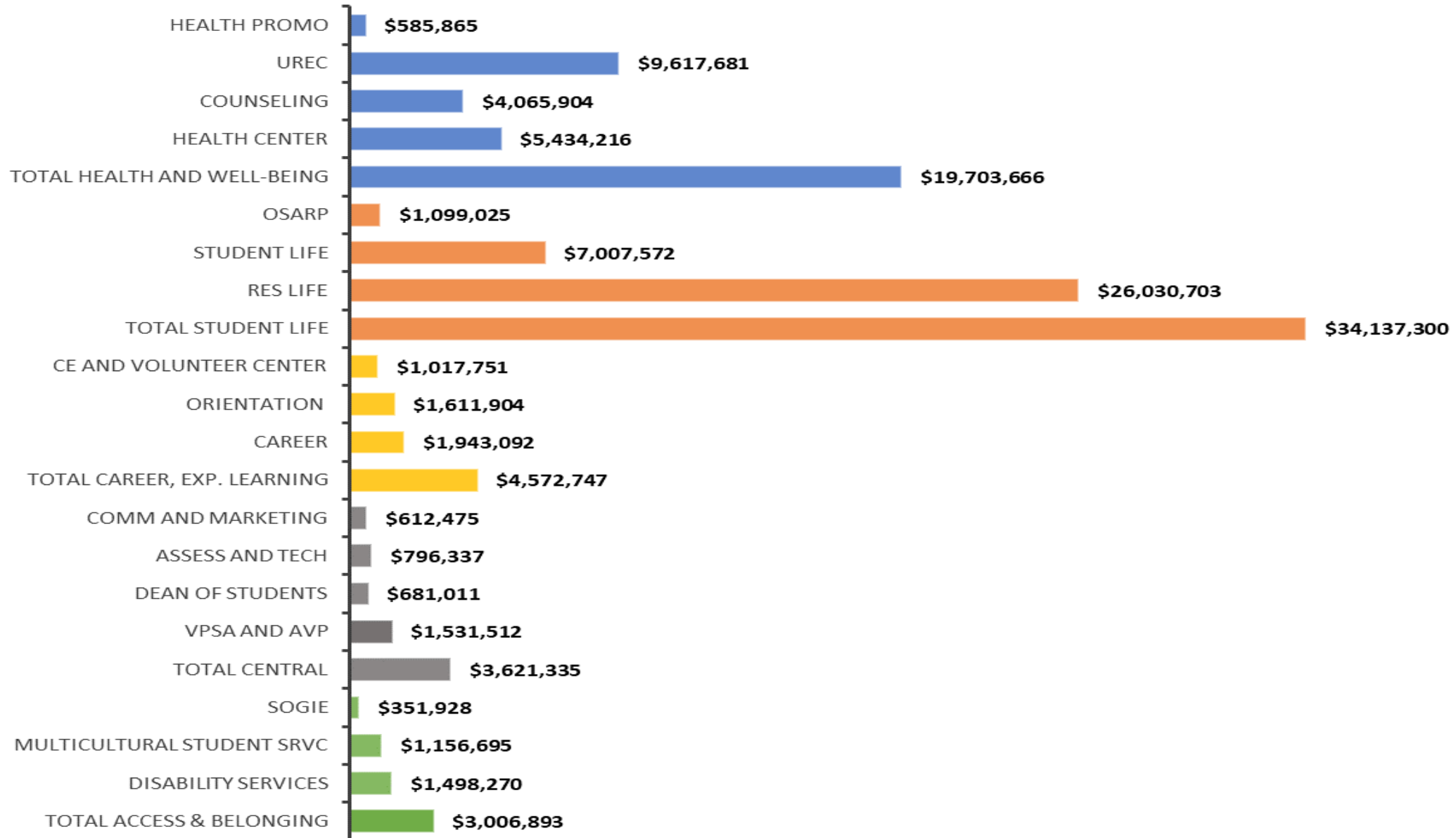
Full-Time Staff per Area



FTE by Area and Department



FY 24 Department and Area Budgets





Student Affairs Staff Demographics

Ethnicity	%
American Indian	0.4%
Asian	2%
Black	7%
Hispanic	1%
White	84%
Two or More	4%
Not Specified	1%

Gender	%
Female	74%
Male	26%



Student Affairs Recognition



National, Regional and State Leadership and Contributions

- Sarah LaFrance awarded ACPA Annuity Coeptis Emerging Professional Award
- Multiple presentations at National Conferences
- Future of Student Affairs Summit
- State Leadership
 - Virginia National Association of Student Personnel Administration (NASPA) State Director, Carson Lonett
 - Virginia Association of College and Housing Officers (VACUHO) President-elect, Emily Higham



Questions ?

Student Affairs Finance and Assessment Efficiencies

Jonathan Stewart





Department Breakdown by Budget Type

- Auxiliary (room fee)
- Residence Life
- Auxiliary (comp fee)
- UREC
- Health Center
- Student Life
- Dean of Students
- Student Accountability and Restorative Practice
- Comm. & Marketing
- Sexual Orientation, Gender Identity & Expression
- E&G
- Counseling
- Orientation
- Community Engagement & Volunteer Center
- Multicultural Student Services
- Disability Services
- Career Center
- Student Success Center
- Assessment and IT
- JMU VALOR



Human Resource Efficiency and Parity

- Over \$1 million reallocated since 2019
- 100 self-funded salary adjustments
 - Every coordinator brought above \$40,000/year
 - Adjustments at all levels to support additional responsibilities, internal alignment, and market expectations
- 12 new or reallocated positions
 - PT to FT adjustments, new positions to support new structure, position reallocation to support identified needs
 - Created Org Conduct area within OSARP
 - Created JMU VALOR Coordinator

Innovation Grants & Educational Leave

- Process that encourages innovative and collaborative projects
- \$90,000/year in temporary funding

Examples:

- Research on best practices
- AI for medical provider efficiency
- Equine Assisted Psychotherapy
- Hazing prevention
- New SA Professionals support committee





Learning Outcome Improvement Process

Main goal—*continuous improvement* of programming to increase student learning & development

- Curricular Approach to Student Learning
- Cycle of Assessment
 - Modeled on Academic Affairs process
 - Encourages annual review of essential learning outcomes
 - Aligns with Student Affairs Professional Standards
 - Submitting newly published rubric for national awards



Program Improvement Process

- Departmental Program Reviews
 - Using CAS Professional Standards for Higher Education self-assessment guides
 - 5-year cycle with internal and external review
 - Current program reviews in process
 - Dean of Students
 - Student Life
 - University Recreation



Questions?



Student Affairs Communication and Marketing

Carson Lonett

Angela Ritchie





SACM Overview

Established in 2021, SACM is comprised of:

- Professional staff
- Graduate Assistant
- Student staff
 - Graphic designers
 - Videographers
 - Photographers
 - Gallery directors
 - Writer
- Completed 352 project requests '22-'23 school year
- On pace to match or exceed that number this year



Angela Ritchie
Associate Director



Carleigh Rittenhouse
Assistant Director



Ann Simmons
Project Manager

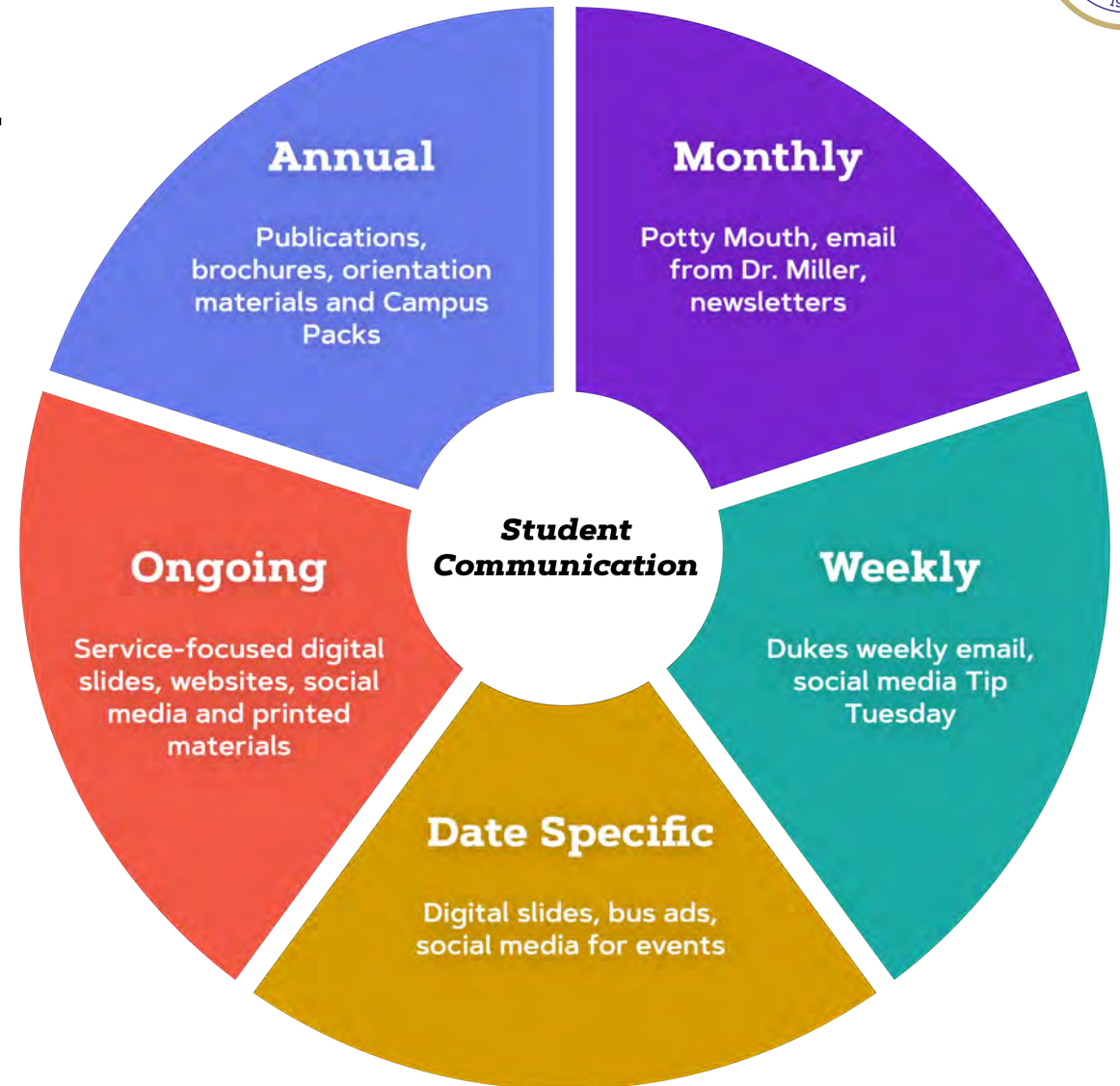


Courtney Morse
Marketing Coordinator

Communication Strategy

Multi-faceted approach

- Annual publications, brochures and presentation materials
- Monthly emails, newsletters and print materials
- Weekly digest and social media tips
- Date-specific event marketing
- Ongoing services awareness





Project Requests

- Design digital and printed collateral (180–200/year)
- Photograph staff and events (60–70/year)
- Create videos (8–10/year)
- Curate the Union Galleries (10–12 openings/year)
- Provide guidance and training for websites and social media
- Consult on developing marketing campaigns
- Internal communication and newsletters

Potty Mouth

- 900 distributed monthly
- University-wide contributors
- Vibrant graphics
- Widely read
- Average 500–600 engagements through QR codes

POTTY MOUTH

By Students For Students

SUMMER 2023
ISSUE #

Find your place

SPACES FOR STUDENTS

JMU has many spaces for you to connect with others!

- STUDENT SPACES
- Faith and Spirituality
- JMU VALOR Resource Center for military connected students
- Reddix Center for First Generation Students
- Serenity Center
- SOGIE (LGBTQ+) Lavender Lounge

Scan for information about student spaces.

CMSS CULTURAL AND AFFINITY SPACES

- The Black Student Lounge
- The Asian American & Pacific Islander Student Lounge
- The Latinx Student Lounge
- The CMSS SOGIE Intersecting Lounge

Scan for information about cultural and affinity spaces.

SPIRIT AND TRADITION

Welcome to the JMU family! Here are some of the fun ways that we show our spirit as Dukes:

- 👉 On Fridays, we wear purple.
- 👉 Dukes hold doors.
- 👉 When someone shouts "J-M-U," always respond with "Duuuuukes."

Scan for more information.

NEED A JOB?

Working on campus can be a great way to meet people! Search and apply for employment jobs on JMU Joblink.

Scan to visit JMU Joblink.

MADISON PEER ADVISING

Needing help course planning, scheduling, using MyMadison or more over the summer? Our Summer Madison Advising Peers (MAP) are here to help May 15–Aug. 10. Feel supported during your time away from JMU!

Scan to schedule an in person or virtual meeting with an adviser.

PARENT PANELS

Families and students can learn how to prepare for move-in and life at JMU by attending any of the Family Panels.

JOIN US ON ZOOM 6 PM EST
July 25 | Aug. 2 | Aug. 10

UHC PRE-ENTRY HEALTH REQUIREMENTS

DUE JULY 6

1. Submit Immunization Form
2. Complete TB Assessment and Health History
3. Upload insurance card
4. Check email for confirmation

Scan for more information.

DUKES FIRST YEAR MENTOR PEER PROGRAM

Are you looking to get connected on campus, learn more about campus resources and how to get involved? Check out the Dukes First Year Mentor program!

Scan for more information.

MAKE A MOVE-IN PLAN

WELCOME!

FIRST-YEAR STUDENT MOVE-IN
Aug. 18 and Aug. 19

TRANSFER STUDENT MOVE-IN
Morning of Aug. 20

UPPERCLASS STUDENT MOVE-IN
Aug. 20 and Aug. 21

Students will pick their move-in appointment time during the first week of August.

Move-in will be here before you know it! Not sure what to bring or what to expect? Check out our move-in guide.

Scan for more information.

OFFICE OF ORIENTATION AND TRANSITION

WEEKS OF WELCOME

For students new to JMU, get ready to be immersed in several weeks of academic and social programming to help you have a seamless transition to the JMU community! Make sure to check out the Be Involved App for daily events and programs.

Scan for more information.

Potty Mouth Questions?
Please contact stac@jmu.edu.
This issue of Potty Mouth is brought to you by Carolina Chism and Student Affairs Communications and Marketing.
POSTED WITH SPECIAL PERMISSION FROM UNIVERSITY INFORMATION.

Fall colors coming to a tree near you



Dukes Weekly <dukesweekly@jmu.edu>

To Ritchie, Angela Casey - ritchiac



10/9/20

[View in browser](#)



DUKES WEEKLY

Oct. 9–13



You are invited: Halftime on the Quad

Halftime on the Quad

Oct. 11 | 5–6:30pm

Come enjoy free Strite's donuts, Smileys ice cream, games, music and a special performance by the famous Marching Royal Dukes. Let's celebrate making it halfway through the semester. All members of the JMU community welcome (including dogs)!

Dukes Weekly

- Designed so students receive fewer emails
- University-wide contributors
- Sent to all students at 1 p.m. every Monday throughout the school year
- 30% average open rate
- 900–1,000 clicks on average (5%)



We are so happy to see you, Dukes!



Dukes Weekly <dukesweekly@jmu.edu>

To Ritchie, Angela Casey - ritchiac



You forwarded this message on 8/23/2023 9:30 AM.

[View in browser](#)



DUKES WEEKLY

Aug. 21–25



Raffle anyone?

What are you most excited about for this year at JMU?

A gift from us to you! Email us your answer to the question above to [this email](#) to be submitted in a raffle to win a gift card. The winner will get their answer and name in the next edition of Dukes Weekly. Look out for more ways to win prizes all year long!



Did you know?

I-Week Photo Contest

Entries open Aug. 21–Sept. 4

CGE's annual photo contest is accepting entries from the above dates. Any recent photo is eligible to win up to \$99 flex cash and a framed print.

Intramural Sports Registration Deadline

Sept. 5 | midnight

Sign up to play flag football, volleyball, kickball, soccer, basketball, field or floor hockey against other Dukes.

The Community Seed Library now in Rose Library

You can now pick up free seeds for flowers, fruits and vegetables on the first floor of Rose Library, around the stairs from the entrance.

Mentorship through exercise

A UREC program that provides students the opportunity to meet regularly with a faculty/staff member outside of the classroom setting.

Looking for a place to study while Carrier is closed?

Check out the JMU Study Spaces Map to find great study spots all over campus. Tap the pins to read about study spaces in each building.

Gain experience

Group Exercise Instructor Prep Course

Sept. 6–Oct. 27 | UREC

A non-credit, 8 week-long course that provides knowledge and practical skills for the UREC Certification in Group Exercise instruction.

Get involved

Tryouts for Women's Ultimate Frisbee Club

Aug. 28 | 4:45–6:45pm | Upper UREC Turf

JMU Women's Ultimate Frisbee Club is hosting tryouts for students who are interested in joining our club and playing ultimate frisbee.

TimelyCare



TimelyCare for JMU

Students have access to virtual mental health and well-being services for free through TimelyCare. You have access to TimelyCare services 365 days a year— during breaks, after-hours and anytime you need support! Sign up now so you have it when or if you need it.

[Sign up now](#)

What's happening?

Dukes first day pictures

Aug. 23 | 10am–2pm | The Quad
Stop by the JMU letters on the Quad for a First Day of Classes picture.

CMSS Welcome Back Fest

Aug. 23 | 4–6pm | The Yard, SSC
Join The Center for Multicultural Student Services (CMSS) for the Welcome Back Fest on the Yard of SSC. We will have a BBQ, food, a DJ and games.

Back to school bash

Aug. 24 | 5–8pm

The Union and Warren Commons
Join us at The Union for free food, music, giveaways and activities. Get your stamp card, explore various locations and win prizes.

Info session—Spring Semester in Antwerp for General Business minors

Aug. 25 | 3pm | Hartman Hall, 1013
Inside the EY Undergraduate Suite
Calling all current and prospective General Business minors. Come hear from the program director about new changes to the Spring Semester in Antwerp.

Prep for the Student Employment Part-Time Job Fair

Aug. 30 | 4–6pm | SSC 3240

Attending the Student Employment Part-Time Job Fair? Get advice from University Career Center (UCC) staff to prepare your materials and up your networking skills.

Diversity, Equity and Inclusion (DEI) Student Advisory Board

Aug. 31 | 5–6pm

Second floor of D-Hall

Join us for an open forum with a free meal to provide feedback to the three directors of CMSS, SOGIE and ODS about your campus experience regarding DEI.

Pack the Park: Color Run

Sept. 3 | 11am–2:30pm | UPARK

Get doused in colored powder at Pack the Park: Color Run/Walk, a two mile untimed event. [Register here.](#)

Groove and Go: Small Group Training

Sept. 9 | 8–9pm | UREC

Learn the basics of traditional dance styles with UREC's six-week Small Group Training.

JMU 9/11 5K

Sept. 10 | 9am | Outside of Festival
Join JMU VALOR and VA Momentum in this unified campus event that commemorates heroes and lives lost, as well as supporting student veterans and first responders.

Blue Ridge Free Clinic 5K

Sept. 16

9am check-in | 9:30am race begins
Festival Conference Center
Join the JMU PA Student Society to benefit the Blue Ridge Free Clinic and help provide healthcare services for the Harrisonburg community.

[View the full event calendar](#)

Want your content in Dukes Weekly?
Content for the Aug. 28 issue is due by midnight tonight.

[Submit your content request here](#)

Campus Packs

- 7,500 distributed mostly to first-year students during move-in
- Include health-focused giveaways
- Printed inserts highlight campus resources
 - Links through QR codes
 - Website hits ranged from 25 to 14,328





Dr. Miller's Messages

- Email to all students with a copy to families
 - 39% average open rate for students, 64% for families
 - Click rates vary from 10% to 2%
 - 20–30 email replies
- Anecdotal feedback
 - "My mom read about this and told me I should try it."
 - Social media comments
- Outcomes survey for recent grads
 - 60–65% open rate, 12% click rate



Family Engagement

- First Year Send-Offs
- Family Panels
- Move-In Family Receptions
- Madison Family Newsletter
- Parents Council

Student Panel



Questions?



Nathan Hazen

Student Body President of JMU

Student Life Committee Presentation

Student Government Association Report: Student Body President Nate Hazen reported on the State of the student body which included general Student Government Association updates.

Student Government Association Report

Nate Hazen





State of the student body



What we do works





BOARD OF VISITORS

Questions?



Student Representative Report

Abigail Cannella

Student Life Committee Meeting– April 18, 2024

“It was the end of a decade, but the start of an age.” - Taylor Swift

- **Presidents Council-**
 - 3/26/2024
 - Meeting with Dr. Carter-Hoyt to discuss student concerns involving Diversity, Equity, and Inclusion on campus
 - 4/15/2024
 - Meeting with President Alger to allow students to learn more about the future of JMU
- **Communication-**
 - Social Media-
 - Utilizing the official Student Representative accounts to:
 - Share information with the student body
 - Answer questions, and address concerns
 - Promote student organizations, and events happening on campus
 - On campus interviews-
 - Series of videos giving students the opportunity to answer the question “What do you want the governing body to know about your JMU experience”
 - Set to be posted on the Student Representative account and sent to all Board members
 - JMU Instagram Takeover-
 - Over 87,000 views
 - Spread awareness about the Board of Visitors, and the Student Representative position
- **Advocacy-**
 - Student Advocacy Day
 - Met with members of the state legislature to talk about my JMU experience and advocate for higher education resources
- **Setting the next SRBOV up for success-**
 - Elections were conducted 4/10/2024
 - Reviewing the SRBOV handbook and adding any additional information
 - Including advice from former Student Representatives

Student Representative to the Board of Visitors Report

Abby Cannella



Student Advocacy Day





February Instagram Takeover

- 87,070 viewers
- 14 story posts
- 873 total interactions
- 12 questions answered



What do you want the Board of Visitors to know about your JMU experience?



2024-2025 Student Representative to the Board of Visitors

Questions?



ITINERARY
April 18-19, 2024

PLEASE NOTE THE COMMITTEE START TIMES.

Thursday, April 18, 2024:

10:00 am – Noon	Board Meeting – Board Room (Closed Session)
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 Student
1:00 pm – 2:30 pm	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 – Ballroom C
7:00 pm – 8:15 pm	Finance & Physical Development Committee – Board Room

Friday, April 19 2024:

8:30 am – 11:30 am	Full Board Meeting – Board Room
12:00 pm	Board Lunch
1:00 pm – 3:00 pm	Board Reconvenes – Board Room

**THE VISITORS OF JAMES MADISON UNIVERSITY
THE COMMONWEALTH OF VIRGINIA
BOARD MEETING AGENDA
FRIDAY, APRIL 19, 2024
8:30 a.m.**

**1
CALL TO ORDER**

**2
*CONSENT AGENDA:
Approval of Minutes: February 16, 2024 and Public Comment Meeting-April 3, 2024**

**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**

**4
PRESIDENT’S REPORT
Jonathan Alger**

**5
AI TASK FORCE
Robin Bryan, Associate Vice President & CIO, Information Technology
David Kirkpatrick, Chief of Staff
Bob Kolvoord, Dean, College of Integrated Science & Engineering
Bethany Nowviskie, Dean of Libraries & Chief Academic Technology Officer**

**6
CENTER FOR GLOBAL ENGAGEMENT
JY Zhou, Executive Director, Center for Global Engagement
Griffin Hullinger, Student
Tingzhe Jack Zhao, Student**

**7
PROPOSED 2024-25 TUITION AND FEES
PROPOSED 2025 SUMMER TUITION AND FEES*
Towana Moore, Vice President for Administration and Finance**

**8
PROPOSED 2024-25 BUDGET*
Towana Moore, Vice President for Administration and Finance**

**9
ELECTION OF OFFICERS*
Lara Major, Chair, Nominating Committee**

**10
RECOGNITION OF BOARD MEMBERS
Jon Alger, President**

11
CLOSED SESSION*

12
ADJOURNMENT

*Action Required

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

Volume LX No. 3

Minutes of the Meeting of February 16, 2024

The Visitors of James Madison University met on Friday, February 16, 2024 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
Bolander, Jeff	Obenshain, Suzanne
Edwards, Terrie	Rothenberger, John
Falcon, Chris, Vice Rector	Smith, Steve
Fiorina, Carly	Stoltzfus, Michael
Herod, Maribeth, Rector	White, Jack
James, Kay Coles	Wood, Nicole Palya
Lynch, John	

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

ABSENT:

None

ALSO PRESENT:

Alger, Jonathan, President
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 for Communications
Ott-Walter, Kathy, Speaker, Faculty Senate
Knight, Jack, University Counsel

CONSENT AGENDA

On motion of Kay Coles James, seconded by Suzanne Obenshain, the Consent Agenda was approved which included the minutes of the November 10, 2023 full board meeting.

COMMITTEE REPORTS

Academic Excellence Committee

Lara Major, Chair, presented the report of the Academic Excellence Committee. The minutes of the November 9, 2023 meeting were approved. (Attachment A)

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

- 1) Divisional update;

- 2) Area Spotlight: Adult Degree program;
- 3) Student panel from Adult Degree program
- 4) Curriculum updates:
 - On motion from committee, the board approved the discontinuance of the E-Learning certificate.
 - On motion from committee, the board approved the on-line graduate certificate in Literacy Education.
 - On motion from committee, the board approved the credit hour change for the doctoral Counseling and Supervision program;
- 5) General Studies major in the Individualized Study degree program;
- 6) Integration of Academic Programs and Faculty Workload: and
- 7) Faculty Senate Speaker report.

On motion of Ms. Major, seconded by Chris Falcon, 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 November 9, 2023 meeting were approved. (Attachment B)

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

- 1) Fund-raising report on Diggin Dukes;
- 2) Vice President's Update;
- 3) An overview of Principal Giving;
- 4) BWF team has been hired as the Campaign Consultant; and
- 5) Giving Day is February 22, 2024.

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

Athletics Committee

John Lynch, Chair, presented the report of the Athletics Committee. The minutes of the November 9, 2023 meeting were approved. (Attachment C)

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

- 1) Athletics Sports update;
- 2) HR update on staff vacancies;
- 3) Intercollegiate Athletics Program Report (APA Audit);
- 4) Student-Athlete Disciplinary Report;
- 5) AUBC Broadcast Control Room upgrades; and
- 6) Development update.

On motion of Mr. Lynch, seconded by Mike Stoltzfus, 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 November 9, 2023 meeting were approved. (Attachment D)

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

- 1) Annual update from the Compliance Committee with Brad Barnett, Associate Vice President for Access and Enrollment Management/Director of Financial Aid and Rick Gardner, Senior Associate Director for Financial Aid and Scholarships shared updates related to Consumer Information requirements and the Gramm-Leach Bliley Acts Safeguards Rule;
- 2) Status report on the Internal Audit Work Plan; and
- 3) Approved the Program Charter.

On motion of Mr. Falcon, seconded by Suzanne Obenshain, the Audit, Risk and Compliance report was accepted.

Finance and Physical Development Committee

John Rothenberger, Chair, presented the report of the Finance and Physical Development Committee. The minutes from the November 9, 2023 meeting were approved. (Attachment E)

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

- 1) Administration and Finance divisional update;
- 2) Efficiency Review committee update;
- 3) Financial Review;
- 4) Central Shenandoah Planning District Commission's Hazard Mitigation Plan [CSHMP_2020_Final-compressed.pdf (cspdc.org)];
 - a. On motion from committee, the board approved the plan.
- 5) Governor's Budget update; and
- 6) Dining Services Overview.

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

Governance Committee

Jack White, Chair, presented the report of the Governance Committee. The minutes of the November 9, 2023 meeting were approved. (Attachment F)

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

- 1) Board Self-Evaluation purpose and process;
- 2) Role of the board secretary; and
- 3) Plans for the board retreat.

On motion of Mr. White, seconded by Terrie Edwards, the Governance report was accepted.

Student Affairs Committee

Terrie Edwards, Chair, presented the report of the Student Affairs Committee. The minutes from the November 9, 2023 meeting were approved. (Attachment G)

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

- 1) Student Affairs Update;
- 2) Student Government President report;
- 3) Student Representative to the Board report; and
- 4) Spotlight: Accessibility and Belonging including a student panel.

On motion of Ms. Edwards, seconded by Chris Falcon, the Student Affairs report was accepted.

PRESIDENT'S REPORT

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

- Several major university events were held, including: Winter Commencement with JMU alum Jennifer Park Stout from Snap Inc. as the speaker; 2024 MLK Keynote Speaker, Brenda Salter McNeil; a Legislative Reception in Richmond; and the Old School Alumni Black History Month event;
- The total number of applicants for Fall 2024 is 40,015. This is a 7% increase from 2023, a 16.2% increase from 2022 and a 67.5% increase from 2021. The demographics are: 41% male, 59% female, 46% out-of-state, 22% first generation, 39% underrepresented students, 533 international applicants from 128 countries and from 53 states & US territories (minus South Dakota). The Delayed FAFSA rollout may have a significant impact on the admissions process;
- JMU was the only Division I school in the nation to qualify for NCAA men's soccer, women's soccer and volleyball tournaments, while also earning a football bowl bid. JMU Football finished 11-2 for the season and participated in its first bowl, the Armed Forces Bowl. JMU hosted ESPN College GameDay with more than 26,000 fans on the Quad, with a special 30th anniversary celebration featuring the Jonas Brothers. Women's Lacrosse opened its season with a win over No. 3 UNC;
- The Governor's Fellows endowment goal was reached. Other civic engagement updates include a visit from JMU alumna and actress Whitney Rice (*Jury Duty*) and Secretary of Education, Aimee Guidera. JMU will partner with the Library of Congress and Congressman Ben Cline for a Veteran's History Project later this spring;
- This fall a civic leadership minor will launch, with collaboration among all eight colleges;
- SCHEV approved Ed.D., pending a favorable external review;
- On Jan. 25, the Virginia State Board of Education unanimously recommended full approval of the JMU Lab School for Innovation & Career Exploration. This will be a partnership with JMU, Rockingham County Public Schools and Blue Ridge Community College with an emphasis on career pathways and experiential learning. The Office of the Governor issued a [press release](#) announcing this endeavor.
- Hacking 4 Diplomacy students presented five projects on different topics to the Department of State and they are excited about future partnerships;
- U.S. News Rankings of JMU's Online Programs: No. 18 MBA, No. 34 MBA for Veterans, No. 41 Master's in Computer Information Technology and No. 97 Master's in Nursing;
- The four working groups on the AI Task Force have submitted their preliminary reports. Each group developed questions to guide the incorporation of AI at JMU and will now develop answers to questions through collaboration within their groups and with strategic alumni;
- Updates on Centennial and Valley Scholars include their participation in a study abroad program to the Dominican Republic, 84 students were named to Dean's and President's lists for Fall 2023, and more than 1,000 applications for 2024-25 were received (682 for 2023-24);
- Upon her passing, alumna Col. Frances Weir gifted nearly \$6 million to JMU for the Weir Scholarship Endowment, which is the largest cash gift and largest scholarship gift in JMU history. She had an exemplary military career and was the first woman to command a brigade-sized male unit;

- An economic impact study was conducted by the Weldon Cooper Center for Public Service at JMU and in FY22, JMU invested \$363 million in the Harrisonburg Metro area and \$488 million in the Commonwealth and generated \$22.7 million in local tax revenue. For every faculty and staff job at JMU, an additional job was created in the local economy and 1.25 jobs are created elsewhere in the state; and
- Leadership updates at JMU include: Bob Chesney from Holy Cross, hired as the next football coach. There is a strong pool of candidates for the athletic director opening with on-campus interviews scheduled for April. The search committee is reviewing applicants for the VP of Enrollment Management.

VIRGINIA BUSINESS HIGHER EDUCATION COUNCIL

Kirk Cox, President of the Virginia Business Higher Education Council shared information on the research conducted by the VBHEC on the value proposition of higher education and the role and impact of internships in Virginia. (Attachment I)

GENERAL ASSEMBLY UPDATE

Caitlyn Read, Assistant Vice President for State Government Relations, gave an update on the legislation and budget amendments progressing through the General Assembly for James Madison University. (Attachment J)

JMU FOUNDATION – INVESTMENT STRATEGY

Warren Coleman, Executive Director of the JMU Foundation briefed the board on the purpose and structure of the Foundation. Barry Purcell, former Foundation chair, gave a historical review of the Foundation. Liza Scott, Managing Director for Cornerstone Partners described the investment strategy for the Foundation. (Attachment K)

RESEARCH, ECONOMIC DEVELOPMENT AND INNOVATION

Anthony Tongen, Vice Provost and Keith Holland, Associate Vice Provost explained the role of research, economic development and innovation with respect to the university's R2 classification. (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; 2) pursuant to Section 2.2-3711 A-7 of the Code of Virginia to consult with legal counsel pertaining to actual or probable litigation; and 3) pursuant to Section 2.2-3711.A.11 to consider an honorary degree.”

The motion was seconded by Suzanne Obenshain 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
James, Kay Coles
Lynch, John

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

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

On motion from Suzanne Obenshain seconded by Kay Coles James, approve the Personnel Action Report.

On motion by Lara Major, seconded by Terrie Edwards, approved the honorary degree recommendation.

The Rector announced the Nominating Committee - Lara Major, Chair; John Rothenberger; Dickie Bell.

ADJOURNMENT

There being no further business, on motion of Chris Falcon, seconded by John Lynch, the Board voted to adjourn. The meeting was adjourned at 12:11 pm.

Maribeth Herod, Rector

Donna L. Harper, Secretary

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

Volume LX No. 4

Minutes of the Public Comment Meeting of April 3, 2024

The Public Comment meeting on tuition and fees was held on Wednesday, April 3, 2024 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 4:00 pm.

PRESENT:

Bolander, Jeff	Rothenberger, John, Chair, Finance and
Herod, Maribeth, Rector	Physical Development Committee
Obenshain, Suzanne	White, Jack

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

ALSO PRESENT:

Moore, Towana, Vice President for Administration and Finance
Vass, Mary-Hope, Assistant Vice President for Communications

Maribeth Herod, Rector, provided an introduction for the public comment meeting sharing that no one signed up to speak at the meeting. A summary of the comments submitted through the Qualtrics survey were shared.

Towana Moore, Vice President for Administration and Finance presented the historical data on the budget, revenues and expenditure of the university. She then presented the proposed range for tuition and fees for 2024-25, including Summer 2025. (Attachment A)

The meeting was live-streamed with four participants.

ADJOURNMENT

With no further business, the meeting adjourned at 4:29 pm.

Maribeth Herod, Rector

Donna L. Harper, Secretary

Motions from Committee



Curriculum Updates

Paula Maxwell, Associate Vice Provost for Curriculum





Degree Program Discontinuation



Discontinuation: Bachelor of Science in Teaching English to Speakers of Other Languages (TESOL)

- Reasons for Discontinuing
 - Low enrollment
 - Will teach out 15 students who have declared the TESOL BS program
 - Changes to licensure regulations
 - Teachers pass PRAXIS and add TESOL endorsement
 - School divisions hire TESOL teachers with two endorsements



Discontinuation: Bachelor of Science in Teaching English to Speakers of Other Languages (TESOL)

- Reasons for Discontinuing
 - Ability to Repurpose at the Graduate Level
 - CoE students need additional master's options after completing undergraduate programs
 - Students are able to add TESOL to their existing license
 - Need can be met by completing a TESOL concentration in the MEd (new program, effective Fall 2024)



Effective Date and Resources

- Effective Date
 - Fall 2024
- Resources
 - Program discontinuation will not require resources
 - Discontinuation of the program will increase faculty capacity to teach other courses
- Academic Excellence Committee Action Requested
 - Approval needed to discontinue the Bachelor of Science in TESOL

Faculty Handbook

Michael O'Fallon

Associate Vice Provost for Academic Affairs Policy





Faculty Handbook Committee Members

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



Faculty Handbook Process

Recommendations for Changes

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

Committee Review of Recommendations

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



Faculty Handbook Sections

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



2024-25 Proposed Changes

II. Applicability of the Faculty Handbook and Procedures for Change

- Modifying a section heading
- Adding a new section

III. Faculty Employment Policies and Procedures

- Adding procedural changes
- Providing clarity to sections
- Removing references to processes that are no longer in use



Faculty Handbook

- Request approval from the Academic Excellence Committee
- Proposal requires full Board of Visitors approval

To: James Madison University Board of Visitors
From: Michael O’Fallon
Subject: Recommendations to the 2024-2025 Faculty Handbook
Date: April 18, 2024

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

Faculty Handbook Change Process

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

Upon completion of the public comment period, the committee reviews submitted comments and makes a determination of which recommendations will be moved forward for review by the president, provost, and speaker. At this stage in the process, the president, provost, and speaker can offer feedback to the Faculty Handbook Committee regarding the recommendations. Based on the feedback, the Faculty Handbook sends their final recommendations to the president, who then determines which recommendations will move forward for consideration by the Board of Visitors.

The table in the attached document includes the president’s recommended changes to the 2024-25 Faculty Handbook for your consideration and approval. The table columns are:

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

Categories of Recommendations

In total, there are 12 final recommendations for the Board of Visitors to consider for the 2024-2025 Faculty Handbook. Rationale for the final recommendations can be broadly grouped into four categories:

1. Adding information not previously included in a previous year’s Faculty Handbook. For instance, the addition of section II.D.3.d Quorum.
2. Adding procedural changes. For example, adding the Academic Unit Head in the approval process with the dean in determining time changes to class schedules (section III.A.12). This is consistent with the remainder of the section where the AUH has the ability to approve location changes of classes and the addition or removal of classes from the schedule.

3. Providing clarity to sections that may be viewed to be inconsistent. For example, changing the wording of an “official” complaint to “formal” complaint in section III.A.26.b.
4. Removing references to processes that are no longer are in use. For example, section III.J.1.d where tracking reports are no longer used.

Anticipated Changes

The provost and faculty senate, in collaboration, have discussed a comprehensive review and edit of the Faculty Handbook to occur in the near future.

I look forward to presenting the final recommendations for your approval at the Academic Excellence Committee meeting on April 18, 2024.

Sincerely,

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

II.E.6.a. Presidential Recommendations to the Board of Visitors for the 2024-2025 Faculty Handbook		
#	Faculty Handbook Section	President's Recommended Change to the Faculty Handbook
1	II.F. Word Usage (Change of heading)	II.F. Word Usage Definitions
2	<u>II.D.3.d. Quorum</u> (Addition of a new section)	<u>Four (4) members of the Faculty Handbook Committee constitutes a quorum for voting purposes. The lack of a quorum does not prevent a meeting but votes must not be taken.</u>
3	III.A.2.a Academic Freedom (First paragraph)	The university is an institution of higher learning in a democratic society. It is fundamentally committed to the open-ended pursuit of knowledge and the unfettered activity of inquiry and debate. Just as the university is entitled to academic freedom in the pursuit of its educational mission, so each member of the faculty is entitled to academic freedom in the discharge of their professional duties. Accordingly, each member of the faculty has a right to the freedom of thought and expression, including a right to reasoned dissent, in the conduct of their professional activities. This right to academic freedom safeguards one's liberty to pursue, discuss, study, research, discover, question, critique, and teach relevant knowledge, ideas, and theory, in accordance with the standards of the academic profession and one's discipline. Academic freedom must be exercised responsibly, in keeping with the standards of one's academic profession and one's discipline and with other university and professional duties.—
4	III.A.2.b.(4) Academic Responsibility	A faculty member must act ethically at all times. A faculty member must follow the professional code of ethics as described in the Faculty Handbook (i.e., III.A.3).
5	III.A.11 Outside Employment and Consulting (First paragraph)	If it affects or is deemed likely to affect a faculty member's usefulness as an employee of the university, a full-time faculty member is prohibited from engaging in outside employment, or in any private business or profession during the period for which they are employed to work for the university, or outside such employment period, in a manner or to an extent that it affects or is deemed likely to affect their usefulness as an employee of the university.— <u>A faculty member may engage in outside employment, outside consulting, or keep any private business or profession during the period for which they are employed to work for the university, provided it does not create a conflict of commitment as an employee of the university.</u>
6	III.A.12 Class Schedules	Faculty members must adhere strictly to the scheduled time and place of class meetings as reflected in the official class schedule. No change in the time of class meetings, including final examinations, may be made without the advance approval of the <u>AUH and</u> dean. No change in the assigned place of class meetings, including final examinations, may be made without the advance approval of the AUH. No class may be added or dropped from the schedule without the advance approval of the AUH.
7	III.A.26.b Complaints (Second paragraph)	An informal complaint against a faculty member may be delivered orally, leaving further action to the discretion of the AUH or higher-level supervisor. <u>Informal allegations of misconduct must be reported by the AUH to the dean. An official-A formal</u> complaint requires a written submission to the faculty member's AUH or higher-level supervisor. The

		<p>person receiving an official <u>a formal</u> complaint must ensure that a written acknowledgement is sent to the complainant. However, the complainant has no right to information about the outcome of the complaint. A higher-level supervisor who receives a complaint must send the official <u>formal</u> complaint to the AUH for initial processing unless there is a reason to do otherwise. Informal allegations of misconduct must be reported by the AUH to the dean. Formal allegations of misconduct will be reported by the AUH to the dean, who must report the allegations to the provost.</p>
8	III.C.3 Appointment of Academic Unit Heads (First paragraph)	<p>When a vacancy occurs in a position of an AUH, the dean must request the academic unit to nominate members of its faculty for service on a search committee, unless the dean determines that the position may be considered a promotional opportunity restricted to candidates from the current employees of the university, and the majority of the academic unit's full-time faculty members vote to approve the dean's decision not to have an external search. Additionally, any such decision not to hold an external search must include prior consultation with the equal opportunity officer, and must have the prior approval of the provost. An interim or acting AUH may be appointed by the dean until the position is filled.</p> <p><u>When a vacancy occurs in a position of an AUH, the dean must confer with the academic unit to determine whether they recommend the search be internal or external. The recommendation will be made by a majority vote of the unit's full-time instructional faculty to be taken under advisement by the dean. The dean will consult with the equal opportunity officer prior to determining that a search is internal. The dean determines whether a search is internal or external, subject to the provost's approval. The selection of an interim or acting AUH (up to 2 years until the position is filled) will be decided upon by the dean with input from the unit's full-time instructional faculty. If necessary, interim or acting AUHs may come from another unit.</u></p>
9	III.E.2.b.(1) Teaching (First paragraph)	<p>Consideration of teaching performance may include but is not limited to a well-developed teaching philosophy, self-evaluation, evaluations by peers and/ or AUH's, and s <u>Student evaluations may only be used as a formative tool or as part of teaching evidence when relating to</u> of the course content, rigor, assignments and learning experiences, rather than individual style or personality of the instructor. Student evaluations may only be utilized as a formative tool or as part of a teaching portfolio.</p>
10	III.E.6.b.(1) Promotion in Academic Rank (First paragraph)	<p>The faculty member may apply for promotion, or the AUPAC or AUH may nominate a faculty member for promotion. Written intent to apply or nomination must be made by Sept. 1 to the AUH. The faculty member must be informed if the AUPAC or AUH has nominated the faculty member, and must have the option to accept or decline the nomination without prejudice. The faculty member who wishes to be considered for promotion must submit a summary of activities and accomplishments in the areas of teaching, scholarly achievement and professional qualifications, and professional service to the dean, AUH, and AUPAC by Oct. 1 (<u>see II.F. definition of "day"</u>). Failure by the faculty member to submit a summary of activities and accomplishments by the Oct. 1 deadline must constitute a refusal of a nomination or withdrawal of an application, and no consideration of promotion is required.</p>

11	III.E.7.f.(1) Tenure (First paragraph)	A faculty member in the penultimate year of the probationary period must apply for tenure and submit a summary of activities and accomplishments in the areas of teaching, scholarly achievement and professional qualifications, and professional service to the dean, AUH, and AUPAC by Oct. 1 (<u>see II.F. definition of “day”</u>).
12	III.J.1.d Medical Leave	A faculty member may be entitled to either paid medical disability <u>benefits or intermittent leave through peer coverage for leave due to illness or injury. For more information, see <i>Manual of Policies and Procedures</i>, Policy 1338, Faculty Leave, or contact the Office of Human Resources.</u> A faculty member may be entitled to either paid medical disability leave or to peer coverage for leave due to illness, depending on the faculty member’s participation in the Virginia Sickness and Disability Program (VSDP) and on the disability leave option chosen. Faculty members enrolled in VSDP must track any sick leave used through a tracking report, which must be signed by the supervisor and submitted to the Office of Human Resources. For more information, see <i>Manual of Policies and Procedures</i>, Policy 1338, Faculty Leave, or contact the Office of Human Resources.

President's Report



JMU Task Force on Artificial Intelligence

Robin Bryan, Associate Vice President for IT and CIO

David Kirkpatrick, Chief of Staff

Bob Kolvoord, Dean, College of Integrated Science and Technology

Bethany Nowviskie, Dean of Libraries





Task Force Development and Areas of Focus

- Academic Affairs conversations, Spring/Summer 2023
- 2023/24 Open Call with Areas of Focus:
 - Authorship and the production of new knowledge
 - Artificial Intelligence (AI) and the student experience
 - New contexts and meanings for higher education
 - Administrative applications of AI
- Inclusive, iterative, and a “year of conscious experimentation”

Campus-wide Involvement



The Student Experience

Dirron Allen – Student Affairs and Group 2 lead

John Huffman – Student Affairs and Group 2 lead

Anthony Miles – JMU Libraries and Group 2 lead

Andrea Adams – JMU Libraries

Sarah Brooks – College of Visual and Performing Arts

Jim Bywater – College of Education

Jack Garner – College of Science and Mathematics

Kevin Hardwick – College of Arts and Letters

Yang Liu – The Learning Center and College of Health and Behavior Sciences

Marquis McGee – Academic Advising

Shaun Mooney – First Gen Student Success

Ren Oliver – Talent Development and Human Resources

Carolyn Schubert – JMU Libraries

Sam Squyers – University Career Center

JT Todd – Sexual Orientation, Gender Identity, and Expression

Taeho (Nathaniel) Yu – JMU Libraries (joining soon)

Raafat Zaini – College of Integrated Science and Engineering

JY Zhou – Center for Global Engagement

New Contexts and Meaning

Sarah Cheverton – University Studies and Group 3 lead

Daniel George – JMU Counseling Center and Group 3 lead

Bethany Nowwiskie – JMU Libraries and Group 3 lead

Afzal Upal – College of Integrated Science and Engineering and Group 3 lead

Laura Atkins – College of Business

Randal Budnikas – University Marketing

Marijn de Waal – College of Visual and Performing Arts

Michele Estes – College of Education

Thomas Finnegan – College of Science and Math

Philip Frana – University Studies

Angela Hayslett – College of Business

Michael Klein – University Studies

Sarah MacDonald – School of Continuing and Professional Studies

Sombo Muzata – College of Arts and Letters

Maryam Sharifian – College of Education

Rhonda Syler – College of Business

Catherine Zeman – College of Health and Behavioral Studies

Anthony Teate – College of Integrated Science and Engineering

Authorship and New Knowledge

Stephen Aderton – University Marketing and Group 1 lead

Rodolfo Barrett – Learning Resource Centers and Group 1 lead

Andreas Broscheid – Center for Faculty Innovation and Group 1 lead

Kevin Hegg – JMU Libraries and Group 1 lead

Bob Kolvoord – College of Integrated Science and Engineering and Group 1 lead

Juhong Christie Liu – JMU Libraries and Group 1 lead

Mohammad Ala Uddin – College of Arts and Letters

Chelsey Bahlmann Bollinger – College of Education

Samantha Holly Becerra Reed – Audit and Management Services

Scott E Beckler – College of Health and Behavioral Studies

Howard Carrier – JMU Libraries

Kevin Hardwick – College of Arts and Letters

Weiming Hu – College of Integrated Science and Engineering

Manal Ahmad Jamal – College of Arts and Letters

Masoud Kaveh Baghbadorani – College of Science and Mathematics

Raihan Khan – College of Health and Behavioral Studies

Robyn Kondrad – College of Health and Behavioral Studies

Valerie Linsinbigler – JMU Libraries

Brennan Maupin – Office of Disability Services

Kevin Molloy – College of Integrated Sciences

Gracie Michelle Wingfield – Student Affairs

Administrative Applications

Robin Bryan – Information Technology and Group 4 lead

Debbie Jordan – Advancement and Group 4 lead

Hala Nelson – College of Science and Mathematics and Group 4 lead

Jennifer Campfield – Provost's Office

Jojo Griffith – Talent Development

Lindsey Harvell-Bowman – College of Arts and Letters

Becky Holmes – Audit and Management Review

Teddy Levin – Engagement Fellow

Kathy Lubkowski – College of Integrated Science and Engineering

Paul Mabrey – Student Access and Enrollment Management

Christina Myers – Academic Resources

Layne Rexrode – University Events

Claire Rooney – Advancement

Matt Underwood – JMU Libraries

Luther Vucic – Advancement

Greg Hackbarth – Information Technology

AI Task Force Leadership

Dirron Allen (Student Affairs)

Robin Bryan (Administration and Finance)

John Huffman (Student Affairs)

Debbie Jordan (Advancement)

David Kirkpatrick (President's Office)

Bob Kolvoord (Academic Affairs)

Peter Montwill (President's Office)

Hala Nelson (Academic Affairs)

Bethany Nowwiskie (Academic Affairs)

Expected Outcomes



Develop guidance for JMU on the use of AI by faculty and students for teaching, learning and research



Explore opportunities to integrate AI in core administrative functions



Prepare students to use AI as they enter the workforce



Ensure that JMU develops AI-related policies that are just and equitable for all stakeholders



Key Guiding, Contextual Questions

- How can AI help to foster innovation and improve quality of life at JMU?
- How can we best adapt our skills and learning strategies in a society with intelligent machines?
- What threats does AI pose to interpersonal relationships and human judgment?
- What are we trying to regulate and optimize with AI? Who decides?
- What are AI's biases and unintended consequences?
- What does responsible, responsive, and ethically aligned AI policy, legislation, and daily practice look like?

Critical New Knowledge Questions

- How do we define authorship in a world with AI?
- What is responsible use in teaching and learning? What about the workplace?
- How can we use AI tools in ways that are accessible and inclusively beneficial to all students?

How do we develop a common, campus set of expectations related to AI use in teaching, learning, and research across JMU?





Potential Impact on the Student Experience

- AI has the potential to enhance the student experience in advising, counseling, assessment, engagement, student support and learning environments
- AI tools could shift the journeys of students but might also diminish valuable human interaction between students and the university
- The vast amounts of data involved in generative AI and large language models make human oversight difficult
- Understanding what data is being used, collected and how that data is protected is of the utmost importance to ensure the safety and privacy of students
- Information literacy and the importance of fact checking, detecting bias and, most importantly, recognizing when and where to seek help are paramount
- Simply condemning the use of generative AI will not be effective as this technology is quickly becoming integrated into everything we use



Administrative Applications

- AI exists now as part of many applications such as Microsoft, more will come quickly
- Secure, JMU-only AI is required to protect university data
- Data Analytics potential might dramatically enhance our desire for data-driven outcomes
- Content will be needed to drive usage for technologies like Chatbots
- Privacy, trustworthiness, and security are paramount especially when applied to administrative uses
- JMU is a campus rich with high-level expertise
- We must identify competencies, knowledge and ensure appropriate support for employees as their approach to work changes
- Aligning JMU's emerging AI strategy with the efforts of Reengineering Madison and the Data Governance Council is a natural step toward an AI-powered and -informed campus



Executive Order on Artificial Intelligence

- Executive Order 30 – Artificial Intelligence
- Applies to Higher Education despite management agreements
- VITA oversight for review and approval of AI applications
- Exemptions for instruction and research are not clear
- Council of Presidents provided input to SCHEV and Secretary of Education
- Higher Education is waiting on clarification before taking next steps in technology adoption

Next Steps



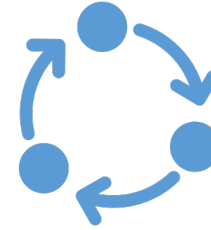
New
faculty/staff
experts
joining



Teams
pursuing
directions
from
preliminary
report



Focus
groups
w/alumni &
community
partners



Student
focus
groups and
surveys



JMU as a
learning
organization



Center for Global Engagement

JY Zhou, Executive Director, Center for Global Engagement

Griffin Hullinger, B.S. in Integrated Science and Technology, May 2024

Tingzhe Jack Zhao, B.S. in Engineering, May 2024



Center for Global Engagement (CGE)

- CGE's mission is to **broaden worldviews** and **promote global understanding** for the JMU community by cultivating, facilitating and supporting **global engagement at home and abroad**.
- Our vision is to **make global experiences** – at home and abroad – **attainable for everyone** in the JMU community.





Center for Global Engagement



Study Abroad
(SA)



International Student
and Scholar Services
(ISSS)



Global Learning and
Partnerships
(GLP)



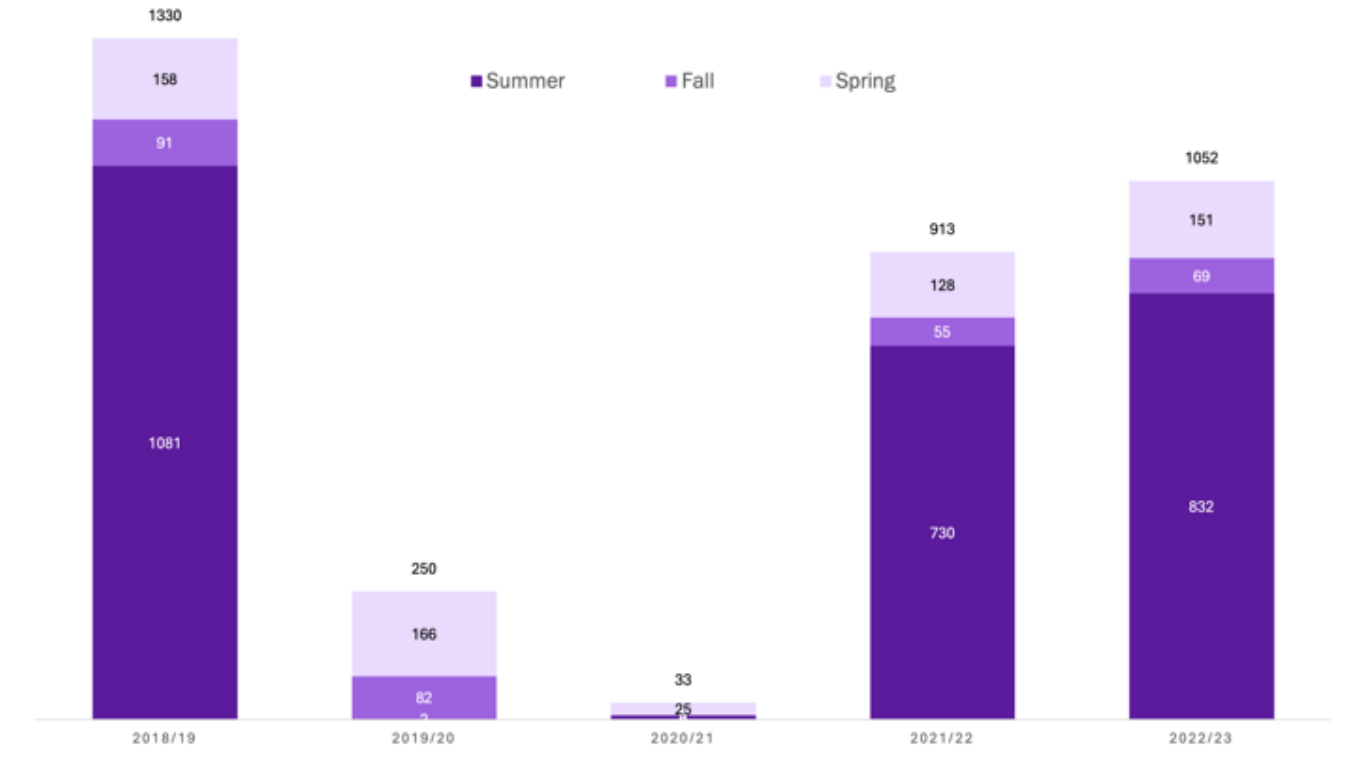
JMU Study Abroad

Every year, more than **1,000 students and 100 faculty** participate in study abroad programs.

Pre-pandemic JMU study abroad participation consistently **ranked in the top nationally** among peer institutions.

(U.S. Department of State Open Doors Reports)

JMU study abroad programs are **award-winning** at the national level.



JMU Study Abroad Participation 2018 - 2023

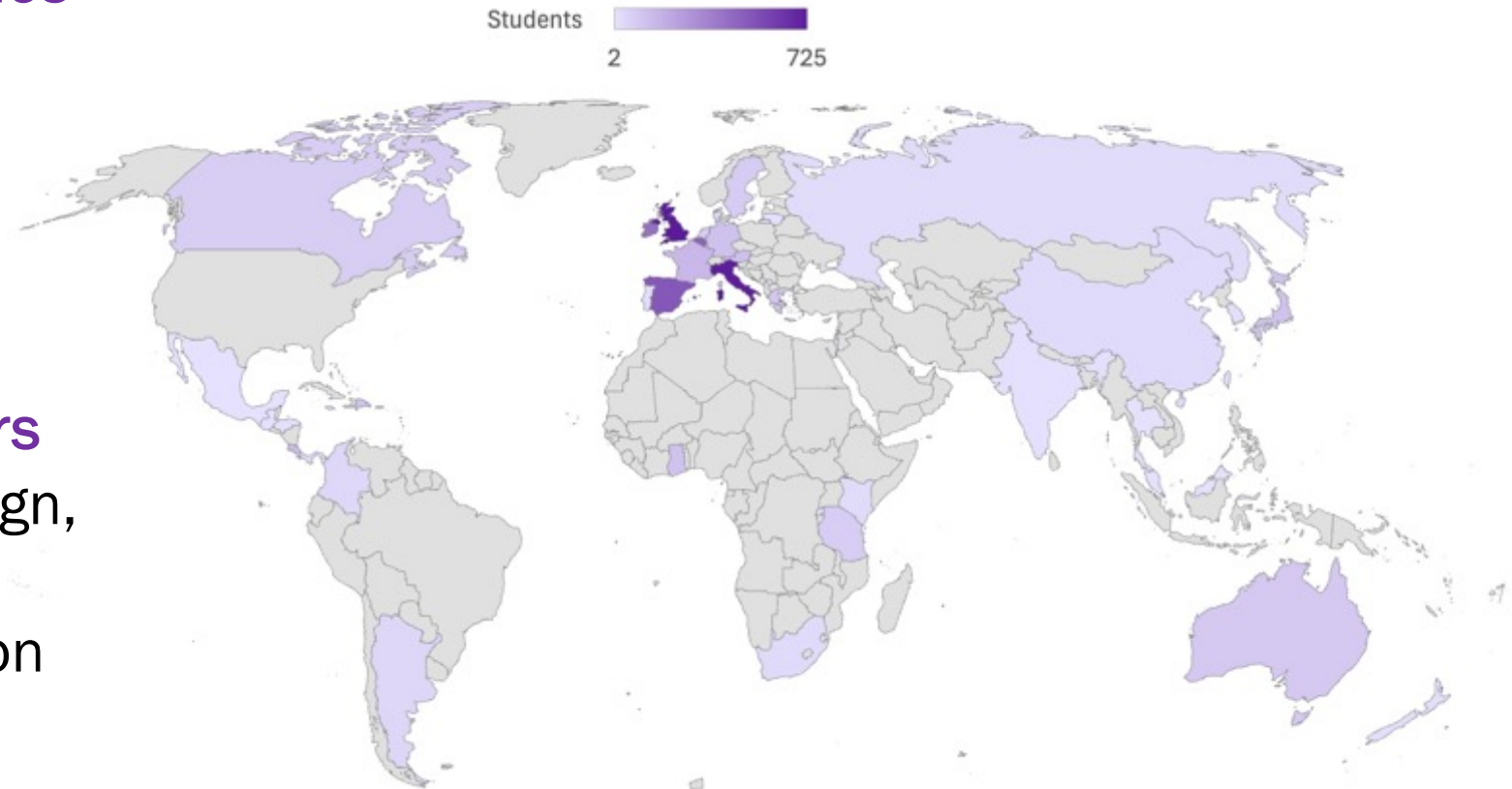
JMU Study Abroad

Top Destination Countries

are the United Kingdom, Italy, Spain, Belgium, Ireland, France and Costa Rica.

Top Study Abroad Majors

are Media Arts and Design, Psychology, Health Sciences, Communication Studies and Marketing.

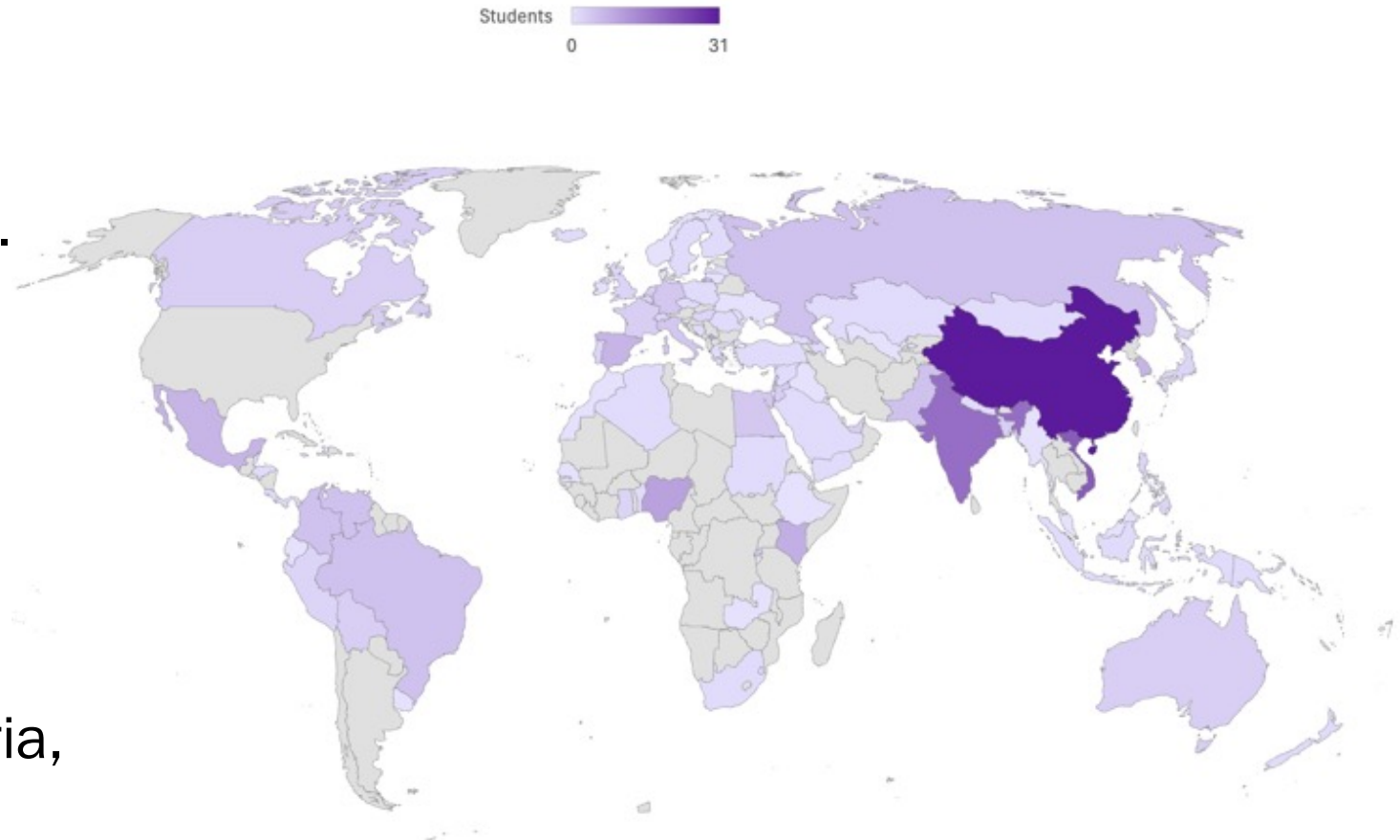


JMU International Students

JMU hosted **269 international students** in 2023, representing 1.1% of the JMU student population.

JMU international students are from **97 different countries**.

Top home countries are China, Vietnam, India, Nigeria, Kosovo and Kenya.



Home Countries of JMU International Students 2023

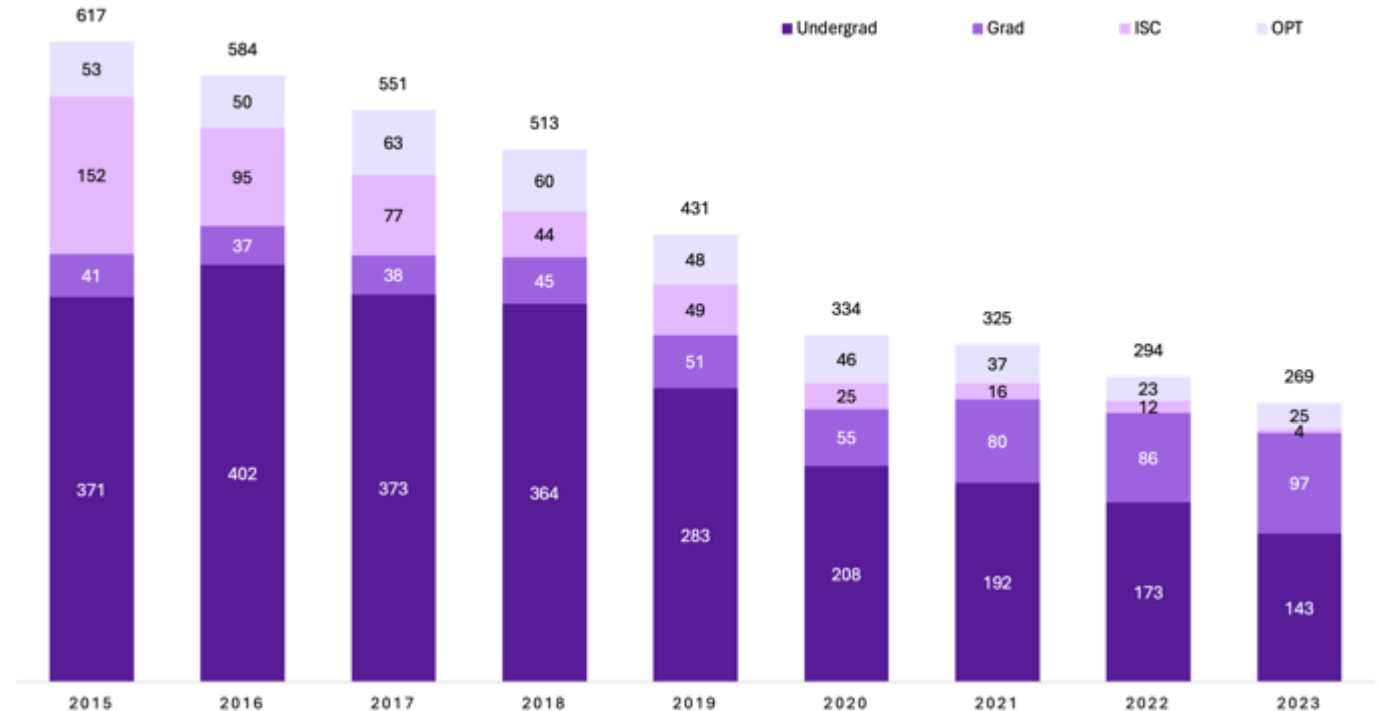


JMU International Students 2015-2023

International graduate students have experienced an impressive **47% rise in enrollment since 2019**, comprising 5.5% of JMU's graduate student body.

In 2023, JMU's **international students contributed a substantial \$12.1 million to the Commonwealth's economy** and supported 128 jobs.

(U.S. Department of State Open Doors Report, 2023)





JMU International Students 2023

Top 5 undergraduate majors of international students are:

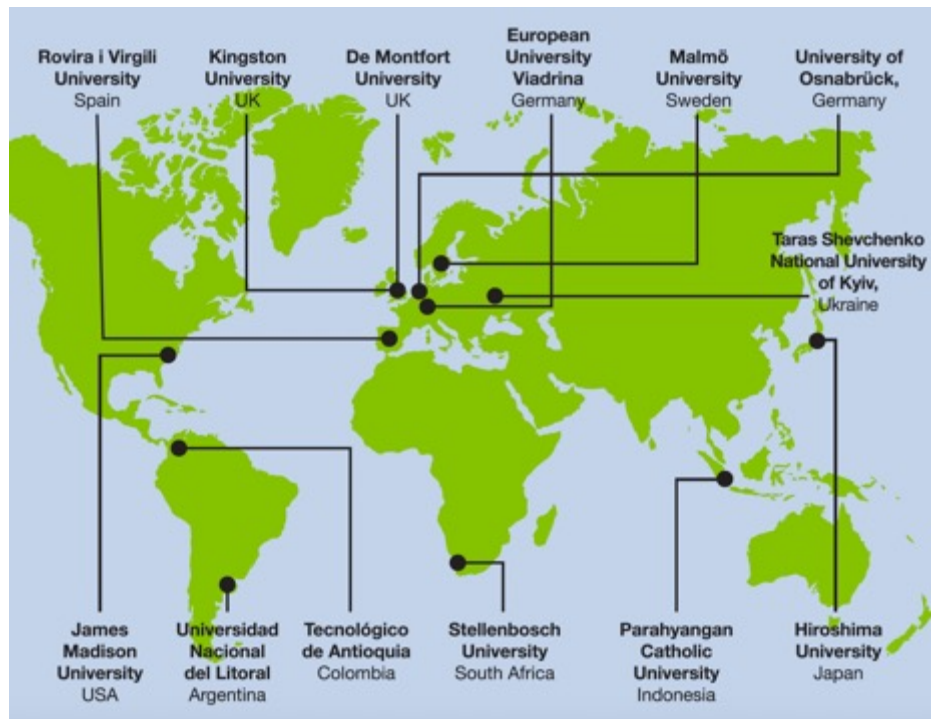
1. Accounting
2. Computer Information Systems
3. Economics
4. Finance
5. International Business

Top 5 graduate programs of international students are:

1. Business Administration (M.B.A.)
2. Communication & Advocacy (M.A.)
3. Musical Arts (D.M.A.)
4. Public Administration (M.P.A.)
5. Strategic Leadership Studies (Ph.D.)

JMU Global Learning and Partnerships

As the only U.S. member, JMU collaborates deeply with 12 institutions spanning five continents in the **International Network of Universities (INU)**.



Student Programs: Fully-funded student seminars in Japan and Indonesia; Henry Fong Award; Global Citizenship and Sustainable Futures Certificate

Faculty/Staff Programs: Researcher Mobility Program; Seed Money Funding; Staff Knowledge Exchange; Intercultural Learning for Global Engagement; Nursing Collaborative



JMU Global Learning Opportunities

Peace Corps Prep Certificate Program

Virginia produces the 5th most Peace Corps volunteers in the country (76 in 2023). JMU is one of 7 Virginia universities partnering with Peace Corps to offer a Prep Certificate Program.



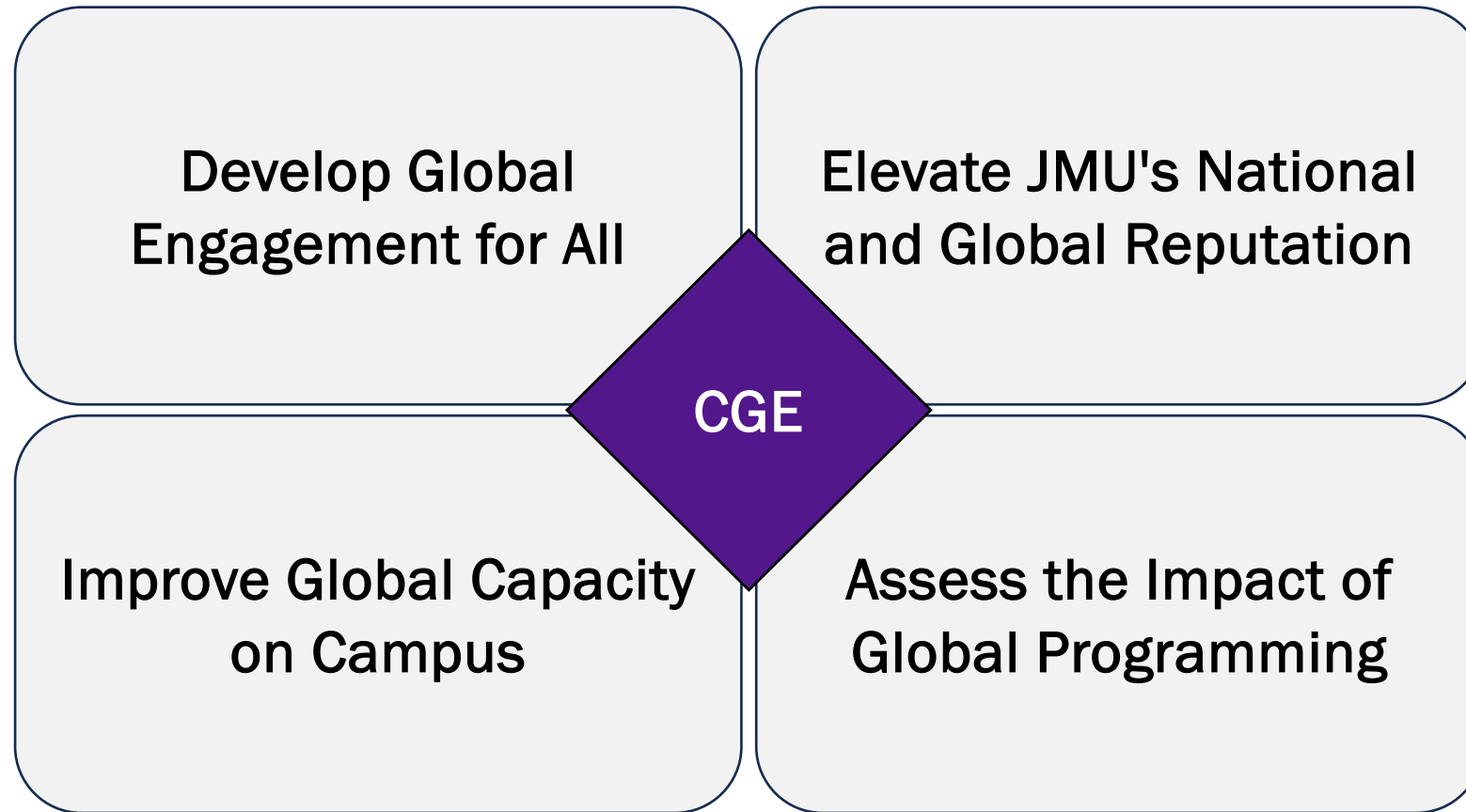
Global Virtual Exchange (GVE) / Collaborative Online International Learning (COIL)

GVE/COIL connects students from around the world for learning and collaboration, immersing them in digital spaces to gain disciplinary knowledge, practical skills and global perspectives.





CGE Moving Forward





CGE Student Panelists



Griffin Hullinger

Bachelor of Science in Integrated Science and Technology with a concentration in Sustainable Energy and Urban Development, Mathematics Minor

Expected graduation: May 2024

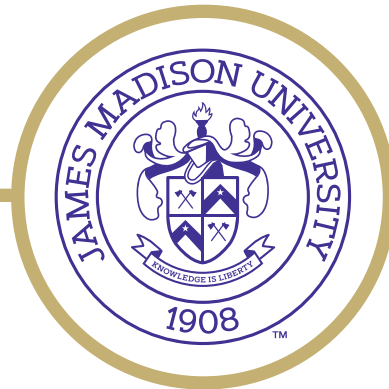


Tingzhe Jack Zhao

Bachelor of Science in Engineering
Expected graduation: May 2024

2024-2025 Proposed Tuition & Fees

Towana Moore
Vice President
Administration and Finance





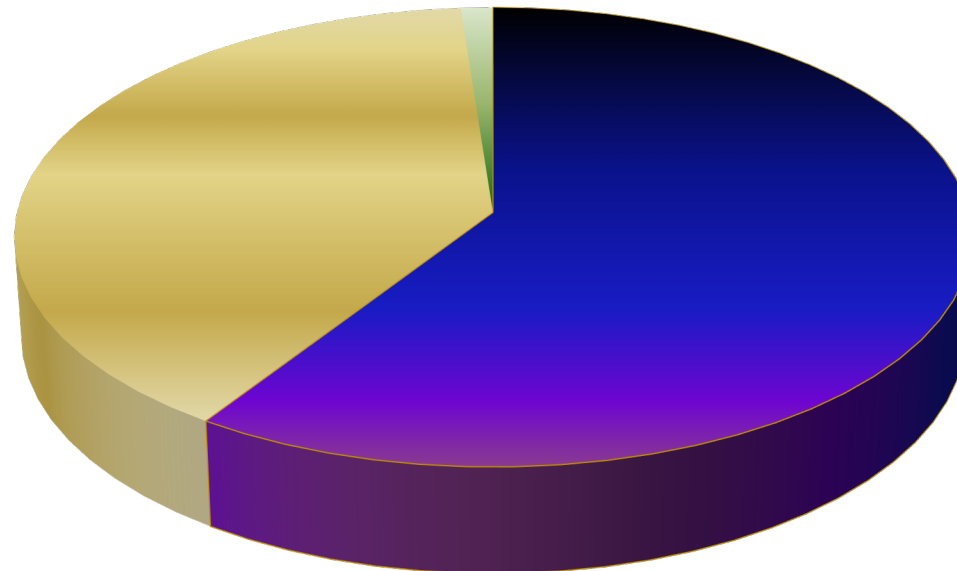
Education and General Funding

2023-24 Education & General (E&G) Revenue Budget Including Financial Aid



E&G & F/A Revenues

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

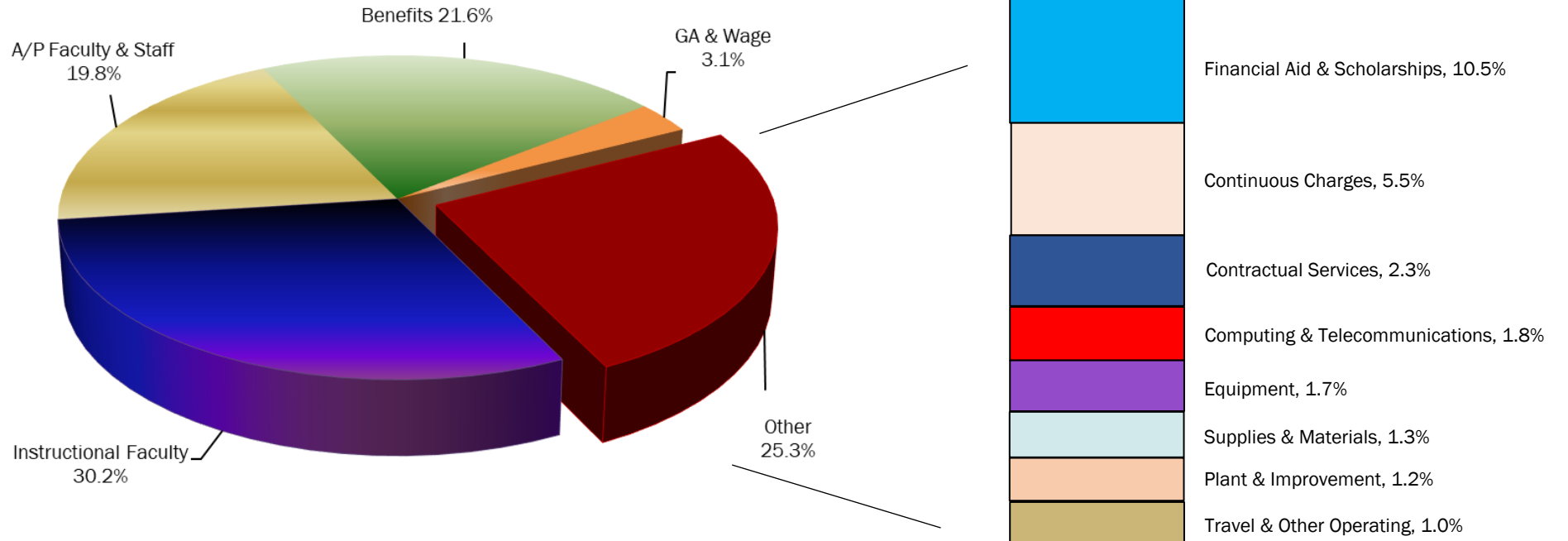


- Tuition 59.2%
- General Funds 39.6%
- Miscellaneous 1.2%



2023-24 Education & General (E&G) Expenditure Budget Including Financial Aid

74.7% of Budget
Allocated for
Compensation &
Benefits



Tuition Proposal Considerations:



- Commonwealth Support
- Student Access & Affordability
- Market Competitiveness
- Expenditure Drivers
 - Mandated costs (compensation, health insurance & fringe benefits)
 - Inflationary and contractual costs operation & maintenance
 - Academic quality & student services





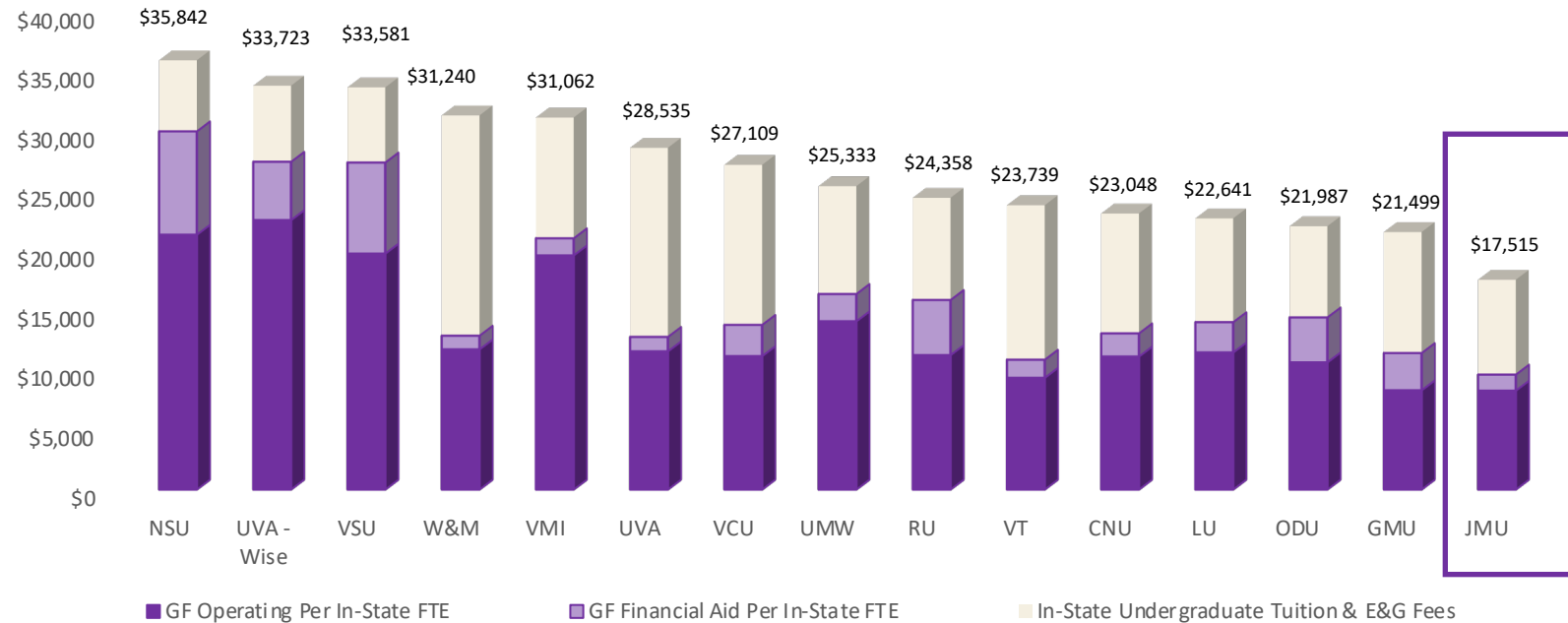
General Fund per In-state FTE Student (Operating & F/A) & In-State Undergraduate Tuition

Operating GF Dollars

JMU receives \$2,470 less per IS student than the average of \$10,733 for all four-year public institutions.

Student Financial Assistance Dollars

JMU receives \$1,306 less per IS student than the average of \$2,644 for all four-year public institutions.



Financial Effectiveness and Sustainability



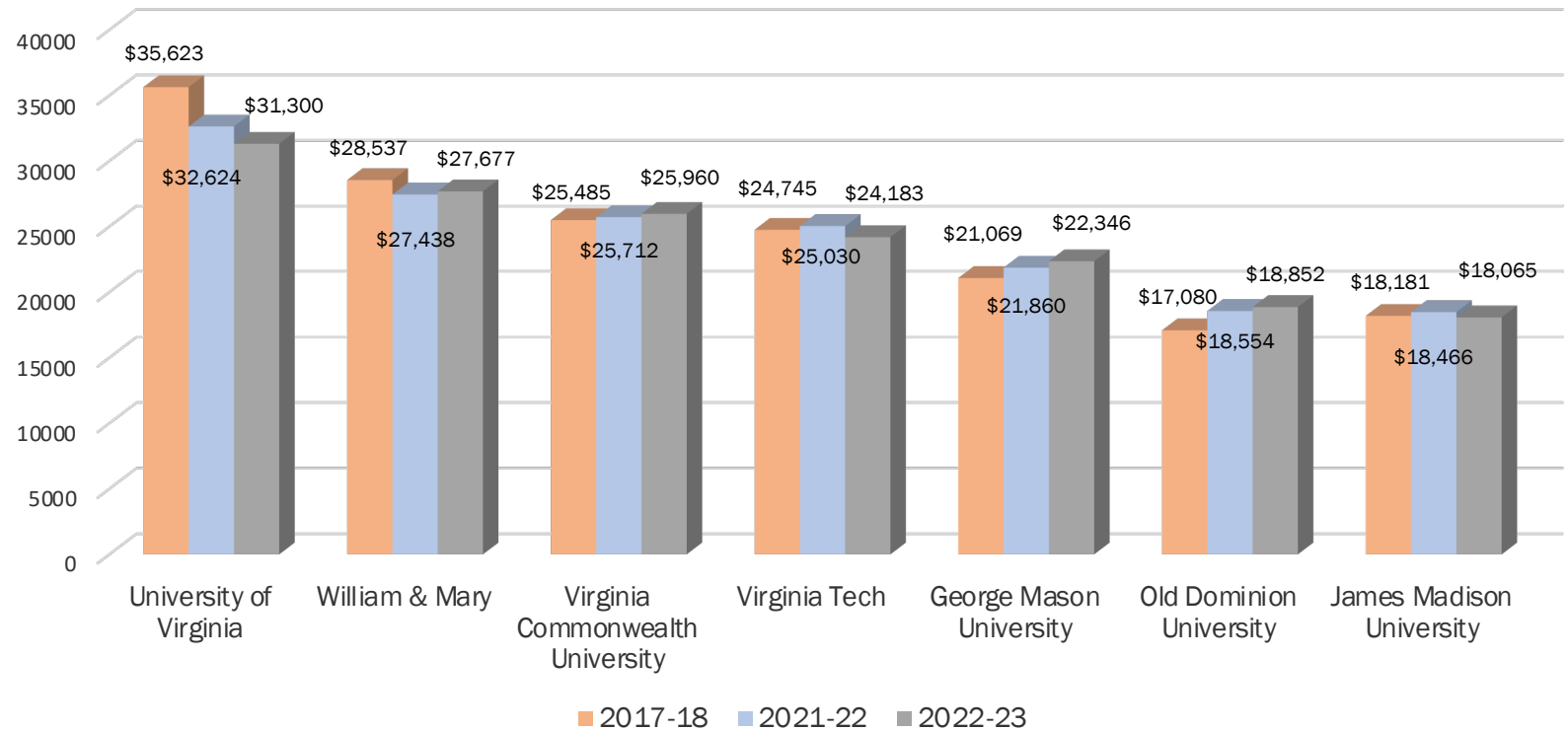
Maximizing Efficiencies

- Procurement Practices
- Facilities Management
- Academic Strategies
- Reengineering Madison
- Divisional Reallocations



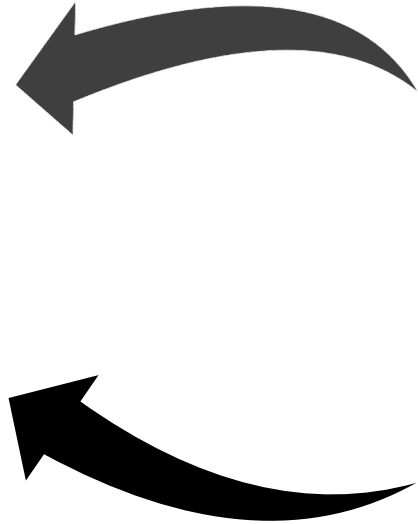
VASCUPP

E&G Expenditures Per Annual Student FTE (Adjusted for Inflation)



SCHEV – E&G Expenditures by Program & Annual Per FTE Report, FP02

FY25 E&G Revenue and Cost Considerations



Reallocations



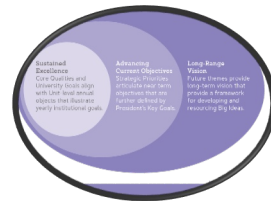
Benefits
\$1.4 M (net state)



Utilities



Inflation Pressures
\$2.9 M



Essential Initiatives
\$1.4 M



Compensation
\$4.4 M (net state)



Unfunded Mandates
\$1.2 M



Financial Assistance
\$1.7 M



Tuition Policy



Enrollment



State Funding

Projected State-Mandated & Unavoidable Costs



Fiscal Year 2025

Nongeneral Fund (JMU) Share of 3.0% State-Mandated Compensation	(4,484,883)
Nongeneral Fund (JMU) Share of Health Insurance and Other Fringe Benefits Changes	(1,463,530)
Promotion, Tenure & Staff Retention	(921,000)
Virginia Military Survivors and Dependents Waiver	(1,250,913)
Academic Program - OVN Positions, Physician Asst Program & Instructional Faculty	(899,916)
Student Success - Early Alerts	(329,412)
Utilities	(315,822)
Financial Aid & Scholarships	(1,705,797)
Reengineering Madison	(2,096,220)
Inflationary & Contract Cost Increases	(1,646,045)
Mandatory & Unavoidable Costs	(\$15,113,538)

Proposed Tuition Increase Driven by Mandatory Costs



	IS UG \$236 Annual/\$118 Semester Fiscal Year 2025 General Fund Reduction Plan	IS UG \$0 Annual/\$0 Semester Fiscal Year 2025 General Fund Reduction
Mandatory & Unavoidable Costs (previous slide)	(\$15,113,538)	(\$15,113,538)
State General Funds (Affordable Access, Retention and Degree Production)*	4,500,000	4,500,000
Tuition Rate Change (Across All Categories)	5,152,074	1,771,368
Funding Gap	(5,461,464)	(8,842,170)
Direct Academic Specific Program Expense (Self-Supporting)	(1,210,891)	(1,210,891)
Essential Initiatives	(1,386,488)	(1,386,488)
Enrollment Revenue, Direct Program Revenue & Indirect Cost Recovery	8,058,843	8,058,843
Net Cost Remaining Need	\$0	(\$3,380,706)

* Allotment Requires certification Requirements



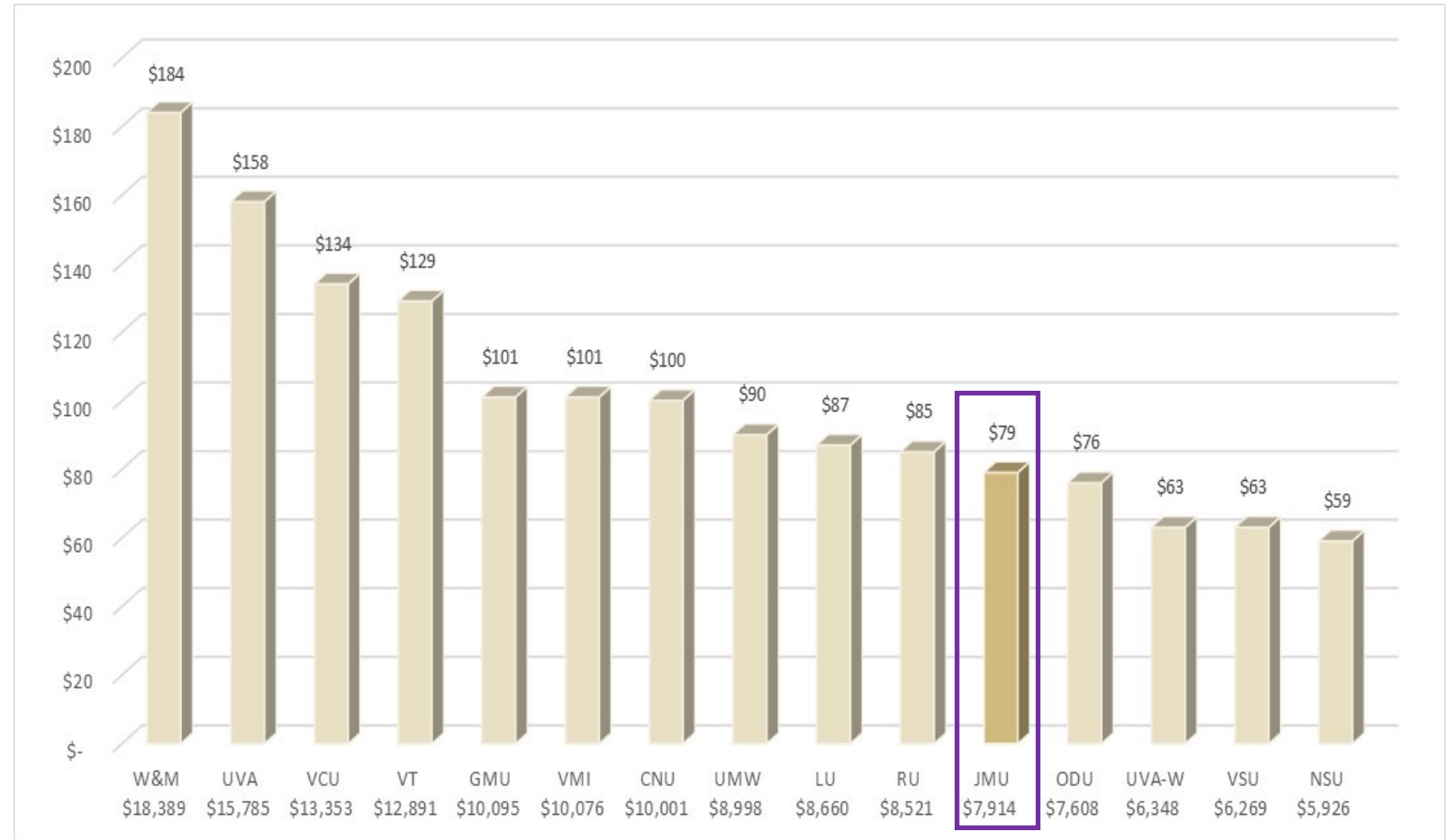
Impact & Challenges of a Zero In-State Tuition Increase:

- Commitment to Academic Quality & Student Success
 - Investment in academic programs
 - Student access and excellence
 - Accessibility and disability resources
 - Research & economic development
- Ability to Address Funding Disparities
 - History and strength of resource efficiency, operating with limited resources is not sustainable
 - Lack of funding for key investments in
 - Police & safety
 - IT security, software & infrastructure

In-State Tuition Dollar Value of 1% Change



- JMU's 2023-24 in-state undergraduate tuition is lower than all but four schools.
- JMU's in-state tuition is \$2,142 or 21% less than the average of \$10,056 for all 15 public 4-year Virginia institutions.
- A 1% increase in in-state tuition is \$79 annually or \$39 per semester.



Source: 2023-24 Tuition & Fees Report, State Council of Higher Education, August 2023



Take Away

- JMU's Tuition is Market-Competitive and Cost Demonstrates Exceptional Value and Student Success
 - Four year average in-state tuition increase – 1.5%, CPI 4.4%, HEPI 3.5%
 - Comparison with Virginia public institutions (15), 2023-24: JMU Ranks 11th lowest for in-state tuition and in-state overall total cost (with R&B)
 - JMU operates with the lowest general fund per in-state FTE among Virginia public four-year institutions
 - Most importantly, JMU offers educational quality & affordability with high graduate outcomes - alumni who live and work in the Commonwealth

Source: HEPI , Research Associates of Washington and Commonfund Institute, July-June 30 data.

CPI, U.S. Department of Labor, data is calculated July 1-June 30 (annual published CPI is computed over the calendar 12-month period).



Auxiliary Enterprises



Auxiliary Enterprises

- Examples of Auxiliary Enterprise Areas of Service Include:
 - Housing
 - Dining
 - Student Health & Well-Being
 - Student Activities
 - Recreation & Intercollegiate Athletics
 - Marching Band
 - Parking & Transportation
- Provides Various Essential Services to Students and the JMU Community
- Auxiliary Enterprises are Required to Cover 100% of All Operational Costs (including state compensation & fringe benefits)
- Auxiliary Enterprises Do Not Receive Funding From the State

Comprehensive Fee



- Examples of Departments Supported by the Comprehensive Fee:
 - Student Health Center
 - Student Activities Programing and Organizations
 - Transportation
 - Intercollegiate Athletics Operations
 - Recreation & Sports Clubs

FY 2024-25 Proposed Undergraduate On-Campus Tuition & Fees



2023-24	2024-25	\$ Change
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VIRGINIA STUDENT			
Tuition & Fees	7,914	8,150	236
Comprehensive Fee	5,662	5,816	154
TOTAL COMMUTER COSTS	\$ 13,576	\$ 13,966	\$ 390
Room & Board	11,988	12,540	552
TOTAL ON-CAMPUS COSTS	\$ 25,564	\$ 26,506	\$ 942

NON-VIRGINIA STUDENT			
Tuition & Fees	25,128	25,496	368
Comprehensive Fee	5,662	5,816	154
TOTAL COMMUTER COSTS	\$ 30,790	\$ 31,312	\$ 522
Room & Board	11,988	12,540	552
TOTAL ON-CAMPUS COSTS	\$ 42,778	\$ 43,852	\$ 1,074



FY 2024-25 Proposed Graduate On-Campus Tuition and Fees

	2023-24	2024-25	\$ Change
GRADUATE (Per Credit Hour)			
Virginia	\$ 545	\$ 561	\$ 16
Non-Virginia	\$ 1,272	\$ 1,291	\$ 19



Proposed Summer 2025 Tuition and Fees

Summer 2024	Summer 2025	Change
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Tuition and Education & General Fees (Per Credit Hour)			
Virginia Undergraduate	\$408	\$420	\$12
Non-Virginia Undergraduate	\$985	\$1,000	\$15
Virginia Graduate	\$475	\$489	\$14
Non-Virginia Graduate	\$1,117	\$1,134	\$17
Student Services Fee (Per Credit Hour)			
Virginia Undergraduate	\$27	\$28	\$1
Non-Virginia Undergraduate	\$27	\$28	\$1
Virginia Graduate	\$27	\$28	\$1
Non-Virginia Graduate	\$27	\$28	\$1
Room & Board			
Room	\$114	\$119	\$5
Board	\$140	\$146	\$6

In-State and Out-of-State Undergraduate Tuition, Required Fees and Room and Board for Virginia’s State-Supported Institutions of Higher Education, 2023-24



Rank	In-State Tuition and Mandatory E&G Fees		Out-of-State Tuition and Mandatory E&G Fees		Mandatory Non-E&G Fees		Average Room and Board ⁽¹⁾		Total In-State		Total Out-of-State	
	Institution	Amount	Institution	Amount	Institution	Amount	Institution	Amount	Institution	Amount	Institution	Amount
1	W&M	\$ 18,389	UVA	\$ 53,397	VMI	\$ 10,408	W&M	\$ 14,859	W&M	\$ 39,900	UVA	\$ 70,076
2	UVA	\$ 15,785	W&M	\$ 42,760	W&M	\$ 6,652	ODU	\$ 14,155	UVA	\$ 32,464	W&M	\$ 64,271
3	VCU	\$ 13,353	VMI	\$ 40,778	LU	\$ 6,540	UVA	\$ 13,656	VMI	\$ 31,474	VMI	\$ 62,176
4	VT	\$ 12,891	VCU	\$ 35,937	CNU	\$ 6,350	LU	\$ 13,598	VCU	\$ 29,516	VCU	\$ 52,100
5	GMU	\$ 10,095	GMU	\$ 34,259	JMU*	\$ 5,816	GMU	\$ 13,520	LU	\$ 28,798	GMU	\$ 51,499
6	VMI	\$ 10,076	VT	\$ 34,108	UMW	\$ 5,561	VCU	\$ 13,283	CNU	\$ 28,711	VT	\$ 48,439
7	CNU	\$ 10,001	ODU	\$ 28,008	UVA-Wise	\$ 5,431	JMU*	\$ 12,540	GMU	\$ 27,335	ODU	\$ 46,817
8	UMW	\$ 8,998	UVA-Wise	\$ 27,098	ODU	\$ 4,654	CNU	\$ 12,360	VT	\$ 27,222	UVA-Wise	\$ 44,448
9	LU	\$ 8,660	UMW	\$ 25,918	NSU	\$ 3,984	UMW	\$ 12,176	UMW	\$ 26,735	JMU*	\$ 43,852
10	RU	\$ 8,521	JMU*	\$ 25,496	RU	\$ 3,765	UVA-Wise	\$ 11,919	JMU*	\$ 26,506	UMW	\$ 43,655
11	JMU*	\$ 8,150	CNU	\$ 24,638	GMU	\$ 3,720	VSU	\$ 11,890	ODU	\$ 26,417	CNU	\$ 43,348
12	ODU	\$ 7,608	LU	\$ 21,530	VSU	\$ 3,486	VT	\$ 11,746	RU	\$ 23,850	LU	\$ 41,668
13	UVA-Wise	\$ 6,348	RU	\$ 21,420	UVA	\$ 3,023	RU	\$ 11,564	UVA-Wise	\$ 23,698	RU	\$ 36,749
14	VSU	\$ 6,269	VSU	\$ 18,520	VCU	\$ 2,880	NSU	\$ 11,170	VSU	\$ 21,645	VSU	\$ 33,896
15	NSU	\$ 5,926	NSU	\$ 18,188	VT	\$ 2,585	VMI	\$ 10,990	NSU	\$ 21,080	NSU	\$ 33,342

* JMU proposed FY 2024-25 Tuition & Fees and Room & Board
 (1) Charges shown in the table represent the weighted average double occupancy room charge and the maximum weekly meal plan offered, not necessarily the plan used by most students.
 The JMU Purple 14 meal plan is shown in the chart as this is the most popular plan at the university and the plan approved by the Board of Visitors.
 Source: SCHEV FY 2023-24 Tuition and Fees Report, August 2023



FY 2023-24 Out-of-State Undergraduate Tuition, Required Fees and Room and Board Cost Comparison

	Institution	2023-24
1.	University of Virginia	\$70,076
2.	William and Mary	\$64,271
3.	University of Connecticut	\$57,332
4.	University of Maryland-College Park	\$56,042
5.	Michigan State University	\$55,794
6.	University of Massachusetts-Amherst	\$54,730
7.	University of Delaware	\$54,558
8.	Miami University-Oxford	\$54,097
9.	University of Pittsburgh	\$53,310
10.	Penn State University	\$53,218
11.	Ohio State University	\$52,637
12.	University of New Hampshire	\$52,474
13.	Clemson University	\$52,370
14.	University of North Carolina at Chapel Hill	\$52,346
15.	Rutgers University-New Brunswick	\$50,716

	Institution	2023-24
16.	University of Rhode Island	\$50,684
17.	Virginia Tech	\$48,439
18.	SUNY at Binghamton	\$48,211
19.	University of Maine	\$48,042
20.	North Carolina State University	\$45,486
21.	James Madison University*	\$43,852
22.	University of Mary Washington	\$43,655
23.	West Virginia University	\$41,236
24.	Ohio University	\$39,498
25.	Appalachian State University	\$36,795
26.	University of North Carolina Wilmington	\$35,590
27.	Kent State	\$34,616
28.	Bowling Green State University	\$34,362
29.	University of North Carolina Greensboro	\$33,269
	Average	\$48,886

* Proposed FY 2024-25 Out-of-State On-Campus Tuition and Auxiliary Mandatory Fees and Room & Board Fees
 Source: IPEDS Preliminary Institutional Characteristics Data Collection, Fall 2023

2024-2025 Proposed Budget

Towana Moore
Vice President
Administration and Finance



2023-24 Budget (In Millions)



2023-24

Education & General

403.5

Auxiliary Enterprises

242.5

Financial Aid

31.0

Sponsored Programs

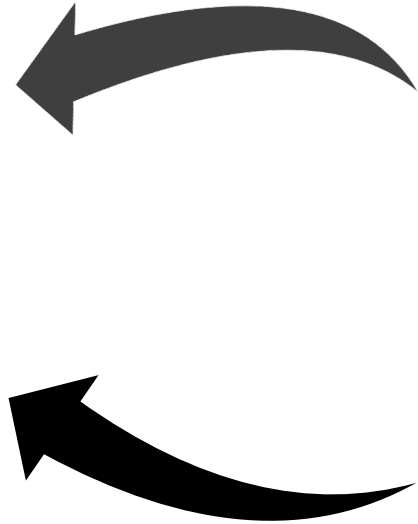
46.8

Total Operating Budgets*

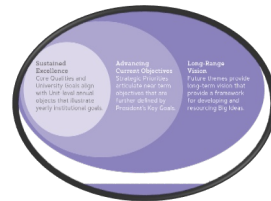
\$ 723.8

* Excludes Equipment Trust Fund (ETF)

FY25 E&G Revenue and Cost Considerations



Reallocations



Essential Initiatives
\$1.4 M



Benefits
\$1.4 M (net state)



Compensation
\$4.4 M (net state)



Tuition Policy



Utilities



Unfunded Mandates
\$1.2 M



Enrollment



Inflation Pressures
\$2.9 M



Financial Assistance
\$1.7 M



State Funding



Education and General Funding

2024-25 Education and General & Financial Aid Incremental Revenue by Category



<u>Revenue Category</u>	<u>Revenue Change</u>
General Fund Revenue	
Affordable Access, Retention and Degree Production	4,500,000
Salary, Fringe Benefits and Other Operating Transfers	4,330,493
Financial Aid & Scholarships	3,695,360
Nursing Faculty Salaries	660,000
Tech Talent & OVN Operating	(864,821)
Total General Fund Revenue	\$ 12,321,032
Nongeneral Fund Revenue	
Tuition & Other Revenue	11,279,905
Total Nongeneral Fund Revenue	\$ 11,279,905
Total Incremental Revenues	\$ 23,600,937

2024-25 Education and General & Financial Aid Incremental Expenditure by Category



<u>Expenditure Category</u>	<u>Expenditure Change</u>
Faculty and Staff Salary, Wage and Fringe Benefit Rate Changes	10,938,906
Financial Aid & Scholarships	5,401,157
Reengineering Madison	2,096,220
Cost to Continue	1,646,045
Academic Operations	1,587,548
Essential Initiatives	1,374,338
Faculty Tenure & Promotions & Staff Retention	921,000
Facilities, Operations and Contract Obligations	(364,277)
Total Incremental Expenditures	<u>\$ 23,600,937</u>



Auxiliary Enterprises

2024-25 Auxiliary Incremental Revenue by Category



<u>Revenue Category</u>	<u>Revenue Change</u>
Board Fee	6,802,711
Comprehensive Fee	4,286,119
Auxiliary Sales	3,576,551
Room Fee	1,478,940
	<hr/>
Total Incremental Revenues	<u>\$ 16,144,321</u>

2024-25 Auxiliary Incremental Expenditure by Category



<u>Expenditure Category</u>	<u>Expenditure Change</u>
Facilities, Operations and Contract Obligations	11,356,051
Faculty and Staff Salary, Wage and Fringe Benefit Rate Changes	2,140,203
Debt/Reserves	1,679,775
Cost to Continue	853,148
Financial Aid & Scholarships	519,005
Essential Initiatives	299,483
Reallocation	(703,344)
Total Incremental Expenditures	<u>\$ 16,144,321</u>

2024-25 Budget Summary (Millions)



	2023-24	2024-25	\$ Change	% Change
Education & General	403.5	423.0	19.5	4.8%
Auxiliary Enterprises	242.5	258.6	16.1	6.6%
Financial Aid	31.0	35.1	4.1	13.2%
E&G, F/A & Auxiliary Programs	\$ 677.0	\$ 716.7	\$ 39.7	5.9%
Sponsored Programs	\$ 46.8	\$ 58.3	\$ 11.5	24.6%
Total Operating*	\$ 723.8	\$ 775.0	\$ 51.2	7.1%

* Excludes Equipment Trust Fund

Election of Officers

Lara Major, Chair, Nominating Committee



Recognition of Board Members

Jonathan R. Alger, President



Closed Session

